



SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 25th June, 2012 at 10.00 am

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

MEMBERSHIP

Councillors

- S Bentley - Weetwood;
J L Carter - Adel and Wharfedale;
N Dawson - Morley South;
P Grahame (Chair) - Cross Gates and Whinmoor;
R Grahame - Burmantofts and Richmond Hill;
J Hardy - Farnley and Wortley;
A Lowe - Armley;
C Macniven - Roundhay;
R Wood - Calverley and Farsley;

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:- No exempt items on this agenda.</p>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATIONS OF INTEREST

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.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notifications of substitutes.

6

MINUTES OF THE PREVIOUS MEETING

To confirm as a correct record, the minutes of the meeting held on 2nd April 2012

(Copy attached)

1 - 4

7

CHANGES TO THE COUNCIL'S CONSTITUTION IN RELATION TO SCRUTINY

To consider a report by the Head of Scrutiny and Member Development which summarises the amendments made to the Council's Constitution, as agreed by Council on 21st May 2012, which directly relate to and/or impact on the work of Scrutiny Boards.

(Report attached)

5 - 8

CO-OPTED MEMBERS

To consider a report by the Head of Scrutiny and Member Development seeking this Scrutiny Board’s formal consideration for the appointment of co-opted members to the Board.

The report provides guidance when seeking to appoint co-opted members and refers to some legislative arrangements in place for the appointment of specific co-opted members. Such cases are set out in Article 6 of the Council’s Constitution and are also summarised within this report.

(Report attached)

PEOPLE PLAN - QUARTER 4 2011/12

To consider a report by the Chief Officer (HR) which provides details of the Quarter 4 results for the People Plan in 2011/12. The report also covers the out-turn position on appraisals as requested by the Board at an earlier meeting.

(Report attached)

STAFF ENGAGEMENT

To consider a report by the Chief Officer HR outlining the work that has been undertaken to date to measure and improve levels of staff engagement across the Council, and to allow the Board to consider and comment on the methods that are being used to improve, measure and report on engagement levels in the future.

(Report attached)

11

EQUALITY IMPROVEMENT PRIORITIES 2011-2015

45 -
64

To consider a report by Assistant Chief Executive (Customer Access and Performance) which provides details of the new Equality Improvement Priorities and the revised Equality and Diversity Policy.

The report sets out the council's continued commitment to equality. It outlines the council's equality objectives, identifies how progress will be measured and how continued improvement and development of the equality agenda will be achieved.

(Report attached)

12

2011/12 Q4 PERFORMANCE REPORT AND REFRESH OF THE COUNCIL BUSINESS PLAN 2011-15

65 -
96

To consider a report the Assistant Chief Executive (Customer Access and Performance) / Director of Resources which provides a summary of the quarter four (year end) performance data for 2011-12 and sets out an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15.

(Report attached)

13		<p>FINANCIAL PERFORMANCE - OUTTURN FINANCIAL YEAR ENDED 31ST MARCH 2012</p> <p>To consider a report by the of the Head of Scrutiny and Member Development which sets out the Council's financial performance for the year ending 31st March 2012 (Financial Performance Outturn 2011/12).</p> <p>(Report attached)</p>	97 - 110
14		<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p> <p>To consider a report by the of Head of Scrutiny and Member Development which provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.</p> <p>(Report attached)</p>	111 - 118
15		<p>WORK SCHEDULE</p> <p>To consider a report of the Head of Scrutiny and Member Development which request consideration of the Board's work schedule for the forthcoming municipal year.</p> <p>(Report attached)</p>	119 - 124

DATE AND TIME OF FUTURE MEETINGS

To note the arrangement for future meetings of the Board:

Monday 23rd July 2012

Monday 3rd September 2012

Monday 15th October 2012

Monday 19th November 2012

Monday 17th December 2012

Monday 21st January 2013

Monday 18th February 2013

Monday 18th March 2013

Monday 22nd April 2013

(All meetings to take place in the Civic Hall, Leeds commencing at 10.00am)

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Agenda Item 6

SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 2ND APRIL, 2012

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, A Blackburn,
B Chastney, N Dawson, R Grahame,
J Hardy, A Lowe, C Macniven and R Wood

CHAIR'S OPENING REMARKS

The Chair reported that today's meeting would be the last with Councillor Ben Chastney in attendance following his decision to stand down at the May Local Elections.

In paying tribute the Chair thanked Councillor Chastney for his valuable contributions he'd made during his time on Scrutiny Board (Resources and Council Services). Board Members joined the Chair in expressing their best wishes for the future

81 Late Items

The Board accepted the inclusion of a late item "People Plan Reporting Framework. The report was not available at the time of agenda publication, but it was considered in the best interest of all parties concerned that the matter be considered without delay (Minute No. 86 refers)

82 Declarations of Interest

Councillor Ron Grahame declared a personal interest in relation to Agenda Item Nos. 8 & 9 People Plan Reporting Framework and Commercial Services Fleet Services, in his capacity as a Member of the GMB Union. (Minute No. 86 & 87 refers)

Councillor Hardy declared a personal interest in relation to Agenda Item No.9 Commercial Services Fleet Services, having recently used the service for an MOT inspection. (Minute No. 87 refers)

83 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor J L Carter

84 Minutes of the Previous Meeting

RESOLVED – That the minutes of the previous meeting held on 5th March 2012 be confirmed as a true and correct record

85 Asset Management

The Head of Scrutiny and Member Development submitted a report setting out details of two issues raised at the January meeting of this Board which require further scrutiny:

- Changing the Workplace and the opportunities that this presents to support the release of property assets
- Improved processes that had been implemented to speed up the disposal of surplus property assets

Councillor Keith Wakefield, Leader of Council, James Rogers, Assistant Chief Executive (Customer and Access Performance) Christine Addison, Acting Chief Asset Management Officer, City Development, Jane Watson, Head of Business and Improvement, Chris Gomersall, Head of Property Services and Anne Chambers, Head of Corporate Property Management) attended the meeting and responded to Members questions and comments.

In brief summary, the main areas of discussion were:

- Community Involvement in Local Authority Assets and service provision
- Timescales around the surplus/ disposal process
- Options for alternative use
- Consultation process for asset disposal
- Changing the workplace and having the right buildings for the workforce and service delivery
- Building lease commitments
- The methodology used by ALMO's to dispose of surplus property

(During the course of the discussion it became apparent that Councillor Hardy had a conflict of interest as a consequence of his employment. Councillor Hardy declared a pecuniary interest and vacated the meeting)

RESOLVED – That the contents of the report be noted

86 People Plan Reporting Framework

The Chief Officer HR submitted a report which provided details of the February 2012 People Plan scorecard information and sought the Boards views on the format and frequency of receiving updates.

Lorrain Hallam, Chief Officer HR attended the meeting and responded to Members questions and comments

In brief summary, the main areas of discussion were:

- The introduction of a new Appraisal System
- The possible correlation between appraisals and absenteeism

- The use of Agency Staff – Further detailed information was requested
- Suggested amendments to the Scorecard; including introducing targets year on year, including comparisons with core cities

The Chair thanked the Chief Officer HR for her attendance and contribution

RESOLVED –

- (i) That the Board receive the year end figures in June and thereafter on a quarterly basis
- (ii) That the suggested amendments to the scorecard be considered
- (iii) Further information be provided on temporary staff, including a breakdown of staff numbers, the types of work involved, costs, and the duration of employment

87 Commercial Services Fleet Services

The Chief Commercial Services Officer submitted a report which provided an update on the Authority's fleet replacement programme, influences of alternative fuels, apprentices and the generation of additional income around MOT testing facilities

Sarah Martin, Commercial Services Officer, City Services and Terry Pycroft, Head of Fleet Services, City Services attended the meeting and responded to Members questions and comments

In brief summary, the main areas of discussion were:

- Possible collaboration with Redhall Services on vehicle maintenance
- The implications for retaining vehicles over a longer period
- An analysis of the effectiveness of alternative fuel usage
- CPC training
- Apprenticeship scheme
- Improving links with the local community

In drawing the discussion to a conclusion the Chair said that this was a positive report with good progress made.

The Chair thanked officers for their attendance and contributions

RESOLVED – To note and welcome the further information provided in respect of the operation of the Fleet Services Division of the Resources Directorate

88 Date and Time of Next Meeting

RESOLVED – To note that arrangements for the next meeting will be confirmed following the Annual Meeting of Council on 21st May 2012

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 25th June 2012

Subject: Changes to the Council's Constitution in relation to Scrutiny

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The annual review of Scrutiny identified a number of areas for amendment within Article 6 of the Constitution, the Scrutiny Boards' Terms of Reference and the Scrutiny Board Procedure Rules. These are either to ensure consistency in wording, to reflect legislative changes or to provide procedural clarity.
2. This report summarises the amendments made to the Council's Constitution, as agreed by Council on 21st May 2012, which directly relate to and/or impact on the work of Scrutiny Boards.

Recommendation

3. In fulfilling the role and function of the Scrutiny Board, Members are requested to note the amendments to the Council's Constitution outlined in this report.

1.0 Purpose of this report

- 1.1 This report provides the Board with information on recent amendments to the Council's Constitution, as agreed by Council on 21st May 2012, which directly relate to and/or impact on the work of Scrutiny Boards.

2.0 Background information

- 2.1 The annual review of Scrutiny more often than not identifies a number of areas for amendment within Article 6 of the Constitution, the Scrutiny Boards' Terms of Reference and the Scrutiny Board Procedure Rules. These are either to ensure consistency in wording, to reflect legislative changes or to provide procedural clarity.

3.0 Main issues

- 3.1 The more significant amendments made to the Council's Constitution in relation to the Overview and Scrutiny function are summarised below.

Article 6

- 3.2 The Localism Act 2011 has amended statutory provisions relating to scrutiny arrangements within the Local Government Act 2000. Such amendments are now reflected within Article 6 of the Constitution. It has also been updated to reflect the changes made to the Scrutiny Boards this year i.e. the replacement of the Scrutiny Board (Regeneration) with a Scrutiny Board (Housing and Regeneration).

Scrutiny Board Terms of Reference

- 3.3 Five themed Scrutiny Boards were established last year to mirror the Strategic Partnership Boards in order to promote a more strategic and outward looking Scrutiny function that focuses on the City Priorities. This approach will continue. However, as part of their terms of reference, the five Scrutiny Boards will no longer be tasked to undertake specific reviews linked to the City Priority Plans of their respective Partnerships. Instead, the Scrutiny Boards are authorised to review or scrutinise the performance of their relevant partnerships. In doing so, they will review outcomes, targets and priorities within the Business Plan and specific "Best City for...." priorities set out within the City Priority Plan.
- 3.4 Decisions made, or actions taken, in connection with the discharge of any functions which are the responsibility of the executive, which do not fall within the terms of reference of the five themed Scrutiny Boards, will continue to be considered by the Scrutiny Board (Resources and Council Services). In addition, this Board will also review or scrutinise the performance of the Leeds Initiative Board.

Scrutiny Board Procedure Rules

- 3.5 The Scrutiny Board Procedure Rules now state that all Scrutiny Boards will act as "critical friend" to the relevant partnership and consider and report on the following areas:

1. What contribution the Partnership Board is making to tackle poverty and inequality, and the progress being made against this?
 2. How successfully the Board's partnership arrangements are working?
 3. To what extent are significant benefits being seen from partnership working? How has partnership working ensured increased pace of change to address the issue in hand?
- 3.6 The Scrutiny Board Procedure Rules have also been effected by the Localism Act 2011 in relation to "councillor calls to action". Previously, the authority had to make arrangements to enable a Member to refer a 'local government matter' relevant to the scrutiny committee; now arrangements must enable Members to refer "any matter which is relevant to the functions of the committee and is not an excluded matter".
- 3.7 The other principle change following the Localism Act relates to the authority's powers to require a "partner authority" to provide information and also have regard to Scrutiny Board reports and recommendations. Previously, this could only be required if the information requested, or a report or recommendation, related to a local improvement target. Now, this may be required when the information or the report or recommendation relates to functions of a partner authority "so far as exercisable in relation to the authority's area or the inhabitants of that area". The provision is therefore wider and is reflected within the Scrutiny Board Procedure Rules.
- 3.8 Procedures in relation to Call In, which previously resided in the Scrutiny Board Procedure Rules, are now incorporated into the new Executive and Decision Making Procedure Rules within the Constitution to provide clarity. The Call In procedures now reflect the decision made by Council to add Area Committee decisions to the list of decisions exempt from Call In.
- 3.9 A review of the Scrutiny Board Procedure guidance notes has resulted in three of the guidance notes being removed from the Constitution. These relate to inquiry selection criteria; minority reports; and equality and diversity/cohesion and integration issues. Referencing is now made within the Scrutiny Board Procedure Rules to reflect the relevant issues that were set out within these guidance notes.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The annual review of Scrutiny was conducted by the Head of Scrutiny and Member Development in consultation with the Corporate Governance Team and the Head of Leeds Initiative. The proposed changes to the scrutiny arrangements were considered by the General Purposes Committee on 9th May 2012, prior to being formally considered and approved by Council on 21st May 2012.

4.2 Equality and Diversity / Cohesion and Integration.

- 4.2.1 The amendments made in relation to the work of the Scrutiny Boards will not have an impact on equality and diversity/cohesion and integration matters. However, in line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will continue to ensure

through service review that such issues are considered in decision making and policy formulation.

4.3 Council Policies and City Priorities

4.3.1 The terms of reference of the Scrutiny Boards promote a more strategic and outward looking Scrutiny function that focuses on the City Priorities. The Scrutiny Boards are now authorised to review or scrutinise the performance of their relevant Strategic Partnership Board. In doing so, they will review outcomes, targets and priorities within the Business Plan and specific “Best City for.... “ priorities set out within the City Priority Plan.

4.4 Resources and Value for Money

4.4.1 This report has no specific resource and value for money implications.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The amendments made to the scrutiny arrangements are reflective of recent legislative changes and also aim to provide procedural clarity.

4.6 Risk Management

4.6.1 This report has no risk management implications

5.0 Conclusions

5.1 The annual review of Scrutiny identified a number of areas for amendment within Article 6 of the Constitution, the Scrutiny Boards’ Terms of Reference and the Scrutiny Board Procedure Rules. These are either to ensure consistency in wording, to reflect legislative changes or to provide procedural clarity. The more significant amendments made to the Council’s Constitution in relation to the Overview and Scrutiny function are summarised within this report for Members’ information.

6.0 Recommendations

6.1 In fulfilling the role and function of the Scrutiny Board, Members are requested to note the amendments to the Council’s Constitution outlined in this report.

7.0 Background documents¹

- Report of the Head of Scrutiny and Member Development on Constitutional amendments – Scrutiny arrangements. General Purposes Committee, 9th May 2012.
- Council’s Constitution - Scrutiny Board Procedure Rules
- Council’s Constitution – Executive and Decision Making Procedure

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 25th June 2012

Subject: Co-opted Members

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.
2. This report provides guidance to the Scrutiny Board when seeking to appoint co-opted members. There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are set out in Article 6 of the Council's Constitution and are also summarised within this report.

Recommendation

3. In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

1 Purpose of this report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

2 Background information

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members.
- 3.2 In general terms, Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.
- 3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and are summarised below.

Arrangements for appointing specific co-opted members

Education Representatives

- 3.5 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:

- One Church of England diocese representative¹
- One Roman Catholic diocese representative¹
- Three parent governor representatives²

3.6 The number and term of office of education representatives is fixed by full Council and set out in Article 6. Representatives of the Church of England and Roman Catholic dioceses are nominated by their diocese and parent governor representatives are elected. Such representatives are then notified to the Scrutiny Board and their appointment confirmed.

3.7 Where the Scrutiny Board deals with other non-educational matters the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.

Crime and Disorder Committee

3.8 In accordance with the requirements of the Police and Justice Act 2006, the Council has designated the Scrutiny Board (Safer and Stronger Communities) to act as the Council's crime and disorder committee.

3.9 In its capacity as a crime and disorder committee, the Scrutiny Board (Safer and Stronger Communities) may co-opt additional members to serve on the Board, providing they are not an Executive Member.

3.10 The Scrutiny Board (Safer and Stronger Communities) may limit the co-opted member's participation to those matters where the Scrutiny Board is acting as the Council's crime and disorder committee.

3.11 Unless the Scrutiny Board (Safer and Stronger Communities) decides otherwise, any co-opted member shall not be entitled to vote and the Board may withdraw the co-opted membership at any time.

Issues to consider when seeking to appoint co-opted members

3.12 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members. As a result, there is a plethora of methods employed within Councils for the appointment of co-optees to Overview and Scrutiny Committees (Scrutiny Boards). For example, some Council's use "job descriptions", some carry out formal interviews and some advertise for co-optees in the local press, with individuals completing a simple application form which is then considered by Members.

3.13 The Constitution makes it clear that 'co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board'. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However,

¹ Article 6 states this appointment shall be for a term of office that does not go beyond the next Annual Meeting of Council

² Article 6 states these appointments shall be for a four-year term of office

co-opted members should not be seen as a replacement to professional advice from officers.

- 3.14 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.15 When considering the appointment of a standing co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.16 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 During 2010/11, the guidance surrounding co-opted members was discussed by the Scrutiny Chairs and it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

4.2 Equality and Diversity / Cohesion and Integration.

- 4.2.1 The process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of the Scrutiny Board. In doing so, due regard should also be given to any potential equality issues in line with the Council's Equality and Diversity Scheme.

4.3 Council Policies and City Priorities

- 4.3.1 The Council's Scrutiny arrangements are one of the key parts of the Council's governance arrangements. Within the Council's Constitution, there is particular provision for the appointment of co-opted members to individual Scrutiny Boards, which this report seeks to summarise.

4.4 Resources and Value for Money

- 4.4.1 Where applicable, any incidental expenses paid to co-optees will be met within existing resources.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Where additional members are co-opted onto a Scrutiny Board, such members must comply with the provisions set out in the Member's Code of Conduct as detailed within the Council's Constitution.

4.6 Risk Management

4.6.1 As stated in paragraph 3.15 above, when Scrutiny Boards are considering the appointment of a standing co-opted member for a term of office, they should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference.

5.0 Conclusions

5.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards. This report therefore sets out the legislative arrangements in place for the appointment of specific co-opted members and also provides further guidance when seeking to appoint co-opted members.

6.0 Recommendations

6.1 In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

7.0 Background documents³

- The Council's Constitution
- Police and Justice Act 2006
- KPMG Scrutiny Review May 2009

³ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Report of Chief Officer (HR)

Report to Scrutiny Board (Resources and Council Services)

Date: 25 June 2012

Subject: People Plan – Quarter 4 2011/12

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. As previously agreed at an earlier Board meeting this report contains the Quarter 4 results for the People Plan in 2011/12. The report also covers the out-turn position on appraisals as requested by the Board at an earlier meeting.

Recommendations

- 1.1 Scrutiny Board (Resources and Council Services) are asked to note the position as at 31 March 2012 on the People Plan measures and targets. The Board are also requested to note the position on appraisals in 2011/12.

2 Purpose of this report

- 2.1 To present the Scrutiny Board (Resources and Council Services) with People Plan scorecard information for March 2012. In addition, as requested by Members at their March meeting, specific People Plan themes are also to be presented as part of the quarterly reporting arrangements.
- 2.2 In this quarter two themes are highlighted for Members. The out-turn for appraisals in 2011/12 is covered as part of this report. A paper on Engagement is being presented as a separate report.

3 Background information

- 3.1 At the Board meeting on 5 March 2012 Members agreed to consider the contents of the People Plan scorecards on a quarterly basis.
- 3.2 At the same meeting Members requested a specific discussion on appraisals, engagement, attendance, leadership development and equality and diversity. In order to respond to this a quarterly programme has been put in place to consider these specific areas of interest raised by Members of the Board.

4 Main issues

- 4.1 Council wide, and Directorate, scorecards for Quarter 4 2011/12 are attached as Appendix 1 of this report. The results were reported to the Corporate Leadership Team on 22 May 2012.
- 4.2 The key points to note from 2011/12 are re-accreditation against the Investors in People standard, a reduction in days lost due to sickness of 0.8 days per employee compared to 2010/11 and the appraisal figures showing that 92% of staff had a full appraisal during 2011/12.
- 4.3 Whilst Appendix 2 of this report outlines the position on appraisals in more detail it should also be noted that in addition to a full appraisal 80% of staff had an interim review during 2011/12.
- 4.4 The feedback provided by Members at the last meeting on the format of the information has also been considered and the Quarter 1 information for 2012/13 which will be presented to Members in September will include targets (where available) and a comparison with the previous year's out-turn.
- 4.5 Information has also been requested from Core Cities to enable further comparisons on key indicators.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 No implications

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 The Equality and Diversity Unit were key consultees during the preparation of the People Plan.

5.3 Council Policies and City Priorities

- 5.3.1 The HR service is key to supporting the business areas in the delivery of the Council outcomes and priorities.

5.4 Resources and Value for Money

- 5.4.1 A number of the current targets set in the People Plan are designed to assist the Council deliver it's services within the overall approved budget.

5.5 Legal Implications, Access to Information and Call In

5.5.1 No implications.

5.6 Risk Management

5.6.1 No implications.

6 Recommendations

6.1 Scrutiny Board (Resources and Council Services) are asked to note the position as at 31 March 2012 on the People Plan measures and targets. The Board are also requested to note the position on appraisals in 2011/12.

7 Background documents

7.1 None

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Council Wide Scorecard

People Plan theme	Measure	Q1	Q2	Q3	Q4	Status\ Direction of travel
 Flexible	# Full time equivalent (FTE)	13018.7	12897.3	12801.5	12617.22	▲
	£000s Staffing budget variation[1]	2,208	1,118	342	530	
	Agency hours	249173	267262	229997	206238	▲
	# voluntary leavers under Early Leavers Initiative (ELI)	94	85	205	88	▼
	# average length of time in redeployment	6.9	13.1	7	7.5	▼
	% Black and Minority Ethnic (BME) employees at PO5+	10.25	10.29	10.75	10.84	▲
	% disabled employees at PO5+	3.96	4.05	4.71	4.49	▼
	% female employees at PO5+	51.50	49.33	52.35	52.85	▲
 Healthy	# projected absence per FTE	9.05	9.06	8.73	9.29	▼
	# accidents / incidents involving employees	660	686	594	443	▲
	# accidents / incidents not involving employees	2800	1102	1439	1017	▲
	# incidents reportable under RIDDOR* to Health and Safety Executive	79	30	42	46	▼
	# number of accident paid (insurance) claims lodged	336	646	558	59	▲
 Enabled	% of Directorate development budget spent/committed[2]		20	60	75	
	% of key and major decisions where equality is given due regard	To be established for Q4				
	# of employees who recognise the values in their colleagues work (0 – 10)			7.3	7.3	
	% of staff in talent pool with basic skills assessment		17	7	3	▼
 Engaged	% staff who feel engaged			71	71	◄►
	% of services assessed against Investors in People (IIP) standard		80	100	100	◄►
	Average directorate score against IIP standard		8	8	8	◄►
	# Employee relations framework measures	Under development with trade unions				
	# number of Criminal Records Bureau (CRB) checks completed (including reviews)	Being established for Q3				
 Performing	% employees who received an appraisal	33	89	93	93	◄►
	% employees who received a quality appraisal	Being established for Q4				
	# New grievances	60	26	1	10	
	# New disciplinaries	78	33	11	26	
	# New performance managements	5	5	0	0	

* RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

[1] Red equals under spend

[2] Cumulative figure given. Direction of travel based on assumed equal monthly spend should be 100% at month 12

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Adult Social Care Directorate

People Plan theme	Measure	Q1	Q2	Q3	Q4	Status\ Direction of travel
 Flexible	# Full time equivalent (FTE)	2536.2	2509.8	2495	2436.75	▲
	£000s Staffing budget variation[1]	804	492	1,084	646	
		Agency hours	58134	65749	65398	56520
	# voluntary leavers under Early Leavers Initiative (ELI)	62	15	64	36	▼
	# average length of time in redeployment	10	5	0	0	◄►
	% Black and Minority Ethnic (BME) employees at PO5+	14.61	13.11	13.14	12.71	▼
	% disabled employees at PO5+	3.92	3.98	4.57	3.87	▼
	% female employees at PO5+	60.11	59.66	58.86	58.56	▼
 Healthy	# projected absence per FTE	13.64	14.57	14.11	14.62	▼
	# accidents / incidents involving employees	95	134	113	140	▼
	# accidents / incidents not involving employees	555	611	772	375	▲
	# incidents reportable under RIDDOR* to Health and Safety Executive	11	11	18	29	▼
	# number of accident paid (insurance) claims lodged	3	3	7	6	▲
 Enabled	% of Directorate development budget spent/committed[2]	0	12	42	69	
	% of key and major decisions where equality is given due regard	To be established for Q4				
	# of employees who recognise the values in their colleagues work (0 – 10)			7.63	7.63	
	% of staff in talent pool with basic skills assessment	0	0	0	0	◄►
 Engaged	% staff who feel engaged			72	72	◄►
	% of services assessed against IIP standard	100	100	100	100	◄►
	% of services assessed against Investors in People (IIP) standard	8	8	8	8	◄►
	# Employee relations framework measures	Under development with trade unions				
	# number of Criminal Records Bureau (CRB) checks completed (including reviews)	Being established for Q3				
 Performing	% employees who received an appraisal	51	92	96	96	◄►
	% employees who received a quality appraisal	Being established for Q4				
	# New grievances	25	2	2	0	
	# New disciplinaries	11	9	20	2	
	# New performance managements	0	0	0	0	






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Children's Services Directorate

People Plan theme	Measure	Q1	Q2	Q3	Q4	Status\ Direction of travel
 Flexible	# Full time equivalent (FTE)	2666.3	2600.2	2585.9	2573.04	▲
	£000s Staffing budget variation[1]	392	205	917	1,658	
	Agency hours	77226	85532	81010	74330	▲
	# voluntary leavers under Early Leavers Initiative (ELI)	6	20	22	7	▼
	# average length of time in redeployment	3.5	16	6	0	▲
	% Black and Minority Ethnic (BME) employees at PO5+	12.04	12.69	12.63	12.94	▲
	% disabled employees at PO5+	6.14	5.33	4.80	4.57	▼
	% female employees at PO5+	70.52	72.84	73.48	73.86	▲
 Healthy	# projected absence per FTE	10.76	11.25	10.74	11.03	▼
	# accidents / incidents involving employees	207	296	202	51	▲
	# accidents / incidents not involving employees	1781	371	465	445	▲
	# incidents reportable under RIDDOR* to Health and Safety Executive	37	10	15	6	▲
	# number of accident paid (insurance) claims lodged	0	6	26	15	▲
 Enabled	% of Directorate development budget spent/committed[2]	0	23	63	68	
	% of key and major decisions where equality is given due regard	To be established for Q4				
	# of employees who recognise the values in their colleagues work (0 – 10)			7.62	7.62	
	% of staff in talent pool with basic skills assessment	0	0	1	0	▼
 Engaged	% staff who feel engaged			72	72	◄►
	% of services assessed against Investors in People (IIP) standard			100	100	◄►
	Average directorate score against IIP standard			8	8	◄►
	# Employee relations framework measures	Under development with trade unions				
	# number of Criminal Records Bureau (CRB) checks completed (including reviews)	Being established for Q3				
 Performing	% employees who received an appraisal	18	87	88	90	▲
	% employees who received a quality appraisal	Being established for Q4				
	# New grievances	14	12	4	1	
	# New disciplinaries	21	4	14	1	
	# New performance managements	3	5	4	0	






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City Development Directorate

People Plan theme	Measure	Q1	Q2	Q3	Q4	Status\ Direction of travel
 Flexible	# Full time equivalent (FTE)	2445.8	2416.6	2396.1	2321.65	▲
	£000s Staffing budget variation[1]	173	451	181	104	
	Agency hours	10745	11643	9036	7228	▲
	# voluntary leavers under Early Leavers Initiative (ELI)	9	17	32	22	▼
	# average length of time in redeployment	9	19	0	11	▼
	% Black and Minority Ethnic (BME) employees at PO5+	6.90	6.67	6.76	6.60	▼
	% disabled employees at PO5+	3.02	3.11	3.15	3.30	▲
% female employees at PO5+	25.86	26.22	25.23	25.47	▲	
 Healthy	# projected absence per FTE	8.11	8.54	8.07	8.08	▼
	# accidents / incidents involving employees	75	77	103	72	▲
	# accidents / incidents not involving employees	308	307	299	182	▲
	# incidents reportable under RIDDOR* to Health and Safety Executive	7	6	7	5	▲
	# number of accident paid (insurance) claims lodged	316	281	218	14	▲
 Enabled	% of Directorate development budget spent/committed[2]		17	46	64	
	% of key and major decisions where equality is given due regard	To be established for Q4				
	# of employees who recognise the values in their colleagues work (0 – 10)			7.15	7.15	
	% of staff in talent pool with basic skills assessment			2	5	▲
 Engaged	% staff who feel engaged			70	70	◄►
	% of services assessed against Investors in People (IIP) standard		100	100	100	◄►
	Average directorate score against IIP standard		9	9	9	◄►
	# Employee relations framework measures	Under development with trade unions				
	# number of Criminal Records Bureau (CRB) checks completed (including reviews)	Being established for Q3				
 Performing	% employees who received an appraisal	34	95	95	95	◄►
	% employees who received a quality appraisal	Being established for Q4				
	# New grievances	8	4	6	4	
	# New disciplinaries	11	6	4	3	
	# New performance managements	0	0	0	0	






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Customer Access Performance Directorate

People Plan theme	Measure	Q1	Q2	Q3	Q4	Status\ Direction of travel
 Flexible	# Full time equivalent (FTE)	540.5	572.6	571.4	572.2	▼
	£000s Staffing budget variation[1]	0	0	184	52	
	Agency hours			202	626	▼
	# voluntary leavers under Early Leavers Initiative (ELI)	0	1	6	1	▼
	# average length of time in redeployment	0	0	0	0	◄►
	% Black and Minority Ethnic (BME) employees at PO5+	11.49	10.00	11.11	11.63	▲
	% disabled employees at PO5+	6.90	6.67	6.67	6.98	▲
% female employees at PO5+	55.17	54.44	51.11	50.00	▼	
 Healthy	# projected absence per FTE	10.51	11.82	11.61	12.47	▼
	# accidents / incidents involving employees	17	25	23	17	▲
	# accidents / incidents not involving employees	2	2	2	3	▼
	# incidents reportable under RIDDOR* to Health and Safety Executive	0	0	0	0	◄►
	# number of accident paid (insurance) claims lodged	0	0	0	0	◄►
 Enabled	% of Directorate development budget spent/committed[2]		23	154	74	
	% of key and major decisions where equality is given due regard	To be established for Q4				
	# of employees who recognise the values in their colleagues work (0 – 10)			7.02	7.02	
	% of staff in talent pool with basic skills assessment			0	25	▲
 Engaged	% staff who feel engaged			71	71	◄►
	% of services assessed against Investors in People (IIP) standard			100	100	◄►
	Average directorate score against IIP standard			9	9	◄►
	# Employee relations framework measures	Under development with trade unions				
	# number of Criminal Records Bureau (CRB) checks completed (including reviews)	Being established for Q3				
 Performing	% employees who received an appraisal	63	94	99	96	▼
	% employees who received a quality appraisal	Being established for Q4				
	# New grievances	12	10	3	4	
	# New disciplinaries	0	0	0	1	
	# New performance managements	1	0	0	0	






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Environments Neighbourhoods Directorate

People Plan theme	Measure	Q1	Q2	Q3	Q4	Status\ Direction of travel
 Flexible	# Full time equivalent (FTE)	1439.5	1440.3	1409.1	1398.19	▲
	£000s Staffing budget variation[1]	442	1,653	1,849	2,076	
		67488	69291	42266	33218	▲
	Agency hours					
	# voluntary leavers under Early Leavers Initiative (ELI)	7	3	12	7	▼
	# average length of time in redeployment	5.3	6.5	6.5	4	▲
	% Black and Minority Ethnic (BME) employees at PO5+	13.77	14.17	14.75	15.65	▲
	% disabled employees at PO5+	7.25	5.51	5.74	5.22	▼
% female employees at PO5+	43.48	47.24	48.36	50.43	▲	
 Healthy	# projected absence per FTE	11.21	11.89	11.97	11.93	▲
	# accidents / incidents involving employees	84	63	66	66	◄►
	# accidents / incidents not involving employees	9	1	2	4	▼
	# incidents reportable under RIDDOR* to Health and Safety Executive	9	3	5	3	▲
	# number of accident paid (insurance) claims lodged	8	8	10	19	▼
 Enabled	% of Directorate development budget spent/committed[2]		27	20	37	
	% of key and major decisions where equality is given due regard	To be established for Q4				
	# of employees who recognise the values in their colleagues work (0 – 10)			6.97	6.97	
	% of staff in talent pool with basic skills assessment		17	3	0	▼
 Engaged	% staff who feel engaged			66	66	◄►
	% of services assessed against Investors in People (IIP) standard		100	100	100	◄►
	Average directorate score against IIP standard		8	8	8	◄►
	# Employee relations framework measures	Under development with trade unions				
	# number of Criminal Records Bureau (CRB) checks completed (including reviews)	Being established for Q3				
 Performing	% employees who received an appraisal	27	93	89	89	◄►
	% employees who received a quality appraisal	Being established for Q4				
	# New grievances	7	4	4	3	
	# New disciplinaries	4	3	13	2	
	# New performance managements	1	0	0	0	






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Legal Directorate

People Plan theme	Measure	Q1	Q2	Q3	Q4	Status\ Direction of travel
 Flexible	# Full time equivalent (FTE)	102.3	107.2	132.9	131.39	▲
	£000s Staffing budget variation[1]	603	657	742	712	
	Agency hours			551	1996	▼
	# voluntary leavers under Early Leavers Initiative (ELI)	0	0	3	1	▼
	# average length of time in redeployment	0	0	0	0	◄►
	% Black and Minority Ethnic (BME) employees at PO5+	15.56	15.56	14.89	14.58	▼
	% disabled employees at PO5+	2.22	2.22	2.22	2.08	▼
% female employees at PO5+	75.56	73.33	77.47	75.00	▼	
 Healthy	# projected absence per FTE	7.63	7.69	6.86	6.55	▲
	# accidents / incidents involving employees	0	0	1	1	◄►
	# accidents / incidents not involving employees	0	0	0	2	▼
	# incidents reportable under RIDDOR* to Health and Safety Executive	0	0	0	0	◄►
	# number of accident paid (insurance) claims lodged	0	0	0	0	◄►
 Enabled	% of Directorate development budget spent/committed[2]		8	19	30	
	% of key and major decisions where equality is given due regard	To be established for Q4				
	# of employees who recognise the values in their colleagues work (0 – 10)			7.36	7.36	
	% of staff in talent pool with basic skills assessment			0	0	◄►
 Engaged	% staff who feel engaged			74	74	◄►
	% of services assessed against Investors in People (IIP) standard			100	100	◄►
	Average directorate score against IIP standard			10	10	◄►
	# Employee relations framework measures	Under development with trade unions				
	# number of Criminal Records Bureau (CRB) checks completed (including reviews)	Being established for Q3				
 Performing	% employees who received an appraisal	70	96	98	100	▲
	% employees who received a quality appraisal	Being established for Q4				
	# New grievances	0	0	0	0	
	# New disciplinaries	0	0	0	0	
	# New performance managements	0	0	0	0	






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Resources Directorate

People Plan theme	Measure	Q1	Q2	Q3	Q4	Status\ Direction of travel
 Flexible	# Full time equivalent (FTE)	3280.3	3250.7	3211.3	3181.0	▲
	£000s Staffing budget variation[1]	576	143	245	202	
	Agency hours	-	-	31990	37768	▼
	# voluntary leavers under Early Leavers Initiative (ELI)	10	29	65	14	▼
	# average length of time in redeployment	5.3	8	0	0	◄►
	% Black and Minority Ethnic (BME) employees at PO5+	7.79	8.20	8.09	7.95	▼
	% disabled employees at PO5+	5.45	5.29	5.12	4.93	▼
	% female employees at PO5+	42.60	42.33	41.78	41.92	▲
 Healthy	# projected absence per FTE	8.48	8.94	8.76	8.85	▼
	# accidents / incidents involving employees	65	63	73	92	▼
	# accidents / incidents not involving employees	9	9	10	6	▲
	# incidents reportable under RIDDOR* to Health and Safety Executive	8	8	7	3	▲
	# number of accident paid (insurance) claims lodged	3	3	10	4	▲
 Enabled	% of Directorate development budget spent	-	23	85	102	
	% of key and major decisions where equality is given due regard	To be established for Q4				
	# of employees who recognise the values in their colleagues work (0 – 10)			7.17	7.17	
	% of staff in talent pool with basic skills assessment			1	6	▲
 Engaged	% staff who feel engaged			71	71	◄►
	% of services assessed against Investors in People (IIP) standard			100	100	◄►
	Average directorate score against IIP standard			8	8	◄►
	# Employee relations framework measures	Under development with trade unions				
	# number of Criminal Records Bureau (CRB) checks completed (including reviews)	Being established for Q3				
 Performing	% employees who received an appraisal			95	94	▼
	% employees who received a quality appraisal	Being established for Q4				
	# New grievances	12	12	9	1	
	# New disciplinaries	13	14	7	9	
	# New performance managements	5	5	0	0	

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Value: Working as a team for Leeds

Priority: Staff have a clear understanding of their role as well as clear objectives and performance targets which are monitored through high quality appraisals.

Why is this priority? Appraisals for all staff are essential in driving effective performance management to achieve the Council's business and service plan objectives, embed the revised values and help us meet future challenges. The Chief Executive and directors are championing regular appraisals as a priority so that all employees are managed, motivated and developed to perform their role effectively and deliver improving services for Leeds.

Overall Progress
AMBER

Story behind the baseline

Appraisal targets – For 2011-12, an annual appraisal timetable was agreed with full appraisals taking place between April and July 2011 and interim meetings between October and December. One of the Chief Executive's three 'Calls to Action' in 2011/12 to all leaders is to ensure that all employees have a quality appraisal with a Personal Development Plan and at least one development action linked to service plans.

As at 31 March 2012, 92% of staff were recorded as having had a full appraisal, with the Environments and Neighbourhoods and Children's Services directorates reporting the lowest figures of 85% and 86%. All other directorates completed between 90% and 100%.

As at 31 March 2012, 80% of staff were recorded as having received a 6 month review. One-off exemptions were previously agreed for the majority of Commercial Services and Sports due to service constraints and restructuring. There will be no exemptions following the introduction of performance and learning management system (PAL) in 2012/13.

The figure of 70% for Environment and Neighbourhoods is due to service constraints affecting crew-based staff within Waste Management Services and an approach to address this in 2012/12 is being prepared. For ASC, 89% of 6 month reviews were recorded in SAP, at the time of writing there are still some completed reviews to record in SAP. Children's Services mid year review figure of 56% is due in large part to the impact of the directorate wide restructuring activity involving over 3000 staff which has been implemented in stages since 1st November 2011.

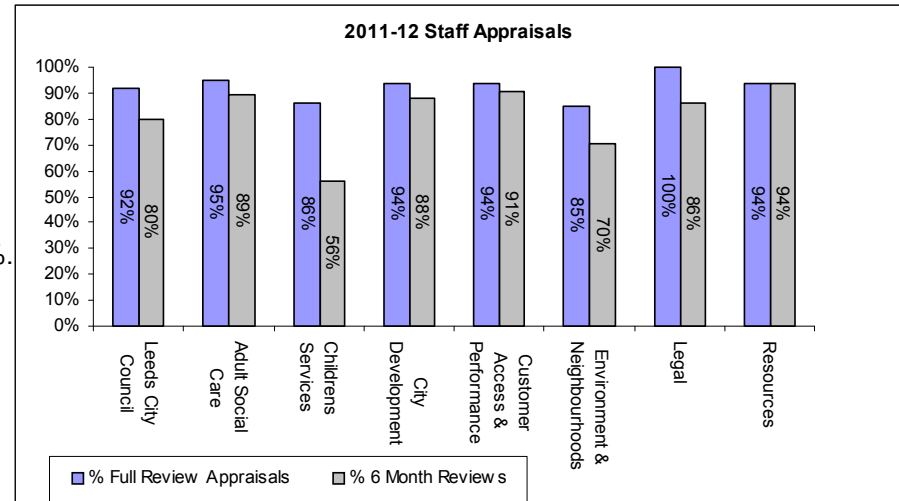
All staff absent due to maternity, sickness leave or a career break for 6 months or more on the date reports are run are excluded from any calculations and reports including total headcount. The overall variance in the final year-end 6 month review figures is likely to be due to some under reporting, restructures, staff movements and corrections to duplicate records loaded onto SAP by co-ordinators.

Looking forward, an improved performance and learning management system (PAL) will be introduced in May 2012. The next round of full year appraisals will take place between May and July 2012. Responsibility for reporting appraisal completion moves from the BSC to the HR team as of May 2012. Monthly reports will be produced in May, June and July 2012 to track progress towards the target of 100% appraisals undertaken by 31st July 2012.

What do staff think

The 2011 Employee Engagement Survey provided baseline data about how people feel about the support, guidance and feedback from their managers and quarterly sample surveys will provide ongoing intelligence. The survey results said that 'being clear about what they need to achieve in their job' was important to staff and feedback shows that, although managers communicate this well, some managers could provide more regular feedback on how they are doing their job. To accurately assess the degree to which staff feel this is happening in appraisals, additional questions have been added to the 2012 Quarter 1 Survey. These are explained under 'New Actions' below.

Headline Indicator: Every year 100 per cent of staff have an appraisal



The Investors in People report stated that, whilst our performance on appraisals and development plans had improved and the majority of people and teams are being managed well with regular appraisals, this was not consistent across the authority. The assessor stated that leaders and managers need to perform their people management role in line with behaviours as described in 'Living Our Values' - which includes providing staff with regular feedback, development and support through regular appraisals and interim reviews.

What we did:

- CLT, on 29th November 2011, agreed:
 - the consistent use of performance assessment in appraisals for all staff.
 - annual revenue contributions from corporate and directorate based workforce development budgets to implement the on-line performance management and learning system, until efficiencies are realised and savings redirected back
- A briefing note taken to CLT regarding the 2011-12 Mid-Year review position and, looking forward, the arrangements for Appraisals in 2012/13.
- Mid year reviews: A full list of non-completions around mid year reviews was shared with Directors. Following checks, Directors were asked to share this data directly to Heads of Service, to seek substantial reasons and explanations for why mid year reviews for all staff have not taken place. All final records to be submitted by 27th April 2012.
- Appraisals 2012/13: A full review of appraisal arrangements has been completed and, looking forwards, a new simpler, single appraisal approach has been agreed. This addresses the complexity of current appraisal documentation, inconsistencies in the implementation of quality appraisals and recording issues across the organisation.

New Actions:

- The main principles of the new approach are that:
- the appraisal approach and forms are simplified and shorter
 - there is consistency in approach across the organisation
 - the focus of a quality appraisal centres on a quality discussion, with preparation from manager and employee
 - objective setting, performance assessment and development planning are included and conducted well in all appraisals.
 - leaders and managers behaviours reinforced by 'Living our Values' behaviours

The reporting process is being improved for 2012/13: The move to the new on-line Performance and Learning System (PAL) will help us record appraisal information accurately for those in scope, and a new process for recording paper-based appraisals will be introduced for those employees not in scope.

Appraisal guidance will be communicated across the organisation, and a renewed approach to appraisal skills training will be launched.

Appraisal Champions have been identified across the organisation and trained to support managers in the implementation of the on-line system.

Three additional questions have been added to the 2012 Quarter 1 Survey to assess if people are having quality appraisals with discussions about performance and development planning and whether managers regularly create opportunities to discuss issues that affect people and their team.

Data Development:

The final Quarter 4 mid-year review figure may be due to under-reporting and work has taken place during April to rectify this to provide an accurate 2011/12 year end position. PAL will provide a suite of reports on appraisals performance e.g. the numbers, appraised and all appraisal data will be recorded and can be accessed directly by managers.

What Worked Locally /Case study of impact:

- In Commercial Services, managers of large front line services successfully amended their existing appraisal booklets to fit with the approach to be introduced in 2012/13.
- In ASC HR/OD Business Partners Communication Plan in place to promote the new system and is being rolled out to management teams across the directorate. Appraisal Champions have been identified and are currently being trained.

Risks and Challenges

- Resourcing issues for one-to-one appraisals for some crew-based, short-hour staff and those working remotely from supervisors in front line services.
- Ensuring that all staff appraisals are recorded under the new PAL system, particularly those that do not have direct on-line access.

Report of Chief Officer HR

Report to Scrutiny Board (Resources and Council Services)

Date: 25th June 2012

Subject: Staff Engagement

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. The Council has committed to improving staff engagement, and the overall engagement index (currently 71%) is now one of the five Cross Council Priorities in the Council's Business Plan. It is also a key element in our ambition to be the "Best Council in the UK".

2. This report outlines the progress to date and the activities that are underway to continue with this work to deliver real and tangible improvements in staff engagement across the council.

Recommendations

3. Scrutiny Board (Resources and Council Services) are asked to consider the contents of this report and note the current council-wide performance against the three key measures (response rate; engagement index; and 'performance gaps').

4. The Board are also asked to comment on the arrangements outlined in the report for improving, measuring and reporting on levels of staff engagement.

1 Purpose of this report

- 1.1 To outline to the Scrutiny Board (Resources and Council Services) the work that has been undertaken to date to measure and improve levels of staff engagement across the Council, and to allow the Board to consider and comment on the methods that are being used to improve, measure and report on engagement levels in the future.

2 Background information

- 2.1 The Council's new approach to measuring staff engagement is based on the MacLeod Review. This review showed clear links between an engaged workforce and high performance, specifically in relation to four drivers of engagement:

- Strong aligned leadership,
- Engaging Managers,
- Staff voice and
- Values/Vision.

- 2.2 The Council's staff engagement survey was designed around these four drivers (see Appendix 1 for examples of the questions) to measure engagement, on a 'self-report' basis (based on employees' own feelings/perceptions). The questions measure how important each element is to the respondent, and then measures the respondent's perception of performance against each element on a scale of 1 to 10. This approach helps to understand which engagement factors are most important to our staff, and how well the Council is performing.

- 2.3 It is also possible to derive an overall 'engagement index' which is used to indicate the levels of engagement in the Council and each Directorate. This measures the extent to which the organisation satisfies what employees need to feel engaged.

- 2.4 The engagement survey is, therefore, quite different from previous staff surveys. Earlier surveys have attempted to cover a wider range of topics and whilst they have provided valuable information are not considered value for money in the current financial circumstances.

- 2.5 The new engagement survey was therefore intentionally developed with a narrower focus and to provide a tighter set of measures. These will be tested on a quarterly basis with one quarter of the workforce being invited to participate each time. This new approach is intended to help managers and staff identify and report on progress more regularly. The higher frequency of the survey will ensure a higher profile on staff engagement.

3 Main issues

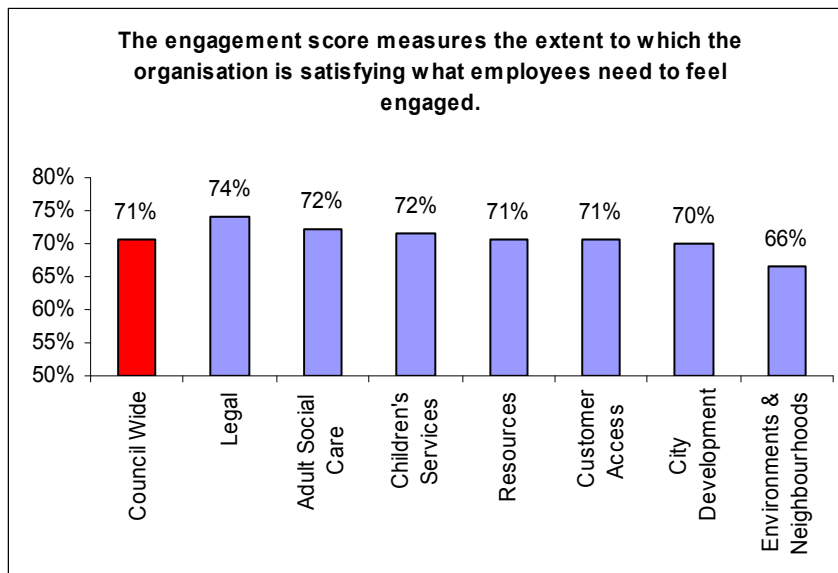
- 3.1 The results of the survey are analysed at a Council-wide, directorate and chief officer level, using three key measures;

- a) Response rate: In the November 2011 survey, the overall response rate was 39% (54% for online responses; 20% for postal responses). Contact with Core Cities who

have been able to provide information found response rates as follows: Newcastle 51%; Manchester 40%; Liverpool 36%; Bristol 43%. However the nature, length and frequency of the surveys may not be directly comparable. Staff feedback was that response rates may have been higher if the survey had been anonymous. The first quarterly survey will allow anonymous feedback and a number of other changes have been made to try and increase the response rates.

- b) **Engagement index:** (currently expressed as a %): this measures the extent to which the organisation satisfies what employees need to feel engaged, based on the importance/performance scores. In the November 2011 survey, this was 71% Council-wide (see below for details of the breakdown by directorate). A Council-wide performance target for the next quarterly survey has been set at 73% with a target of a 2% increase for each Directorate from their baseline position.

Engagement index (November 2011 survey)



- c) **Performance 'gap':** for each survey question the difference between the 'importance' score and the 'performance' score is compared. The smaller the gap for a particular question means the greater the extent to which employees feel that their needs are being met with respect to that topic. Council wide results are attached as Appendix 1.

3.2 In December 2011, the Corporate Leadership Team reviewed the results of the November 2011 engagement survey, and agreed the following three Council-wide actions:

- Embedding "Connected Leaders and Managers" – to ensure everyone gets the same high standard of line management and feels fairly treated.
- Quality 2 Way Communication – ensuring that the council supports line managers to communicate better and listen to staff.
- Effectively Managing Change – ensuring the council supports people through change and manages change better.

- 3.3 The results of the November 2011 engagement survey have been communicated to staff through a variety of media (colour posters displayed in work locations, a dedicated intranet page, discussions at team meetings etc), with each directorate leadership team being responsible for cascading the results to their staff. Feedback indicates that these different methods have generally been well received.
- 3.4 Each directorate leadership team has also been responsible for identifying actions within their own directorate which can deliver real improvements to the three Council-wide actions above, together with any other areas which the directorate leadership team believe to be important.
- 3.5 The accountability for delivering improvements in staff engagement rests with line managers within each directorate, and it is intended that these measures should routinely form part of each line manager's performance appraisal although further work is required to achieve this.
- 3.6 An 'Engagement Champions group' has been created to share best practice across the Council, and to facilitate and embed engagement work within directorates so it is truly owned by line managers.
- 3.7 In addition all directorates have implemented some tailored activities to improve levels of staff engagement as illustrated in Appendix 2.
- 3.8 Further planned actions rolling out the programme of quarterly surveys in May, August, November 2012 and February 2013; assessing the benefit of anonymising responses on response rates; costs/benefits of carrying out surveys on such a frequent basis; reviewing the content/relevance of questions; exploring ways of communicating the results and actions more quickly to all levels of the organisation; implementing an 'employee panel' to explore engagement topics in more depth (i.e. on a more qualitative basis); further work to maximise the numbers of staff who can access the staff survey electronically; using the current appraisal round to embed the 'Living our Values' behaviours, which underpin many of the actions that relate to staff engagement; continue to seek comparable external benchmark data on survey response rates.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The trade unions have been consulted in the design and implementation of the engagement survey. The results have been, and will continue to be, discussed at Council and directorate JCCs.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Equality data was available from the November 2011 survey which provided analysis of staff engagement across the different staff groups. However, this will not be available from the first quarterly survey as responses will be anonymous to try and improve the response rate.

- 4.2.2 The results have been reported to the Equality and Diversity Board and the Equalities in Employment Project Group and further work has been commissioned.
- 4.2.3 Consideration will be given to the balance of improving response rates, through anonymising surveys, at the 'cost' of equality data once the next quarterly survey results are available. However, given the quarterly surveys only include one quarter of the workforce, some of the equality indicators would in practice relate to small numbers of staff.

4.3 Council Policies and City Priorities

- 4.3.1 The engagement index that is derived from the staff engagement survey is one of the five Cross Council measures in the Council's Business Plan.
- 4.3.2 For each directorate, a 2% point increase from their 2011/12 baseline position will be the target for 2012/13.

4.4 Resources and Value for Money

- 4.4.1 All the costs of the survey have been met from within existing approved budgets.
- 4.4.2 However it is believed that costs will be more than met through increasing levels of staff engagement, morale, retention of key skills/staff within the organisation, and improved performance by actions taken as a result of the survey.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 No specific implications.

4.6 Risk Management

- 5.6.1 There is a risk that the frequency of carrying out the engagement surveys on a quarterly basis is too frequent giving little time to really embed and monitor improvement actions resulting in lower engagement/response rates due to 'survey fatigue' and staff not really seeing significant improvements/changes/actions between surveys.
- 5.6.2 There is a risk that managers may not fully use the opportunity offered by the forthcoming appraisals to really embed the things that will drive up engagement levels (e.g. embedding the Living Our Values' behaviours through effective self-evaluation and feedback on performance against the Values).

6 Recommendations

- 6.1 Scrutiny Board (Resources and Council Services) are asked to consider the contents of this report and note the current Council-wide performance against the three key measures (response rate; engagement index; and 'performance gaps').
- 6.2 The Board are also asked to comment on future arrangements for improving, measuring and reporting on levels of staff engagement.

7 Background documents- Nil

Appendix 1 Council-Wide Results (November 2011)

There are a number of reasons why the results of the survey draw attention to a particular issue:

- There is a high importance rating
- There is a low performance rating
- There is a large gap between importance and performance ratings

The table shows which driver group each statement relates to, in the first column:
 1 = Engaging Managers
 2 = Staff Voice
 3 = Strong Aligned Leadership
 4 = Values/Vision
 5 = How you feel about your job

Driver group	Statements	Importance rating	Performance rating	Performance gap	Order of importance	Order of performance
4	I am treated fairly at work.	9.3	7.3	-2.0	1	6
1	I am clear about what I'm expected to achieve in my job.	9.2	7.6	-1.6	2	3
4	I feel that the work I do makes a difference.	9.2	7.7	-1.4	3	2
5	My job makes me want to do the best work I can every day.	9.1	7.8	-1.3	4	1
3	In my service, we work well together for the people of Leeds.	9.1	7.3	-1.8	5	7
5	I feel proud to work for my service.	8.9	7.5	-1.4	6	4
5	I enjoy my job because it lets me do things I'm good at every day.	8.9	7.3	-1.6	7	9
2	I feel safe to challenge the way things are done at work.	8.8	6.4	-2.4	8	16
1	I know my manager keeps me up to date with important information from my service and the council.	8.8	6.9	-1.9	9	12
1	I get a say in how I organise and do my work.	8.7	7.3	-1.4	10	5
3	I feel that my work benefits from good leadership.	8.6	6.8	-1.9	11	13
2	My opinions matter at work.	8.6	6.3	-2.3	12	17
5	I feel proud to work for Leeds City Council.	8.6	7.2	-1.4	13	11
1	I get regular, helpful feedback from my manager about how I'm doing my job.	8.6	6.7	-2.0	14	14
2	I am asked about issues that are important to me at work.	8.6	6.4	-2.1	15	15
3	In my experience change is managed well at work.	8.5	5.9	-2.6	16	18
4	I recognise the Values in how my colleagues work.	8.4	7.3	-1.1	17	8
4	The Values influence how I do my job.	8.3	7.2	-1.0	18	10

Notes:

- 1) The 'statements' were those that were used in the November 2011 survey – respondents were asked to rate how important each statement was to them (on a scale of 1-10) and how well the organisation performed in that respect, by asking 'in reality, how far is this true where you work' (again on a scale of 1-10).
- 2) The 'performance gap' is the numerical difference between the 'importance' and 'performance' scores (both out of 10).
- 3) The 'order of importance' (4th column) represents the rank order (1-18) which employees gave to the 18 different statements. Overall, all the issues included in the survey questions were seen as relatively important by employees, with the top average importance score of 9.3 being only 1.0 above the lowest (8.3). This suggests all issues play a relatively important part in making employees feel engaged.

Appendix 2 “You said...we did”

Summary of actions taken following the November 2011 council-wide engagement survey

Staff Engagement - “You said..... We did....”

We want all of our staff to feel ‘engaged’ with their work – that is, to feel that work provides them with the things that are important to them in a job. We are measuring how well we achieve this through our regular staff engagement surveys. We carried out an all-staff survey in November 2011, and are now starting our regular, quarterly surveys, with one quarter of the workforce each time, to see how we are doing.

An important part of this will be helping you understand what the surveys have told us, and more importantly, what we’ve done about what you’ve told us!

We will therefore produce some information from each survey about:

- What you told us, and how this compares to previous surveys
- What we’ve done as a direct result of the survey, along the lines of “You said.... We did....” (for example, this may be starting something, stopping something, or deciding to carry on with something which we think is working well)

The November 2011 survey told us there were three main areas we needed to improve:

- 1) Consistency of approach in our managers, in terms of values and behaviours
- 2) Communications, so they are much more ‘two-way’ rather than just ‘telling you things’
- 3) The way we manage change

Since then, services have been really taking time to understand the survey results in detail and looking at how they can improve in these three areas. The information below describes some of the activities that services have been working on.

<i>“You said..... We did.....”</i>	
<i>Feedback on the survey itself</i>	
<ul style="list-style-type: none"> • Concerns about survey anonymity • More of you wanted to do it online (rather than by post) • Postal survey was difficult to identify as ‘important’ in the post • ‘No-one ever tells us the results of surveys’ • “Nothing ever changes as a result of surveys” 	<ul style="list-style-type: none"> • The survey responses are completely anonymous. For the online survey, there is now no requirement to log in with personalised details. For the postal survey, the bar code is identical on each survey, and is simply there to help the scanning system ‘read’ the responses accurately. • The survey can now be accessed from any computer, not just at work (e.g. at home, a library etc). It is also being sent electronically to other work email addresses (not just leeds.gov.uk) • Survey envelope is branded so it stands out from normal post • Posters of results sent to each work location; results sent out via the intranet and also paper copies for managers to discuss with their staff • Please read on!

A summary of some of the activities that have already happened, or are underway within different directorates, to improve staff engagement

- Survey results communicated to staff through posters, via email/intranet, information given out at team meetings etc
- Discussion of results with all Chief Officers/Heads of Services to identify areas for improvement
- Focus groups with some staff to understand the results in more detail
- Services developing 'engagement action plans', and monitoring these at senior management meetings
- Introducing regular 'Time to Talk' sessions with staff, with dedicated time for staff to raise any issues they want to discuss
- Undertaking a large service-wide communication event, inviting Tom Riordan and elected members to attend
- Introducing a directorate-wide communication/engagement programme, led by the director, at a number of different locations, with an emphasis on top-down communication and listening to staff views
- Introduction of newsletters and videos to improve communication
- Assessment of different communication methods alongside engagement scores to see what works/doesn't work
- Quarterly reporting (as part of the normal quarterly reporting process) on specific actions implemented to improve staff engagement
- Engagement scores being incorporated into appraisal discussions for line managers

Report of Assistant Chief Executive (Customer Access and Performance)

Report to Scrutiny Board (Resources and Council Services)

Date: 25th June 2012

Subject: Equality Improvement Priorities 2011- 2015

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. The Equality Improvement Priorities have been produced to ensure that the council meets its legal duties under the Equality Act 2010.
2. Closer alignment with the Vision for Leeds, the City Priority Plan and the Council Business Plan were built into the development of the priorities and provides the foundations for a move towards a city wide approach to equality.
3. In addition, the council's Equality and Diversity Policy has been revised and updated to reflect the new legal framework.

Recommendations

1. Members are asked to
 - note the contents of the report
 - receive an annual update on progress

1 Purpose of this report

- 1.1 This report brings to Scrutiny Board the new Equality Improvement Priorities and the revised Equality and Diversity Policy.
- 1.2 This new approach sets out the council's continued commitment to equality. It outlines the council's equality objectives, identifies how progress will be measured and how we will continue to improve and further embed the equality agenda.
- 1.3 This work will be developed further over the next two years with a view to move towards a city wide partnership approach to equality. This reflects the ambitions outlined in the City Priority Plan to have key improvement priorities for the city as well as the council.

2 Background information

- 2.1 Leeds City Council has a leading role in the city to promote equality and value diversity. There is considerable work that has taken place to make equality an integral part of our work and in particular in how we deliver services, how we employ people, how we work with our partners and how we make decisions.
- 2.2 Work to date has included strengthening and enhancing equality considerations in the policy, planning and performance management framework, the scrutiny process, employment policies and procedures, service planning and the regulatory framework.
- 2.3 Equality considerations are now an integral part of the decision making process and considerable work has taken place on embedding equality into all aspects of work.

3 Main issues

- 3.1 The Equality Act 2010 provides a new cross-cutting legislative framework and introduced a general public sector duty that requires public bodies to:
 - eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act
 - advance equality of opportunity between different groups
 - foster good relations between different groups
- 3.2 The new legislative framework has also introduced specific duties to:
 - publish accessible information outlining the equality analysis which has taken place to inform equality objectives
 - engage with people who have an interest in furthering the aims of the general equality duty
 - demonstrate progress against equality objectives for both employment and service delivery

- 3.3 To meet our legal duties the Equality Improvement Priorities in Appendix 1 have been produced. The Equality Improvement priorities outline how the council will improve outcomes for different people across the city.
- 3.4 Closer alignment with the Vision for Leeds, the City Priority Plan and the Council Business Plan was built into the development of the approach and has resulted in a more integrated approach to equality in the council's strategic planning framework. The equality outcomes were developed alongside the key priorities for the city as outlined in the City Priority Plan and action plans, and are based on an analysis of the equality perspective.
- 3.5 These have been considered and approved by Executive Board who agreed that they would also be circulated to Area Committees so that all Members are aware of our Equality and Diversity Policy and Improvement Priorities.
- 3.6 Following the Executive Board meeting a further discussion on the Equality Improvement priorities took place with the Member Champions Group. This is a cross party group which has been set up to support and promote the development of the equality agenda for elected members. They have a particular focus on developing corporate policy approaches to equality and diversity including having an overview of the performance management of the equality priorities for the city.
- 3.7 The Member Champions Group also proposed that the Improvement Priorities were circulated to each Scrutiny Board and that equality progress and regular reports against relevant indicators were presented to Scrutiny Boards.
- 3.8 The early approval of the council's Equality Improvement Priorities meant we met the target date set out in equality legislation and also allowed us to finalise the progress reporting arrangements. Although it was agreed that progress against the equality analysis, objectives, activities and measures would be reported through the new Performance Management Framework, which has been agreed for the City Priority Plan and the Council Business Plan, some additional work was required to ensure that separate processes were not developed. In addition it was agreed that an annual report will be produced and published as we will have to show compliance with the Equality Duty, at least annually.
- 3.9 As a result of this the circulation of the Equality Improvement priorities to Area Committee's and Scrutiny Boards was pushed back to the first cycle of meetings in 2012/13. This was to allow for further work that was identified to ensure that a pragmatic approach for reporting progress was developed to avoid duplication of work and synchronised the reporting cycles.
- 3.10 Annual progress will now be reported through the State of the City Report and the Equality and Diversity Position Statement and an annual update on equality and diversity and progress against priorities is to be included within the Business Plan and City Priority Plan performance report.

3.11 In addition the council's Equality and Diversity Policy in Appendix 2 has also been updated to reflect the new legal framework. The key aim of the policy is to ensure that we continue to work towards strengthening our approach to equality.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 During 2010 a review took place which resulted in a number of changes to the city and council planning and partnership framework. In particular, a whole system approach has been sought which ensures the partnership structures, strategic plans and performance management arrangements all dovetail into an effective system for delivering real change across the city.

4.1.2 The Equality Improvement Priorities 2011 to 2015 is part of the city's revised planning framework and is integral to it.

4.1.3 Extensive consultation and involvement was undertaken in the development of the city's revised planning framework and the outcome of this has been used to shape and influence the council's equality objectives.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Equality and diversity was considered throughout the development of the new strategic planning framework. This included checking that due regard has been given to equality through the use of equality related evidence in needs assessments, outcomes from consultation and engagement activities, which include:

- The 'What if Leeds...? Campaign'
- The spending challenge consultation
- Equality assurance and impact assessment on the approach to strategic planning

4.2.2 Tackling inequality was a key issue identified through the consultation.

4.2.3 The council's Equality Improvement Priorities have been developed to ensure we meet our legal duties in the Equality Act 2010.

4.3 Council policies and City Priorities

4.3.1 The proposed work will help to shape and deliver future equality priorities contained in and delivered through the Vision for Leeds and the City Priority Plan 2011 to 2015 and help the council to demonstrate how it is addressing the needs of the cities diverse communities.

4.4 Resources and value for money

4.4.2 There are no resource implications arising from this report.

4.5 Legal Implications, Access to Information and Call In

4.5.3 The development of the new approach to improving equality and diversity and setting equality objectives will reinforce the council's commitment to equality and help us meet our legal duties.

4.5.4 This report does not contain any confidential or exempted information and is not subject to call in.

4.6 Risk Management

4.6.1 The risks to the council if it did not have a published approach to equality and diversity would be the failure to meet equality duties outlined in the Equality Act 2010.

5 Conclusions

5.1 The development of the Equality Improvement Priorities 2011 to 2015 will help the council to achieve it's ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

6 Recommendations

6.2 Scrutiny Board is recommended to

- Note the contents of this report;
- Receive an annual update on progress

7 Background documents¹

7.1 Vision for Leeds 2011 to 2030

7.2 City Priority Plan 2011 to 2015

7.3 Council Business Plan 2011 to 2015

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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The Equality Improvement Priorities 2011 – 2015

“An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises different people’s different needs, situations and goals and removes the barriers that limit what people can do and can be”

As a council, we are committed to promoting equality and diversity in terms of the people we serve, our workforce, the partners we work with and the services we deliver. Our ambition is to be the best City in the UK. We will only achieve our ambition if as a city we work to reduce disadvantage, discrimination, and inequalities of opportunity. Failure to tackle discrimination and to provide equality of opportunity can have a negative impact on people, undermines society and costs our economy.

We want to inspire pride in our city and all our communities. No one in Leeds should be held back from reaching their potential because of who they are, or where they come from. It is all our responsibility to tackle the causes of inequality and build a stronger, fairer and more cohesive society.

The Equality Improvement Priorities have been developed from the priorities outlined in the City Priority Plan and the Council Business Plan. They provide a summary of our strategic equality analysis and our strategic equality objectives which are supported by specific work across the council. Progress against the Equality Improvement Priorities 2011 – 2015 will be reported on an annual basis.

City Priority Plan - Best cityfor children and young people

Priority - Do well at all levels of learning and have the skills for life
(taken from the Children and Young People's Plan)

Equality focus (objective)	Equality analysis
Support children from all equality communities to be ready for learning	There are lower levels of attainment for some BME communities, people with special educational needs and those from poorer areas

City Priority Plan - Best city for.....communities

Priority - Reduce crime levels and their impact across Leeds

Equality focus (objective)	Equality analysis
Address the impact of burglary on Vulnerable Communities	There is an identified need to better assess the impact of burglary on emerging communities.
Tackle domestic violence and protect and support the most vulnerable young people.	The overwhelming majority of domestic violence is perpetrated by men against women and children.
Improve citywide approaches to dealing with hate crime	Disability, race, homophobic and transphobic hate crime is experienced by many people

Priority - Increase a sense of belonging that builds cohesive and harmonious communities

Equality focus (objective)	Equality analysis
There is a sense of belonging that builds cohesive and harmonious communities	In 2010/11 a small but concerning trend in youth related anti-social behaviour and damage which suggest deliberate targeting of vulnerable victims (adults with learning disabilities, BME residents in predominantly White British neighbourhoods, gay or lesbian couples) was recognised.

City Priority Plan - Best city to live

Priority - Maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods

Equality focus (objective)	Equality analysis
Ensure that housing and regeneration investment meets the changing needs of individuals and communities.	Households headed by women with children, BME groups and those living in the social rented sector are more likely to live in overcrowded or substandard housing. There are also significantly higher numbers of BME people and people with disabilities who are unemployed

Priority - Improve housing conditions and energy efficiency

Equality focus (objective)	Equality analysis
Improve energy efficiency	Many households containing people recovering from long term illness, disabled people, and pensioners can not afford to heat their homes

City Priority Plan - Best city.....for health and wellbeing

Priority - Give people choice and control over their health and social care services

Equality focus (objective)	Equality analysis
We will support individuals from all communities to access social care through personalised budgets and direct payments	The equality analysis of access to personalised budgets and direct payments is ongoing.

Priority - Support more people to live safely in their own homes

Equality focus (objective)	Equality analysis
To support adults whose circumstances make them vulnerable to live safe and independent lives	The group with the largest proportion of safeguarding investigations in 2010/2011 were service users with learning disabilities

Priority - Make sure that people who are the poorest improve their health the fastest

Equality focus (objective)	Equality analysis
All universal social care services are equally accessible to members of all communities	The equality analysis of access to universal social care services is ongoing.
To commission targeted adult social care services for specific equality communities and to ensure these services are effective	Equality analysis from specific reviews is used to inform future commissioning (or de-commissioning) of services at both a service and sector wide level
New migrant communities effectively access appropriate health and social care services	Some groups eg Eritrean women, and people whose cultures prevent mental health issues being explicitly recognized, do not effectively access health and social care.

City Priority Plan - Best cityfor business

Priorities - Create more jobs and Improve skills

Equality focus (objective)	Equality analysis
Increase access to employment opportunities and up-skill the workforce	There are lower levels of skills and employment amongst some communities in particular some BME groups, and disabled people.

Priority - Support the sustainable growth of the Leeds' economy

Equality focus (objective)	Equality analysis
Improve financial inclusion	Lack of access to financial services disproportionately affects lone parents (typically female) disabled people, people with mental health illness, and those living in poorer areas.

Priority - Improve journey times and the reliability of public transport

Equality focus (objective)	Equality analysis
Enable access for all to local services, education and employment centres by public transport	Disabled and elderly people have specific concerns in accessing transport

Priority - Get more people involved in the city's cultural opportunities

Equality focus (objective)	Equality analysis
Ensure the continuing development of the council's cultural offer, including the successful transition to the new arrangements for sport and libraries	People from poorer areas, BME people and disabled people do not access sport services as much as others. Low numbers of disabled people access libraries
Enhance the quality of Leeds' Parks	Disabled people, those from a BME background, and men tend to visit parks less than other groups

Council Business Plan

The Council Business Plan draws together aspects of the City Priority Plan with those areas and priorities specific to the council itself. There are a number of cross cutting equality objectives included in the Council Business Plan which provide the building blocks for ensuring that equality is embedded in all our service delivery and as an employer. They are outlined here:

Equality Performance Area - Understanding our communities. Leeds communities are changing and it is vital that we have a clear understanding of who our citizens are in order to provide appropriate services in the most appropriate way.

Equality focus (objective)	Council Value
There is good evidence of the equalities profile of Leeds, based on national and local data, which is regularly reviewed	Working with communities

Equality Performance Area - Showing leadership and working in partnership. We will give due consideration to equality and diversity when we develop policies and make decisions. We will ensure that we fully understand the impacts of changed funding on different communities, and take this into account when making decisions

Equality focus (objective)	Council Value
Councillors and Officers have a reputation for championing equality issues and ensure that the equality issues relevant to Leeds are taken into account when making major decisions	Being open, honest and trusted

Equality Performance Area - Involving our communities - We will ensure communities are effectively able to influence what we do

Equality focus (objective)	Council Value
Equality groups are integrally involved in consultation and engagement activities	Working with communities

Equality Performance Area - A modern and diverse workforce – We will understand the make up of our workforce and work to ensure it is representative of the population of Leeds

Equality focus (objective)	Council Value
To make LCC an ‘employer of choice’ for people from groups in our communities whose diverse backgrounds are not yet fully represented in our workforce	Treating people fairly
To demonstrate increased engagement, year on year, for staff from groups whose diversity is not yet fully represented in our workforce.	
To improve opportunities for progression to senior levels in the organisation particularly for black, and minority ethnic and disabled staff	

Further detail is in supporting documentation which is available on the council website, and includes:

- Consultation and Involvement in Developing Equality Objectives
- Equality and Diversity Position Statement 2011
- Equality Analysis, Objectives and Activities 2011 - 2015
- Equality and Diversity Policy 2011 - 2015
- Approach to Embedding Equality 2011 - 2015

For enquiries about Leeds City Council’s equality improvement priorities 2011 - 2015 please contact the Equality Team:

By telephone: 0113 2474190

By text: 07891 270162

By email: equalityteam@leeds.gov.uk

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 Ground Floor,
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 Calverley Street
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Equality and Diversity Policy

2011 - 2015



Leeds City Council has adopted the Equalities Review 2007 definition of an equal society which strengthens our approach to equality and diversity. The definition is:

“An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises different people’s different needs, situations and goals and removes the barriers that limit what people can do and can be”

The council is committed to:

- eliminating unlawful discrimination, harassment and victimisation;
- advancing equality of opportunity; and
- fostering good relations within and between our communities with a view to building good community relations

The Policy is in line with Leeds City Council’s duties and responsibilities under the Equality Act 2010.

Our aims are that:

- all our existing and potential service users are treated with dignity and respect;
- our partnership and contract arrangements promote equality of opportunity;
- we will work with and between communities to help develop and strengthen relationships;
- our workforce will be reflective of all sections of society; and
- each employee feels respected and able to give of their best.

We will treat everyone with the same attention, courtesy and respect regardless of:

- Age,
- Disability,
- Race or racial group (including colour, nationality and ethnic origin or national origins),
- Religion or belief,
- Sex
- Marriage and Civil Partnership,
- Gender reassignment,
- Pregnancy and maternity
- Sexual orientation,
- Caring responsibilities,
- Social class, or
- Trade union activity.

We will take all reasonable steps to ensure that we do not unlawfully discriminate.

Our commitment is to create an environment both for staff and people of Leeds:

- that promotes dignity and respect for all;
- where people are treated fairly and according to their needs;
- where no form of intimidation, bullying or harassment is tolerated; and
- in which individual differences and the contributions of all are recognised and valued.

This policy applies to:

- all council Members;
- all service users and those applying to access services;
- all contractors and sub contractors; and
- all employees, whether part-time, full-time or temporary, and all job applicants.

Roles and responsibilities

We all have a right to be treated fairly and with dignity and respect. For this to happen we have a responsibility to ensure that our own actions and behaviours are equally fair and that we respect the dignity of others.

Less favourable treatment should be challenged directly, either by the recipient or by any witnesses. Where this is not possible, for whatever reason, then the complaints procedure can be used.

Good practice

In **all** our activities we will:

- give due regard to equality and diversity when reviewing existing and developing new strategies/ policies and services/ functions to ensure that we
 - secure flexible and fair working practices,
 - provide excellent services and
 - fairly award contracts, and commission services
- engage and involve interested groups and individuals (both internal and external to the council) with our decision making processes
- deal with all complaints of discrimination, harassment or victimisation promptly and with sensitivity to all those involved
- take all opportunities to advance equality of opportunity and foster good relations within and between our communities.

In delivering our services we will:

- assess the needs of our existing and potential service users and ensure fair access to our services. This includes making reasonable adjustments to enable disabled people to use our services;
- ensure the availability of appropriate support services. This includes translation and interpretation and making key information available in a range of alternative formats,
- provide access points for reporting hate crimes.

In employment, learning and development we will:

- provide increased opportunities in areas of under-representation. This could include school placements, supported trainee schemes or mentoring;
- continue to progress equal pay;
- assess the needs of our existing and potential disabled employees and provide appropriate reasonable adjustments, and
- take appropriate positive action in recruitment and selection.

Support to implement the policy

All our policies and practices are supported by appropriate training or briefing sessions and guidance. For the equality and diversity policy:

- general and bespoke equality and diversity training is available through Human Resources, and
- advice and guidance is also available from the Equality Team.

Monitoring

All our policies contribute to our overall aims around equality. Key policies – such as those relating to employment, service delivery, community engagement, commissioning and procurement - are specifically designed to promote equality of opportunity and protect people against unlawful discrimination, harassment and victimisation. We collect and analyse data relating to these areas of policy, to identify trends and areas of inequality, and then take appropriate action.

Communications

The equality and diversity policy is available on the intranet and our external website. We will use all opportunities to promote the policy. This includes key messages, induction events for new staff, and specific equality and diversity events.

Responsibility for reviewing this document

The Head of Equality will be responsible for the bi-annual review and update of this policy.

For enquiries about this policy please contact the Equality Team:

By email: equalityteam@leeds.gov.uk

By telephone: 0113 2474190

By text: 07891 270162

Website: www.leeds.gov.uk/equality

By post:

Equality Team
Ground Floor,
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If you do not speak English and need help in understanding this document, please telephone the number below and state the name of your language. We will then put you on hold while we contact an interpreter. The number is **0113 247 4190**.

Arabic:

إن كنت لا تتحدث باللغة الإنجليزية وتحتاج لمساعدة لفهم هذا المستند؛ الرجاء الاتصال بالهاتف على الرقم أدناه، واذكر اسم لغتك. حينئذ، سوف نطلب منك أن تنتظر على الخط حتى نتصل بمترجم.

Bengali:

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

Cantonese:

如你不懂說英語而需要協助以明白本文件，請致電下列電話號碼並說明你的母語。我們將會請你稍候以聯絡口譯員。

Hindi:

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद चाहिए, तो कृपया नीचे दिए गए नंबर पर फ़ोन करें और अपनी भाषा का नाम बोलें। उसके बाद जब तक हम किसी दुभाषिण (इंटरप्रिटर) से संपर्क करेंगे, हम आपको होल्ड पर रखेंगे।

Punjabi:

ਜੇਕਰ ਤੁਸੀਂ ਇੰਗਲਿਸ਼ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਸਮਝਣ ਲਈ ਸਹਾਇਤਾ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਵਾਲੇ ਨੰਬਰ ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ ਅਤੇ ਆਪਣੀ ਜ਼ਬਾਨ ਦਾ ਨਾਂ ਦੱਸੋ। ਫੇਰ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇੰਤਜ਼ਾਰ ਕਰਨ ਲਈ ਕਹਾਂਗੇ ਤਾਂ ਜੋ ਅਸੀਂ ਕਿਸੇ ਇੰਟਰਪਰਿਟਰ (ਦੁਭਾਸ਼ੀ) ਨਾਲ ਸੰਪਰਕ ਕਰ ਸਕੀਏ।

Kurdish:

گەر زمانى ئینگلیزى نازانیت و بیویستت به هاوکاریه له تیگه یشتنی ئەم به لگه نامه یه دا، تکایه ته له فۆن بۆ ژماره که ی خواره وه بکه و زمانى ئاخاوتنى خۆت بلێ. ئیمه ش تۆ راده گرین له سه ره ته له فۆنه که تا وه رگێرکی زمانت بۆ دابین ده که یین.

Tigrinya:

እንግልሽ ዘይትዛረብ/ቦ. እንተኾንካ/ኪ እሞ ነዚ ደኩመንት'ዚ/ሰነድ'ዚ ንምርዳእ ሓገዝ ምስ ዘድልዮካ/ኪ ቋንቋኻ/ኸ. ብምሕባር ኣብ'ዚ ኣብ ታሕቲ ተገሊጹ ዘሎ ቁጽሪ ተሌፎን ደውለልና/ደውልልና። ብድሕሪኡ ንሕና ኣስተርጓሚይ ክሳብ ንረክብ ኣብ መስመር ክነጸብዮካ/ኪ ኢና።

Urdu:

اگر آپ انگریزی نہیں بولتے ہیں اور اس دستاویز کو سمجھنے کیلئے آپ کو مدد کی ضرورت ہے تو براہ مہربانی نیچے دیئے گئے نمبر پر ٹیلی فون کریں اور اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ سے انتظار کرنے کا کہہ کر آپ کیلئے کسی ترجمان سے رابطہ کریں گے۔

Czech:

Jestliže nemluvíte anglicky a potřebujete, aby vám někdo pomohl vysvětlit tento dokument, prosím zavolejte na níže uvedené číslo a uveďte svůj jazyk. Potom vás požádáme, abyste nepokládal(-a) telefon a mezitím zkontaktujeme tlumočnicka.

French:

Si vous ne parlez pas anglais et que vous avez besoin d'aide pour comprendre ce document, veuillez téléphoner au numéro ci-dessous et indiquez votre langue. Nous vous demanderons d'attendre pendant que nous contactons un(e) interprète.

Polish:

Jeżeli nie mówią Państwo po angielsku i potrzebują pomocy w zrozumieniu tego dokumentu, prosimy zadzwonić pod poniższy numer telefonu. Po podaniu nazwy swojego ojczystego języka prosimy poczekać – w tym czasie będziemy kontaktować się z tłumaczem.

Slovak:

Ak nehovoríte anglicky a potrebujete, aby vám niekto pomohol vysvetliť tento dokument, prosím zavolajte na nižšie uvedené číslo a uveďte svoj jazyk. Potom vás požiadame, aby ste nepokladali telefón a medzitým skontaktujeme tlmočníka.

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Report author: Heather Pinches
Tel: 274638

Report of Assistant Chief Executive (Customer Access and Performance) / Director of Resources

Report to Resources and Council Services Scrutiny Board

Date: 25th June 2012

Subject: 2011/12 Q4 Performance Report and Refresh of the Council Business Plan 2011-15

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. This report provides a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

Recommendations

2. Members are recommended to:
 - Note the Q4 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
 - Provide challenge and feedback on the proposed changes to the Council Business Plan to ensure that this plan remains both challenging but also realistic and achievable.

1 Purpose of this report

- 1.1 This report presents to scrutiny a summary of the quarter four (year end) performance data for 2011-12 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15. The Board will note that this is the end of the first year of delivery of this four year plan. This report also brings proposed changes to the Council Business Plan for Scrutiny to consider prior to sign off by Executive Board in July

2 Background information

- 2.1 The Council Business Plan 2011 to 2015 sets out the priorities for the council - it has two elements - five cross council priorities aligned to the council's values and a set of directorate priorities and targets.

- 2.2 This report includes 5 appendices:

- Appendix 1a – Performance Reports for the 5 Cross Council Priorities which are based on the Council values
- Appendix 1b – Resources Directorate Priorities and Indicators
- Appendix 1c – Customer Access and Performance Directorate Priorities and Indicators
- Appendix 1d – Other Directorate Priorities and Indicators relevant to the Board. NB these are provided for information and completeness as they relate to areas within the remit of the Board.
- Appendix 2 – Proposed changes to the Council Business Plan relevant to the Board

3 Main issues

Quarter 4 Performance Summary

Council Business Plan - Cross Council Priorities

- 3.1 There are 5 cross council priorities in the Council Business Plan which are supporting the delivery of the council values of these 2 are assessed as green and 3 amber. The amber priorities are:

- **Equality is given due regard in council policies and decisions:** At Q4 85% of Key, Major and Executive Board decision reports were able to clearly evidence that due regard for equality was considered as part of the decision making process. It is important for all reports to clearly evidence how due regard had been given or, where appropriate, why equality was not relevant to the decision. 85% is a good result, however, to limit the risk of legal challenge it is important to reach 100% as soon as possible. Directorates are addressing this issue through their own quality assurance and sign off processes for reports.
- **Appraisals** (NB this is also a People Plan Priority): Following the recent data update full appraisals were recorded for 92% of our staff and 6 month reviews for 80%. Children's Services (86% full; 56% review) and Environment and Neighbourhoods (85% full, 70% review) reported the

lowest figures for both. All other directorates completed between 94% and 100% for appraisals and 86% and 94% for 6 month reviews.

- **Staff Engagement:** this remains amber primarily because there has been no further data to build on the baseline survey in October. Therefore, it is difficult to assess the direction of travel at this point and a cautious amber rating has been applied. The next survey is due to report in Q1.

Council Business Plan - Directorate Priorities and Indicators

- 3.1 There are 19 Directorate Priorities which support the delivery of the Resources and Council Services priorities most of these are drawn from Resources and Customer Access and Performance directorates – although there are a few from other directorates that directly link and these have also been included for completeness (see appendix 1d). Of these none are red, 5 are amber and 14 are green. These are supported by 39 performance indicators and of these 1 is rated as red, 7 are amber, 16 are green, 11 are not given a RAG rating and for 4 there is no result provided. Key issues of note for the Board include:
- 3.2 **Processing time for Council Tax Benefit /Housing Benefit:** Performance ended the year at 14.80 days which is worse than last year (11.66 days) and above target (11 days), but this performance reflects the increase in claimant numbers. In addition welfare reforms will bring further considerable challenges to this service over the coming weeks and months.
- 3.3 **Staff sickness figures (People Plan Priority):** Sickness for 2011/12 was 9.29 days per FTE, slightly over the target of 9 days but a reduction of 0.81 days compared to last year's result. This is a good result and continues the trajectory of improvement over the last few years. However, whilst a number of services consistently perform well and/or have made significant improvements which have impacted on the council wide figure - there remain 'hot spots' where sickness levels are much higher than the average. A further report is being prepared highlighting these hotspot service areas in more depth and providing comparisons to other organisations (e.g. core city local authorities) so that further action can be taken where needed.
- 3.4 **Reduce Our Energy and Water Costs:** this performance measure was rated red as it exceeded the annual target by 7.55% (£947k). This was largely due to the increased costs of energy throughout the year, despite the reducing consumption which is clearly evidenced by the reducing CO2 emissions.

Changes to the Council Business Plan

- 3.5 It is important that our plans remain live and up to date and continue to reflect our most important priorities. Therefore, a light-touch refresh of the Council Business Plan has been undertaken at Q4 with the aim of:
- adding any targets for 2012-13 which were missing when it was agreed last year;
 - revise any other targets where performance has been particularly good and a further stretch is needed; and

- revise targets where there has been a significant policy or funding change or where changing circumstances means the target is no longer realistic.

3.6 The changes to the Council Business Plan which are relevant to the Resources and Council Services Scrutiny Board are shown in appendix 2. This also reflects the recent changes to Scrutiny terms of reference agreed at the AGM.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public. The changes to the Business Plan are minor in nature, with the plan subject to major consultation prior to its agreement last July. Therefore, these changes are only subject to a light-touch consultation with Scrutiny at this stage.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is an information report and not a decision so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities.

4.3 Council policies and City Priorities

4.3.1 This report provides an update on progress in delivering the council priorities in line with the council's performance management framework.

4.4 Resources and value for money

4.4.1 There are no specific resource implications from this report; however, it includes a high level update of the Council's financial position. This is in terms of the cross council priority within the Business Plan of "spending money wisely".

4.5 Legal Implications, Access to Information and Call In

4.5.1 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

4.6.1 The Performance Report Cards include an update of the key risks and challenges for each of the cross council priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. These processes also link closely with performance management.

5 Conclusions

5.1 This report provides a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

6 Recommendations

6.1 Members are recommended to:

- Note the Q4 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
- Provide challenge and feedback on the proposed changes to the Council Business Plan to ensure that this plan remains both challenging but also realistic and achievable.

7 Background documents¹

7.1 Council Business Plan 2011 to 2015

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Value: Working as a team for Leeds

Priority: Staff have a clear understanding of their role as well as clear objectives and performance targets which are monitored through high quality appraisals.

Why is this priority? Appraisals for all staff are essential in driving effective performance management to achieve the Council's business and service plan objectives, embed the revised values and help us meet future challenges. The Chief Executive and directors are championing regular appraisals as a priority so that all employees are managed, motivated and developed to perform their role effectively and deliver improving services for Leeds.

Overall Progress
AMBER

Story behind the baseline

Appraisal targets – For 2011-12, an annual appraisal timetable was agreed with full appraisals taking place between April and July 2011 and interim meetings between October and December. One of the Chief Executive's three 'Calls to Action' in 2011/12 to all leaders is to ensure that all employees have a quality appraisal with a Personal Development Plan and at least one development action linked to service plans.

As at 31 March 2012, 92% of staff were recorded as having had a full appraisal, with the Environments and Neighbourhoods and Children's Services directorates reporting the lowest figures of 85% and 86%. All other directorates completed between 90% and 100%.

As at 31 March 2012, 80% of staff were recorded as having received a 6 month review. One-off exemptions were previously agreed for the majority of Commercial Services and Sports due to service constraints and restructuring. There will be no exemptions following the introduction of performance and learning management system (PAL) in 2012/13.

The figure of 70% for Environment and Neighbourhoods is due to service constraints affecting crew-based staff within Waste Management Services and an approach to address this in 2012/12 is being prepared. For ASC, 89% of 6 month reviews were recorded in SAP, at the time of writing there are still some completed reviews to record in SAP. Children's Services mid year review figure of 56% is due in large part to the impact of the directorate wide restructuring activity involving over 3000 staff which has been implemented in stages since 1st November 2011.

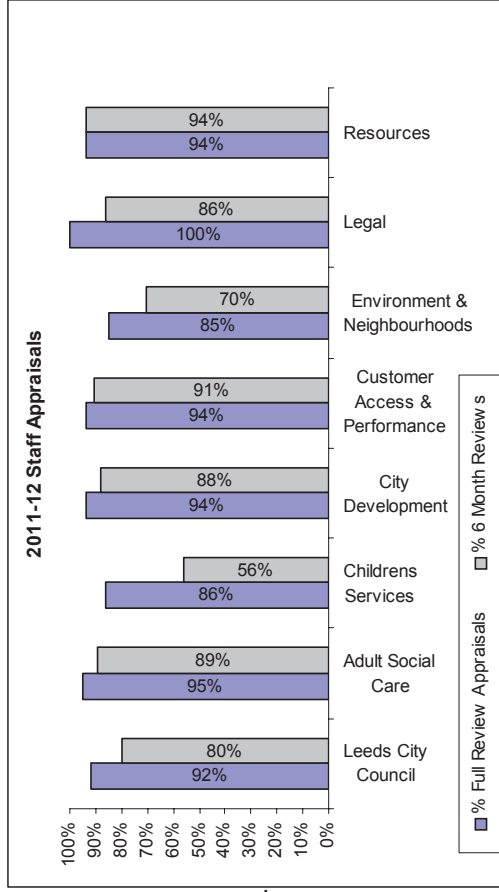
All staff absent due to maternity, sickness leave or a career break for 6 months or more on the date reports are run are excluded from any calculations and reports including total headcount. The overall variance in the final year-end 6 month review figures is likely to be due to some under reporting, restructures, staff movements and corrections to duplicate records loaded onto SAP by co-ordinators.

Looking forward, an improved performance and learning management system (PAL) will be introduced in May 2012. The next round of full year appraisals will take place between May and July 2012. Responsibility for reporting appraisal completion moves from the BSC to the HR team as of May 2012. Monthly reports will be produced in May, June and July 2012 to track progress towards the target of 100% appraisals undertaken by 31st July 2012.

What do staff think

The 2011 Employee Engagement Survey provided baseline data about how people feel about the support, guidance and feedback from their managers and quarterly sample surveys will provide ongoing intelligence. The survey results said that 'being clear about what they need to achieve in their job' was important to staff and feedback shows that, although managers communicate this well, some managers could provide more regular feedback on how they are doing their job. To accurately assess the degree to which staff feel this is happening in appraisals, additional questions have been added to the 2012 Quarter 1 Survey. These are explained under 'New Actions' below.

Headline Indicator: Every year 100 per cent of staff have an appraisal



<p>The Investors in People report stated that, whilst our performance on appraisals and development plans had improved and the majority of people and teams are being managed well with regular appraisals, this was not consistent across the authority. The assessor stated that leaders and managers need to perform their people management role in line with behaviours as described in 'Living Our Values' - which includes providing staff with regular feedback, development and support through regular appraisals and interim reviews.</p>	<p>What we did:</p> <ul style="list-style-type: none"> • CLT, on 29th November 2011, agreed: <ul style="list-style-type: none"> • the consistent use of performance assessment in appraisals for all staff. • annual revenue contributions from corporate and directorate based workforce development budgets to implement the on-line performance management and learning system, until efficiencies are realised and savings redirected back • A briefing note taken to CLT regarding the 2011-12 Mid-Year review position and, looking forward, the arrangements for Appraisals in 2012/13. • Mid year reviews: A full list of non-completions around mid year reviews was shared with Directors. Following checks, Directors were asked to share this data directly to Heads of Service, to seek substantial reasons and explanations for why mid year reviews for all staff have not taken place. All final records to be submitted by 27th April 2012. • Appraisals 2012/13: A full review of appraisal arrangements has been completed and, looking forwards, a new simpler, single appraisal approach has been agreed. This addresses the complexity of current appraisal documentation, inconsistencies in the implementation of quality appraisals and recording issues across the organisation. 	<p>What Worked Locally /Case study of impact:</p> <ul style="list-style-type: none"> • In Commercial Services, managers of large front line services successfully amended their existing appraisal booklets to fit with the approach to be introduced in 2012/13. • In ASC HR/OD Business Partners Communication Plan in place to promote the new system and is being rolled out to management teams across the directorate. Appraisal Champions have been identified and are currently being trained. 	<p>Risks and Challenges</p> <ul style="list-style-type: none"> • Resourcing issues for one-to-one appraisals for some crew-based, short-hour staff and those working remotely from supervisors in front line services. • Ensuring that all staff appraisals are recorded under the new PAL system, particularly those that do not have direct on-line access.
	<p>New Actions:</p> <p>The main principles of the new approach are that:</p> <ul style="list-style-type: none"> • the appraisal approach and forms are simplified and shorter • there is consistency in approach across the organisation • the focus of a quality appraisal centres on a quality discussion, with preparation from manager and employee • objective setting, performance assessment and development planning are included and conducted well in all appraisals. • leaders and managers behaviours reinforced by 'Living our Values' behaviours <p>The reporting process is being improved for 2012/13: The move to the new on-line Performance and Learning System (PAL) will help us record appraisal information accurately for those in scope, and a new process for recording paper-based appraisals will be introduced for those employees not in scope.</p> <p>Appraisal guidance will be communicated across the organisation, and a renewed approach to appraisal skills training will be launched.</p> <p>Appraisal Champions have been identified across the organisation and trained to support managers in the implementation of the on-line system.</p> <p>Three additional questions have been added to the 2012 Quarter 1 Survey to assess if people are having quality appraisals with discussions about performance and development planning and whether managers regularly create opportunities to discuss issues that affect people and their team.</p> <p>Data Development:</p> <p>The final Quarter 4 mid-year review figure may be due to under-reporting and work has taken place during April to rectify this to provide an accurate 2011/12 year end position. PAL will provide a suite of reports on appraisals performance e.g. the numbers, appraised and all appraisal data will be recorded and can be accessed directly by managers.</p>		

Value: Being open, honest and trusted

Priority: Staff are fully involved in delivering change and feel able to make an impact on how services are delivered

Why is this a priority - Effective staff engagement is essential to help the council meet the many challenges it faces, including improving productivity and service delivery. We recognise that there are many factors that influence staff engagement. These include the quality of leadership as well as whether staff feel listened to and valued and whether we are seen to be living the council values.

Story behind the baseline - The Council has adopted an approach to measuring staff engagement based on the MacLeod model of engagement drivers (Leadership, Management Effectiveness, Staff Voice and Integrity). A benchmarking survey was undertaken in November 2011 for all staff (excluding schools), to be followed by quarterly surveys during 2012/13 (of one quarter of the workforce) to monitor changes/improvements in levels of staff engagement. Progress has been rated as 'Amber': although considerable effort has been invested in communicating the survey results, and discussing appropriate 'improvement actions' within directorates/teams, the impact has not yet been evaluated. This will be done in the Q1 2012 survey (due May 2012).

A council-wide performance target is to be proposed to Best Council Board for 2012/13 against which progress can be RAG rated in a more measurable way, based on the survey engagement measure - Green: more than 73%; Amber: 68%-73% inc.; Red: less than 68%. A 2% point increase from their 2011/12 baseline position will become each directorate's 2012/13 target.

Key Findings – The November 2011 survey provided a set of baseline data regarding: a) response rates (39% council-wide); b) engagement levels (overall and in relation to specific areas relating to the four 'engagement drivers' (the graph shows the overall engagement score by directorate).

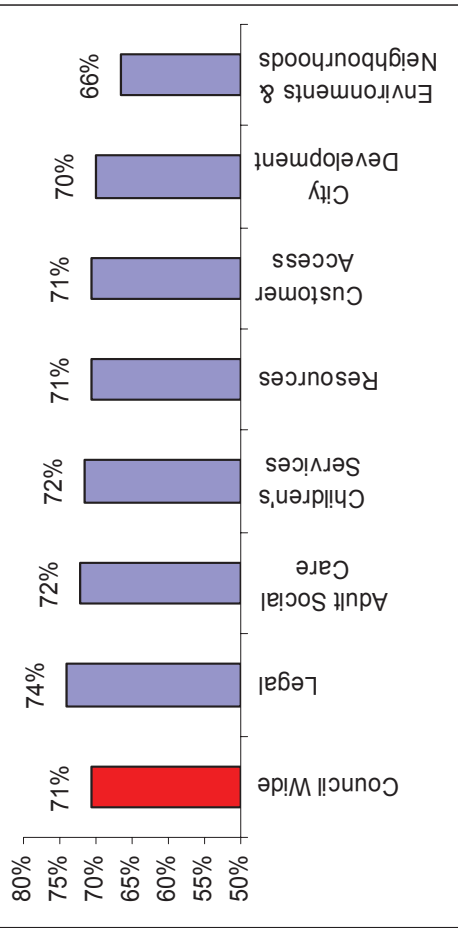
In December 2011, CLT agreed three main areas for improvement council-wide: 1. Fully embed the 'Connected Leaders and Managers' expectations; 2. Quality two-way communications; 3. Managing change

These findings were presented to directorate leadership teams during January 2011, and work has continued within directorates to develop tailored actions plans, the effectiveness of which will be monitored through the regular quarterly surveys during 2012. The survey results have been communicated to staff through a variety of media (colour posters displayed in work locations, a dedicated intranet page, discussions at team meetings etc). Feedback indicates that these different methods have generally been well received, although work is still required within directorates to continue the communication of outcomes/actions to be taken. One potential factor affecting response rates was a concern expressed from some services around anonymity/confidentiality. Although data were only analysed down to the chief officer level (i.e. so no individual could be identified), the survey responses were linked with SAP payroll records to facilitate analysis of results by the key equality indicators. The Q1 and Q2 surveys will therefore be undertaken completely anonymously, to identify whether this has any impact on response rates (the approach will then be reviewed prior to the Q3 survey). A 'lessons learned' report was presented to Best Council Board in February 2012, which has resulted in some further operational changes to the survey administration to try and increase response rates.

Analysis by equality strands – An update on the November 2011 Survey results and equality analysis was provided at the Equality and Diversity Board and the Equalities in Employment Project Group. Further analysis work has commenced to understand if there are any particular drivers/questions which had low performance scores or gaps. HR is working closely with the staff networks to understand and analyse the results in more detail.

Overall Progress
AMBER

The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.



What we did

- Evaluated ways in which the response rate (39%) could be increased, including presenting a 'Lessons Learned' report (from the November 2011 survey) to Best Council Board. This resulted in changes to the Q1 2012/13 survey process:
 - made the engagement survey anonymous on return, to address concerns expressed about confidentiality
 - removed the requirement to 'log on' to the online survey with complex password/personal IDs, and removed the 'personalised bar code' on paper surveys to make survey administration easier. Also resolved some problems with email addresses
 - kept the survey communications 'live' on the intranet portal to maintain awareness
 - 'branded' the postal envelope to make the survey stand out from normal mail
 - Developed specific guidance for managers to increase participation amongst non-office-based staff (i.e. non PC users)
 - shared the results of the survey at all levels of the organisation to ensure participants believe 'something happens' as a result of completing surveys (through tailored communications to directorate leadership teams; posters, targeted at all work place locations; email and internet communications [including dedicated intranet page]; Trade union meetings
- Held an HR engagement/culture change event to develop the three key engagement themes (embedding the 'Connected Leaders and Managers' expectations; Quality Communications; Managing Change) and links with directorate and corporate Investors in People action plans
- Establishment of an HR Engagement Champions group to facilitate and embed engagement work within directorates so it is truly owned by line managers
- Developed an appropriate sampling method for the quarterly surveys (based on one quarter of the workforce)

What Worked Locally /Case study of impact - All directorates are implementing a range of tailored activities to improve levels of staff engagement, including: a) communication/engagement events led by directors and chief officers; b) developing engagement action plans within services; c) focus groups and team meeting discussions to supplement the quantitative survey data with more qualitative information; d) incorporating engagement 'scores' into appraisal discussions; e) review communication methods within a directorate and identify any links with engagement results to identify 'what works'; f) working with staff networks corporately and locally within directorates to review the engagement results alongside the different equalities indicators.

New Actions

- Carry out the next quarterly survey (Q1 2012, to be launched May 2012) to evaluate the impact of engagement activities
 - Review impact of 'anonymising' the survey (e.g. on response rates)
 - Agree future reporting arrangements (CLT, Best Council Board, staff, directorate leadership teams, trade unions etc) for results of Q1 survey (and thereafter) to ensure the results are disseminated more quickly to all levels of the organisation
 - Report for consideration by Best Council Board for proposals to implement an 'employee panel' to mirror the arrangements in place for the Citizens' Panel.
 - Continue to work with the 'Digital Divide' exercise to maximise the numbers of staff who can access the staff survey electronically
 - Analyse the qualitative information emerging from team meetings, focus groups etc, to implement further improvement actions
 - Use the forthcoming appraisals to really embed the 'Living our Values' behaviours
 - Review the anticipated benefits of the 2012 Q1 and Q2 survey approach compared to that used previously in the all-staff November 2011 engagement survey (i.e. the benefits of 'anonymising' the responses, and carrying out regular quarterly surveys with only one quarter of the workforce each time alongside the desire to review engagement levels across the different equality groups, which would require greater sample sizes and linking survey responses with equalities data).
 - Identify comparable external benchmark data on response rates (as 'engagement scores' are not really comparable given different aspects are measured by different organisations), with contact then made with those organisations with higher response rates to identify areas of 'best practice'.
- Data Development** - Work is being undertaken to increase the number of staff who can participate electronically in the survey to try and overcome the 'digital divide' problem (for example, incorporating alternative work email addresses into the database; setting up the 'Talking Point' technology so it can be accessed, securely, from home PCs rather than through LCC log-ins/LCC intranet.
- Work is also underway to reduce the number of people for whom their equalities data is listed on SAP as 'unknown'

Risks and Challenges – Insufficient time since the last engagement survey to really embed and monitor improvement actions implemented since December 2011 could result in lower engagement and responses to the Q1 2012 survey (May 2012) due to staff not seeing significant improvements/changes/actions.

There is a risk that managers may not fully use the opportunity offered by the forthcoming appraisals to really embed the things that will drive up engagement levels (e.g. embedding the Living Our Values behaviours through effective self-evaluation and feedback on performance against the Values).

Value: Working with communities

Priority: Local communities are consulted about major changes that may affect their lives.

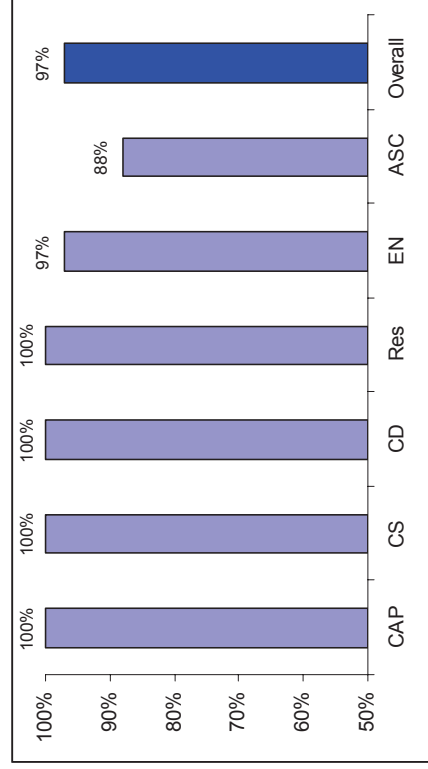
Why is this a priority - At a time when resources are limited we need to make sure we are providing the services that the public need in the most appropriate way. By providing clear evidence of public consultation we can ensure communities are effectively able to influence what we do at corporate, service and locality levels. This helps us move from doing things *to* and *for* people, towards doing things *with* people.

Overall Progress
Green

Story behind the baseline

- Decisions continue to be closely scrutinised and challenged through the courts with any perceived weakness in the process - particularly around the quality and timeliness of public consultation targeted. We need to be confident that decision makers are able to make relevant decisions which are supported by clear evidence of public consultation that is timely and appropriate.
- The focus has continued in Q4 to develop the consultation indicator to ensure that it is relevant and meaningful and drives improvement. The first set of results are formally reported for Q4.
- Q4 results are positive, with 93 relevant reports passing the criteria, against just 3 fails. No Executive Board reports failed. Some contract extensions reports for community-facing services failed to provide evidence of user feedback as part of the decision to extend.
- A random 25% sample of the relevant decision reports were quality assured. This helps get a better understanding of the consultation process described by the report, and has allowed detailed feedback to go to directorates on areas for improvement.

Headline Indicator: Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities



- Areas for improvement in a minority of instances, which are being addressed through training and feedback include: to improve the detail in the impact consultation had on the final decision; to properly evidence what in reality was often excellent consultation and to improve the use the Talking Point system to give feedback on outcomes.
- Quality assurance shows that, compared to piloting of VAL3 in previous quarters of 2011/12, Q4 reports give a lot more detail on what user feedback has been sought and how it has influenced decision making. Report writers do however need to be clearer in stating if and why a decision has not required consultation evidence. In a few instances good evidence of consultation has been placed in section 3, but not referred to in section 4. The benefit of the doubt has been given this time, but will not be in future assessments. There are a few examples where information-giving has been described as consulting, which could be misleading to readers.

<p>What do people think In the 2010 research project into Effective Communications and Consultations, residents told us how they feel about getting involved and influencing decisions:</p> <ul style="list-style-type: none"> ○ 89% of respondents feel it is important to feel they can influence decisions about council services ○ 28% are satisfied with being able to influence decisions about public service delivery in their area (24% are dissatisfied) ○ 45% feel that there is no point taking part in council-run consultations, as decisions have already been made before people are asked ○ 39% want to be more involved in decisions about council services that affect their local area 	<p>New Actions</p> <ul style="list-style-type: none"> • Corporate Consultation Group continues to develop SharePoint Toolkit for those delivering consultation which will be launched on the new intranet by June 2012. • First Citizens' panel newsletter to be issued in May including feedback on the first survey on the city's cultural offer carried out in January. Panel members will also be asked in this communication to recruit a friend. • Finalise Community Engagement Operating Framework and delivery plan for the improvement work for 2012/13 which will give better guidance, support and tools for officers. 	<p>Data Development</p> <ul style="list-style-type: none"> • From Q1 2012/13 a firmer line will be taken on the need to clearly state in reports if and why a decision does not require consultation.
<p>What we did</p> <ul style="list-style-type: none"> • Continued recruitment activities for the Citizen's Panel including a large mail-out targeted in areas of the city where numbers were low. Current numbers stand at approx 3500 with a target of 6000. • Outline calendar of consultations for the Panel for 2012/13 has been agreed with planning underway for the first surveys in early summer. • Finalised methodology for the consultation and equality indicator and agreed this with Best Council Board. With a way forward agreed for consultation 'grey areas' such as contract extension reports. • Continued to provide feedback to report writers and officer workshops on using consultation to inform decision reports. c125 officers with report-writing responsibilities have attended this training. • Further work to develop the Community Engagement Operating Framework has been carried out including agreeing aims/objectives, identifying quick wins and priority improvement projects. 	<p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> • In summer 2011 a variety of creative approaches were used to consult over 2000 children, young people, parents and carers to identify 12 key priorities to make a positive difference to their lives, which are mapped against the 5 outcomes of the Children and Young Peoples Plan 2011-2015. 	<p>Risks and Challenges</p> <ul style="list-style-type: none"> • There are still challenges associated with community engagement in Leeds, including reducing financial resources which is impacting the way we deliver engagement, the need to improve the coordination and efficiency of activity, and to robustly give evidence of the impact community engagement has on the decisions we take. • National legislation on the use of consultation is changing. The emerging impact of the Localism Act, and new legal interpretations of the term 'consultation' are also important challenges going forward. The Localism Act and resource pressures make it likely that the council will need to allocate more effort and resource to empowering communities to act for themselves in the future.

Value: Treating people fairly

Priority: Equality is given due regard in council policy and decision making.

Why is this a priority - We are committed to ending unlawful discrimination, harassment and victimisation and to advancing equal opportunities and fostering good relations. In order to achieve this we need to ensure that equality and diversity are given proper consideration when we develop policies and make decisions. By providing evidence that we have done this for our most important decisions, we can be sure that we are meeting our legal and moral obligations.

**Overall Progress
Amber**

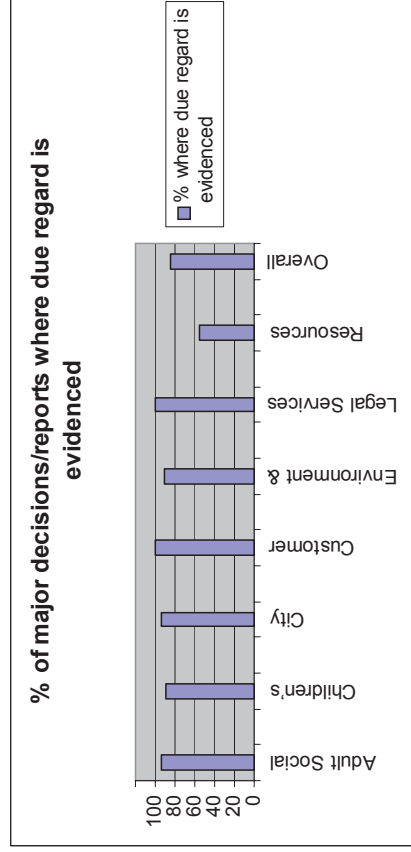
Story behind the baseline

The new guidance on report writing which included due regard to equality was introduced from 1 September 2011. This included the need to explicitly reference screening and/or equality impact assessments and their outcomes in decision making reports. Following the testing of the indicator and feedback from Directorates, a revised criteria and a new methodology to collate relevant data was agreed by Best Council Board in February 2012. The new criteria and methodology has been applied retrospectively to all Q4 key and major decision reports and Executive Board reports where a decision was required.

A full quantitative analysis has been undertaken of the 116 key, major and Executive Board reports which fall within scope for this indicator, 85% (99) reports met the criteria with 15% (17) not including sufficient evidence to meet the specific criteria for this indicator. The Directorate breakdown of reports that met the criteria is; Adult Social Care 94%, Children's Services 89%, City Development 94%, Customer Access and Performance 100%, Environment and Neighbourhoods 91%, Legal Services 100%, Resources 55%.

Headline Indicator: Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions

Result for Quarter 4: 85%



There has been significant improvement across all directorates on evidencing due regard to equality. However, there are still some areas for improvement that have been identified. These are explicit reference to due regard to equality in decision making reports using the new criteria and methodology and also how this is being picked up and challenged in the report signing off process. In addition there are some reports which do not provide sufficient explanation of why a decision has no relevance to equality.

Communication targeted at report writers across directorates needs to continue and improved directorate report clearance processes put in place. This was a new indicator for 2011/12 and the methodology and the report writing guidance has taken time to be adopted and embedded. However it is anticipated that the improvements will continue and at this rate of progress the target will be met at Quarter 1 2012/13.

<p>What do staff think: Treating People Fairly was the most important value for staff in the employee engagement survey 2011. Further work is being undertaken to explore this through the Employee Engagement Group and Equalities and Employment project group.</p>	<p>What we did</p> <ul style="list-style-type: none"> Criteria for this indicator was reviewed following directorate feedback at Q2 and Q3. A new methodology was introduced and the responsibility of matching reports against the agreed criteria transferring to Customer Access and Performance. New criteria and methodology was agreed and supported by Best Council Board. 77 staff from across Directorates have been trained as part of an on-going programme of due regard to equality workshops provided by the Equality Team. In addition, targeted workshops on due regard to equality and consultation within decision making held with staff from Environment and Neighbourhoods, City Development, Adult Social Care, area locality teams and legal services. A workshop on due regard to equality was held with Third Sector Leeds partners in March 2012. As identified in Q3, Design and Cost report templates and guidance were amended to capture due regard to equality considerations. Immediate feedback and support provided on EIAs and screenings when requested by directorates. All EIA's and screenings continued to be sense checked by the Equality Team before they are published. <p>What Worked Locally /Case study of impact</p>
	<p>New Actions</p> <ul style="list-style-type: none"> Deliver the due regard to equality briefings to all Members - Q1(2012/13). A qualitative analysis of a 25% sample of reports within scope will continue to take place and feedback provided to Directorates. Q1(2012/13). Further strengthen the report writing guidance – Q1(2012/13) Work with Corporate Governance to understand any impacts of the changes to the Council's decision making framework on the methodology for this indicator and identify any potential risks. <p>Data Development</p> <ul style="list-style-type: none"> Consideration is given to adding a qualitative aspect to the headline Indicator to ensure that due regard to equality is being given and being given well so as an organisation we are confident we are meeting our legal duties.
	<p>Risks and Challenges:</p> <p>Failure to evidence that due regard is given in decisions and policy making can result in:</p> <ul style="list-style-type: none"> legal challenges eg in the form of judicial reviews, which can be costly and time consuming; negative national publicity impacting on reputation; undermining relationships with local communities; wasted officer and member time.

Value: Spending money wisely

Priority: All directorates deliver their budget action plan and stay within their approved budget

Why is this a priority - The financial climate we are in is challenging. Our funding from government is reducing and we have greater demands on our services. Through our budget-setting process we have developed a plan to manage with less, including doing things more efficiently, reducing the size of the council and changing the way services are delivered. It is vital that we stick to this plan and that all council services stay within their agreed budget and deliver on their budget action plans

**Overall Progress
GREEN**

Story behind the baseline

The 2011/12 budget represented a major financial challenge for the Council, and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £90m of savings.

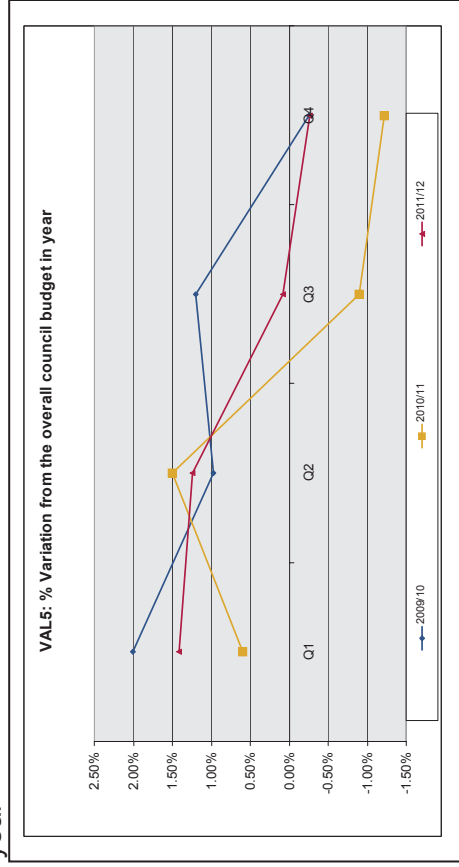
Overall, the Council has demonstrated its agility in responding to the challenge, and the chart shows how the projected overspend reported to Executive Board has reduced during the year.

The outturn position is an underspend of £1.5m as detailed in the table. This represents a variation of just 0.26% of the approved budget.

The main issues contributing towards the provisional outturn position are:

- Adult Social Care - although budgeted procurement savings for residential accommodation have not been achieved in the current year, this has been partly offset by savings on placement numbers in the independent sector, which have averaged 5 per week below the budgeted number. External funding of £6.2m has also been received from the health authority for investment in social services.
- Children's Services – the main pressure on the budget has been around the high number of looked after children and in particular the externally provided residential and fostering placement budgets. These pressures have been partly offset by other savings across the directorate and the allocation of £2m transitional funding from NHS Leeds.
- Income and other pressures – as a result of the economic climate, some areas of income continue to fall short of budgeted levels, mainly relating to planning and building regulation fees, car parking, and advertising. In addition, there is an overspend £0.6m on the voids budget whereby City Development maintain and secure buildings on behalf of all directorates once they are declared surplus to requirements.

Headline Indicator: No variation from agreed directorate budget in the year



	Budget £m	Outturn £m	Variation £m
Adults	178.4	177.8	- 0.6
Children's	129.1	129.0	- 0.1
City Dev	71.9	74.2	2.3
Environment & N'hoods	88.9	90.0	1.1
Central & Corporate	62.5	61.9	- 0.6
Directorate Total	530.8	532.9	2.1
Strategic	51.4	47.8	- 3.6
Total	582.2	580.7	- 1.5

<p>What do key stakeholders think: Last autumn Leeds residents gave their priorities for the council's budget in the 'Spending Challenge' consultation. This process ensured that the views of the public were reflected in the difficult decisions that faced the Council about how we could save £150m over the next four years. Nearly 2500 responses were received with priority given to protecting frontline services and the most vulnerable people in Leeds. This summer children and young people told us their priorities for the future as part of the Child Friendly City consultation. The Council's Initial Budget Proposals for 2012/13 were the subject of public consultation via the internet site and a very limited number of responses were received. These comments, in addition to responses received from two Scrutiny Boards, the Third Sector and the Youth Council, have been incorporated into the final budget report.</p>	<p>What we did</p> <ul style="list-style-type: none"> Throughout the year directorates continued to identify and deliver budget action plans. Budgets were reviewed on a line by line basis and spending freezes implemented on areas of non essential spend where appropriate. In recognition of the significant role the health service plays in social care, NHS Leeds has allocated £8.2m of funding to support the Council in these matters and is working closely with the Council to deliver improved outcomes. <p>A number of actions were taken corporately to increase reserves:</p> <ul style="list-style-type: none"> the Council was successful in a VAT claim which increased the general reserves position by £8.4m as at the end of 2010/11. Although some of this sum has been used for the Early Leavers Initiative, the remainder will be used to mitigate against some of the spending pressures in 2012/13. Capital Financing costs are £3.2m less than the budget due to the Council taking advantage of the continuing low short term interest rates. <p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> Purchasing hubs have been created for the centralised purchasing of consumables and changes to the Council's ordering system have been made to minimise off contract spend and ensure that the use of negotiated contracts are maximised. 	<p>Risks and Challenges: The Council prepares and maintains a financial risk register which provides details of risks and consequences, existing controls to mitigate against these, the value in monetary terms, review dates and progress towards managing the risks. The register is prepared before the start of each financial year and is monitored on a regular basis. At the start of the year, the budget risk register showed there were 3 very high risks and 10 high risks. All risks have been closely monitored throughout the year and have managed within the overall resources available to the Council.</p>
	<p>New Actions</p> <ul style="list-style-type: none"> Following consultation with the external auditor, it has recently been confirmed that the instalments of the New Homes Bonus should be accounted for on an accruals basis rather than on a cash basis. This means that additional income of £5.3m has been brought into 2011/12. This is a timing issue and does not affect the total amount to be received through the bonus scheme. A number of earmarked reserves have been requested for approval by Executive Board where it was not possible to complete priority schemes in the current financial year. The 2012/13 Budget was approved by Council in February 2012. Work is ongoing to prepare a budget strategy to cover the next 4 years. <p>Data Development:</p> <ul style="list-style-type: none"> Improvements have been made to the budget holder FMS projections module to ensure that accurate financial data is received in a timely manner and these will be rolled out early in the new financial year. A standardised staffing cost report is being developed to reduce manual input required in preparing staffing projections. 	

Resources Directorate Scorecard

Reporting Period :

Quarter 4 2011/12

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Resources Lead							
Staff Appraisals	<p>As of 31st March 2012 full appraisals for Resources for the year were recorded at 94% and 6 month appraisal reviews recorded at 94%. Commercial Services were, on a one-off basis, exempted from 6 month reviews in 2011/12 due to service constraints.</p> <p>Currently reporting appraisal completions (full and 6 monthly) on a weekly basis to the Director of Resources. Also reviewing reasons staff have not had appraisal – sickness absence, maternity etc.</p> <p>Preparations are underway to develop a new corporate appraisal process, underpinned by 'Cornerstone', and communications events have taken place with Chief Officers/Leadership teams. Work on appraisal documentation has been initiated with catering, cleaning, passenger transport and fleet services.</p>	Amber	100% staff have had an appraisal	45%	97%	96%	94%
Staff Engagement	<p>Meetings have now taken place with all Chief Officers and Heads of Services, who are in the process of communicating the results, and working with staff to identify and develop improvement strategies / actions. Following this an overall Resources Engagement Plan will be drawn up, incorporating the three corporate priorities and IIP themes with common objectives set, along with developing approaches to "the how", recognising the different services in the directorate.</p>	Amber	<p>% staff who feel engaged</p> <p>Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.</p>	N/A	N/A	71% Baseline	N/A
Approved directorate level revenue budget in year	The net managed budget for the directorate is £48.6m and the underspend of £270k reflects the successful reduction in staffing numbers together with additional income generated	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£597,000 overspend	£188,000 Under spend	£323,000 Underspend	£270,000 underspend
Customer Access and Performance Lead							
Consultation on key and major decisions	A QA exercise showed that where reports state that consultation is not yet required, they do need to say why, and what plans there are for future consultation, if relevant. Not all reports make it clear how the results of consultation impacted on the final decision. Officers should remember to reference Talking Point records of relevant consultation activity.	Green	By March 2012 100% of key and major decisions have evidence that consultation has taken place with local people	To be reported in Quarter 4			100%
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	All the reports that did not provide sufficient evidence to meet this criteria, did not explicitly reference how relevance of due regard to equality had been determined. A QA undertaken of how due regard to equality was demonstrated overall within reports, has shown that across the board minor improvement are needed. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process.	Amber	By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	To be reported in Quarter 4			55%

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4	
Deliver financial planning and management which makes sure we keep adequate reserves	The minimum level of reserves has been calculated at £19m using the risk based reserves strategy. General Fund reserves at 1st April 2011 have risen to £29.6m following a successful VAT claim of £8.4m. Taking into account the in-year use of reserves and the provisional outturn position, it is anticipated that reserves will be £24.8m at the year end.	Green	Value of Revenue Reserves		£23m	£24m	£24.8m	
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	Three employment objectives were agreed to support the Council's Improving Equality and Diversity Scheme (2011-2015). These are around increasing the % of women, BME and disabled staff at senior levels in the organisation, ensuring 100% of the 250 opportunities programme have been filled from diverse backgrounds and increasing engagement levels in the organisation.	Green	Percentage of senior officers who are women				42.29%	
	Work is in place to increase the level of BME, Disabled and Women employees at senior levels and has been integrated into the development pathway and work is on going to integrate positive action into the mentoring scheme. An Emerging Leaders Event will take place in Quarter 1 with the aim to develop a diverse group of future leaders. In Quarter 4 a women's mentoring partnership with Price Waterhouse Cooper was introduced as part of the overall mentoring programme.		Percentage of senior officers who are from BME communities				9.14%	
	The 250 Opportunities Scheme was launched in November 2011 and work is on going to monitor the diversity of those applying for and undertaking placements during Quarter 4. By the end of Quarter 4 60 opportunities have been delivered with a further 50 pending.		Percentage of senior officers who are disabled				4.57%	
	The long term goal is to compare the council's workforce profile with the new census information during 2012/13. Work has been undertaken to reduce the unknown equality data and so produce a more accurate workforce profile. The work undertaken so far has resulted in some positive change to the workforce profile in relation to Sexual Orientation, Disability. CLT agreed to a proposed approach to support reducing the unknown information held on the workforce by the end of June 2012. Action plans have been developed and implemented during Quarter 4		Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,	A detailed breakdown of the workforce profile data for the following characteristics is available: age; disability, sex; ethnicity; sexual orientation; religion, faith, beliefs. This information will also be incorporated into an Equality Scorecard which is currently in development. It is intended that the Equality Scorecard will be in place to report on Quarter 1 data and will run on a quarterly basis.				
	Although the ELI 2 target of 500 leavers by 31 December was not met, through a combination of other factors, like natural wastage, normal retirements, posts not being filled the headcount figure has continued to drop with the total FTE reduction over the period April 2010 to March 2012 being 2095.		Reduction in staff headcount Baseline: Total Staff = 17,260 (Apr 2010), Target to reduce headcount by 1500 by March 2012	15,648	15,495	15,377	15,165	
	The Staffing Release process and form have been reviewed to include requests for medium and longer term agency workers to ensure we maximise the existing workforce and reduce agency costs.		Percentage of leavers who are BME - monitored against current staff profile	82% (77/94) Staff Profile = 64%	59% (50/85) Staff Profile = 64%	69% (140/204) Staff Profile = 63%	89% (42/47) Staff Profile = 63%	
			Percentage of leavers who are Disabled - monitored against current staff profile	4% (4/94) Staff Profile = 6%	12% (10/85) Staff Profile = 6%	8% (16/204) Staff Profile = 6%	6% (3/47) Staff Profile = 6%	
			Percentage of leavers who are Women - monitored against current staff profile	9% (8/94) Staff Profile = 13%	7% (6/85) Staff Profile = 13%	14% (28/204) Staff Profile = 13%	11% (5/47) Staff Profile = 13%	
The outturn figure for numbers of days lost per FTE due to sickness absence was 9.29. Although this was 0.29 above the target of 9 days it is still an improvement on the 2010/11 figure (10.10) by 0.81 days per FTE and represents the best ever return for the council.	Reduce number of days staff sickness (per full time equivalent) - Council Figure	2.14	3.99	6.55	9.29			

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	Essential Services Programme (ESP) - Work is progressing well with building and testing of the new designs. The ICT technical pilot of ESP and a business pilot will both commence in Qtr 1 2012/13.	Green	Maintain percentage time ICT Systems are available	99.42%	99.47%	99.39%	99.34%
	Apex electrics - Work has been completed to upgrade the electrical power supply, internal electrical systems and to install a generator at the Apex data centre thereby improving the resilience of the services run from the Apex Data Centre.		Increase satisfaction of users with ICT Services	The average customer satisfaction with overall service received for incidents has risen from 85% in the last quarter of last year to 89% in the last quarter of this year.			
	Customer satisfaction (relating to resolution of a customers ICT issue) remains very positive.		Increase user satisfaction with the quality of ICT training (scored on scale 1-7)	4.7 (67%)			
Maintain effective audit and risk management arrangements	<ul style="list-style-type: none"> • KPMG placed full reliance on Internal Audit's work on the key financial systems and were satisfied that they are compliant with the Code of Practice for Internal Audit in Local Government. • The first joint Risk and Performance Management report was made to CLT in February. This approach ensures consistency in reporting covering both a retrospective and future perspective. • Assurance on all 'core' corporate risks (Safeguarding Children/Adults, City/Council Resilience, Financial Management and Health & Safety) will be provided to the CGAC, CLT and the Executive Board. A template has been created to capture these updates. • The Annual Audit letter confirmed that KPMG had given an unqualified opinion on the accounts and the council's arrangements for securing financial resilience and the 3 Es (Economy, Efficiency and Effectiveness). • A report on the DCLG's conclusions regarding the abolition of the Audit Commission was considered by the CGAC on 23/01/12. • The Audit Commission are consulting on making the appointment of KPMG permanent until 2016/17. 	Green	Annual Report on Risk Management to CGAC		18/07/11		
			Annual Internal Audit Report to CGAC	15/06/11			
			KPMG Interim Audit Report and Annual Audit Letter		18/07/11		23/01/12
			Annual Report on the Corporate Risk Register to the Executive Board		27/07/11		
			Internal Audit Report to CGAC	23/04/11	30/09/11		23/0/12
Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise	Regular monthly project board meetings chaired by Deputy Returning Officer in place to ensure all arrangements planned for any forthcoming election or referendum. These meetings include a review of the risk register and contingency planner for each election / referendum. Proposals to change the staffing structure in elections have been agreed and are currently being implemented following the managing workforce change procedure. New Elections Manager and Deputy appointed. Additional resources in process of being recruited. Additional resources will help ensure that the service has sufficient resources for future elections and referendums.	Green	No challenge to the outcome of any election or referendum	No challenge	N/A	N/A	N/A
	Reports are being prepared for approval at the Annual Council meeting covering:		Maintain percentage of important decisions that are implemented within 3 months of the completion target date (Measure covers Executive Board & Key/Major decisions)				98.04%
	<ul style="list-style-type: none"> • New Members code of conduct and associated arrangements • Revised decision making framework including new procedures • Potential changes to the format of full council itself • Minor amendments to Scrutiny arrangements • Establishment of a new Police and Crime panel and a Joint Committee with the other 4 West Yorkshire Authorities • Other miscellaneous amendments to the constitution arising from the Annual Review 		Improve percentage of important decisions that are published on the forward plan (Measure covers Key decisions) - Target = 89%	76.00%	90.38%	94.92%	94.92% (2011/12 = 89.55%)
			Maintain percentage of important decisions available for challenge (Measure covers Key/Major decisions) - Target = 95%	95.97%	98.21%	96.45%	95.38% (2011/12 = 96.53%)
Maintain effective arrangements to buy goods and provide services that give value for money	Our latest SCMS information management report shows that the authority has achieved potential procurement and commissioning cost savings of over £21m for the financial year 2011-12, although around £7m of which relates to the ALMOs. This report is available from the ProcurementU if further detail is required.	Green	Delivery of budget savings through procurement	SCMS information management report of 27/03/12 currently shows cost savings achieved for 2011-12 to value of £21,162,910.95. The cost savings reflect the difference between the contact rates before and after procurement of the goods and services. Directorates will need to identify the incidence of the contract spend within their budget and capture cashable savings.			

Directorate Priorities	Progress Summary					Overall Progress
Manage the change to the new welfare system	<p>• Implementing 2011/12 & 2012/13 Housing Benefit (HB) Changes Whilst the 2011 and 2012 HB changes are now implemented for new Local Housing Allowance (LHA) claims, work continues to identify and support those customers most affected by the LHA changes. This includes working with Leeds Housing Options to help ensure customers most in need are supported through discretionary housing payments.</p> <p>• A Welfare Reform Strategy Executive Board approved a strategy for preparing for the welfare reforms and the strategy is being delivered through a Strategy Board involving internal and external partners. Welfare Reform workshops have been delivered for frontline staff and an Intranet site has been set up and launched to provide up to date information on the range of welfare reforms. Detailed work has also been completed on identifying those likely to be affected by the changes to Housing Benefit around under-occupancy that come into effect from April 2013. Work is underway to develop proposals for a Local Welfare Service (previously known as the Social Fund) as well as further work to develop a policy for discretionary housing payments relating to customers affected by under-occupancy in the social rented and those affected by the Benefit Cap.</p> <p>• Universal Credit Leeds continues to work with DWP on the transitional arrangements in moving from Housing Benefit to Universal Credit. Locally, Leeds City Credit Union is developing a budget account to help tenants manage their household costs. The Welfare Reform Strategy Board is considering ways in which this scheme can be promoted to social sector tenants. Proposals for a pilot to inform the face to face delivery of Universal Credit are expected to be submitted in May 2012. The proposals will look at helping people to access Universal Credit online.</p> <p>• Council Tax Support A small number of year 1 transitional schemes are to be developed for consideration by Cabinet on 17th May with a view to getting Executive Board approval in June 2012 to consult about preferred schemes. A West Yorkshire group has been set up to share knowledge, discuss scheme options and share best practice. A Project Board will be set up shortly to oversee the implementation of an approved scheme and ensure that the adopted scheme is implemented in a timely and effective manner. Leeds continues to work closely with DCLG on design and support issues.</p> <p>• Implementing 2013/14 Housing Benefit Changes Detailed analyses is now available at ward and ALMO level showing impact of under-occupancy proposals. This data has also been mapped against potential local Council Tax Support schemes to identify those affected by both of these changes - the information will be used by Revenues and Benefits and ALMOs to target support to those most severely affected by these changes. Letters will be issued in May to those affected by the under-occupancy rules and it is intended to visit as many of those affected as possible in the run-up to April 2013 in order to discuss options and ensure that tenants are aware of the implications of the changes. Work is also underway to identify the extent of the under-occupancy issues within Registered Social Landlords (RSLs).</p>					Green
Create the environment for effective partnership working	Partnership working continues to be planned and undertaken throughout the directorate nationally, regionally and city-wide, this work is further complemented through our active participation on the West Yorkshire Directors of Finance, West Yorkshire Resilience forum and core city groups etc.					Green
Directorate Priorities	Supporting Measures	Progress Summary	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	Maintain total percentage of Council Tax collected (Target 99.19%)	Target achieved.	99.12%	99.15%	99.17%	99.19%
	Maintain percentage of Council Tax collected in year (Target 96.7%)	Whilst the year end collection rate is marginally behind last years performance (96.7%) The actual value of current year Council Tax collected exceeded the value collected during 10/11 by £900K. The debt profile at 31st March 2012 also shows an increase in balances which had only been summonsed during Q4 and therefore limited opportunity to secure collection and therefore it is not expected that collection in the fullness of time will be adversely affected.	28.62%	55.88%	83.40%	96.60%
	Maintain percentage of business rates collected in year (Target 98%)	The in-year Collection rate was 0.47% down on that for 2010/11. The difference is approximately £1.6 million in cash terms. Of this £600,000 is due to uncollected empty rates from properties with a rateable value under £18,000, which were exempt in 2010-11, £400,00 due to increased write-off to insolvency, and £400,000 due to a single account on which we are currently taking High Court action.	33.03%	60.26%	86.40%	97.46%
	Maintain percentage of other income collected within 30 days (Target 98%)	Marginally below in year collection target, but reflects excellent position taking into account level of resources also being directed at preparations for Authority Financials implementation throughout current year.	90.79%	93.49%	92.85%	97.82%
	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates (Target 11 days)	This indicator measures both the average time taken to process in days a new Housing Benefit and Council Tax Benefit claim and the average time taken to amend an existing Housing Benefit and Council Tax Benefit claim as a result of a change in circumstances. Processing times for new claims has improved over Quarter 3 and Quarter 4 which can be seen by an improving month on month position as follows: 20 days in November, 18 days in December, 20 days in January, 18 days in February and 22 days in March. Processing times for changes in circumstances has remained steady over the last 3 quarters.	14.36	15.08	14.82	14.80

Directorate Priorities	Supporting Measures	Progress Summary	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	Increase percentage of invoices that are paid within 30 days (Cumulative)	<p>Performance compared to 2010/11 has increased by 0.6% moving from 90% to 90.06% of undisputed invoices paid within 30 days of receipt, excluding ALMO performance. 96.19% of invoices were paid within 40 days and 99.73% of invoices received by central payments were paid within 30 days.</p> <p>Prompt payment performance increased throughout the year for the following reasons</p> <ul style="list-style-type: none"> The increased use of purchasing cards. Purchasing cards made up 15.2% of all payments made throughout 2011/12 removing problem invoices from our agency suppliers that normally require some kind of intervention before they could be paid. The use of purchasing cards has increased significantly from 2009/10 when only 4.6% of payments were made by purchasing cards. The average invoice inputter processed 35 invoices an hour, an increase of 10 invoices per hour from three years ago <p>As we move into 2012/13 a review will be undertaken to ensure fewer invoices with queries, which can delay payment being made. The review will aim to streamline the process for resolving queries and where possible, put preventative measures in place.</p>	90.07%	90.16%	90.16%	90.16%

Council Business Plan (Resources Lead)	Progress Summary	Overall Progress	Headline Indicator (All Council)	Q1	Q2	Q3	Q4
Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	<p>As at 31 March 2012, 92% of staff were recorded as having had a full appraisal. With Children's Services (86%) and Environment and Neighbourhoods (85%) both reporting the lowest figures. All other directorates completed between 94% and 100%.</p> <p>As at 31 March 2012, 80% of staff were recorded as having received a 6 month review. This takes into account one-off exemptions agreed for the majority of Commercial Services and Sports due to service constraints and restructuring.</p>	Amber	100% staff received an annual appraisal	33%	93%	94%	92% - Full Appraisals 80% - 6 Month Review
Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	Findings from the November 2011 survey were presented to directorate leadership teams during January 2011, and work has continued within directorates to develop tailored actions plans, the effectiveness of which will be monitored through the regular quarterly surveys during 2012. The survey results have been communicated to staff through a variety of media (colour posters displayed in work locations, a dedicated intranet page, discussions at team meetings etc). Feedback indicates that these different methods have generally been well received, although work is still required within directorates to continue the communication of outcomes/actions to be taken. One potential factor affecting response rates was a concern expressed from some services around anonymity/confidentiality.	Amber	% staff who feel engaged Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.	N/A	N/A	71%	N/A
All directorates deliver their budget action plan and stay within their approved budget	<p>The 2011/12 budget represented a major financial challenge for the Council, and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £90m of savings.</p> <p>Overall, the Council has demonstrated its agility in responding to the challenge, and the chart shows how the projected overspend reported to Executive Board has reduced during the year.</p>	Green	No variation from approved directorate level revenue budget in year (Underspend) / Overspend		£7.2m projected overspend	£0.5m projected overspend	£1.5m underspend

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2011/12 Customer Access and Performance Directorate Scorecard

Reporting Period : Quarter 4 2011/12

Contribution to Cross Council Priorities		Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Appraisals	As of 31st March 2012 full appraisals for the year were recorded at 94% and 6 month appraisal reviews recorded at 88%. The variance in the final year-end figures for mid-year reviews is likely to be due to a combination of factors including some under reporting, staff leavers and starters and corrections to duplicate records loaded onto SAP by co-ordinators. Preparations are underway to develop a new corporate appraisal process, underpinned by 'Connectors', and communications events have taken place with Chief Officers/Leadership teams.	Amber	Every year 100% of staff have an appraisal	63%	94%	99%	94%	
Staff Engagement	A 'Development and Communication' programme for the Directorate has been drafted, with a commitment to commence a programme of events/actions from April 2012. Focussing on leadership, team and individual development across all the services with the Directorate and incorporating priorities from engagement results.	Amber	Increase the level of staff engagement NB the engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged	N/A	N/A	71% Baseline	N/A	
Consultation	A QA Exercise showed that a number of reports noted that work is not yet ready for consultation, but did set out what consultations will happen in future. This is good report-writing practice. Not all reports made it clear how the results of consultation impacted on the final decision. Officers should remember to reference Talking Point records of relevant consultation activity.	Green	Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities	To be reported in Quarter 4			100%	
Equality	Improvement have been made this quarter. A QA undertaken of how due regard to equality was demonstrated overall within in the reports has shown that across the board minor improvement are needed within reports. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process.	Green	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	To be reported in Quarter 4			100%	
Keep within budget	An underspend of £617k was delivered which reflects pay savings and running cost savings, including citizens panel.	Green	No variation from agreed directorate budget in the year	£13,000 overspend	£0	£235,000 underspend	£617,000 underspend	
Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4	
Lead the delivery of our customer access strategy to improve customer experience	A one page customer strategy has been developed. A revised executive board report covering the customer access strategy and the customer access delivery programme business case is being prepared for the May meeting. A timetable covering a programme of works for the refurbishment of 2 Great George Street has been agreed. Work will now commence on the 30 April. 3 Workshops are taking place to determine the ICT infrastructure requirements to deliver the customer access strategy and to determine the future CRM approach. 2 indicators measuring the usage of, and the customer satisfaction with, the Councils website are proposed to be included in the council business plan. In relation to WRP, the content management system has been built which will allow the publication of information in a useful and customer focused structure. Support from CLT has been obtained to implement a demand led website. All services will be represented on the site by June.	Green	Increase the range of self service options available to the public, by ensuring all high demand transactions can be undertaken online Improve overall customer satisfaction of the council's website	Amended indicator proposed for 2012 onwards – Average number of unique visitors per month to the councils website				
Establish a research and intelligence capability for the city and produce an annual State of the City report.	Part 1) Good progress has been made during 2011/12 to establish a research and intelligence capability for the city. The team transferred from Yorkshire Forward are now well established as the Regional Economic Intelligence Unit. As well as providing a chargeable service to local authorities across the region and the private sector, they have contributed to a number of high profile projects within the council and across partners including analytical work to support the Commission on Local Gov and the Joint Strategic Needs Assessment (JSNA). A report has been drafted for Executive Board in line with a commitment made in September 2011 which outlines the current financial position and the chargeable work already identified for 2012/13. Based on information available to date it is expected that the Unit will cover their costs by March 2013. The Leeds Observatory is due for launch in April 2012 and will contain a wealth of information about the city. The JSNA will be published on the site and this will be the first port of call for data and information about the city. The Intelligence Team have been promoting the use of Customer Segmentation data to support services in specific projects and have identified a number of potential applications. The Research and Intelligence Group (including Health) continues to make the best use of data analysis skills by providing support to services who require specific data analysis skills. Discussions have been ongoing with the Director of Public Health regarding the transfer of Public Health responsibilities to the council specifically where the Public Health performance and intelligence team may be located when they transfer. Links are being maintained with The University of Leeds to identify opportunities for collaborative working. Part 2) The development of the 2012 State of the City report has commenced. The first State of the City report was completed in November 2011 and was the subject of a full council and partner event on 7th December 2011.	Green	NA			56%		
Deliver effective leadership and governance arrangements for the city-region partnership.	• Arrangements for leadership and governance established through the Local Enterprise Partnership (LEP) Board and the Leaders Board Joint Committee. A recordment has been secured from Leaders Office to assist with work with on developing the Leeds / Leeds City Region interface • Freedom and flexibility have been set out to Government through launch of the 'city deals' at an event held with the Deputy Prime Minister in December 2011. This is underpinned by the 'growing cities' document. Further negotiation of the city deal will take place following the May elections. The city deals covers policy areas of transport, skills and worklessness, infrastructure, trade and investment, low carbon amongst others. • Work is under way to consider the creation of a 'combined Authority' in particular to handle transport issues.	Green	NA					

	The Communications Strategy has been agreed by CLT and Cabinet and went live on 1 April 2012. Our activities will now be guided by the five overall themes of: engaging colleagues; engaging citizens; engaging partners; telling the Leeds story well; and trusted communication. Some of our key areas of progress are summarised below. We continue to issue in brief to about 8000 employees every week. The WIRP remains on track and the new website is due to go live in June 2012. Most DMTs have seen the new site and are actively involved in writing content for the new system.	Green	Increase percentage of residents who trust the council's communications	To be collected through Citizens Panel			
Improve communications and marketing services across the council.	Business Breakfast on theme of sustainable business field with a large group of local business people. Monthly e mail to businesses to start in May. We have purchased a new system for monitoring both traditional media and social media so that we can develop a clearer picture of the effectiveness, reach and impact of our communications work. This will enable us to better target communications and allow us to be more cost effective. Communications features as one of the council top 25 priorities and there are regular discussion slots at CLT and DMTs to discuss communications issues. We continue to press the message that everyone has a role to play in ensuring we have quality communications across the whole organisation.	Green	Increase percentage of services who feel their communications and marketing needs are being met effectively	Indicator to be derived from feedback survey of council managers			
Create the environment for effective partnership working and for delivering the city's planning and performance management framework	Further work has now been undertaken to embed the new Vision and city priorities and to create a "whole system" approach to partnership working. Joint working across the boards has been augmented by convening a meeting of the chairs and a cross working group of others.	Green	Increase percentage of City Priority Plan priorities with positive progress	N/A	95%	95%	81%
			Increase percentage of partners who feel they can influence change: A) Percentage of non council board members or their deputies who attend the regular strategic partnership board meetings / Leeds Initiative board meeting	To be reported at Quarter 4			67%
Lead the transformation of our workplace culture and working environment	The programme is moving forward well on delivery of the early wins projects of starting to decant staff out of Merion House and 2 Great George Street Customer Services and IT. These are in budget and on time. Approx 400 staff have been taken through New Ways of working within Changing the Workplace Programme with an additional 92 staff from the Community Safety Project. A Baseline measure of the importance and effectiveness of our values has been set through the employee engagement survey in November 2011.	Amber	Increase the number of employees using flexible ways of working	Indicator being developed	400 (Approx)	432	
			Increase the extent to which staff believe the values are positively affecting their (a) own and (b) others' behaviour	N/A	N/A		

Council Business Plan (CASP Lead)	Overall Progress	Headline Indicator	Q1	Q2	Q3	Q4
Local communities are consulted about major changes that may affect their lives.	Green	By March 2012 100% of key and major decisions have evidence that consultation has taken place with local people	To be reported in Quarter 4			97%
Equality is given due regard in council policy and decision making.	Amber	By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	To be reported in Quarter 4			85%

Self Assessment
The contact centre has achieved 3 consecutive months with an answer rate of 90% (92.6% average) or more and a speed to answer of less than 3 minutes (1.38 mins average). This is in line with the top 25 target.

2011/12 City Development Directorate Scorecard

Reporting Period :

Quarter 4 2011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Deliver a new Asset Management Strategy and reduce carbon emissions and water usage	<p>The target set for reducing the running costs of buildings has been met. In addition, a further saving of 1.1% has been made. The Reduce Our Energy and Water Costs performance measure exceeded the annual target by 7.55% (£947k). This was largely due to the increased costs of energy throughout the year, despite the reducing consumption evidenced by the reducing CO2 emissions.</p> <p>The highest energy consuming buildings have been subject to energy saving retrofits with potential financial savings realised over the next 2 to 5 years if energy prices remain stable, and these measures will reduce energy consumption. The installation & commissioning of 6 photo-voltaic schemes including some at leisure centres will also reduce energy consumption and costs through the Feed in Tariff (FIT) system, despite the reduction in FIT rates by central government.</p>	↑	Reduce running costs of our buildings* (Annual Target - £37,856,160)**	£9,339,455	£26,723,282	£31,318,976	£37,437,634
			Reduce our energy and water bills* (Annual Target - £12,547,360)**	£1,458,100	£4,102,125	£7,401,427	£13,494,574
			Reduce our carbon emissions* (Annual Target - 6.4%)	14.0%	10.8%	9.30%	10.70%
Maximise income to support the delivery of the budget	The Directorate has just missed the income target set. This is due to income shortfalls reflecting the impact of the economic climate, primarily on planning and building regulation fees and markets income.	↔	Deliver income agreed in the budget* (Annual Target- £94 million**)	£23.1m	£46.4m	£77.3m	£93.1m
Link financial and workforce planning	Staffing numbers have reduced by 152 (124 net of NPS) since April 2011 mainly as a result of staff leaving through the Early Leaver Scheme. However since the target was set, 28 staff from ADS have transferred to NPS.	↑	Reduce staff numbers in line with the budget strategy* (Annual Target- 2263**)	2,370	2,364	2,342	2,267

2011/12 Environment and Neighbourhoods Directorate Scorecard

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Improve the quality of the customer experience	<p>Building on the work done with corporate colleagues this year to look at our service priorities relating to the emerging Customer Access Strategy, our work in 2012/13 will now involve taking a service by service view of our customers' experiences and developing appropriate measures that capture performance, and set individual targets for improvement in each case. The intention is then to develop a directorate-level improvement measure e.g. no of services delivering to target, which should help to drive up performance and identify areas for specific targeted support. We are also considering looking at other complementary measures that indicate our approach to customer service e.g. number of stage 2 complaints and LGO cases and outcomes. We will continue to work closely with Customer Services and other delivery partners in 2012/13 to ensure we get the right approaches and systems in place at every point in the customer journey, and include customer service in staff development programmes e.g.</p> <p>the whole area of improving the customer experience has been built into the development programme of a range of managers in Environmental Services. This will include elements of treating people fairly and with respect and the training will sit alongside system / process changes to ensure the quality of the personal interaction is improved.</p>	<p>↑</p> <p>Amber</p>	Directorate measure is being developed.	N/A	N/A	N/A	N/A
Improve staff engagement	<p>Divisional plans have been developed based on the outcomes of the Staff Survey, and are tailored to the specific needs of each service. From this we will be developing a directorate level staff engagement plan, which strengthens our existing cross-Division communications and directorate-wide initiatives e.g. Strategic Managers meeting and Director visits, and provides additional opportunities for widening out engagement activity and joining up services. For 2012/13, we are proposing to develop measures that help to track progress with delivering our action plans, and also plan to take additional steps to assess the impact our activities are having on staff's perceptions and engagement levels.</p> <p>Specific actions are being implemented in services with a low return rate and lower levels of engagement in the last survey. These include all managers (approx 50) undertaking a tailored version of the 'Leading People Through Change' course; a clear communication plan to introduce widespread and regular and programmed shadowing, 1-1s and written communications and steps within the service to facilitate returns of engagement survey forms posted to home addresses. The past range of engagement processes have been reviewed to ensure efficient working and mechanisms that work (principally) for staff.</p>	<p>↑</p> <p>Amber</p>	Increase the level of staff engagement (see Cross Council report card for more detail)	N/A	N/A	66% baseline	N/A

APPENDIX 2: Council Business Plan 2011 to 2015 – Annual Refresh 2012/13

Cross Council Priorities

The extent to which the council is delivering what staff need to feel engaged – Target 73% council wide - with all directorates to have a target to achieve a 2% rise from their baseline position by end of the year

Resources Priorities and Performance Measures

- Lead the delivery of Cross Council Priorities:
 - Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal
 - Staff are fully involved in delivering change and feel able to make an impact on how services are delivered
 - All directorates deliver their budget action plan and stay within their approved budget
- Create the environment for effective partnership working
- Deliver financial planning and management which makes sure we keep adequate reserves
- Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff
- Manage the change to the new welfare system
- Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities
- Maintain effective audit and risk management arrangements.
- Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise
- Maintain effective arrangements to buy good and services that give value for money

Performance Measure	Baseline (2010-11 year end result unless otherwise)	Result	Target
		2011/12	2012/13
Value of Revenue Reserves	£21.2m	£24.8m	£17.1m
Increase percentage of invoices that are paid within 30 days	90%	90.16%	92%
Maintain total percentage of Council Tax collected	99.19% (1993 - 2007)	99.19% (2009/10)	99.20% (2010/11)
Maintain percentage of Council Tax collected in year	96.70%	96.60%	96.70%
Maintain percentage of business rates collected in year	97.93%	97.46%	98.10% 97.70%

Performance Measure	Baseline (2010-11 year end result unless otherwise)	Result	Target
		2011/12	2012/13
Maintain percentage of other income collected within 30 days	97.98%	97.82%	97.98%
Maintain percentage time ICT Systems are available	99.97%	99.34%	>= 95.0% >= 99.0%
Increase satisfaction of users with ICT Services	67%	89% (Q4)	>= 75% >= 85%
Increase user satisfaction with the quality of ICT training (scored on scale 1-7)	4.51	4.7	>= 5.25 >= 5.00
Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates	11.66 days	14.80 days	11.00 days 12.00 days
Reduce number of days staff sickness (per full time equivalent)	10.18 days	9.29 days	8.5 days
Reduction in staff headcount	Total Staff = 17,260 ¹ (April 2010)	2095 (cumulative total 2010 – 12)	750 2500 (cumulative total by March 2013 ie 14,760)
Percentage of leavers who are Women - monitored against current staff profile	71.86% (2011/12) – Female Leavers compared to 63.42% Female Staff (Mar 12)	<p>No targets set Work will continue to reduce the amount of unknown equality information This information will be reported during 2012/13 though an Equality Scorecard and will be compared to new census information once this has been released</p>	
Percentage of leavers who are Disabled - monitored against current staff profile	7.67% (2011/12) – Disabled Leavers compared to 6.00% Disabled Staff (Mar 12)		
Percentage of leavers who are BME ² - monitored against current staff profile	10.93% (2011/12) – BME Leavers compared to 13.35% BME Staff (Mar 12)		

¹ Excludes Schools

² BME – Black or Minority Ethnic

Performance Measure	Baseline (2010-11 year end result unless otherwise)	Result	Target
		2011/12	2012/13
Percentage of senior officers who are women	42.29% (Q4 2011/12)	No targets set Work will continue to reduce the amount of unknown equality information This information will be reported during 2012/13 though an Equality Scorecard and will be compared to new census information once this has been released	
Percentage of senior officers who are from BME communities	9.14% (Q4 2011/12)		
Percentage of senior officers who are disabled	4.57% (Q4 2011/12)		
Improve percentage of the workforce by following characteristics:	TBC		
• Age			
• Disability	6.00% (March 2012)		
• Sex	Male 36.58% Female 63.42% (March 2012)		
• Ethnicity	13.35% (March 2012)		
• Sexual orientation	TBC		
• Religion, faith, beliefs	TBC		
Maintain percentage of important ³ decisions that are implemented in 3 months of the completion target date	N/A – new indicator	95%	95%
Improve percentage of important ⁴ decisions that are published on the forward plan	84%	89.55%	89%
Maintain percentage of important ⁵ decisions available for Call-in	98%	95%	95%
No challenge to the outcome of any election or referendum	No challenge	No challenge	No challenge
Delivery of budget savings through procurement	N/A	£20 million	TBC No formal target to be set

³ Measure covers Executive Board & Key decisions

⁴ Measure covers Key decisions

⁵ Measure covers Key decisions

Customer Access and Performance Priorities and Performance Measures

- Lead the delivery of Cross Council Priorities:
 - We will consult with local people on changes that may affect their lives
 - Equality is given due regard in council policy and decision making
- Lead the delivery of our customer access strategy to improve customer experience
- Establish a research and intelligence capability for the city and produce an annual State of the City report.
- Deliver effective leadership and governance arrangements for the city-region partnership.
- Improve communications and marketing services across the council.
- Create the environment for effective partnership working and for delivering the city's planning and performance management framework
- Lead the transformation of our workplace culture and working environment
- **NEW** Use the Commission for the Future of Local Government as a major lever for change in the city to enable delivery of the Best City and Best Council ambitions

Performance Measure	Baseline	Result	Target
	(2010-11 year end result unless otherwise)	2011/12	2012/13
Increase the range of self service options available to the public, by ensuring all high demand transactions can be undertaken online	14	14	17
Increase the usage of self service options on the Council's website by ensuring that all high demand transactions can be undertaken on line	335,000 unique visitors per month (2011)		10% increase or 368,500
Improve overall customer satisfaction of the council's website	<u>56%</u> (2011-12)		Top quartile in SOCTIM survey
Increase the number of employees using flexible ways of working	150 staff	432 staff	3000 staff 800 staff
Increase percentage of residents who trust the council's communications	New Indicator – baseline to be established in 2011-12 2012-13 through Citizen panel. Targets to be set for 2013/14		
Increase percentage of City Priority Plan priorities with positive progress	New indicator	82%	> 70% > 85%

Performance Measure	Baseline (2010-11 year end result unless otherwise)	Result 2011/12	Target 2012/13
	Increase percentage of partners who feel they can influence change a) % non council Board members (or deputies) who attend partnership meetings b) % non council partners who are satisfied that their organisation is able to influence the City Priority Plan and the changes arising from it	a) 67% b) 48% (2011-12)	
Increase percentage of services who feel their communications and marketing needs are being met effectively	New Indicator - baseline to be established in 2011-12 2012-13. Targets to be set for 2013/14		
Increase percentage of staff who believe the values are positively affecting a) their own and b) others' behaviour Increase average score (out of 10) given by staff that: a) the values influence how they do their job b) they recognise the values in how their colleagues work	a) 7.22 b) 7.30 (Oct 2011 staff survey)		Target to be confirmed a) 7.50 b) 7.50

Other Directorate Priorities and Performance Measures

City Development

- ~~Deliver a new Asset Management Strategy to~~ Reduce carbon emissions and water usage
- Maximise income to support the delivery of the budget
- Link financial and workforce planning

Performance Measure	Baseline (2010-11 year end result unless otherwise)	Result	Target
		2011/12	2012/13
Reduce running costs of our buildings	£40,516,690	£37,437,634	£37m
Reduce our energy and water bills	£12,471,685	£13,494,574	£12m
Reduce our carbon emissions	136,989 tonnes CO ₂ (2008/09)	-10.7%	-9.4%
Deliver income agreed in the budget	£95m	£93.1m	£90.1m
Reduce staff numbers in line with the 5 year plan	2,490	2,267	2,231

Environment and Neighbourhoods

- Improve the **quality of the customer experience**
- ~~Improve **staff engagement**~~ – delete - this is reported through the cross council priority and therefore is a duplication



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Resources and Council Services)

Date: 25th June 2012

Subject: Financial Performance – Outturn Financial Year Ended 31st March 2012

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 Financial Performance Outturn 2011/12. This report presents the Council's financial performance for the year ending 31st March 2012.
- 1.2 Officers have been invited to attend today's meeting to present the report and to answer any questions from Board members.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to;
- (i) Note the Council's Financial Performance Outturn 2011//12.
 - (ii) Engage in a discussion with the Officers
 - (iii) Consider whether there are any resulting issues which require further Scrutiny.

Background Papers¹

None used

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Report of the Director of Resources

Report to Executive Board

Date: 20th June 2012

Subject: Financial Performance- Outturn Financial year ended 31st March 2012

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The purpose of this report is to inform members of the final outturn for the financial year 2011/12. The pre-audited accounts will be presented to the Corporate Governance and Audit Committee at its meeting on the 4th July.
2. As set out below, the final position on the General Fund shows an underspend for the year of £1.5m compared to the original budget.
3. There was no budgeted surplus or deficit in respect of the Housing Revenue Account, but the outturn position shows a surplus of £1.4m after transfers to earmarked reserves.

Recommendations

4. Members are asked to note the contents of this report.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's financial outturn position for 2011/12 for both revenue and capital and includes the Housing Revenue Account. The report covers major variations on the revenue account from the provisional outturn reported to May's Board and also reports on the Schools and ALMOs final position.
- 1.2 The report also highlights the position regarding other key financial health indicators including Council Tax and NNDR collection statistics, Sundry income and prompt payments.

2. Background information

- 2.1 Following the closure of the 2010/11 accounts and the Council's successful VAT claim with the HMRC, the level of General Fund reserves stood at £29.6m at 31st March 2011.
- 2.2 Members at their meeting in October 2011 approved the transfer of £3.5m to the early leavers earmarked reserve to meet the severance costs of the scheme and a further £0.1m was earmarked to cover the cost of other ongoing VAT claims.

3. Main Issues

- 3.1 The provisional outturn, reported to members in May was an underspend of £842k . The final outturn is an underspend of £1.5m as summarised below:

	Budget £m	Outturn £m	Variation £m
Adults	178.4	177.8	- 0.6
Children's	129.1	129.0	- 0.1
City Dev	71.9	74.2	2.3
Environment & N'hoods	88.9	90.0	1.1
Central & Corporate	62.5	61.9	- 0.6
Directorate Total	530.8	532.9	2.1
Strategic	51.4	47.8	- 3.6
Total	582.2	580.7	- 1.5

- 3.2 Whilst directorates are broadly in line with the provision outturn position, there are 2 major strategic items contributing to the improved position.
- 3.2.1 Under proper accounting practice the Council has the option to capitalise the interest costs on assets under construction. However as such costs are dependent on the final number of assets which remain incomplete at the year end it is difficult to give a reliable estimate as to the final interest level until the capital accounts are finalised in late April. Following finalisation of the capital

programme for the year, a £1.6m saving has been identified from the capitalisation of the interest costs of assets under construction.

- 3.2.2 It is proposed to set aside £1,236k in an earmarked insurance reserve in respect of an issue which has recently arisen with regard to the former Municipal Mutual Insurance company (MMI). From 1974 to 1992 Leeds City Council insured public liability risks with MMI. Due to a number of factors MMI became insolvent and in 1993, the Council signed up to a scheme by which MMI would continue to settle claims as long as they had funds available. However the agreement stated that, if liabilities start to exceed the available funds then the members of scheme maybe required to repay a percentage of any payouts MMI had made.

On the 20th April 2012, MMI administrators wrote to all scheme members to highlight a potential deficit of liabilities over assets and the realistic possibility that a repayment would be required in the range of 10% - 25% of all payouts made. MMI's latest set of accounts already indicate a deficit of over £72m and MMI administrators are currently reassessing the companies financial position. It is anticipated that the Council will be informed of the legal requirement to repay shortly, and as such it is thought prudent that appropriate funds are set aside to fund this liability.

4. Housing Revenue Account (HRA)

- 4.1 Following finalisation of the HRA account the final outturn for the year, after transfers to and from earmarked reserves, is a surplus of £1,358k against the 2011/12 budget. This is a small increase of £168k from the provisional position reported to Board in May.

5.0 Schools

- 5.1 The outturn on the Individual Schools Budget for 2011/12 is:

Outturn	£m
Latest estimate	415.4
Outturn	413.9
Variation	1.5
Schools Reserves	
Balance Brought Forward	18.3
Net Contribution to Reserves	1.5
Balance Carried Forward	19.8
Extended Services & Partnerships	
Balance Brought Forward	5.5
Net Contribution to Reserves	0.4
Balance Carried Forward	5.9

5.2 As schools are funded from the Dedicated Schools Grant (DSG), their reserves are ring fenced and must be carried forward. Mainstream school reserves stand at £19.8m. In accordance with previous decisions, the development costs of School PFI and BSF funded schemes are initially met by borrowing from the overall level of school reserves which is then repaid over a period of time. At the close of the year, £4.7m was still outstanding. Taking account of the £4.7m BSF borrowing, the net mainstream schools reserves position is £15.1m as at 31st March 2012.

5.3 Extended Services & Partnerships reserves amount to £5.9m.

5.4 Any net savings on the Central Schools Budget (CSB) services funded from DSG are also carried forward as a ringfenced reserve and are available to fund Schools Budget activity in future years. At the close of 2011/12, CSB reserves amounted to £7.1m (£5.0m in 2010/11). £1m of the balance carried forward from 2010/11 was used to support the Individual Schools Budget in 2011/12, but in March 2012 the DfE paid an additional £2.4m DSG in lieu of a previous cut in the final Standards Fund Grant payment for the 2010/11 year. Further net savings of £0.7m have been made.

6.0 Reserves

6.1 A full statement of all Council reserves can be found at Appendix 1. A summary of them is as follows:

Reserves	Balance at 31.3.12 £m
General Fund:	
General reserves	25.5
Earmarked reserves	26.9
Ringfenced reserves - schools	28.1
Ringfenced reserves - other	5.4
Housing Revenue Account:	
General reserve	5.9
Earmarked reserves	19.4

6.2 General Fund reserves at 31st March 2012 are £25.5m:

General reserves	2011/12 Outturn £m
Balance as at 31st March 2011	21.2
<i>Add:</i> VAT refund	8.4
<i>Less:</i> transfer to ELI & VAT reserves	-3.6
actual usage in year	-0.5
Provisional Balance 31st March 2012	25.5

7 Capital programme

7.1 The approved February 2012 Capital Programme estimated capital expenditure in 2011/12 to be £268.4m. The actual capital expenditure in 2011/12 was £251.9m, an underspend of £16.5m (£16.1m after adjusting for expenditure detailed in 7.2.1). Details of the main schemes which have generated this underspend can be seen in Appendix 2.

7.2 The following table shows the in year actual General Fund expenditure against estimate:

General Fund	Estimate	Outturn	Variation	
	£000s	£000s	£000s	%
City Development	83,927	72,091	-11,836	-14.1
Children's Services	96,908	93,958	-2,950	-3.0
Environment & Neighbourhoods	13,623	10,735	-2,888	-21.2
Adult Services	1,846	437	-1,409	-76.3
Strategic Accounts	12,343	13,913	1,569	-12.7
Central & Corporate Functions	8,875	6,625	-2,250	-25.4
Central Accounts	0	1,608	1,608	100.0
Reserve schemes (includes SDF)	-1,113	0	1,113	-100.0
Total Spend	216,409	199,367	-17,042	-7.9

7.2.1 The February 2012 Capital Programme estimated that the total budget expenditure for the year would be £216,785k. This included a £375.6k estimate within Environment & Neighbourhoods relating to the Golden Triangle project, a housing partnership arrangement involving Leeds, Harrogate and York councils. The estimate and the outturn figures in the table above excludes this £375.6k as this is not an Leeds City Council specific scheme.

7.2.2 The outturn figures for the Strategic accounts includes £7.0m of eligible general capitalised expenditure transferred from department's revenue accounts plus £0.558m of capitalised PFI development costs.

7.2.3 £1.608m of interest costs have been capitalised in respect of assets under construction as at 31 March 2012.

7.3 The following table shows the in year actual Housing Revenue expenditure against estimate:

HRA	Feb 12 Estimate	Outturn	Variation	
	£000,	£000,	£000,	%
Strategic Landlord	2,950	2,855	-195	-3.2
ALMOS & BITMO	48,639	49,654	1,015	2.1
Total Spend	51,589	52,509	920	1.8

7.4 The following table details the overall expenditure and financing position for the Council:

	Feb 2012 Estimate (£m)	May 2012 Outturn (£m)
Net Capital Spend	259.4	251.9
Financed by		
Specific Grants and Contributions	97.3	94.8
Capital Receipts	0	0
MRA	33.8	28.9
Borrowing	111.4	106.1
Revenue Contributions \ Reserves	16.9	22.1
Total Funding	259.4	251.9

7.4.1 Capital receipts have not been utilised in 2011/12 as a funding source for General Fund expenditure. In line with existing accounting policy £10.1m of receipts have been used to fund PFI liabilities. The overall level of capital receipts is marginally higher than £9.8m received in 2010/11.

7.4.2 HRA Strategic Landlord, ALMO's and BITMO have utilised £28.9m of Major Repairs Allowance together with £16.6m of ALMO revenue contributions, £1.8m of unsupported borrowing and £1.8m of other government grants and energy efficiency funding. In addition the HRA has utilised £3.3m of reserves and revenue contributions in order to support the overall HRA programme.

7.4.3 The net debt of the Council as at 31 March 2012 is £1,384m (£1.384bn). Further details of this and the debt financing costs will be presented in the annual 2011/12 Treasury Management report to Executive Board in July 2012.

8. Other Financial Results

8.1 Education Leeds

8.1.1 Following finalisation of the Education Leeds accounts at the end of 2010/11, there was a surplus of £1.76m which has been transferred back into the Council's accounts.

8.2 ALMOs

8.2.1 The three ALMOs generated a combined deficit of £17.3m which is in the main due to the funding of £14.8m of capital from revenue funds in line with the Council's requirements. This deficit has reduced the ALMOs carry forward reserves to £28.7m as at 31st March 2012. The final position on the pensions deficit is not currently available and is therefore not included in these figures.

8.2.2 The above figures are subject to Board approval and external audit.

9 Other Financial Performance

9.1 Local Taxation

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

	2008/09 Leeds Actual	2009/10 Leeds Actual	2010/11 Leeds Actual	2011/12 Leeds Actual
Council Tax collection	96.3%	96.5%	96.7%	96.6%
Non Domestic Rates	97.7%	97.8%	97.9%	97.5%

9.1.2 The level of council tax collected at the end of March 2012 is 96.6% of the debit for the year of £261.0m, and whilst this is marginally behind last years final figure of 96.7% due to the increased level of debit of £1.2m raised during the year this actually represents collection of an additional £0.9m.

9.1.3 The collection of non-domestic rates for the year is 97.5% of the current net debit of £349.1m. This represents a decrease of 0.47% on that for 2011/12. The difference is approximately £1.6 million in cash terms. Of this £0.6m is due to uncollected empty rates from properties with a rateable value under £18,000, which were exempt in the previous year, £0.4m due to increased write-off to insolvency, and £0.4m due to a single account on which we are currently taking High Court action.

9.2 Sundry Income

9.2.1 In terms of Sundry income, the collection rate at the end of March is 97.82% of the amount due of £114.5m and is only marginally behind last years collection rate of 97.98%.

9.3 Prompt Payments

9.3.1 The prompt payment result at the year end is 90.42% of undisputed invoices processed within 30 days against a target of 92%. During the year 469,280 invoices were paid, of which 52,091 were paid after 30 days. Overall 96.19% of invoices were paid within 40 days and 100% of small suppliers are paid within 20 days. The outturn for the year was 90% (against a target of 92%) of undisputed invoices paid within 30 days, an increase in performance of 2% compared to 2010/11.

10 Corporate Considerations

10.1 Consultation and Engagement

10.1.1 This is a factual report and is not subject to consultation.

10.2 Equality and Diversity / Cohesion and Integration

10.2.1 The Council's revenue budget for 2011/12 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 23rd February 2011.

10.3 Council Policies and City Priorities

10.3.1 The 2011/12 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget.

10.4 Resources and Value for Money

10.4.1 This is a revenue financial report and as such all financial implications are detailed in the main body of the report.

10.5 Legal Implications, Access to Information and Call In

10.5.1 There are no legal implications arising from this report. In accordance with part 4 (f) of the Council's Constitution (Budget and Policy Framework Procedure Rules) Executive Board shall be entitled to vire across budget headings subject to value limits set out in the Financial Procedure Rules. There are no requests this month.

10.6 Risk Management

10.6.1 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.

10.6.2 At the start of the year, the budget risk register showed there were 3 very high risks and 10 high risks. The very high risks were:

- Procurement savings within Adult Social Care
- Independent Fostering Agency Placements
- Externally provided residential placements

All risks have been closely monitored throughout the year and have been managed within the overall resources available to the Council.

11 Recommendations

11.1 Members of the Executive Board are asked to note the contents of this report.

12 Background documents¹

12.1 Revenue Budget Report 2011/12 approved at Executive Board 11th February 2011.

12.2 Capital programme.

12.3 Monthly Financial Health reports to Executive Board.

12.4 Financial risk register 2011/12.

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

	Actual Balance 31st March 2011	Actual Transfers to Date	Balance as per FMS	Reason for the Reserve
	£k	£k	£k	
General Fund	(29,563)	4,123	(25,440)	
Earmarked Reserves				
Schools PFI & Building Schools for the Future	(9,643)	(1,432)	(11,075)	PFI Sinking Funds
Street lighting PFI	0		0	
Adult Social Care PFI	(151)	0	(151)	
Health&Social Care Transformation reserve	0	(2,500)	(2,500)	Money received later 11/12 from Health to help deliver the Health&Social Care Transformation agenda. Agreement made with Health to carry forward to 12/13
Capital contribution from Health for converting Harry Booth House to Care facility.	0	(685)	(685)	Health contns towards the capital costs of converting Harry Booth House into an immediate Care facility which will incorporate health and social care services.
Capital reserve	(4,714)	1,533	(3,181)	Directorate contns towards borrowing costs of capital schemes. Contns received over life of asset and released back to revenue to cover debt costs over life of loan.
Financial Inclusion Reserve	(73)	54	(19)	Yorkshire Forward Financial Inclusion Grant
Schools sickness absence reserve	(100)	100	0	School based reserve to pay for the cost of cover due to sickness absence.
Schools fire insurance	(619)		(619)	School reserve to fund any related costs as a result of fires not covered by insurance.
Members club	(8)		(8)	Surplus on the members club.
Leeds Learning Network	(402)	250	(152)	Unspent school contributions used to develop learning platforms and maintain the quality and resilience of the network.
Youth Offending Service	0	(200)	(200)	Surpluses of partner contributions used for liabilities such as fixed term employment contracts and accommodation dilapidation costs.
Lord Mayor	(38)	(21)	(59)	Unspent mayoral allocation cfwd at year end due to the difference between the financial & mayoral years.
Energy efficiency reserve - LCC	(27)	(51)	(78)	Energy efficiency reserves to fund invest to save energy efficiency initiatives.
Children's - IYSS reserve	(205)	124	(81)	Residual Connexions reserve to pay for the remaining staff on the Sub Regional Activity Agreement to enter workforce change when the project ends
Economic, Social and environmental wellbeing fund	(279)	(73)	(352)	Underspends on the wellbeing area committees.
Environmental Services	(3)	3	0	Reserve used to fund Armley Asbestos compensation claims
Fire receipt	(439)		(439)	Receipt to be used to fund community facilities at Wykebeck primary School
Mercury Abatement Reserve	(216)	(189)	(405)	Extra surcharge on top of cost of a cremation, to deal with the environmental impact of any release of mercury during a cremation
General Insurance & Large Claims Reserve	0	(305)	(305)	Premiums charged to directorates, used to fund in year insurance claims
Municipal Mutual Insurance Reserve	0	(1,236)	(1,236)	To cover any potential repayment of insurance claims previously funded by MMI
ELI Reserve	(2,501)	(2,063)	(4,564)	Use of balance sheet items to fund Early Leavers Initiative in 2011/12
Bike to Work Surplus	16	(46)	(30)	Surplus generated on Bike to Work scheme - VAT reclaimed on bikes purchased but employees charged for gross cost of a bike.
YPEI Reserve	0	(342)	(342)	Provision of the Young People's Employability Initiative (YPEI), contract runs May 2011-December 2012.
Homeless Grant	0	(97)	(97)	Prevention Fund carry forward to intervene and prevent people becoming homeless.
Welfare Reforms	0	(75)	(75)	Provision for the implementation of welfare reforms and localised council tax support scheme.
Business Transformation Reserve	0	(97)	(97)	£34k suplus carry forward for Economic Intelligence Unit and £64k for Siebel review(system of customer facing, communication ect) - now will take place in 2012/13.
Vat Claims		(100)	(100)	£100k set aside from £8.4m VAT claim refund received in 2010/11 to help fund legal costs for future VAT cases in 2011/12
Total Earmarked Reserves	(19,402)	(7,448)	(26,850)	
Total non-Ring fenced Reserves	(48,965)	(3,325)	(52,290)	
General Fund Ring fenced Reserves				
Taxi & Private Hire licensing surplus	(149)	(192)	(341)	Ring fenced reserve for taxi and private hire licensing service.
Schools Balances	(13,615)	(1,501)	(15,116)	Schools Balances net of VER borrowings and BSF PFI borrowing.
Extended schools balances	(5,513)	(387)	(5,900)	Surpluses on extended school activities carried forward
Central schools block - DSG	(4,956)	(2,164)	(7,120)	Cfwd of ring fenced DSG for centrally managed pupil orientated services
Energy efficiency reserve - Salix	(306)	92	(214)	Energy efficiency reserves to fund invest to save energy efficiency initiatives.
Revenue grants	(11,935)	7,129	(4,806)	Revenue grants carried forward as per IFRS requirements (See note 1)
Total General Fund Ring fenced Reserves	(36,474)	2,977	(33,497)	
HRA Ring fenced Reserves				
HRA General Reserve	(4,019)	(1,858)	(5,877)	Prudent level of general reserves required to cover potential risks to the service.
HRA Self financing reserve		(3,000)	(3,000)	Funds to support the move from the current housing subsidy system to the new self financing regime.
Care ring replacement	(656)	656	0	Reserve set up to fund the replacement of Care ring equipment
Future of Council Housing in Leeds	(90)	90	0	Fund to support the review of the future of council housing in Leeds
Contribution to WNWHL Decency Targets	(73)	73	0	Injection to be made into the capital programme to support additional spending toward decency target.
ALMO/HRA Capital Reserve	(1,740)	1,740	0	The balance of the £4.6m subsidy refund to be used for essential asset management work and strategic housing initiatives
Affordable Social Housing	(800)	614	(186)	Contribution to fund decanting and demolition costs
Underoccupancy	(98)	0	(98)	To fund the downsizing of lone tenants to widen the pool of suitable properties available for families
Workforce Change (Property Management Services)	(429)	0	(429)	Fund to support the Early Leavers' Initiative
Holdsworth Place - land purchase	(64)	0	(64)	To fund the purchase of land at Holdsworth Place
Swarcliffe Access Refusals	(348)	(169)	(517)	Tenants in the Swarcliffe area have the right to refuse contractors access to carry out improvement works. Reserve set up to fund improvement works once these tenants have vacated these properties
Swarcliffe Environmentals	(240)	90	(150)	To fund environmental works in the Swarcliffe PFI area
Welfare Reform	0	(2,165)	(2,165)	To fund future anticipated pressures associated with the Government's Welfare Reforms.
HRA Insurance Claims	0	(335)	(335)	To fund retrospective claims made in the new year.
Swarcliffe PFI	(11,519)	(946)	(12,465)	PFI Sinking Fund
Total Other HRA Reserves	(20,076)	(5,210)	(25,286)	
Total Ring fenced Reserves	(56,550)	(2,233)	(58,783)	
Total Reserves	(105,515)	(5,558)	(111,073)	
Note 1				
Revenue Grants - Analysis				
Adult Social Care	(1,313)	593	(720)	
City Development	(721)	134	(587)	
Environments & Neighbourhoods	(924)	(1,398)	(2,322)	
Children's Services	(773)	(335)	(1,108)	
Central & Corporate Functions	(195)	126	(69)	
Schools/Education Leeds	(8,009)	8,009	0	
Total Revenue Grants	(11,935)	7,129	(4,806)	

CAPITAL PROGRAMME – 2011/12 OUTTURN VARIATIONS

The main reasons for the £17m variance in year on the Council's capital programme can be summarised as follows:

Scheme	2011/12 Actual £000s	Under(-)/ Overspend £000s	Reason
Leeds Arena	23985.5	-2779.3	BAM, the Arena contractor, was delayed by 3 weeks due to inclement weather (high winds early 2012). The resulting spend profile has been altered but the overall scheme is still scheduled to be completed on time.
A65 Quality Bus Initiative	6753.0	-1177.0	Late notification (March 2012) that some of the works costs on this £20m scheme were to slip to 2012/13. Statutory undertakings have also come in under budget. Scheme completion date is unaffected
BSF Development Costs	401.2	-958.9	Allowable capital expenditure determined at the year end resulting in the underspend. This process should occur throughout the year to ensure the forecast is accurate.
Bankside Primary School New Build	1539.1	-615.6	Commercial settlement is now likely to occur in 12/13 resulting in the change in the profile of schemes costs.
Telecare	0.8	-535.6	11/12 phase of the scheme now delivered by using Department of Health revenue grant, resulting in £534k capital funding being transferred into 13/14.
Devolved Capital	3306.6	-495.4	Schools make use of revenue school budget surpluses at the year end to fund capital expenditure. Therefore capital funding moved to 12/13.
Children's Social Care Management System	90.9	-469.0	Re-profiling of scheme expenditure to 12/13 following post Feb 12 Cap Prog information. This process should occur throughout the year to ensure the forecast is accurate. This scheme will still be delivered within the original timescales.
IT Developments Equipment Fund	0.0	-375.6	Re-profiling of scheme expenditure to 12/13 following post Feb 12 Capital Programme information. This process should occur throughout the year to ensure the forecast is accurate
Armley Townscape Heritage Initiative	0.0	-352.4	Underspend due to a combination of a slow take up of the grant scheme and checks on award of grants taken longer than anticipated. The amount has been moved into 12/13 and is expected to fully allocated.
Crawshaw High School (BSF)	-57.5	-349.4	Final account will now happen in 12/13.
Changing the Workplace – Gt George Street Technology Costs	2.1	-334.5	Unable to order due to delay in property work. This scheme has been re-profiled to 12/13
SS Peter & Paul RC Primary School	2556.9	-310.3	Last quarter interim contract payments lower than anticipated. Funding moved into 12/13
IT Project Development	0.0	-301.9	Re-profiling of scheme expenditure to 12/13.
Priesthorpe High School (BSF)	1204.6	-301.0	Final account will now be settled in 12/13.

Scheme	2011/12 Actual £000s	Under(-)/ Overspend £000s	Reason
Regional Housing Board Programme	0.0	-296.9	The programme of works is almost complete and funding moved onto schemes with residual works. This scheme has now been deleted.
Free Home Insulation	15.5	-284.5	Grant scheme has not progressed as quickly as anticipated. Re-profiling of scheme expenditure to 12/13. Scheme will still be delivered within existing completion timescales.
A653 Dewsbury Road – Quality Bus Initiative Tommy Wass Junction	1125.2	-278.1	£3m Scheme almost complete. Final work / costs re-profiled into 2012/13 and 2013/14. No change to scheme completion timescales
Highways Maintenance	7309.5	-253.1	Re-profile of costs (March 2012) on this £7.5m into 2012/13. The re-profiling is on partly agreed deferred or incomplete schemes.
Photovoltaic Panels	440.8	320.8	Approvals gained sooner than expected, therefore programme spend brought forward from 12/13.
Swillington Primary	3207.6	328.5	Last quarter scheme spend higher than anticipated. The scheme remains within budget.
Oulton Primary	3546.2	426.3	Last quarter scheme spend higher than anticipated. The scheme remains within budget.
Richmond Hill Primary School	5494.2	1334.7	Last quarter scheme spend higher than anticipated. The scheme remains within budget.
Mount St Mary's High School (BSF)	8341.4	1365.2	Last quarter scheme spend higher than anticipated. The scheme remains within budget.
Leeds East Academy (Parklands) (BSF)	4736.2	1928.0	Last quarter scheme spend higher than anticipated. The scheme remains within budget.
General Capitalisation	7520.3	2152.5	General capitalisation for 2011/12 in excess of budget.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 25th June 2012

Subject: Sources of work for the Scrutiny Board

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

2. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Director(s), Executive Board Member(s) and Partnership Chair, the Scrutiny Board is requested to consider and confirm the areas of Scrutiny for the forthcoming municipal year.

Recommendation

3. Members are requested to use the attached information and the discussion with those present at the meeting to:
 - (i) confirm the areas of Scrutiny for the forthcoming municipal year
 - (ii) authorise the Chair, in conjunction with officers, to draw up inquiry terms of reference for subsequent approval by the Scrutiny Board.

1.0 Purpose of this report

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.
- 2.2 The alignment of the Scrutiny Boards to the Strategic Partnership Boards continues to promote a more strategic and outward looking scrutiny function that focuses on the City Priorities, as set out within the City Priority Plan 2011 to 2015.
- 2.3 The City Priority Plan was established to replace the Leeds Strategic Plan. This city-wide partnership plan summarises the key outcomes and priorities to be delivered by the Council, and its partners, over the next 4 years. As such they are the "must-do" priorities or "obsessions" for each partnership and may be supported by more detailed action plans as the partnerships sees fit.

3.0 Main issues

Alignment with the Strategic Partnership Boards

- 3.1 As set out within its terms of reference, this Scrutiny Board is authorised to review or scrutinise the performance of the Leeds Initiative Board.
- 3.2 The Scrutiny Board will also act as 'critical friend' to the Leeds Initiative Board. In line with this approach, the Scrutiny Board will assess how well the Board is working in practice, with particular focus on how well it has increased the pace of change in relation to a specific priority area and also more generally in terms of tackling poverty and addressing inequality within Leeds.
- 3.3 In determining items of scrutiny work this year, the Scrutiny Board is also encouraged to explore how it can add value to the work of the Board in delivering on the city priorities.
- 3.4 To assist the Scrutiny Board, a copy of the Draft Work Programme 2012 for the Leeds Initiative Board is attached as appendix 1.

Other sources of Scrutiny work

- 3.5 As well as the focus on partnership scrutiny, Scrutiny Boards have and will continue to challenge service directorates. The Scrutiny Boards' terms of reference are determined by reference to Directors' delegations.
- 3.6 The Scrutiny Board may therefore undertake pieces of scrutiny work in line with its terms of reference, as considered appropriate. Such pieces of work may arise from the Scrutiny Board's performance monitoring role. Members will note a previous item

on performance on this agenda. Other common sources include requests for scrutiny and other corporate referrals.

Areas of Scrutiny work brought forward from the previous year

3.7 At its meeting on 2nd April 2012, the former Resources and Council Services Scrutiny Board considered items which may be considered this year. These included;

- Income generation opportunities
- Shared Services
- Joint Procurement with partners

3.8 Members will also be aware from previous items on this agenda that the People Plan will be considered each quarter and also an annual assessment of the Equality Improvement will take place. These have been scheduled into the draft work programme.

3.9 Executive Board has also requested that the Board look at the Council's approach to 'Community Right to Challenge,. This has also been scheduled into the Board's work programme.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Director(s) and Executive Board Member(s) holding the relevant portfolios and also the Leeds Initiative Chair.

4.2 Equality and Diversity / Cohesion and Integration.

4.2.1 The Scrutiny Board Procedure Rules now state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include ' to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.

4.3 Council Policies and City Priorities

4.3.1 The terms of reference of the Scrutiny Boards promote a more strategic and outward looking Scrutiny function that focuses on the City Priorities. As set out in paragraph 3.1 above, this particular Scrutiny Board is authorised to review or scrutinise the performance of the Leeds Initiative.

4.4 Resources and Value for Money

4.4.1 Over the last few years of Scrutiny Board work, experience has shown that the process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one

key issue at a time. This view was echoed within the findings of the KPMG external audit report 2009 on the Scrutiny function in Leeds.

4.4.2 Before deciding to undertake an inquiry, the Scrutiny Board is advised to consider the current workload of the Scrutiny Board and the available resources to carry out the work.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

4.6.1 There are no risk management implications relevant to this report.

5.0 Conclusions

5.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. The Scrutiny Board is requested to consider and confirm the areas of Scrutiny for the forthcoming municipal year.

6.0 Recommendations

6.1 Members are requested to use the attached information and the discussion with those present at the meeting to:

- (i) confirm the areas of Scrutiny for the forthcoming municipal year
- (ii) authorise the Chair, in conjunction with officers, to draw up inquiry terms of reference for subsequent approval by the Scrutiny Board.

7.0 Background papers¹

- City Priority Plan 2011 – 2015

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Meeting date	Programme	Type of Item	Purpose of the board discussion – the action it will generate	Executive Councillor (s)
11 June 14:00	<i>Housing/Regeneration</i>	Accountability report – Forward Plan by a board	To consider the progress of this new board – its operation and impact on delivery	Councillor P Gruen Councillor R Lewis
	<i>Governments City Deal - the Leeds City Regions proposal</i>	Report on city development and opportunity	To understand the proposal and the impact on the delivery of city priorities	Councillor K Wakefield
	<i>Five Three One Campaign</i>	Update on this campaign to engage the private sector in skills	To secure partner involvement and support	Councillor K Wakefield
Extra item	<i>Child friendly city</i>	Progress report	To receive an update on the progress with this initiative and to ask for partner support with the 'Child Friendly Pledge'	Councillor J Blake
	<i>Performance Management</i>	Q4 Performance report Interim update on Poverty/ Inequality	Highlight report – areas of concern/ opportunity	Councillor K Wakefield
7 Sep 10:00	<i>Safer Stronger Communities</i>	Accountability report – Forward Plan by a board	To consider the progress of this new board – its operation and impact on delivery	Councillor P Gruen
	<i>State of the City Report</i>	Performance management	Report on the content of the state of the city report – and key conclusions drawn – for partnership comment and agreement Report on the plans for the State of the City Council meeting – 28 th November 2012 – the involvement of partners in the event and its	Councillor K Wakefield

Meeting date	Programme	Type of Item	Purpose of the board discussion – the action it will generate	Executive Councillor (s)
			contribution to democratic accountability for the city priorities	
	<i>Gay friendly city</i>	Policy – and practice	To receive a report on this proposal – to seek partner buy in to this policy and invite partner activity and collaboration across the public and private sector to achieve it	Councillor K Wakefield
	<i>Third sector ‘problem solving’</i>	Way of working	Focus on contribution which third sector colleagues can make to solving key issues which will assist with city priorities led by the third sector partnership	Councillor L Yeadon
	<i>Organisational/workforce development task group</i>	Report back	To report on the work undertaken between partners on HR –OD issues	Councillor P Gruen
	<i>Performance Management</i>	Performance report	Highlight report – areas of concern/ opportunity	Councillor K Wakefield
04 Dec 14:00	<i>Sustainable Economy and Culture Board</i>	Accountability report – Forward Plan by a board	To consider the progress of this new board – its operation and impact on delivery	Councillor M Dobson Councillor R Lewis Councillor A Ogilvie
	<i>Marketing Leeds</i>	Report	To report to the board the progress with the work of the company – to secure the support of the partners for the work	Councillor K Wakefield
	<i>Performance Management</i>	Performance report	Highlight report – areas of concern/ opportunity	Councillor K Wakefield
	<i>Community Engagement</i>	Performance report	Crosscutting partnership priority – to improve the ability of the community to engage with the partners and the partnership	Cllr P Gruen

Meeting date	Programme	Type of Item	Purpose of the board discussion – the action it will generate	Executive Councillor (s)
TBA Spring 2013	<i>Children Trust Board</i>	Accountability report – Forward Plan by a board	To consider the progress of this new board – its operation and impact on delivery	Councillor J Blake

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 25th June 2012

Subject: Work Schedule

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1 Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board’s work schedule for the forthcoming municipal year.

2 Main issues

2.1 Further to the discussions already held during today’s meeting, Members are now requested to translate the decisions made around the chosen topics for Scrutiny into a work schedule for the forthcoming municipal year.

2.2 A draft work schedule is attached. Already included within the draft work schedule are the traditional items of Scrutiny work. These involve performance monitoring, recommendation tracking and Budget and Policy Framework Plans.

3. Recommendations

3.1 Members are asked to prioritise the topics identified for Scrutiny and incorporate these into its work schedule for the forthcoming municipal year.

4. Background papers¹

None used

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	June	July	August
People Plan	Outturn Report People Plan performance and report on appraisals and engagement – SB 25/06/12		
Equality Improvement Priorities	Equality Indicators SB 25/06/12		
Annual review of Partnership			
<i>To be determined</i>			
Briefings		Community Right To Challenge – To discuss proposed process SB 23/7/12	
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 4 performance report SB 25/06/12		
Budget	Out turn Report – SB 25/06/12		

Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	September	October	November
People Plan	Quarter 1 People Plan performance and report on Flexible Working and Agency staff – SB 3/09/12		
Equality Improvement Priorities			
Annual review of Partnership			
<i>To be determined</i>			
Briefings	Gambling Policy SB 3/9/12		
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 1 performance report SB 3/09/		
Budget	Quarter 1 - Budget SB 3/09/		

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Key: SB – Scrutiny Board (Resources and Council Services) Meeting

WG – Working Group Meeting

Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
People Plan	Quarter 2 People Plan performance and report on Attendance and Health & safety SB 17/12/12		
Equality Improvement Priorities			
Annual review of Partnership			
<i>To be determined</i>			
Briefings			
Budget & Policy Framework Plans		To receive Executive Board's initial budget proposals SB 21/01/13	
Recommendation Tracking			
Performance Monitoring	Quarter 2 performance report SB 17/12/12		
Budget	Quarter 2 – Budget SB 17/12/12		

Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	May
People Plan	Quarter 3 People Plan performance and report on Equalities – SB 18/03/13		
Equality Improvement Priorities			
Annual review of Partnership	To undertake “critical friend” challenge – SB 18/03/13		
<i>To be determined</i>			
Briefings			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 3 performance report SB 18/03/13		
Budget	Quarter 3 – Budget – SB 18/3/13		

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Key: SB – Scrutiny Board (Resources and Council Services) Meeting

WG – Working Group Meeting