

SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 18th March, 2013 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:-</p> <p>No exempt items have been identified on this agenda.</p>	

3		<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4		<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5		<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notifications of substitutes.</p>	
6		<p>MINUTES - 18TH FEBRUARY 2013</p> <p>To confirm as a correct record, the minutes of the meeting held on 18th February 2013.</p>	1 - 4
7		<p>EXECUTIVE BOARD MINUTES – 15TH FEBRUARY 2013</p> <p>To receive for information the minutes of the Executive Board held on 15th February 2013.</p>	5 - 26
8		<p>2012/13 QUARTER 3 PERFORMANCE REPORT</p> <p>To receive and consider the joint report of Report of Assistant Chief Executive (Customer Access and Performance) / Director of Resources providing a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.</p>	27 - 58

9		PEOPLE PLAN REPORTING - JANUARY 2013 To receive and consider a report from the Chief Officer (Human Resources) presenting the Scrutiny Board with People Plan progress on 5 key areas as of 31 January 2013.	59 - 88
10		EQUALITY AND DIVERSITY IN THE WORKFORCE To receive and consider a report from the Chief Officer (Human Resources) setting out some workforce data in relation to the diversity of the Council workforce, excluding schools.	89 - 100
11		INCOME, CHARGING AND TRADING To receive and consider a report from the Head of Scrutiny and Member Development presenting information in relation to income, charging and trading.	101 - 104
12		WORK SCHEDULE To receive and consider a report from the Head of Scrutiny and Member Development outlining the Scrutiny Board's work schedule for the remainder of the current municipal year.	105 - 110
13		DATE AND TIME OF NEXT MEETING To note that the next meeting will take place on Monday 22 nd April 2013 commencing at 10.00am in the Civic Hall, Leeds.	

Agenda Item 6

SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 18TH FEBRUARY, 2013

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, J L Carter,
N Dawson, R Grahame, J Hardy, A Lowe,
C Macniven and R Wood

78 Chair's Opening Remarks

The Chair welcomed everyone to the February meeting of the Scrutiny Board (Resources and Council Services)

79 Late Items

In accordance with her powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair agreed to accept a late report, agenda item 10, Inquiry on Welfare Reform – Draft Final Report and Recommendations, which was not available at the time of agenda despatch (Minute No. 86 refers)

80 Declarations of Interest

In accordance with paragraphs 19-20 of the Members Code of Conduct, the following declaration was made by Councillor Ron Grahame in relation to Agenda item 7, Executive Board minutes – 9th January 2013, in his capacity as a Director of East North East Homes ALMO. (Minute No.83 refers)

81 Apologies for Absence and Notification of Substitutes

There were no apologies for absence

82 Minutes of the Previous Meeting

RESOLVED -That the minutes of the previous meeting held on 21st January 2013 be confirmed as a correct record.

83 Executive Board Minutes - 9th January 2013

RESOLVED -That the minutes of the Executive Board held on 9th January 2013 be noted.

84 Contact Centre

The Head of Scrutiny and Member Development presented a brief report by way of background to a discussion on the review of performance of the Contact Centre.

Draft minutes to be approved at the meeting
to be held on Monday, 18th March, 2013

The following were in attendance:

Councillor Peter Gruen - Executive Member Neighbourhoods and Support Services

Paul Broughton, Chief Customer Access
Wendy Allinson, Lead Officer welfare Reforms

In brief summary, the main issues of discussion were;

- The enhanced service provided as a result of budgetary provision secured via recommendations made by this Scrutiny Board.
- The recognition that the Contact Centre was a key strategic service
- The service challenges facing the Contact Centre
- Overall performance improvements over the past three to four years including performance on responding to emails
Call line identification and the frustrations caused by the current arrangements

It was agreed that the issue of call line identification would be pursued initially with the Chief Officer ICT in terms of the technical issues and then if appropriate with the business centre in terms of corporate policy.

RESOLVED

- (i) To receive the update on Contact Centre performance
- (ii) To request that the Chief Officer ICT attend the Scrutiny Board in March to discuss call line identification.

85 Employees' Declaration of Interest

The Head of Scrutiny and Member Development submitted a recommendation tracking report detailing two recommendations made by Scrutiny in October 2011 in relation to Employees' Declarations of Interest.

The following officer was in attendance

Dave Almond – Head of Human Resources

In brief summary, the main issues of discussion were;

- The acknowledgment that recommendation one of the report had been implemented

- That in relation to recommendation two, that the Council work towards publishing interests of employees in “high risk” posts, the Board noted that all high risk posts had been identified and contacted to declare their interests as required by the Code of Conduct. The Board further noted that 90% of post holders had declared their interests and the remaining 10% were being actively progressed within Directorates.
- That a report would be presented to the Corporate Leadership Team in March 2013 outlining the practical arrangements that would need to be put in place to publish such a list and still comply with data protection legislation.

The Board requested a summary of the outstanding declarations by Directorate and grade.

RESOLVED

- (i) To note the implementation of recommendation one and progress towards meeting recommendation two
- (ii) That a summary of the outstanding declarations by Directorate and Grade be requested
- (iii) That the Scrutiny Board considers the option of inviting a Director who has not achieved a 100% response rate by 31 March 2013 to a future Scrutiny Board

86 Welfare Reform - Draft Final Report

The Head of Scrutiny and Member Development submitted a report which presented the conclusions and recommendations arising from the Scrutiny Board’s inquiry into Welfare Reform.

The following were in attendance:

Councillor Peter Gruen - Executive Member Neighbourhoods and Support Services

Paul Broughton, Chief Customer Access

Wendy Allinson, Lead Officer welfare Reforms

The following comments/amendments to the draft final report and recommendations were agreed as follows:

- An amendment to recommendation eight to reflect the need to ensure consistency when considering the recovery of costs from customers affected by the Council Tax Support changes
- An amendment to recommendation 14 to reflect that the appropriate Scrutiny Board would monitor the approach taken to manage under-occupancy.

RESOLVED

- (i) That the Scrutiny Board's final report and recommendations, as amended, be approved
- (iii) That a formal response to the recommendations be requested.

87 Work Schedule

The Head of Scrutiny and Member Development submitted a copy of the Board's work schedule.

RESOLVED –

- (i) To note the Board's work schedule.
- (ii) To add the following items; March - Council Business Plan and call line identification
April - Asset Management/budget plus.

88 Date and Time of Next Meeting

RESOLVED – To note the date of the next meeting as Monday 18th March 2013 at 10am

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

(The meeting concluded at 11.30 am)

EXECUTIVE BOARD

FRIDAY, 15TH FEBRUARY, 2013

PRESENT: Councillor K Wakefield in the Chair

Councillors J Blake, A Carter, M Dobson,
S Golton, P Gruen, R Lewis, L Mulherin,
A Ogilvie and L Yeadon

163 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 4 to the report entitled, 'Bridgewater Place Wind Mitigation Measures' referred to in Minute No. 174 is exempt in accordance with paragraph 10.4(5) of Schedule 12A (3) of the Local Government Act 1972 on the grounds that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. It is considered that the public interest in maintaining the content of Appendix 4 as exempt outweighs the public interest in disclosing the information as there are potential legal implications with the proposals contained in this report.
- (b) Appendix 1 to the report entitled, 'Leeds Arena: Legal Action: Montpellier Estates Ltd.' referred to in Minute No. 177 is exempt in accordance with paragraph 10.4(3) and (5) of Schedule 12A (3) of the Local Government Act 1972 on the grounds that it details the actions likely to be pursued by the Council in recovering its legal costs from MEL and comments on the potential of MEL progressing an appeal of the decision. The content of the Appendix would be covered by legal privilege, as it includes the substance of communications between the Council and its lawyers, where the purpose of those communications is the giving of legal advice. It is acknowledged that there is a strong element of public interest inbuilt into the privilege itself and, that the general maintenance of confidentiality between client and lawyer is a matter which is in the public interest. Conversely, whilst there is always some public interest in disclosure and whilst there may be relatively strong public interest in the public knowing about the way forward in respect of the recovery of legal costs and the potential of an appeal, it

would seem there is little public interest in the disclosure of the advice and information contained in the Appendix.

It is, therefore, considered that in all the circumstances of the case, the public interest in maintaining the content of the Appendix as Exempt outweighs the public interest in disclosing the information contained in the Appendix. In addition, the Appendix contains information about an individual's and companies financial and business affairs.

- (c) Appendix B to the report entitled, 'Little London and Beeston Hill and Holbeck Housing PFI Project' referred to in Minute No. 180 is exempt in accordance with paragraph 10.4(3) of Schedule 12A (3) of the Local Government Act 1972 on the grounds that it contains commercially sensitive information on the Council's approach to procurement issues, financial information and commercial information in relation to the Preferred Bidder, where the benefit of keeping the information confidential is considered greater than that of allowing public access to the information.

(With regard to (b) and (c) above, as it had not been possible to make available 28 clear days ahead of the meeting a notice detailing the intention to consider the exempt parts of those reports in private, then in line with Regulation 5 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, prior agreement had been obtained from the relevant Scrutiny Board Chairs that the consideration of such matters was urgent and could not reasonably be deferred to the next meeting).

164 Late Items

With the agreement of the Chair, the following late items of business were admitted to the agenda:-

- (a) 'Leeds Arena: Legal Action: Montpellier Estates Ltd (MEL).' This report had been submitted as a late item of business, as the decision on the legal proceedings between the City Council and MEL was only handed down by the Rt. Hon. Mr Justice Supperstone on 6 February 2013. It was therefore not possible for this report to be included within the formal agenda papers. However, it was deemed appropriate that Board Members were provided with a summary of the main findings of the Hearing at the earliest opportunity and also that there was a need for the Board to determine the approach to be taken regarding the recovery of costs incurred by the Council in the legal action. A matter which could not wait until the next scheduled meeting. (Minute No. 177 refers).
- (b) 'Little London and Beeston Hill and Holbeck Housing PFI Project'. This report had been introduced as a late item of business, as the urgency of the issues and implications of further delays to the project required the immediate consideration of Executive Board. It was determined that

such matters could not be reasonably delayed until the next scheduled meeting of the Board for reasons of good governance and transparency. (Minute No. 180 refers)

165 Declaration of Disclosable Pecuniary and Other Interests

Councillor A Carter declared an Other Significant Interest in respect of the item entitled, 'Leeds Arena: Legal Action: Montpellier Estates Ltd. (MEL)', due to his involvement in the Hearing which considered the legal claims made by MEL against the Council. Such involvement arose from the fact that he was the Leader of the Council and Executive Member for Development and Regeneration during the relevant period. In view of this, other than paying tribute to the officers involved, Councillor A Carter did not contribute towards the discussion on this report and did not participate in the voting thereon. (Minute No. 177 refers).

Councillor Mulherin declared an Other Significant Interest in respect of the item entitled, 'Basic Need Programme', due to her position as Chair of Governors at Robin Hood Primary School, which was affected by the proposals detailed within the submitted report. (Minute No. 185 refers).

Councillor Golton declared an Other Significant Interest in respect of the item entitled, 'Response to Deputation to Council – Leeds and District Gardeners' Federation regarding Grow Your Own Food in Leeds and the Costs to the Council of the Allotment Model', due to his involvement with the Leeds and District Gardeners' Federation (Minute No. 172 refers).

A further declaration of interest was made at a later point in the meeting. (Minute No. 172 refers).

166 Minutes

RESOLVED – That the minutes of the meeting held on the 9th January 2013 be approved as a correct record.

DEVELOPMENT AND THE ECONOMY

167 West Park Centre Options Appraisal

The Director of City Development submitted a report regarding the future of the West Park Centre in the context of the outcome of the consultation undertaken with users and the current health and safety issues which led to the temporary closure of the building in November 2012.

Following the consultation undertaken to date, an options appraisal had been drawn up resulting in the following 5 options being identified in respect of the future of the West Park Centre:-

- Option 1 – Retention of the West Park Centre building in its entirety.
- Option 2 – Partial demolition of the West Park Centre and re-opening of the remainder.

- Option 3 – Demolition of the West Park Centre and new facility built on site for Artforms and other existing users.
- Option 4 – Demolition of the West Park Centre and decant to alternative premises elsewhere.
- Option 5 - Demolition of the West Park Centre and decant city wide services elsewhere with a local community facility developed on the existing site.

The Executive Member for Development and the Economy highlighted the significant number of representations which had been made on this issue and undertook to ensure that discussions would be held with all main users of the centre. The Board acknowledged that a swift, but considered response to this matter was required, in order to ensure that the most appropriate option was progressed.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That approval be given for officers to further develop options 2 and 5, as outlined above and as detailed within the submitted report, in consultation with potential users, with a report being submitted to Executive Board in April 2013 with detailed proposals and costs.
- (c) That the proposal to dispose of part of the West Park site that is implicit to the delivery of either options 5 or 2, as outlined above and as detailed within the submitted report, be noted.
- (d) That it be approved that the boundary between land to the immediate East of the West Park Centre and the site for the Queen Elizabeth II Fields In Trust scheme follows the existing fence line and site boundary, as detailed within Appendix 1 to the submitted report.

ADULT SOCIAL CARE

168 Transforming Day Provision for People with Mental Health Needs

Further to Minute No. 163, 11th February 2011, the Director of Adult Social Services submitted a report providing information on the outcome of the extensive consultation exercise undertaken in respect of the transformation programme which had been requested by the Board. In addition, the report made recommendations for the proposed Mental Health Recovery Service for Leeds and also in respect of proposals regarding the asset bases. Finally, the report provided information on the future commissioning of the voluntary sector mental health services.

The Executive Member for Adult Social Care thanked the Mental Health Advisory Board for the valuable work which it had undertaken on this issue,

Draft minutes to be approved at the meeting
to be held on Wednesday, 13th March, 2013

whilst Members welcomed the content of the report and the process by which the proposals within it had been drawn up.

RESOLVED –

- (a) That the contents of the submitted report and the very extensive and wide ranging consultation undertaken, be noted.
- (b) That the implementation of the proposed Mental Health Recovery Service model, as described in the submitted report, be agreed.
- (c) That the proposals in respect of the asset bases be agreed as follows:
 - Lovell Park to become a mental health hub;
 - Stocks Hill co-locates with partner organisation/s;
 - The service currently delivered from The Vale moves to Tunstall Road and The Vale is declared surplus to requirements for ASC. Consideration of use of a proportion of the capital receipt to fund improvements to Stocks Hill should be given once the service configuration is defined.
- (d) That the implementation of the proposals be agreed, together with a move towards the new model from April 2013 through to December 2013.

RESOURCES AND CORPORATE FUNCTIONS

169 Financial Health Monitoring 2012/13 - Month 9 report

The Director of Resources submitted a report setting out the Council's projected financial health position for 2012/13 after nine months of the financial year.

Given the unprecedented financial circumstances that the Council currently faced, the Chair thanked all of the officers who had contributed towards the Council's current position, which was an overall projected underspend of £600,000.

RESOLVED – That the projected financial position of the authority after nine months of the financial year be noted.

170 Revenue Budget 2013/2014 and Capital Programme

- (A) Leeds City Council Revenue Budget and Council Tax 2013/2014
Further to Minute No. 126, 12th December 2012, the Director of Resources submitted a report on the proposals for the City Council's Revenue Budget for 2013/2014, on the Leeds element of the Council Tax to be levied in 2013/2014 and on Council House rents for the same period, which had been prepared in the context of the Council's initial budget proposals agreed by Executive Board in December 2012 and the Local Government Finance Settlement.

Members welcomed the proposal to freeze the Leeds element of the Council Tax for 2013/14, so that it remained the same as the 2012/13 level.

A request was made that the Council ensured that the provision of resource was equitably distributed across all communities throughout the city.

In conclusion, the Chair highlighted the very significant budgetary challenges that the Council continued to face and emphasised the all-party representations which had been made to Government in respect of the Local Government Finance Settlement which had been allocated to Leeds.

RESOLVED –

- (a) That Council be recommended to approve the Revenue Budget for 2013/14 totalling £583,925,000 as detailed and explained within the submitted report and accompanying papers, with no increase in the Leeds' element of the Council Tax for 2013/14.
 - (b) That Council be recommended to approve grants totalling £123,000 to be allocated to Parishes, as detailed within paragraph 6.7 of the submitted report.
 - (c) That in respect of the Housing Revenue Account, Council be recommended to: -
 - (i) approve the budget at an average rent increase figure of 5.9%;
 - (ii) increase the charge for garage rents to £6.78 per week (based on 52 rent weeks);
 - (iii) increase service charges in line with rents (5.9%).
 - (d) That it be agreed that the line of eligibility for adult community care services remains unchanged for 2013/14.
- (B) Capital Programme Update 2013-2016
The Director of Resources submitted a report setting out the updated Capital Programme for 2013-2016 which included details of forecast resources for that period.

RESOLVED –

- (a) That the following be recommend to Council:-
 - (i) That the Capital Programme, as attached to the submitted report, be approved;
 - (ii) That the Executive Board be authorised to approve in year amendments to the Capital Programme, including

transfers from and to the reserved programme in accordance with Financial Procedure Rules; and

- (iii) That the proposed Minimum Revenue Provision (MRP) policies for 2013/2014, as set out within paragraph 3.6 of the submitted report and as explained in Appendix E, be approved.
 - (b) That approval be given to the list of land and property sites shown in Appendix D to the submitted report, being disposed of in order to generate capital receipts for use in accordance with the MRP policy.
 - (c) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments in order to ensure that the programme is affordable.
- (C) Treasury Management Strategy 2013/2014
The Director of Resources submitted a report setting out the Treasury Management Strategy for 2013/2014 and the revised affordable borrowing limits under the prudential framework. In addition, the report also provided a review of strategy and operations in 2012/2013.

RESOLVED –

- (a) That approval be given to the initial treasury strategy for 2013/2014, as set out within Section 3.3 of the submitted report, and that the review of the 2012/13 strategy and operations, as set out within Sections 3.1 and 3.2 of the submitted report, be noted.
- (b) That Council be recommended to set the borrowing limits for 2012/13, 2013/14, 2014/15 and 2015/16, as detailed within Section 3.4 of the submitted report.
- (c) That Council be recommended to set the treasury management indicators for 2012/13, 2013/14, 2014/15 and 2015/16, as detailed within Section 3.5 of the submitted report.
- (d) That Council be recommended to set the investment limits for 2012/13, 2013/14, 2014/15 and 2015/16, as detailed within Section 3.6 of the submitted report.

(The matters referred to in Minute Nos. 170 (A)(a)-170(A)(c)(iii), 170(B)(a)(i)-170(B)(a)(iii) and 170(C)(b)-170(C)(d) being matters reserved to Council, were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they respectively abstained from voting on the decisions referred to within Minute No. 170(A))

171 2011 Census - Leeds: The Big Picture

The Assistant Chief Executive (Customer Access and Performance) submitted a report providing a summary of the city-wide 2011 Census results, highlighting some of the issues emerging from the results and advising of future data releases and proposals for analysis.

RESOLVED –

- (a) That the issues emerging from 2011 Census be noted.
- (b) That the "Leeds: Big Picture" document be recommended to be received by all Scrutiny Boards and Directorates, with a request for them to consider what the data might mean for their service areas.
- (c) That it be recommended that future locality based assessments be referred to Area Committees for their consideration.

ENVIRONMENT

172 Response to Deputation to Council - Leeds and District Gardeners Federation regarding Grow Your Own Food in Leeds and the costs to the Council of the Allotment Model

The Director of Environment and Neighbourhoods submitted a report responding to the deputation presented to Council on the 14th November 2012 by the Leeds and District Gardeners Federation in respect of growing your own food in Leeds and the costs to the Council of the Allotment Model.

Members welcomed the ongoing dialogue which was taking place with the Federation, highlighted the demand which existed for allotment plots throughout Leeds and acknowledged the positive impact that allotment gardening and initiatives such as 'Feed Leeds' had upon public health levels and residents' access to greenspace.

RESOLVED – That the contents of the submitted report in response to the deputation from the Leeds And District Gardeners' Federation be noted.

(Councillor A Carter declared an Other Significant Interest in relation to this item, due to his position as President of the Calverley Horticultural Society)

173 Sustainable Communities Investment Programme - Cross Green and Nevilles

The Director of Environment and Neighbourhoods submitted a report providing details on the proposals for a programme to deliver energy efficiency works to homes and environmental improvements in the neighbourhoods of Cross Green and the Nevilles.

Members highlighted the need for investment within the Cross Green and the Nevilles neighbourhoods and welcomed the positive impact that the proposals within the submitted report would have. In addition, Members emphasised the

need for such investment initiatives to be undertaken in a comprehensive and cohesive manner, in order to ensure that the resulting improvements were maximised and also sustainable.

A request was made that the Economic Initiatives Programme was made more accessible, in order to ensure that all communities throughout the city which could potentially benefit from it, could be considered as part of the Programme in the future.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the programme and project proposals for the Sustainable Communities Investment Programme for the Cross Green and the Nevilles Neighbourhoods be agreed.
- (c) That the investment of £5,000,000 from the Economic Initiatives Capital Programme for the delivery of the projects outlined in the submitted report be agreed.
- (d) That the management of the programme be delegated to the Director of Environment and Neighbourhoods, with further details on the major projects being received by the Board in due course.

DEVELOPMENT AND THE ECONOMY

174 Bridgewater Place Wind Mitigation Measures

The Director of City Development submitted a report providing an update on the current position regarding discussions with the owners of Bridgewater Place and advising on the results from the latest round of wind tunnel testing on the preferred building modification measures and their implications for the development of a mitigation scheme. In addition, the report informed of the interim measures which were being taken and potential future mitigation proposals within the highway to improve wind issues, whilst also seeking support for the current proposals and the potential financial implications for pursuing this option. Finally, the report provided an update on the ongoing Inquest into the death of Dr Slaney.

Following consideration of Appendix 4 to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(5), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the contents of the submitted report in terms of the background information, interim mitigation solutions on the ground and work in progress towards a comprehensive solution, be noted.
- (b) That the continued development of work towards an agreed and deliverable solution to the wind issue be endorsed.

- (c) That in principle support be given to the proposed baffles above the highway on Water Lane, with Authority to Spend being given for the sum of £245,000 for continued wind testing, legal support, highway officer time and engineering design work in order to enable a detailed design to be provided for a baffle solution.
- (d) That a further report be brought back to Executive Board to cover the details of the design of the baffles and the cost of implementing them.

175 Proposed Extension to the Hours of Pedestrianisation of the Leeds City Centre Retail Core

The Director of City Development submitted a report in relation to the principle of extending the hours of pedestrianisation within the city centre's pedestrianised core.

The Board acknowledged the broad retail offer provided by Leeds, when compared with other city centres, and in connection with this, it was noted that the initial concerns held by a specific Member in respect of the proposals had now been addressed.

RESOLVED –

- (a) That support for the principle of extending the hours of pedestrianisation in the city centre be agreed.
- (b) That it be agreed that the proposed extension in pedestrianised hours from the current window of 10:30 – 16:30 to 10:30 until 20:00, seven days a week, is subject to statutory consultation for at least 21 days.
- (c) That a report be submitted to the Board following the conclusion of the statutory consultation period in order to consider any final proposals brought forward.

176 High Speed Rail Phase 2 (HS2) Announcement, 28 January 2013

The Director of City Development submitted a report advising on the proposals announced by the Government in respect of Phase 2 of the High Speed Rail (HS2) project contained within their Command Paper entitled, 'High Speed Rail: Investing in Britain's Future Phase Two - The route to Leeds, Manchester and beyond'.

Members welcomed the investment in the rail infrastructure and the resultant benefits that the HS2 initiative would bring to the region. However, it was emphasised that for the benefit of those communities which may be affected by the initiative, some certainty needed to be gained in respect of HS2's final route.

Members highlighted that all actions needed to be taken to ensure that the western route was developed at the earliest opportunity.

In conclusion, it was requested that in order to mitigate any potential impact and minimise uncertainty, the HS2 team be approached, with a view to facilitating greater levels of communication between HS2 and the affected communities.

RESOLVED –

- (a) That the Government's announcements for Phase Two of the proposed high speed rail network be welcomed.
- (b) That the content of the submitted report and the Government's proposals for taking the project forward, as published in the Command Paper, be noted.
- (c) That a further report be received at a future Executive Board concerning the Council's intentions for response, once the Government's timetable for formal consultation is known.
- (d) That the importance of early investment in the transport infrastructure at Leeds Rail Station be acknowledged, together with the fact that the rail network will be essential to making the city ready for HS2.

177 Leeds Arena: Legal Action: Montpellier Estates Ltd

The Director of City Development submitted a report summarising the main findings of the judgement handed down by the Right Honourable Mr Justice Supperstone (Mr Justice Supperstone) on 6th February 2013, concerning the two actions brought by MEL against the Council relating to the competition held by the Council in 2007 and 2008 for the development of the Leeds arena. In addition, the report also outlined the proposed action to be pursued in order to recover costs incurred by the Council in successfully defending the claims brought by MEL against Leeds City Council.

Duncan Hope, of DWF LLP solicitors, was in attendance in order to provide the Board with a brief summary of the case and the resultant judgement, as the company had been retained by the Council in order to advise on the case.

On behalf of the Council, the Board and the Chief Executive placed on record their appreciation and gratitude to all of those who had been required to give evidence on behalf of the Council throughout the case. Members highlighted the professional manner in which they had conducted themselves and impeccably represented the people of Leeds. In paying tribute to those officers involved, the Board did not only thank those who were still employed by the Council, but also highlighted those individuals who had since retired.

Following consideration of Appendix 1 to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3) and (5), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the Director of Resources, in consultation with the City Solicitor, be instructed and authorised to take all appropriate measures to ensure that the City Council maximises the costs recovered in successfully defending the claims brought by Montpellier Estates Ltd against the City Council.

(The matters referred to within this minute were not eligible for Call In, due to the strict timescales to which the appeals procedure operates and the timing of any application for costs needs to be made, and should an appeal be formally lodged by MEL, then the Council would need to respond without delay)

NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES

178 The Community Infrastructure Levy - Preliminary Draft Charging Schedule

Further to Minute No. 156, 14th December 2011, the Director of City Development submitted a report recommending the rates to be set in the Community Infrastructure Levy (CIL) Preliminary Draft Charging Schedule, for the purposes of public consultation. In addition, the report outlined how such rates had been determined, including the range of supporting evidence and the requirements of the CIL Regulations.

As part of a question and answer session, officers provided Members with responses to a number of specific enquiries.

With regard to future infrastructure funding, Members highlighted the demands currently being placed upon the provision of schools, and the need to ensure that there was sufficient resource allocated to this area.

The Chief Executive highlighted the integral role of Parish and Town Councils in the CIL process, and suggested that such organisations were engaged at the earliest opportunity during the consultation exercise.

RESOLVED –

- (a) That the CIL rates in the Preliminary Draft Charging Schedule, including the charging zone boundaries, be agreed.
- (b) That the scope of the evidence base and associated documents supporting the setting of the CIL rates be agreed.
- (c) That approval be given to proceed with 6 weeks of formal public consultation on the Preliminary Draft Charging Schedule.

179 Housing Revenue Account Business Plan Update 2013

The Director of City Development and the Director of Environment and Neighbourhoods submitted a joint report setting out the main strategic priorities and progress that had been made in developing the Housing Revenue Account Business Plan.

RESOLVED –

- (a) That the progress made in delivering the self-financing HRA Business Plan be noted together with the priorities identified for managing the future Council Housing service priorities.
- (b) That the strategic priority to increase the supply of affordable housing in Leeds be agreed via:
 - Local authority new build.
 - Working in partnership with private Registered Providers to release HRA sites to develop and deliver new build.
 - Disposal of HRA land to the private sector and the use of capital receipts to develop affordable housing.
 - Bringing local authority empty properties back into use.
 - Acquiring private properties into the HRA.
- (c) That it be noted that during the course of the year, future reports setting out future years strategies and modelling will be brought forward to the Executive Board.

180 Little London and Beeston Hill and Holbeck Housing PFI Project

Further to Minute No. 40, 18th July 2012, the Director of Environment and Neighbourhoods submitted a report providing an update on the current position of the Little London and Beeston Hill and Holbeck PFI Housing project and detailing a chronology of its delayed procurement. In addition, the report also set out the actions that the Council was taking to secure other improvements in the project areas in advance of and alongside the PFI works.

In presenting the report, the Executive Member for Neighbourhoods, Planning and Support Services highlighted the frustration which had been felt by the Council, and those tenants and residents within the project areas, following receipt of the confirmation in January 2013 that the Treasury was no longer willing to accept the financial terms negotiated for the funding of the PFI project. The Executive Member then paid tribute to all of the officers involved for the swift progress which had been made on this issue since late January 2013 and highlighted that it was hoped a financial close could be achieved by July 2013.

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

RESOLVED –

- (a) That the Council's continued commitment to securing PFI housing investment for the neighbourhoods of Little London, Beeston Hill and Holbeck be confirmed.
- (b) That the current position on procurement of the project and the delays in reaching Financial Close be noted, and that approval be given for the strongest possible representations to be made to Government in clarifying and resolving its new requirements.
- (c) That the separate regeneration projects that are underway or planned in the Beeston Hill, Holbeck and Little London areas be noted and supported.
- (d) That the first call on the capital receipt from the sale of land at the Little London Community Hub be made to fund the relocation of the Neighbourhood Housing Office and reprovision of new community centre facilities.
- (e) That a further report setting out the confirmed financial position and a revised programme for financial close be reported to Executive Board at the earliest opportunity.

ADULT SOCIAL CARE

181 Older People's Housing and Care

The Director of Adult Social Services, the Director of City Development and the Director of Environment and Neighbourhoods submitted a joint report seeking approval for the implementation of a holistic, city-wide approach towards increasing and improving the range of accommodation for older people available in Leeds. The report also outlined a co-ordinated programme of activity which had been developed across the directorates of City Development, Adult Social Services and Environments and Neighbourhoods.

RESOLVED –

- (a) That the requirements for specialist accommodation for older people be noted.
- (b) That support be given to the approach to investment outlined within sections 3.3-3.98 of the submitted report which includes delivery through working with housing associations and independent providers, bidding for external funding support and some direct investment in new build housing.

- (c) That the principle of the Council disposing of the sites (subject to consultation where necessary) listed at Appendix of the submitted report (sections 1.5,2.4 and 3.4) for extra care accommodation be agreed, with a further approval being sought from Executive Board for a less than best disposal, should this be required following marketing.
- (d) That the release of sites at Appendix 1 and Appendix 2 (section 3.5) of the submitted report be agreed (subject to consultation where necessary) for the purpose of disposal on the open market, with the Board noting the potential to ring fence the receipts to support the delivery of the programme and the requirement for separate Executive Board approval.

182 Better Lives for the people of Leeds - Residential Care for Older People

Further to Minute No. 67, 7th September 2011, the Director of Adult Social Services submitted a report on the progress made in respect of implementing the options which had been approved by Executive Board in September 2011 regarding long term residential care and outlining the vision for the future delivery of services in order to meet the needs of future generations of older people.

Responding to a Member's concerns, assurances were provided specifically around the geographical proximity of the sites involved, with confirmation also being provided that the consultation exercise would be meaningful and comprehensive. In addition, the Board was provided with reassurances around the timeliness of the consultation exercise and how it fitted into the Council's budget setting process.

Members highlighted the importance of ensuring that there was a mixed economy of residential care provision in Leeds, in order to ensure that it remained sustainable.

RESOLVED –

- (a) That the content of the submitted report be noted, with the progress made so far in implementing the options approved by the Executive Board in September 2011 on the future of the Council's residential care homes being recognised.
- (b) That having noted that detailed consultation with those directly affected took place as part of the 'Future Options for Long Term Residential and Day Care for Older People' review in 2011, approval be given for the commencement of formal statutory consultation on the proposed options, as outlined within paragraph 5 of the submitted report, to be carried out in the same way. (This will also take into account the benefits from lessons learned and the insights gained from the consultation undertaken in 2011).

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

183 Better Lives for the people of Leeds - Day Centres for Older People

Further to Minute No. 67, 7th September 2011, the Director of Adult Social Services submitted a report on the progress which had been made in delivering the options approved by Executive Board in September 2011 in respect of Day Care services for older people. In addition, the report also sought the Board's approval to undertake a formal consultation exercise on the proposed options for the future of those day centres where no recommendations had been made as part of the first phase of this programme.

RESOLVED –

- (a) That the contents of the submitted report be noted with the progress made so far in implementing the options approved by the Executive Board in September the future of the Council's day centres for older people being recognised.
- (b) That having noted that detailed consultation with those directly affected took place as part of the 'Future Options for Long Term Residential and Day Care for Older People' review in 2011, approval be given for the commencement of consultation on the proposed options, as outlined within paragraph 5 of the submitted report, to be carried out in the same way. (This will also take into account the benefits from lessons learned and the insights gained from the consultation undertaken in 2011).

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

CHILDREN'S SERVICES

184 Response to the Deputation to Council from Leeds Students Unions regarding the Council's Support for Current and Future Students of Leeds in 3 Areas: Education, Employment and Empowerment

The Director of Children's Services submitted a report responding to the deputation presented to Council on 14th November 2012 by the Leeds University Union, Leeds Trinity Students' Union and Leeds Metropolitan Students' Union in respect of the Council's support for current and future students of Leeds in the three areas: namely, education, employment and empowerment.

The Executive Member for Children's Services paid tribute to the work of the Leeds Students' Unions in addressing the issues faced by students in the fields of education, employment and empowerment.

Members briefly discussed the availability of data illustrating the number of Leeds City Region students from disadvantaged backgrounds who had made applications to access Higher Education for the forthcoming academic year.

RESOLVED –

- (a) That support be given to an ongoing dialogue between officers and universities/colleges, both individually and collectively through the Higher Education Access: Rewarding Transforming (HEART) structures, in order to monitor and assess the impact of national funding changes and local and regional policies on the economic and social contribution students make to the city.
- (b) That support be given to the investigation of potential new channels for improving dialogue with HE students and the development of new opportunities for students to engage with schools and local communities through volunteering.
- (c) That the range of developments and initiatives already in place to support progression to higher education be noted, together with the work being undertaken to develop alternative routes to gain higher level qualifications.

185 Basic Need Programme: (A) Permission to Consult on a Further Round of School Place Expansions for 2014 and (B) Design and Cost Report for Morley Newlands Primary School

The Director of Children's Services submitted a report on two elements of the Basic Need Programme. Specifically, the report sought permission to undertake consultation on a further phase of school expansions, whilst it also sought approval to incur expenditure in respect of proposals to redevelop Morley Newlands Primary School to provide a new three form entry school to replace the existing two form entry primary school.

RESOLVED –

- (a) That the consultation exercises regarding the following proposals be approved:
 - to expand Allerton Bywater Primary School from a capacity of 210 pupils to 420 pupils with an increase in the admission number from 30 to 60 with effect from September 2014;
 - to expand Asquith Primary School from a capacity of 210 pupils to 420 pupils with an increase in the admission number from 30 to 60 with effect from September 2014;
 - to expand St Francis Catholic Primary School Morley from a capacity of 154 pupils to 210 pupils with an increase in the admission number from 22 to 30 with effect from September 2014;
 - to expand East Ardsley Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2014;

- to expand Robin Hood Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2014;
- to lower the age range of Hollybush Primary School from 5 to 11 to 3 to 11.

- (b) That expenditure of £9,396,800 from capital scheme number 16505 NEW 000 be authorised to fund the project to expand and rebuild Morley Newlands Primary School as part of Children's Services Basic Need programme.

186 Annual Standards Report (Early Years Foundation Stage, Primary and Secondary Schools)

The Director of Children's Services submitted a report summarising the achievement of learners at all Key Stages in 2012 and the good progress which had been made in Early Years Foundation Stage and primary and secondary education in Leeds. In addition, the report also outlined the action taken by the Council to fulfill its responsibilities to support, monitor, challenge and intervene as necessary.

By way of introduction to the report, the Executive Member for Children's Services highlighted that across all key stages of learning, the standards achieved in 2012 had been the highest ever recorded in the city. The Executive Member paid tribute to all of the young people and staff throughout Leeds who had contributed towards this achievement, however, it was emphasised that work would continue via the Leeds Education Challenge to ensure that the progress continued.

Responding to a Member's enquiry, officers undertook to provide Executive Board Members with Leeds' data comparative with Core Cities, rather than that which related to the national level or statistical neighbours, as detailed within the submitted report.

Reference was made to the national GCSE English re-grading issue and its impact upon schools and individuals across the city, whilst Members specifically noted the positive progress being made with Looked After Children in Leeds.

RESOLVED – That the Board endorse and support the following:

- The progress that has been made at all key stages and the areas that need further improvement;
- The future provision of support, challenge and intervention in Leeds to ensure that progress continues to be made;
- The further development of the Leeds Education Challenge in securing improvement.

187 Updated Statement of Purpose for the Private Fostering Service, Leeds City Council

The Director of Children's Services submitted a report which sought approval of the revised Statement of Purpose in respect of Leeds City Council's Private Fostering Service.

The Board discussed the timing of this report and in response to a Member's specific enquiry, officers undertook to provide the Member in question with data regarding the number of young people in Leeds who were privately fostered.

RESOLVED – That Leeds City Council's Statement of Purpose for Private Fostering Services 2012-2013 be approved.

188 Behaviour, Emotional and Social Difficulties (BESD) - Permission to consult on BESD school expansions for January 2014

The Director of Children's Services submitted a report requesting permission to consult on the proposed expansion of two Specialist Inclusive Learning Centres, proposed to take effect from January 2014, in order to meet the authority's statutory duty to secure sufficient school places for children with statements of SEN which identify a BESD need. The proposals were in parallel with linked plans to decommission the current Key Stage 2 Pupil Referral Unit (PRU), Key Stage 3 PRU and Key Stage 4 PRU, in favour of expanded BESD SILC provision, and greater locality provision by schools and partnerships of schools.

Responding to Members' enquiries, officers undertook to provide the relevant Members with a detailed briefing on several issues arising from the proposals outlined within the submitted report.

RESOLVED – That consultation exercises in respect of the following proposals be approved:

- Linked proposals to change the age range of the BESD Specialist Inclusive Learning Centre from 5 to 16 to 11 to 16, and to expand the capacity of the provision from 150 to 230 pupils using sites at Elmete Wood, Stonegate Road, the Burley Park Centre, the Hunslet Gate Centre and the Tinshill Centre with effect from January 2014;
- Proposal to expand the North East Specialist Inclusive Learning Centre (Oakwood Lane) 4-11 BESD provision from a capacity of 30 pupils aged 4-11 to 50 pupils aged 4-11 with effect from January 2014.

189 Permission to Consult on Proposals to Redevelop the Children's Services Transport Policy and Strategy

The Director of Children's Services submitted a report which sought permission to move to a phase of public consultation upon the future of the discretionary elements within the current Leeds Children's Services Transport Policy. The consultation proposed would also seek to explore further opportunities to work with partners in order to improve overall provision in support of the Council's ambition to be a Child Friendly City.

Draft minutes to be approved at the meeting
to be held on Wednesday, 13th March, 2013

In response to an enquiry, the Board was reassured that the proposed consultation exercise was in relation to the discretionary elements of the Children's Services Transport Policy only. However, it was noted that further work may be undertaken in the future in order to ensure that the Council was fulfilling its statutory obligations in this field as effectively as possible.

RESOLVED –

- (a) That a period of 28 days public Consultation, to commence on 25th February 2013, on the future of the discretionary elements of the Transport Policy, which will support the development of a new Children's Services Transport Policy, be agreed. (This may see the removal or amendment of some or all of the present discretionary aspects of the transport policy from September 2013. The consultation will also seek to explore how the Council can work with partners to enhance the wider offer and maximise opportunities that may be available).
- (b) That it be confirmed that the design and delivery of the consultation exercise should be fully informed by the views of young people, whilst ensuring that all stakeholders are encouraged to participate and to submit their own ideas on the shape, emphasis and delivery of the new policy provisions.

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

190 Permission to Consult on the Proposal to Cease the Provision of School Clothing Allowances

The Director of Children's submitted a report which outlined the current school clothing allowance scheme, recognised the availability of targeted pupil premium funding to all schools across Leeds and which sought permission to consult upon the proposal to cease the current discretionary school clothing allowance scheme for the start of the school year in September 2013 and the payments which would be paid in advance, mainly in June of 2013.

Members discussed the dialogue taking place with schools regarding the use of the Pupil Premium resource for the purposes of school clothing provision.

RESOLVED – That a consultation exercise be undertaken in February 2013 on the proposal to cease the current discretionary school clothing allowance scheme to take effect for the start of the new school year in September 2013 and payable in June of 2013.

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

DATE OF PUBLICATION: 19TH FEBRUARY 2013

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 26TH FEBRUARY 2013 (5.00 PM)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 27th February 2013)

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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: 18th March 2012

Subject: 2012/13 Q3 Performance Report

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. 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 Q3 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.

1 Purpose of this report

- 1.1 This report presents to scrutiny a summary of the quarter three performance data for 2012-13 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15.

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. The Business Plan includes some of the key priorities and indicators from the People Plan but arrangements are in place for more detailed updated to be provided to the Board on the full range of People Plan priorities.

- 2.2 This report includes 4 appendices:

- Appendix 1a – Performance Reports for the 5 Cross Council Priorities which are based on the Council values
- Appendix 2a – Resources Directorate Priorities and Indicators
- Appendix 2b – Customer Access and Performance Directorate Priorities and Indicators
- Appendix 2c – 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.

3 Main issues

Quarter 1 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 none are assessed as red, 2 are green and 3 are amber. This is an overall improvement on the position at Q2 but one area has moved from green to amber:

- **Appraisals:** There was a drop from 97% annual appraisals being completed to 83% mid-year reviews (the figures are comparable between those using the Performance & Learning system and those using paper-based routes). HR are looking into the reasons behind this drop (for example, if new starters and others who did not require a mid-year review were included in the figures) and working with directorates to help achieve the 100% year-end target.
- **Consultation & Equality:** Good progress continues to be made with the % decisions which are able to evidence both consultation (from 73% at Q2 to 82% at Q3) and due regard for equality (from 91% at Q2 to 94% at Q3) improving. The quality assurance process highlighted that some reports lack detail and could be even stronger in this regard if they included more detail of how people were consulted, and how their views affected the

decision. However, there were good examples of evidencing user involvement in decisions, including, and increasingly, involvement in procurement processes. A few reports included very clear feedback on the results and outcomes of the consultation alongside adequate detail on the processes used. Further sustained effort needs to be made in order to hit the 100% target at Q4. As a 'good news' update, the authority has maintained a top 100 place ranking in the Stonewall Workplace Equality Index 2013.

Council Business Plan - Directorate Priorities and Indicators

- 3.2 There are 18 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, 4 are amber and 14 are green. These are supported by 35 performance indicators and of these 4 are rated as red, 3 are amber, 12 are green, 6 are not given a RAG rating and for 10 there is no result as these are annual indicator which will be provided at Q4. The red indicators are:
- **Attendance:** at Q3, the projected year-end absence figure per FTE was 9.55 days, up by 0.1 day since Q2, 1.05 days above the corporate target and 0.25 days higher than the actual 11/12 outturn of 9.29 days. The Attendance team continues to work with hotspot areas but it is looking increasingly unlikely that the target will be met.
 - **Processing time for Council Tax Benefit /Housing Benefit new claims and updates:** The action to reduce the outstanding work has ensured that speed of processing new claims is on target and continues to be a much improved position compared to last year. At 31 December new claims performance was an average of 21 days against the target of 20 days and has improved by 8 days when compared to last year. Work continues to bring the position more up to date but the volume of changes is at a high level much of which is caused by an increase in changes reported by the DWP.
 - **Increase average score (out of 10) given by staff that a) the values influence how they do their job and b) they recognise the values in how their colleagues work:** The specific questions with the staff engagement survey about the values continue to show that the 'formal' written values are among the least important things cited by staff in the engagement survey as helping them do a good job. However, the statements about the sentiments behind the values – fairness, teamwork, outcomes for the city, trust – rank much more highly. It may be that principles behind the core values are widely embedded, but that the values 'list' itself is seen as a blunt instrument and not widely recognised by all staff.
 - **Energy and water bills:** In terms of energy consumption, issues relating to estimated billing with N Power have been resolved and the programme of

installing automated meter readings is on track. This indicator continues to be affected by the increase in energy costs in general.

- 3.3 In terms of good performance the following issues are highlighted for the Board:
- 3.4 **Welfare Reform Preparations:** The Leeds Local Council Tax Support Scheme was approved by Council on 16 January with software and procedures now in place and testing complete. The Housing Benefit changes to introduce the social sector size criteria for ALMO and housing associations tenancies are on track; all tenants affected have been notified and ALMOs and housing associations are discussing options with tenants. Work to develop a replacement scheme for Crisis Loans and Community Care Grants is also on track to be in place in April. Other changes including the rollout of Universal Credit and the benefit cap have been delayed by government.
- 3.5 **Changing the Workplace:** This programme has just completed delivery of 5 early-win projects, including the integrated Phase 1 city centre one-stop shop. A total of 807 staff have been taken through New Ways of Working at the end of Q3, and a further 1200-1500 staff will do the same during 2013 and 2014 as Merrion House becomes vacant.
- 3.6 **Contact Centre Performance** - Performance in terms of answer rates is operating consistently above 90%, Qtr 3 performance was the best of the year so far at 94.5% (year to date 92.16%). This performance has continued into January. Despite the challenges presented by bad weather and refuse route changes, performance was over 92% for the month.
- 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.
- 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 on the Council's financial position as part of the cross council priority 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 Q3 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.

7 Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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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.

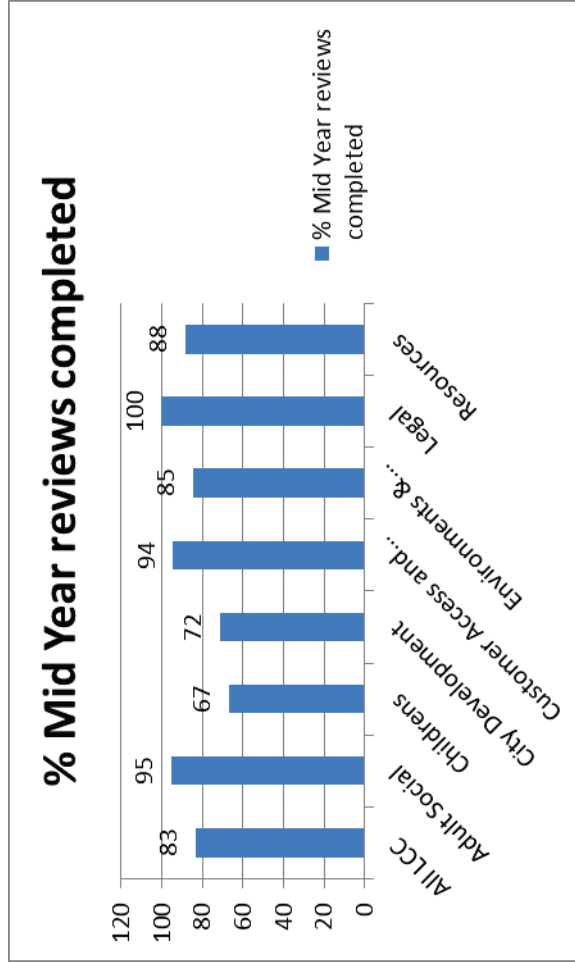
Why is this a priority - Appraisals are important for ensuring staff perform at their best, enabling us to improve the services we deliver and help the council face its challenges. Appraisals also encourage staff to build skills and expertise and fulfil their career ambitions.

Overall Progress
AMBER

Story behind the baseline

Progress we have made

- 97.2% of main appraisals were completed earlier this year (Aug 2012). This is the council's highest ever total.
- We saw a drop to 83% for mid year reviews (January 2013. 12,266 of the 14,745 expected mid year reviews were completed, leaving 2479 outstanding.
- The number of outstanding mid year reviews is still significant, and it is important that we understand the reasons or issues that are preventing them from happening, especially as our performance at mid years did not match the high levels achieved at full year.
- 'Quality appraisals for all' remains a top priority for the council.
- Full and mid year appraisal reviews for all staff in 2012/13 have been conducted using the same, single council wide scheme
- New style performance ratings are to be used in appraisals for all staff from April 2013 onwards
- Appraisal returns using the Performance and Learning system are comparable with those through paper based routes (Mid year reviews – 82% and 84% respectively)



<p>What do staff think</p> <p>Via our Engagement Survey work, we know that quality appraisals are really important to staff. We also know that staff rate the quality of existing appraisals highly, and that having clear expectations, good feedback and performance and development discussions are valued. Via focus groups, we know that the staff are generally supportive of the new appraisal approach that has been introduced in 2012/13, but that there have been recent concerns expressed (through Trade Unions) regarding the introduction of performance ratings in April</p>	<p>What we did</p> <p>In the last quarter, we have:</p> <ul style="list-style-type: none"> • Conducted mid year appraisal reviews • Secured agreement to introduce Performance Ratings as planned in April 2013, following a period of dialogue with our Trade Unions • Made changes to the Performance Ratings – having listened to feedback from staff, managers and trade unions • Offered a range of training and support for managers linked to appraisals • Offered PAL training for system champions • Joint Working Group (HR and Unions) in place <p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> • Short, bespoke support sessions have really helped teams to understand and get the most from the Performance and Learning system. This has been needed on-top of the Champion training, suggesting that a new look at how we train on PAL would be useful. 		<p>New Actions</p> <p>Make sure we are prepared for the introduction of performance ratings from April onwards:</p> <ul style="list-style-type: none"> • Heighten our communications between now and April, and continue to listen and act on staff and trade union feedback • Ensure high levels of uptake for manager training – so that they are confident and prepared. Especially the Performance Rating Workshops • Identify and tackle ‘hotspot’ areas around appraisal, performance and the introduction of ratings – take action, add extra support before April. Joint work between leadership teams, HR and Trade Unions. • Explain how the end of year review process will work – who does what, and when • Increase the day-to-day usage of the Performance and Learning system across the organisation and provide new types of support and training to help this. <p>Data Development</p> <ul style="list-style-type: none"> • Clarify how performance rating data will be shared, and the role leadership and management team’s play in ensuring fairness and consistency. • Agree if/how we will capture and share appraisal information from paper forms (e.g. ratings, development needs) to form a single information set. <p>Risks and Challenges</p> <ul style="list-style-type: none"> • Getting clear messages through to all staff, particularly to address any questions and concerns around Performance Ratings • Ensuring managers are prepared to use Performance Ratings, and that necessary fairness and consistency of application can be evidenced • Identifying and tackling ‘hotspot’ areas for appraisal and performance in advance of April • Making sure the PAL system is used as a day to day tool
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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.

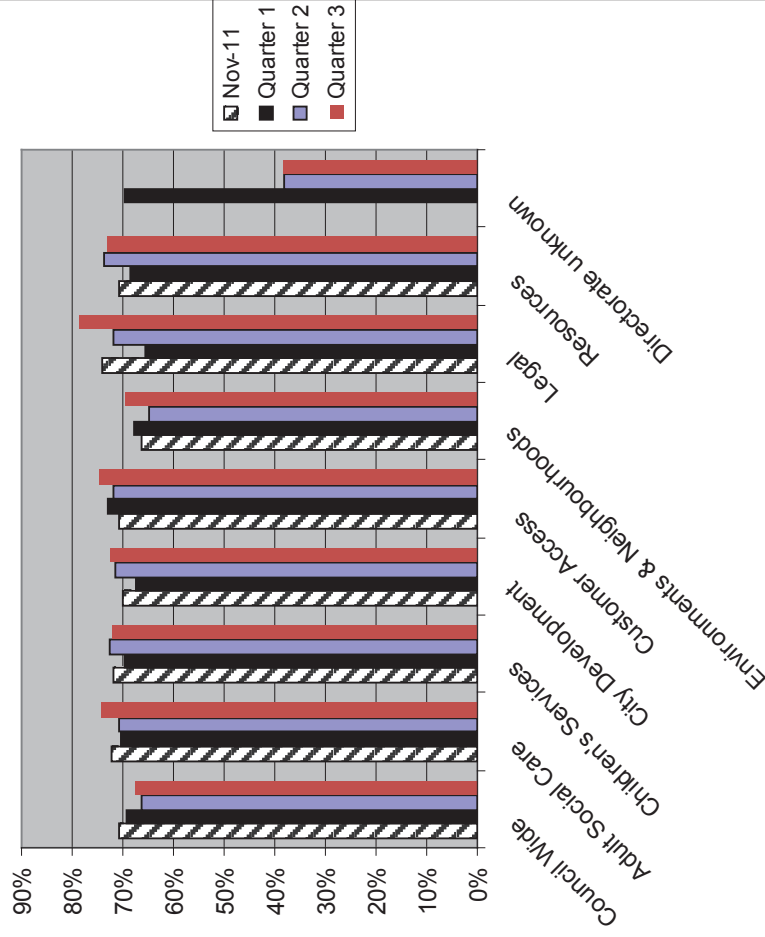
Overall Progress
AMBER

Story behind the baseline - Following on from the council-wide benchmarking survey in November 2011, 'pulse' surveys are now carried out each quarter. The Q3 sample comprised 1186 employees (955 online; 231 postal). CLT have agreed three main areas for improvement council-wide: 1. Fully embed the values and behaviours expected from our leaders and managers; 2. Quality two-way communications; 3. Managing change.

Key Findings – There are 3 key measures from the Q3 engagement survey:

- Response rate:** decreased from 34% in Q2 to 32% council-wide - these figures are slightly lower than Core Cities data (range is 36% to 51% overall). Online responses increased from 41% to 45% and postal responses decreased from 21% to 13%.
- Engagement level** - the graph shows the overall engagement scores by directorate. The target for 2012/13 was set at 73% council-wide (or +2% from November 2011 for each directorate). The council-wide engagement measure has increased slightly from 66% in Q2 to 68% in Q3. However, this includes 169 staff (13% of all respondents) who did not state their service area/directorate and for whom the engagement levels were only 39%. At directorate level, engagement scores have remained static or increased since Q2 (Environments & Neighbourhoods and Legal have increased their engagements cores by 5% and 7% respectively) and all directorates, apart from Children's Services, have increased their engagement scores by +2% since November 2011 ("Green")
- Performance gap** – The average Performance Gap has decreased very slightly (from -1.4 in Q2 to -1.2 in Q3, and down from -1.8 in November 2011), indicating that we are closing the gap overall between Importance and Performance. The Importance scores have shown very little change from Q2, while the Performance scores have remained the same or increased (average performance score has increased to 6.8 from 6.6). The things that employees say are most important to them are the things that the council does best (all within the 'your manager' section). The lowest scores are around managing change, feeling safe to challenge, and staff feeling their opinions matter at work.
- A new question was incorporated in Q3 asking whether the findings from previous surveys have been shared; 66% of all respondents said yes.

Overall Staff Engagement



<p>Over the last Quarter, directorate leadership teams have been working developing and refining action plans to increase staff engagement, and best practice has been shared between directorates through the HR Engagement Champions group.</p> <p>There has been very little change in the 'Extra Mile' results since the Q1 survey, with responses indicating high levels of willingness to go the extra mile (relating to employees being willing to learn new skills, go beyond their normal duties, speaking positively about their job/the council etc).</p>	
<p>What we did</p> <ul style="list-style-type: none"> In Q2 2012/13, some respondents did not state their directorate/service area but it wasn't clear whether this was because they had missed that question by mistake. For Q3, the survey asked people to indicate 'prefer not to say' if they did not indicate a directorate or service area. This resulted in 169 (13%) council-wide who still gave no indication of service area or directorate; within each directorate, the % who said 'prefer not to say' or did not state a service area ranged from 0% (Legal) to 7% (CAP and Children's Services). The respondents who did not indicate directorate or service area typically had the lowest engagement scores within each directorate. These results indicate that anonymity is still an issue in certain areas (which may also account for some of the 68% of the sample who did not respond to the survey). If we are interested in evaluating engagement levels, the service area, whilst important, is less critical then engaging with staff to gain their views via the survey. Results of the previous 2 surveys (Nov2011 and Q1 2012) have continued to be shared 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. However, only 66% of respondents said the results had been shared with them (range: 51% in Children's services to 83% in Resources). Activities reported in Q1 have continued within directorates. HR has worked with managers to really increase understanding of the data; managers are now more aware of the survey, the rich information it can provide and how to interpret the information to understand where action is needed. HR engagement champions have sought feedback from leadership teams on the format, content and frequency of the engagement survey, and meetings have been held with representatives of the staff networks to discuss best ways to capture equalities data if the survey is to remain anonymous. Any recommendations for changes will be presented to Best Council Board and CLT during Q4 2012/13, with a view to implementing any changes from Q1 2013/14. 	<p>New Actions</p> <ul style="list-style-type: none"> Present review of the current survey / options for future surveys to Best Council Board (25.1.13) and CLT (26.2.13) Continue to raise the profile of engagement as a key management responsibility Carry on with the implementation of directorate action plans, and communicate progress, outcomes etc to staff at all levels Carry out the next quarterly survey (Q4 2012, to be launched Feb2013) to evaluate the impact of engagement activities Work with services with lower response rates to try and identify practical solutions to increase uptake Launch the Employee Panel before 31.3.13 Continue to work with the 'Digital Divide' exercise to maximise the numbers of staff who can access the staff survey electronically Use the forthcoming appraisals to really embed the values and behaviours that will make a difference <p>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.</p> <p>Risks and Challenges – There is a risk that insufficient time between surveys to really embed and evaluate actions could result in lower engagement and lower response rates in future. Feedback from staff and managers indicate that the frequency is too high, and that the survey format is too complex, which reduces its perceived value as a management tool. Similarly, small sample sizes in some service areas, and using a different 25% each quarter (as a result of random sampling only 25% of the workforce) means that there may be significant variances in the data which are due more to sampling than real changes in engagement levels. This is in turn could lead to managers losing confidence in the data/survey process. There is also a risk that managers may not fully use the opportunities offered by through appraisals to really embed the things that will drive up engagement levels (e.g. our behaviours and values through effective self-evaluation and feedback on performance against the behaviours/values).</p>

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.

Overall Progress:
Amber

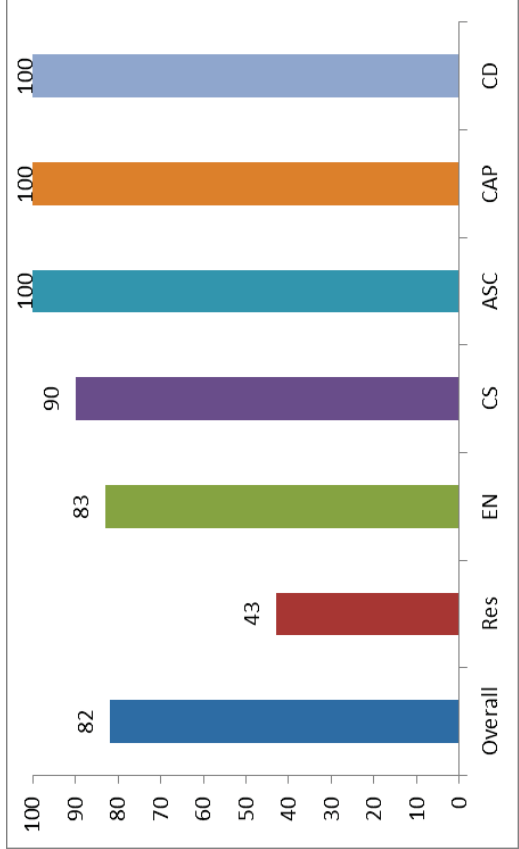
Story behind the baseline

- 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 trend of improvement continues, the overall score rising from 73% in Q2 to 82% in Q3.
- To secure a 100% score by Q4 report writers need to follow some simple conventions when stating and explaining that a lack of consultation is acceptable. All but one report that failed to meet VAL3 criteria failed to state that consultation was not needed with the public, and why i.e. they are purely internal decisions.
- Most directorates are maintaining excellent performance, and Children's Services has made a major improvement from 20% to 90% in one quarter.
- Only one directorate took the opportunity to send reports for quality assurance prior to submitting them. They got 100%.

- The QA process highlighted that some reports lack detail and could be even stronger in this regard if section 4.1 included more detail of how people were consulted, and how their views affected the decision.

- There were good examples of evidencing user involvement in decisions, including, and increasingly, involvement in procurement processes. A few reports included very clear feedback on the results and outcomes of the consultation alongside adequate detail on the processes used.

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



<p>What do staff think 2012 data from the Healthy Communities Survey reveals how residents feel about getting involved and influencing decisions:</p> <ul style="list-style-type: none"> • 55% of respondents feel aware of ways to get involved in local decision making • 43% of respondents feel the council involves residents when making decisions • 19% of respondents feel that they have influence over local decision making • 43% of respondents trust the council to make fair decisions • 48% of respondents trust the council's communications most or all of the time. 	<div> <div> <p>What we did</p> <ul style="list-style-type: none"> • Launched and widely promoted 2012 Budget Consultation; have received 2000+ responses from public and c80 from VCFS organisations and businesses. Actively approached those working with under-represented communities throughout, including Equality Hubs and Assembly and Leeds Voice. • Commissioned research with residents to support development of Customer Access Strategy • Continued development of content for new community engagement toolkits • Piloted new community engagement training with officers (Dec 12). • Direct support from Partnerships team for key consultations e.g. Kirkgate Markets, Council Tax Support scheme, ALMO review. • Transfer of engagement-related pages to new Website. • Requested that Executive Board decision papers are sent at draft stage to Partnerships Team for comment and support for VAL 3. </div> <div> <p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> • The YouChoose Budget consultation exercise has resulted in relatively high response rates (2000+ v c150 in 2011) but also a number of very positive comments from residents taking part supporting this new and interactive approach, particularly the way it provides a lot of information to help people consider budget choices. </div> </div> <div> <p>New Actions</p> <ul style="list-style-type: none"> • Ongoing delivery of Community Engagement Operating Framework including full set of Toolkits by February 2012, review of coordination and approval of consultation and the role of the Talking Point system starting January 2012. • Use of intranet MySite functionality to establish searchable network of officers with consultation and engagement skills. • Recommend that the Equality and Consultation report writing briefing sessions take place in areas of the council yet to achieve 100% in VAL 3. • Collating next year's calendar of Citizens' Panel consultations • Exploring additional resident-led performance indicators using data from Healthy Communities Survey (see above) • Review of budget consultation with emphasis on what impact the results have had on plans and decisions • Developing ways to support services' giving more influence to users/residents at earlier stages of design and decision-making (co-design, co-production) as e.g. ASC case studies already show. <p>Data Development</p> <ul style="list-style-type: none"> • All Executive Board papers to be sent as a pack to Partnerships Team for pre-submission vetting, by Corporate Governance (at CLT-pack stage) </div>	<p>Risks and Challenges 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.</p>
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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:
Green

Story behind the baseline

A full quantitative analysis has been undertaken of the 69 major decision reports which fall within scope for this indicator. 94% (65) reports provided sufficient evidence, however 6% (4) did not include sufficient evidence to meet the specific criteria for this indicator. The Directorate breakdown of reports that met the criteria is; Adult Social Care 100%, Children's Services 100%, City Development 92%, Customer Access and Performance 100%, Environment and Neighbourhoods 100% and Resources 73%.

There has been another improvement since the last reporting period in the percentage of major decision reports that meet the criteria. Evidence of how due regard to equality in decision making is explicitly referenced within reports, and how it is being picked up and challenged in the signing off process is still an issue in some areas.

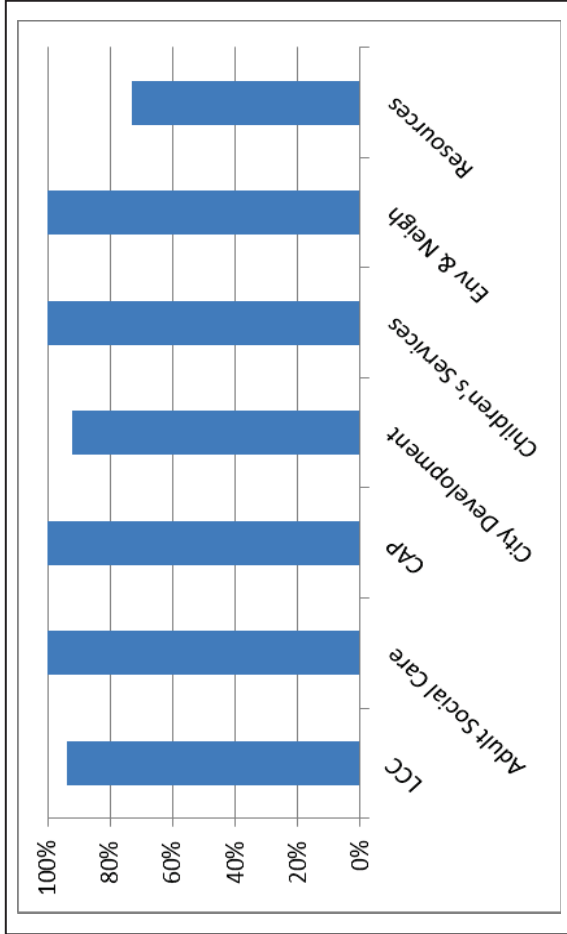
The qualitative analysis exercise undertaken to support the quantitative analysis has identified that the standard and quality of equality impact that have met the criteria are good. The reports that did not meet the criteria fail to adequately demonstrate that due regard has been considered.

The number of reports that are continuing to provide insufficient evidence are minimal and targeted work has and will continue to take place to address this.

In addition to the indicator and the decision making process equality is embedded across the organisation through the Equality Improvement Priorities which building on the strategic plans identifies the key equality issues in terms of delivering our stated priorities and the supporting intelligence that inform this. In addition the State of the City and the related Equality and Diversity position statement provide further analysis of the key equality issues for the city.

An equality scorecard is also produced by HR on a quarterly basis which provides a comprehensive presentation of staff equality data and supports the consistent monitoring and use of this data. This information is reviewed by the Equality and Diversity Board with key issues highlighted to HR Leadership Team, CLT and/or individual Directors as appropriate.

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



<p>An overview of the 2011 Census was published in late December 2012 and provides an updated demographic profile of the city. This clearly highlights that our communities are changing and our approaches to understanding and meeting needs will need to consider this.</p> <ul style="list-style-type: none"> • 51% of the population of Leeds are female and 49% are male and our older population continues to increase; • Children (aged 15 and under) account for 18.3% of the population of Leeds, while people aged 65+ account for 14.6%. • The BME population for the city is 18.9% compared to 10.8% in 2001 • 24.8% of all households in Leeds contain one or more people with a limiting long-term illness. 		
<p>What we did</p> <ul style="list-style-type: none"> • A three monthly quality assurance exercise was undertaken on the new approach for the publication of EIA's with decision making reports • Targeted feedback was given to those services where their reports failed to provide sufficient evidence for the indicator • Further targeted and specific briefing sessions on 'due regard' were held during Q3 • The BME Challenge Forum have now started to consider educational attainment and BME communities following their challenge on employment and skills issues • A joint conference of the Equalities Assembly and Third Sector Leeds was held to facilitate discussions around the Welfare Reform Act and the impact it will have on equality groups • Planning work started on the Budget EIA • Immediate feedback, support and challenge is still provided on EIA's, screenings and decision reports when requested by directorates. 	<p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> • The BME Challenge Forum have now agreed a joint approach with Employment and Skills on a communications strategy to highlight progress on current work and future employment and training opportunities. 	<p>New Actions</p> <ul style="list-style-type: none"> • Feedback to Directorates following the QA exercise for Q3 will take place. • The annual equality improvement priorities progress report will now be produced in Q4 which will ensure that the updated Census 2011 data is included. • A progress report and further area's for improvement on equality for 2013/14 will be considered by the Best Council Board. With a view to them continuing to maintain an overview and challenge progress. • Follow on work will take place with the Equalities Assembly on how they can work with the council to provide support to people affected by the welfare reforms. • Individual feedback will be given through services to report authors who did not meet the criteria this quarter to ensure future compliance • Support work to develop a cross council approach to migration • Targeted briefing sessions will be held with the Public Health Team • Check and challenge of the Equality Improvement Priorities to be carried out by risk and performance board when reviewing the Q3 performance information. • Options to better embed equality analysis within the State of the City to be considered in the current review of intelligence products. • Role and contribution of staff equality networks in embedding equality across the council to be reviewed with a view to using them more effectively . <p>Data Development</p> <ul style="list-style-type: none"> • All directorates have considered or put in place an appropriate process to ensure reports are able to demonstrate due regard to equality has been considered and meets the criteria for this indicator
<p>Risks and Challenges</p> <p>Failure to evidence that due regard is given in decisions and policy making can result in; legal challenges e.g. in the form of judicial reviews which can be costly and time consuming; negative national publicity impacting on reputation; undermining of relationships with local communities and wasted officer and member time.</p>		

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

Story behind the baseline

The 2012/13 budget was based on the second year of a two year funding settlement and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £55m of savings.

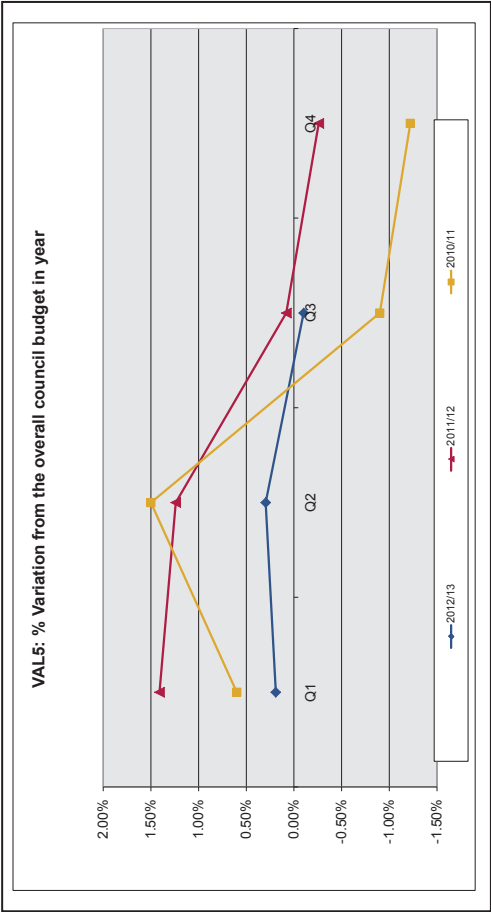
By the use of one off funding sources, the scale of reductions required of services is significantly less than in 2011/12. It remains imperative that all actions agreed in the budget are delivered, and should identified savings not be achieved alternative funding options will be needed.

The position at the end of the third quarter is a projected underspend of £0.573m which represents 0.1% of the approved budget. There are continuing cost pressures within City Development and Environment and Neighbourhoods, offset by savings within Children's Services and Resources, which mainly relate to staffing. Within City Development the main pressures relate to energy and a projected shortfall in advertising income. Within Environment and Neighbourhoods there are continuing pressures around staff currently in managing workforce change and ongoing route backup pressures in refuse collection.

These directorate pressures have been offset by capital financing savings of £1.8m – see new actions for details.

Overall Progress:
GREEN

Headline Indicator: No variation from agreed directorate budget in year



Directorate		Total (under)/ overspend
Adult Social Care		£000 45
Children's Services		(602)
City Development		1,346
Environment & Neighbourhoods		977
Resources excl commercial servs		(951)
Commercial Servs		450
Resources		(501)
Legal Services		(0)
Customer Access and Performance		(2)
Total		1,263
Corporate issues		
Capital Financing		(1,836)
Total		(573)

<p>What do key stakeholders think 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, were incorporated into the final budget report. The Council has just finished consulting on the 2013/14 budget, using the new 'YouChoose' model, and the results of this will be published as part of the 2013/14 budget report in February 2013.</p>	<p>What we did</p> <ul style="list-style-type: none"> As part of the budget monitoring process, action plans built into budgets have been reviewed and the overall projection assumes the continuing delivery of action plans both corporately and within directorates. Work has progressed well on the review of residential and nursing placement fees and implementation is underway. Although there will be some shortfall in the budgeted reduction in fees, placement numbers approved in 2012/13 have been in line with the budget. Reducing the number of children and young people being looked after was one of the three obsessions identified within the Children and Young People's Plan in order to 'turn the curve'. The strategy adopted by Children's Services and partners is working and there are now less placements than anticipated in the budget model. Within Libraries, Arts and Heritage funding of £1.7m from the Arts Council was received after the budget had been set. The grant will fund a number of projects to improve facilities and exhibitions and increase community participation and visitor numbers. The void property budget was overspent in 2011/12 and this trend has continued in 2012/13. Whilst the service is proactively working to reduce the cost of void properties through demolitions and disposals, a release from the central contingency fund has been agreed pending the agreement of options and actions to address the issue going forward. <p>What Worked Locally /Case study of impact</p> <p>2011/12 was the first year of operation of the Council's new projections module, through which budget holders are required to input year end projections for their cost centres. Completion rates are monitored on a monthly basis, and at the third quarter, 70% of cost centres had been completed in the period, compared to 62% at the start of the year.</p> <p>New Actions</p> <ul style="list-style-type: none"> Capital Financing - net savings of £1.8m have been identified. This reflects the continuation of low interest rates due to the economic downturn which has resulted in further savings in the cost of short term borrowing (£2.3m). In addition, a further £2.1m net saving is projected due to a change in the accounting treatment of borrowing costs charged to the HRA. The difficult economic climate is also having an adverse effect on section 278 income and capital receipts. A full review of anticipated 2012/13 section 278 receipts¹ has been undertaken at period 9 and there is likely to be a £1.7m shortfall and the level of capital receipts that are forecast to be available to support the revenue budget has been re-assessed at £0.9m less than the budget which assumed a stretched target for the capital receipts programme. The Council has published its Strategic and Financial Plan 2013/14 to 2016/17 which incorporates the Initial Budget Proposals for 2013/14. Since then, the Council has received the Local Government Finance settlement and the final budget will be submitted to Executive Board and Full Council for approval in February 2013. <p>Data Development</p> <ul style="list-style-type: none"> Higher income collection has been achieved in Adults Social Care following the centralisation of the billing team in 2011/12. Following amendments to the FMS projections module, it has been possible to shorten the reporting period by a week and the transition was successfully completed with no issues. ¹ The Council receives income from developers to fund highways works which are required for new development schemes. These are known as section 278 agreements and the Council's 2012/13 revenue budget provides for income of £5.2m for such schemes.
	<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. The register shows that at month 9, there are no very high or high risks.</p>

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Resources Directorate Scorecard
Reporting Period :
Quarter 3 2012/13

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Resources Lead									
Staff Appraisals	88% of mid year appraisal reviews were completed by the deadline. This was 92% of on-line appraisals and 88% of paper based appraisals. All these figures are above the council average. The list of out-standing mid-year reviews in each service has been cascaded to RMT. Managers are encouraged to run reports in their own areas to get the most up-to-date information. Performance ratings workshops will be delivered in February and March to prepare managers for the end of year review.	Green	100% staff have had an appraisal	100%	-	97.3% (Annual appraisal)	88% (Mid year review)		Neighbourhoods, Planning and Support Services
Staff Engagement	The level of engagement in Q3 remained the same as Q2 (74%). With the exception of Revs & Bens all services were above the council average of 68%. However, the response rate fell to 21% in Q3 compared to 32% in Q2. Postal responses remained very low at only 2%. 83% of staff who completed the survey in the directorate acknowledged that previous survey results had been shared with them - this was well above the council-wide response of 66%.	Amber	Extent to which the council is delivering what staff need to feel engaged – Achieve an Engagement score of +2% from the 2011 baseline for the Directorate (70.70%)	73%	69%	74%	74%		Neighbourhoods, Planning and Support Services
Approved directorate level revenue budget in year	The net managed budget for Resources is £43.6m. An underspend of £501k is projected at the year end.	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£0	(£3k)	(£173k)	(£501k)		Leader
PPI Lead									
Consultation on key and major decisions	43% of reports met the criteria. Eight out of fourteen reports failed to meet the criteria. All eight reports did not make it clear if public consultation was required. If it was not necessary to consult the public to inform a decision, report writers need to clearly say so, and explain why. Short explanations e.g. that the issues are purely internal arrangements to the council, or implementing central government policies will be enough.	Red	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	100%	25%	66%	43%		Leader
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	73% of reports met the criteria. Three out of fourteen reports failed to meet the criteria. There are further improvements against the criteria of the indicator this quarter. There is still an issue that 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 as with previous quarter's performance. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process.	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	55%	67%	73%		Leader

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Deliver financial planning and management which makes sure we keep adequate reserves	The minimum level of reserves has been calculated as £17m using the risk based reserves strategy. General Fund reserves at 1st April 2012 stood at £25.5m. Taking into account the budgeted in year use of reserves, and the expectation that the Council will deliver an overall underspend of £0.5m, it is anticipated that reserves will be £20.5m at the year end.	Green	Value of Revenue Reserves	£17.1m	£18.6m	£18.6m	£20.5m		Leader
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	<p>To date approximately 1661 employees have expressed an interest in either voluntary early retirement or severance. We are expecting that almost 200 staff will have left through ELI by the end of March 2013. Through that and normal turnover we expect to be on track to deliver the reduction in staff headcount figure.</p> <p>Phase 2 of the project will address the expressions of interest received from staff who wish to leave up to 2015/16. This information will be used to develop workforce plans, inform budget plus reviews and the organisational development plan. This will ensure a structured approach to succession planning. A review of the talent pool and talent management is also underway. The plans will be reviewed quarterly.</p> <p>Based on the projected absence figure the target will not be met. The projected absence figure in Q3 is 9.55 days an increase of 0.1 day since Q2 and 1.05 days above the corporate target, however compared with the 11/12 outturn of 9.29 days, the 12/13 outturn is 0.25 higher. The Attendance team is working with hotspot areas to improve attendance, this includes ensuring the policy is applied rigorously as well as providing support on improved health & wellbeing to resolve the causes of absence and health issues. 'Health is everyone's business' is now being rolled out. This is supporting the tackling of health issues in the areas with the highest absences.</p>	Green	Reduction in staff headcount (including percentage of leavers who are BME, Disabled or Women monitored against current staff profile) Baseline: Total Staff = 17,260 (Apr 2010)	2500 (cumulative total by March 2013 i.e. 14,760)	2219	2222	2164		Neighbourhoods, Planning and Support Services
			Percentage of senior officers who are women	Not Set	50.33%	50.65%	51.26%		
			Percentage of senior officers who are from BME communities	Not Set	9.80%	9.33%	9.07%		
			Percentage of senior officers who are disabled	Not Set	4.36%	4.57%	4.85%		
			Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,	Not Set	Please see Equality Scorecard				
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	<p>Essential Services Programme (ESP) - Rollout of around 3000 devices was achieved during Oct - Dec '12. Scheduling of further rollouts continues and feedback from the customers continues to be positive.</p> <p>Work at Civic data centre to further improve air conditioning and install hot/cold aisles has been successfully completed following completion of asbestos removal programme.</p> <p>Issues with the LLN service continued during 3rd quarter, 3rd party (Capita) are still failing to meet agreed service levels. Following crisis meetings some improvements were seen but performance continues below agreed Service Levels.</p> <p>Customer satisfaction (relating to resolution of a customers ICT issue) remains broadly positive.</p>	Green	Reduce number of days staff sickness (per full time equivalent) - Council Figure	8.5 Days	2.20 (Current year-end forecast is 9.66)	4.21 (Current year-end forecast 9.45)	6.91 (Current year-end forecast is 9.55)		Neighbourhoods, Planning and Support Services
			Maintain percentage time ICT Systems are available	99%	99.80%	99.86%	99.75%		
			Increase satisfaction of users with ICT Services (measured via SOCITM survey)	70%	The SOCITM User Satisfaction survey was not undertaken during 2011/12. Subject to budget availability, this will next take place when the Essential Services Programme is completed.				
			Increase satisfaction of users with ICT Services (measured via ICT Helpdesk survey)	-	84.30%	89.46%	88.71%		
			Increase user satisfaction with the quality of ICT training	Previously measured via SOCTIM survey but this will now be drawn from the new performance and learning system with a new baseline established during 2012/13.					

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios	
Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise	All elections and referendums for 2012 successfully completed with no challenge and good feedback. No elections scheduled for 2013. Planning for 2014 elections will commence in November 2013.	Green	No challenge to the outcome of any election or referendum	No Challenge	No Challenge	n/a			Neighbourhoods, Planning and Support Services	
	• Roll out of briefings on the changes to the decision making arrangements undertaken on time. Decision training completed in the Autumn.		This PI is no longer reported as it is no longer used for monitoring purposes and any related information will be covered as part of respective priority updates.							
	• Support the continued Modernisation of Full Council Amendments to Council Procedure Rules (CPR's) agreed by Council in November.									
	• Support to the new Standards and Conduct arrangements for the Council Substantial amendments completed - arrangements reviewed by the Standards and Conduct Committee in January 2013 with minor amendments to be considered by GPC and Council in February.		Maintain percentage of important decisions that are implemented within 3 months of the target completion date (Measure covers Executive Board & Key decisions) - Cumulative	All important decisions are monitored by Democratic Services on a continual basis, particularly to inform PI's relating to Key Decisions, specifically the statutory pre notification process and availability of Key Decisions for Call In; a full breakdown of which can be provided on request.						
	• Support to the review of Plans Panel terms of reference Revised arrangements approved by full council.		Information on a sample of decisions taken in each Directorate will be provided to the Chief Executive on an annual basis. This information will also form part of the Annual Assurance report on the decision making framework to the Corporate Governance and Audit Committee.							
	• Transfer of Public Health functions to the Council from the NHS Draft Terms of Reference, and Delegations produced and currently being consulted upon. Delegations to Director of Public Health need to be approved by the Leader at by the end of March 2013 Establishment of Health and Wellbeing Board currently scheduled for approval by full council at the Annual Meeting.		Improve percentage of important decisions that are pre notified to the public (Measure covers Key decisions)	89%	96%	93%	98%			
			Maintain percentage of important decisions available for challenge (Measure covers Key decisions)	95%	96%	93%	96%			
Maintain effective arrangements to buy goods and provide services that give value for money	A Transforming Procurement Programme has been formed to drive strategic and systematic change with the aim of establishing sustainable economy, efficiency and effectiveness in the council's buying activities, taking account also of the council's wider policy objectives. Consultation and development work has continued to progress across the strategy, category and business workstreams, and the pilots continue to undertake specific delivery activities.	Green	Delivery of budget savings through procurement [1] SCMS information management report of 06/07/12 currently shows cost savings achieved for 2012-13 [2] 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	No formal target set	£108,795	£247,307	£542,645		Neighbourhoods, Planning and Support Services	

Directorate Priorities	Progress Summary	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Key Business Plan Supporting Indicators	The percentage of Council Tax collected is currently on track and ahead of last years position.	Maintain total percentage of Council Tax collected	99.2%	99.15%	99.17%	99.18%		Leader
	Collection remains on track to meet target at year end. Whilst the current position is below that at December 2011 comparisons with last year's collection rates are not accurate as the amount collectable at the end of December has increased by £1.2m and there has been an increase in the number of accounts paying by 12 months direct debit.	Maintain percentage of Council Tax collected in year	96.7%	28.52%	55.65%	83.03%		
	It is likely that the continued economic position, particularly in retail, will have an adverse impact on the final collection rate and that the target will not be met.	Maintain percentage of business rates collected in year	97.7%	33.03%	59.14%	86.02%		
	The indicator is on track to meet target	Maintain percentage of other income collected within 30 days	n/a	n/a	73.90%	88.30%		
	The action to reduce the outstanding work has ensured that speed of processing new claims is on target and continues to be a much improved position compared to last year. At 31 December new claims performance was an average of 21 days against the target of 20 days and has improved by 8 days when compared to last year.	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates	12.00 Days	17.38 Days	15.99 Days	16.33 Days		
	Work continues to bring the position more up to date but the volume of changes is at a high level much of which is caused by an increase in changes reported by the DWP.							
	The prompt payment figures have been recalculated to reflect only the council's performance. To ensure this is reported accurately, this figure now only represents the performance of the council's and LCC schools; performance for third parties like the grand theatre and ALMOs have been removed. Performance for third parties and ALMOs will continue to be reported each month to Financial Performance Group.	Increase percentage of invoices that are paid within 30 days	92.0%	90.60%	90.72%	92.02%		

Directorate Priorities	Progress Summary	Overall Progress	Executive Portfolios
Manage the change to the new welfare system	<p>Council Tax Support Council has now approved the scheme for Leeds and the rules and regulations supporting the scheme are set to be published week commencing 28th January 2013.</p> <p>Capita has provided a release that supports the scheme, delivers the 19% reduction and identifies and awards full benefit to protected groups where possible.</p> <p>A significant amount of work is going into making sure that the communications to customers at annual billing are targeted, informative and clear about customer's responsibilities.</p> <p>Implement Housing Benefit changes The HB changes to introduce the social sector size criteria for ALMO and HAS tenancies are on track. All tenants affected have been notified and ALMOs and HAS are discussing options with tenants.</p> <p>Universal Credit (UC) The indications are that Universal Credit will roll out more slowly than initially stated. An announcement is expected shortly on the roll out of UC; and the role of LAs in providing face-to-face services for vulnerable customers.</p> <p>The focus for the Council will now shift to activities aimed at: a) Ensuring customers can manage the online claim requirement b) Supporting tenants to make arrangements to pay rent on a regular basis; and c) Ensuring a smooth migration to UC for both the Council and individual customers</p> <p>Crisis Loans and Community Care Grants Following Exec Board approval of a draft scheme, a working group has been looking at a more detailed scheme and the administration aspects. A report will go to Exec Board in March with final scheme design and outcomes from member consultation. Report is expected to recommend that the scheme is reviewed after 3 months to assess demand and scheme spend using the data collected during the first 3 months and to help determine available spend in local initiatives.</p>	Green	Leader
Maintain effective audit and risk management arrangements	<p>KPMG reviewed Internal Audits work and confirmed in their report to those charged with governance (Corporate Governance and Audit Committee 28/09/12) that Internal Audit fully met their requirements in terms of timeliness, quality and supporting evidence. KPMG reported that "Internal Audit has covered all areas of work that we wished to rely upon to a good standard and we are again able to place full reliance on their work".</p> <p>The same report concluded that the Council has made proper arrangements to secure economy, efficiency and effectiveness in the use of resources.</p> <p>CGAC have received regular updates from Internal Audit on significant matters and progress against the audit plan.</p> <p>CGAC have received the Annual Internal Audit Report (28/9/12). The report provided an opinion that "the internal control environment including financial systems, is well established and continues to operate well in practice".</p>	Green	Leader
Create the environment for effective partnership working	No issues to report	N/A	

Council Business Plan (Resources Lead)	Progress Summary	Overall Progress	Headline Indicator (All Council)	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	<p>97.2% of main appraisals were completed earlier this year (Aug 2012). This is the council's highest ever total. We saw a drop to 83% for mid year reviews (January 2013). 12,266 of the 14,745 expected mid year reviews were completed, leaving 2479 outstanding. Appraisal returns using the Performance and Learning system are comparable with those through paper based routes (Mid year reviews – 82% and 84% respectively). The number of outstanding mid year reviews is still significant. HR are looking into the reasons behind this drop (for example, if new starters and others who did not require a mid-year review were included in the figures) and working with directorates to help achieve the 100% year-end target, even more crucial with the introduction of new performance ratings in April.</p> <p>'Quality appraisals for all' remains a top priority for the council. Full and mid year appraisal reviews for all staff in 2012/13 have been conducted using the same, single council wide scheme. New style performance ratings are to be used in appraisals for all staff from April 2013 onwards.</p>	Amber	100% staff received an annual appraisal	100%	-	97% (Annual appraisal)	83% (Mid year review)		Neighbourhoods, Planning and Support Services
Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	<p>There are 3 key measures from the Q3 engagement survey:</p> <p>1. Response rate: decreased from 34% in Q2 to 32% council-wide - these figures are slightly lower than Core Cities data (range is 36% to 51% overall).</p> <p>2. Engagement level - The council-wide engagement measure has increased slightly from 66% in Q2 to 68% in Q3. At directorate level, engagement scores have remained static or increased since Q2. and all directorates, apart from Children's Services, have increased their engagement scores by +2% since November 2011 ("Green")</p> <p>3. Performance gap – The average Performance Gap has decreased very slightly (from -1.4 in Q2 to -1.2 in Q3, and down from -1.8 in November 2011), indicating that we are closing the gap overall between Importance and Performance. The things that employees say are most important to them are the things that the council does best (all within the 'your manager' section). The lowest scores are around managing change, feeling safe to challenge, and staff feeling their opinions matter at work.</p>	Amber	<p>Increase the level of staff engagement</p> <p>Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.</p>	73%	69%	66%	68%		Neighbourhoods, Planning and Support Services
All directorates deliver their budget action plan and stay within their approved budget	<p>The position at the end of the third quarter is a projected underspend of £0.573m which represents 0.1% of the approved budget. There are continuing cost pressures within City Development and Environment and Neighbourhoods, offset by savings within Children's Services and Resources, which mainly relate to staffing. Within City Development the main pressures relate to energy and a projected shortfall in advertising income. Within Environment and Neighbourhoods there are continuing pressures around staff currently in managing workforce change and ongoing route backup pressures in refuse collection.</p> <p>These directorate pressures have been offset by capital financing savings of £1.8m</p>	Green	No variation from approved directorate level revenue budget in year (Underspend) / Overspend (000s)	£0	£1,071	£1,668	(-£573)		Leader

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2012/13 CAP Directorate Scorecard
Reporting Period :
Quarter 3 2012/13

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Appraisals	Mid year appraisals show a 94% completion rate as at 14th January 2013. Managers are encouraged to run reports in their own areas to get the most up-to-date information. Performance ratings workshops, dates are now available in the performance & learning system for appraising managers to book onto in February and March.	Green	Every year 100% of staff have an appraisal	100%	N/A	100% (Annual appraisal)	94% (Mid year review)		Neighbourhoods, Planning and Support Services
Staff Engagement	75% at Q3, showing an increase from each of the previous Quarters (72% in Q2 & Q1). This was higher than the LCC Corporate figure of 68%. The response rate has increased to 54% (46% in Q2) and was the highest rate of all the directorates (LCC 32%). 78% of staff said results of previous surveys had been shared with them.	Green	Extent to which the council is delivering what staff need to feel engaged	73%	72%	72%	75%		Neighbourhoods, Planning and Support Services
Consultation	There was 100% compliance with the criteria.	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	100%	100%	100%	100%		Leader
Equality	There was 100% compliance with the performance indicator. A QA has been undertaken to determine how due regard to equality is demonstrated overall in reports. There are some clear examples of how 'due regard' was considered as part of any initial decision making and where this would result in future decisions full EIA's would be carried out. The outcomes from the QA exercise will be discussed with the Directorate to inform future reports.	Green	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	100%	100%	100%		Leader
Keep within budget	No significant variations are projected	Green	No variation from agreed directorate budget in the year	£0	£0	(£2k)	(£2k)		Leader

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Lead the delivery of our customer access strategy to improve customer experience	Procurement process for Transactional Web Services Infrastructure has commenced. Procurement of IWMS is now in appraisal and the Council is in the process of assessing tenders etc. Work is ongoing with Directorates to identify Transactional Services and a list of 60 developments is in train. Further to this, work is ongoing to streamline the process by which Customer Access projects are developed and prioritised, this work incorporates web developments and exploitation of the existing Customer Services Infrastructure. Problems continue to be had with the supplier of the new appointments system and this has been escalated to the Chief Officer (I&I/CA) and ICT. A plan is in place to deal with the on-going problems. Within Directorates work is ongoing regarding developing their response to the Customer Access Strategy with both Adult Social Care and Environments & Neighbourhoods looking at developing Customer Champion roles and developing associated projects.	Green	Increase the usage of self service options on the Council's website by ensuring that all high demand transactions can be undertaken on line Proxy measure increase by 10% the unique visitors per month	10% increase or 368,500	N/A	N/A	N/A		Leader
			Improve overall customer satisfaction of the council's website	Top quartile in SOCTIM survey	N/A	N/A	N/A		

Establish a research and intelligence capability for the city and produce an annual State of the City report.	The annual State of the City Report was approved by the Leeds Initiative Board in September 2012. The first of two Member and Partner Full Council Meetings was held on 20th November 2012 where Members and Partners discussed and debated emerging issues from the State of the City Report with the aim of understanding the contribution all partners can make to tackle issues and drive improvement. Discussions and actions coming out of the seminars will be reported to the relevant City Priority Board. The second State of the City Full Council Meeting will be held prior to the budget setting meeting on 27th February 2013. Work is ongoing to develop the State of the City concept and these will be finalised in Qtr 4. The Public health intelligence team are now co-located with the corporate intelligence team.	Green	N/A	N/A	N/A	N/A	N/A	N/A	Leader
Deliver effective leadership and governance arrangements for the city-region partnership.	Following the signing of the City Deal Implementation Agreement and Implementation Plan work has commenced to create a Combined Authority to provide a new governance model for the City Region. The individual local authorities went to their individual Executive Boards in October and November to approve commencing a review of existing governance arrangements. A Project Board chaired by the CX of Kirklees, supported by the LCC Regional Policy Team is meeting regularly to develop the project.	Green	N/A	N/A	N/A	N/A	N/A	N/A	Leader
Improve communications and marketing services across the council.	Engaging colleagues - the latest staff engagement figures show an improved position. Internal communications were stepped up particularly around budget plus, council's new operating model and appraisals. In addition the Leader started a regular blog and meet the Leader sessions will start in Jan. Communications support continues to be provided to major change projects like CTW and ALMO's review. Training sessions will take place in Jan and Feb to further develop and improve our team's ability to improve and develop the web and intranet sites. Marketing Strategy agreed by CLT in Nov. Engaging citizens - The team has provided support on a number of engagement activities including the You Choose budget consultation, preparing for the ALMO consultation, and promotion of adoption opportunities during adoption week. Engaging partners - joint work with Leeds and Partners to develop an effective strategy for communicating with business across the city is close to completion. This will complement our existing work on KAM and Business Breakfasts. Telling Leeds story - we have made good progress in a number of areas for example; with partners secured substantial international media coverage for our successful TDF bid; continued to develop the city proposition; planning of the two week long Leeds Loves Food event; increased social media following across a number of accounts including Child Friendly Leeds and the press office Twitter account (10k followers); supported launch of ATA; and helped with production of state of the city report and presentation at Full Council.	Green	Increase percentage of residents who trust the council's communications	N/A	Always trust it - 4.2% Trust it most of the time - 56.9% Occasionally trust it - 31.4% Never trust it - 3.4% Don't know - 4.1%				Leader
			Increase percentage of services who feel their communications and marketing needs are being met effectively	N/A	N/A	N/A	N/A		
Create the environment for effective partnership working and for delivering the city's planning and performance management framework	The partnership review was completed in Q3 with approval by the partners through the former Leeds Initiative Board, and by the Council through CLT. The arrangements include a clear focus on the Best City aim of the Vision for Leeds. The new arrangements will include a Best City Leadership Network which will draw together wider partners to look at the partnership priorities in the	Green	Increase percentage of City Priority Plan priorities with positive progress	85%	94%	94%	94%		Leader
			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.	85%	N/A	N/A	N/A		

together wider partners to look at the partnership priorities in the light of the 'State of the City'. Small groups of partners will be drawn together in city summits to tackle key priorities		Increase percentage of partners who feel they can influence change: B) percentage of non council partners who respond favourably to the question "Taking everything into account, how satisfied is your organisation, that it feels able to influence the City Priority Plan and the required changes arising from it?"	60%	N/A	N/A	N/A		
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Lead the transformation of our workplace culture and working environment	<p>The Changing the Workplace Programme has just completed delivery of 5 early win projects including the integrated phase 1 city centre one stop representing 221 people Of these about 35% are doing ad-hoc remote working. 100% are sharing desks. 98% of these staff have been through specific training sessions on how to work flexibly and 100% of managers have undertaken training on how to manage staff remotely. A total of 807 staff have been taken through New Ways of Working (NWOW) by end of Dec 2012. A further 1200 -1500 staff will be taken through new ways of working during 2013 and 2014 as Merion House is vacated for refurbishment.</p>	Green	Increase the number of employees using flexible ways of working	800 Staff	586	586	807		Leader
	<p>Tom Riordan's Blog, January 30th "Living our values" asked people to use the values and behaviours document to prompt people to think about the kind of things they can do, in their job, to show people what our values mean. Staff will have a formal assessment agreed with their manager on demonstrating the behaviours linked to the values at their appraisals. CLT made four commitments all about how they would work as a team whilst living the values. These commitments will help them deal with challenges and provide better leadership and were made available on the intranet. The Budget Plus group on "A Coherent Approach to Organisational Development" shared areas of work across complimentary disciplines. A work brief has been produced which sets out direction of travel as to how we are going to transform our workplace culture including areas such as: Staff Engagement, Management Development, Improving Leadership and Improving staff performance.</p>		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) 7.50 b) 7.50	a) 6.88 b) 6.70	a) 6.40 b) 6.30	a) 6.78 b) 6.68		
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	<p>The Commission on the Future of Local Government continues to progress both locally and nationally. Nationally, work continues to progress the commitments to action in a way that is flexible and appropriate to levels of capacity and resource. We are not spending as much time on this, although we are maintaining relationships and maximising opportunities. For example, we are linking strongly with the Centre for Cities, IPPR North, the LGA and LGYH. Locally, we are using the values and concepts of the commission, most notably that of 'civic enterprise' and the propositions, into our strategic documents, including the budget and business plan, some significant service reviews and development, as well as our way of working. Some of this work, particularly around changing culture and behaviour, is being done by embedding this within current plans rather than developing as a specific implementation plan. We are utilising tools such as appraisal in order to encourage staff to think and act differently where appropriate. While there is a good understanding of the Commission at senior level, there is perhaps more work to be done on gaining buy-in from Members and staff at all levels. The Commission is already making an impact in some service areas as well as through the budget plus approach and, as noted, appraisals.</p>	Amber	N/A	N/A	N/A	N/A	N/A	N/A	Leader




Council Business Plan (CAP Lead)			Headline Indicator	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Local communities are consulted about major changes that may affect their lives.	<p>The trend of improvement continues, the overall score rising from 73% in Q2 to 82% in Q3. To secure a 100% score by Q4 report writers need to follow some simple conventions when stating and explaining that a lack of consultation is acceptable. All but one report that failed to meet VAL3 criteria failed to state that consultation was not needed with the public, and why i.e. they are purely internal decisions.</p> <p>The QA process highlighted that some reports lack detail and could be even stronger in this regard if they included more detail of how people were consulted, and how their views affected the decision. There were good examples of evidencing user involvement in decisions, including, and increasingly, involvement in procurement processes. A few reports included very clear feedback on the results and outcomes of the consultation alongside adequate detail on the processes used</p>	Amber	By March 2012 100% of key and major decisions have evidence that consultation has taken place with local people	100%	62%	73%	82%		Leader
Equality is given due regard in council policy and decision making.	<p>There is continued improvement with the standard and quality of reports that provide evidence to meet the criteria of this performance indicator. The majority of reports that still continue to provide insufficient evidence to show 'due regard' are those produced for delegated decisions.</p>	Green	By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	100%	90%	91%	94%		Leader

Self Assessment

Contact Centre Performance - Performance operating consistently above 90%, Qtr 3 performance is best of year so far at 94.5% (year to date 92.16%) answer rate This performance has continued into January. Despite the challenges presented by bad weather and refuse route changes, performance was over 92% for the month.

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2012/13 City Development Directorate Scorecard
Reporting Period :
Quarter 3 2012/13

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Reduce carbon emissions and water usage in council buildings	<p>Revised projections for the cost of premises indicate an overspend at year end of approximately £250k, with the biggest overspends in Children's Services (£172k) and Adult Social Care (80k) due to delays on relocating staff from Roundhay Road offices and White Rose House in Headingley however the transfer of Bramley Baths to a community group was completed successfully in quarter 3.</p> <p>In terms of energy consumption, issues relating to estimated billing with N Power have been resolved and the programme of installing automated meter readings is on track. With regard to void properties, an action plan is being drawn up as a result of an audit undertaken which should improve the process for dealing with such properties. Budget has been allocated from central resources to cover the overspend highlighted in previous reports, potentially resulting in a small saving.</p>	 Amber	Reduce running costs of our buildings*	£34,600,396	£15,404,580	£22,620,457	£28,624,787		Environment
			Reduce our energy and water bills*	£8,377,220	£1,136,444	£3,040,849	£5,171,111		
			Reduce our carbon emissions*	-9.40%	-18.98%	-17.91%	-17.31% Reduction		
Maximise income to support the delivery of the budget	At Q3 income is projected to be £461K under budget by the end of the year. Shortfalls are being reported in Economic (Markets), Planning and Asset Management.	 Amber	Deliver income agreed in the budget*	£90.1m	£19.3m	£33.2m	£50.8m		Leader
Link financial and workforce planning	Overall staffing numbers continue to fall in the directorate and at Q3 we have exceeded our annual target of 1,831 by 4. A further 22 expressions of interest have been received in response to the corporate request for early leavers to leave the council by 31.3.13. The directorate will continue to promote and submit ELI business cases and actively manage vacancies. The directorate has also seen a significant reduction in the number of staff within managing workforce change.	 Green	N/A	N/A	N/A	N/A	N/A		Leader / Neighbourhoods, Planning and Support Services

2012/13 Environment and Neighbourhoods Directorate Scorecard

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Improve the quality of the customer experience	<p>Work is being done across the directorate to improve performance in relation to customer complaint response times and this is having an impact (Q3 performance stands at 61% from 41% at Qtr 2) but the full impact will not show until Qtr 4. This work will continue to ensure that customer feedback processes are strengthened and fully embedded so that performance reaches the corporate standard. There has also been a steady fall in the overall number of Stage 1 complaints which points to an improvement in service delivery outcomes for customers, and the numbers of complaints that reach Stage 2 and Ombudsman level remain very small, which indicates that we are dealing effectively with complaints at this initial stage. The waste management service has been targeted for early support as part of the Customer Access Programme which should deliver further improvements to service delivery and the overall customer experience, and steps are being taken now to manage planned changes to service delivery arrangements in order to minimise any disruption or confusion for customers. The customer experience pilot project in the West/North West area which started last quarter has experienced a delay relating to the availability of data. Work is being done to understand the range of customer intelligence we can obtain from the Siebel CRM system which, combined with other local intelligence gathered through officer experience, can begin to pinpoint underlying issues that can be tackled in a more holistic way.</p>	Amber	N/A	N/A	N/A	N/A	N/A	N/A	Leader

Report of: Chief Officer (HR)

Report to: Resources and Council Services Scrutiny Board

Date: 18 March 2013

Subject: People Plan reporting – January 2013

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. Quarterly People Plan Scorecard updates have previously been provided to Scrutiny Board Members using a comprehensive range of Council wide, directorate and service based information.
2. Following a recent review by Scrutiny Board Members, a new reporting format was requested, with a new focus on progress around five areas of critical importance and interest to Scrutiny Board Members. The five areas are: staffing, agency, overtime, attendance and appraisals.
3. This report shows the latest position against these five key areas as at the end of January 2013. As requested, this information is grouped and shown by Executive Member Portfolio areas.
4. Recommendations
 - 1.1 Scrutiny Board Members (Resources and Council Services) are asked to note the position as at 31 January 2013 regarding People Plan progress on the 5 key areas.
 - 1.2 Scrutiny Board Members (Resources and Council Services) are asked to comment on the new style reporting and agree that quarterly reports in this format should continue. The next report would show a Q4 position.

2 Purpose of this report

- 2.1 To present the Scrutiny Board Members (Resources and Council Services) with People Plan progress on 5 key areas as of 31 January 2013.

3 Background information

- 3.1 No further background information.

4 Main issues

- 4.1 A summary analysis showing Council wide performance against the 5 key areas is given in appendix 1.
- 4.2 Detailed scorecards showing progress for each of the services in Executive Member Portfolios are attached in appendix 2, along with a Council level version for comparison.
- 4.3 It is proposed that this reporting format is adopted at future Scrutiny Board meetings.
- 4.4 To help Board members to identify changes and trends on the 5 key areas, a comparison between January 2013 and March 2012 is given. In some cases, comparative data is not available. Where this is the case, reasons are given on the scorecards.
- 4.5 The Chief Officer (HR) holds regular meetings with the Leader, other Group Leaders and the Executive Members to discuss performance against the People Plan. Data regarding progress on the 5 key areas will be shared as part of these meetings.

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 Members (Resources and Council Services) are asked to note the position as at 31 January 2013 regarding People Plan progress on the 5 key areas.

6.2 Scrutiny Board Members (Resources and Council Services) are asked to comment on the new style reporting and agree that quarterly reports in this format should continue. The next report would show a Q4 position.

7 Background documents

7.1 None

Appendix 1 – Council wide performance against the 5 key areas of the People Plan (January 2013)			
	Latest highlights and trends	Story behind the data	Actions and next steps
Staffing Numbers	FTE staffing numbers stand at 12,566, which is 52 lower than in March 2012.	Since 2010/11, we have reduced by 1800 staff, and further rounds of the Early Leaver Initiative are on the way. The reduction of staffing numbers in 2012/13 has been influenced by the review of agency staffing, a changing staff mix, and fluctuations due to seasonal factors. Some trading services fill vacancies to bring in income. External funding for some posts is also in place.	Currently assessing the level of interest in the active Early Leaver programme along with the business impact. Indications show that we will see 100 staff leave before April 2013, with phased exists for hundreds more over the next 3 years. The Budget Plus programme will continue to influence future staffing need and will use our internal talent pool to retrain and redeploy in areas of need.
Agency	£13.6M has been spent on agency so far this year. All directorates are showing a fall in agency numbers.	The overall annual spend on agency in 2011/12 was £16M. Agency numbers are down to under 400, a low for the year. Agency FTE is down by 37% compared to July 2012.	All agency roles are checked against our talent pool, and all agency placements over 6 months are challenged. The trade unions are working with us agency resourcing options.
Overtime	With 2 months of the year remaining, the overall spend on overtime is £8.5M. This compares to a total spend of £10.5M in 2011/12. During the month of January 2013, overtime expenditure was £950k. £8.5M spend equates to 372 FTE posts on average council salary.	We are reviewing our staffing mix to cover predicted and unpredicted needs. Total overtime spend has not increased this year, despite the reduction of 1800 staff since 2010/11. Environments and Neighbourhoods has been the biggest overtime spender in each of the last 2 years.	Further work is needed to fully understand overtime patterns and spending. We are actively recruiting more part time workers as and where relevant, and also looking at productivity and rostering options. Challenge is in place around the highest overtime users. Revised procedures on Overtime will be shared with the Board in April.
Attendance	The projected absence figure for 2012/13 is 9.57 FTE days lost. This is 1 day over the corporate target of 8.5 days. Attendance figures for the previous 3 years were 10.94, 10.1 and 9.29 days.	Attendance levels have improved in each of the last 3 years, and we had the lowest ever council figure of 9.29 days lost in 2011/12. Despite falling in recent times, the absence levels in Adults and Children's Services remain comparatively high.	Absence hot spots continue to be chased and challenged (individually and on a team basis), and the highest absence cases are regularly scrutinised. Training for managers continues.
Appraisals	We have seen increases in both full (97%) and mid year (83%) appraisals since last year. Below average results were seen in City Development and Children's Services	In 2012/13 we have introduced a new single appraisal approach for all council staff and implemented our new Performance and Learning System.	All outstanding reviews are followed up locally in services, as we continue to push for a 100% return. We continue to prepare teams, managers and staff for the implementation of new style performance ratings (April 2013)

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Leeds City Council - People Plan scorecard as at 31 January 2013

Leeds City Council				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	12,565.5	12,617.2	decrease of 51.7 since March 2012	
FTE Agency numbers (Average this month)	388	486	98 less than position at March 2012	
Agency Total spend (year to date)*	£13,574,780		See note * below	
Overtime spend (year to date)	£8,570,994	£10,582,897	£2,011,903 under with 2 months remaining	
Overtime hours (year to date)	669,980	834,828	164,849 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	9.5	9.2	1 day above corporate target of 8.5 – 0.3 days above March 2012 outturn	
Full year appraisals completed (at directorate level)	97%	93%	7% increase in appraisals completed	

* Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: (Councillor K Wakefield), Chief Officer Doug Meeson

Financial Management (Resources)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	250.4	261.5	Decrease of 11.1 since March 2012	
FTE Agency numbers (Average this month)	1	0	1 more than position at March 2012	
Agency Total spend (year to date)**	£18,366		See note ** below	
Overtime spend (year to date)	£4900	£1663	£3,236 over with 2 months remaining	
Overtime hours (year to date)	379	285	94 over with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	5.9	6.3	2.6 days below corporate target of 8.5 - 0.4 days below March 2012 outturn	
Full year appraisals completed* (at directorate level)	97%	94%	3% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Children's Services (Councillor J Blake), Director Nigel Richardson
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Children's Services				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	2,603.5	2,573.0	Increase of 30.5 since March 2012	
FTE Agency numbers (Average this month)	122	165	43 less than position at March 2012	
Agency Total spend (year to date)*	£5,307,293		See note * below	
Overtime spend (year to date)	£1,210,267	£1,473,325	£263,057 under with 2 months remaining	
Overtime hours (year to date)	71,211	92,054	20,844 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	12.2	11.0	3.7 days above corporate target of 8.5 – 1.2 days above March 2012 outturn	
Full year appraisals completed (at directorate level)	97%	90%	7% increase in appraisals completed	

* Agency spend was not a People Plan scorecard criteria in 2011/12

Environmental Action (Environments and Neighbourhoods)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	481.7		See note*** below	
FTE Agency numbers (Average this month)	6		See note*** below	
Agency Total spend (year to date) **	£269,741		See note**** below	
Overtime spend (year to date)	£504,891	£895,752	£390,860 under with 2 months remaining	
Overtime hours (year to date)	53,575		See note*** below	
Projected sickness absence (Average days lost per FTE)	11.4		2.9 days above corporate target of 8.5	
Full year appraisals completed* (at directorate level)	96%	89%	7% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

*** No comparable data available due to service changes

Waste Management (Environments and Neighbourhoods)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	413.7		See note*** below	
FTE Agency numbers (Average this month)	41		See note*** below	
Agency Total spend (year to date) **	£813,185		See note**** below	
Overtime spend (year to date)	£1246124	£1,696,303	£450,178 under with 2 months remaining	
Overtime hours (year to date)	115,814		See note*** below	
Projected sickness absence (Average days lost per FTE)	13.8	6.4	5.3 days above corporate target of 8.5	
Full year appraisals completed* (at directorate level)	96%	89%	7% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

*** No comparable data available due to service changes

Parks and Countryside (Environments and Neighbourhoods)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	545.9	545.6	Increase of 0.3 since March 2012	
FTE Agency numbers (Average this month)	3	4	1 less than position at March 2012	
Agency Total spend (year to date) **	£73,988		See note ** below	
Overtime spend (year to date)	£476,963	£716,823	£239,860 under with 2 months remaining	
Overtime hours (year to date)	11,314	48,471	37,157 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	8.5	11.4	In line to meet corporate target of 8.5 - 2.9 days below outturn	March 2012
Full year appraisals completed* (at directorate level)	96%	89%	7% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Planning and Sustainable Development (City Development)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	216.2	203.6	Decrease of 12.4 since March 2012	
FTE Agency numbers (Average this month)	1	0	1 more than position at March 2012	
Agency Total spend (year to date) **	£12,339		See note ** below	
Overtime spend (year to date)	£,9966	£14,019	£4,053 under with 2 months remaining	
Overtime hours (year to date)	4	0	4 over with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	6.7	6.4	1.7 days below corporate target of 8.5 - 0.3 days above March 2012 outturn	
Full year appraisals completed* (at directorate level)	93%	95%	2% decrease in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Community Safety (Environments and Neighbourhoods)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	150.4	142.5	Decrease of 7.9 since March 2012	
FTE Agency numbers (Average this month)	0	0	Same as position at March 2012	
Agency Total spend (year to date)**	£0		See note ** Below	
Overtime spend (year to date)	£34,624	£100,052	£65,427 under with 2 months remaining	
Overtime hours (year to date)	2,488	3,785	1,297 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	13.9	12.0	5.4 days below corporate target of 8.5 - 1.9 days above March 2012 outturn	
Full year appraisals completed* (at directorate level)	96%	89%	7% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Statutory Housing (Environments and Neighbourhoods)			
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation
Overall Staffing numbers Full Time Equivalent (FTE)	185.9	195.0	Decrease of 9.1 since March 2012
FTE Agency numbers (Average this month)	0	0	Same as position at March 2012
Agency Total spend (year to date)**	£5,242		See note ** below
Overtime spend (year to date)	£1,259	£108,714	£107,454 under with 2 months remaining
Overtime hours (year to date)	117	4,466	4,349 under with 2 months remaining
Projected sickness absence (Average days lost per FTE)	8.5	8.7	In line with corporate target of 8.5 - 0.2 days below March 2012 outturn
Full year appraisals completed* (at directorate level)	96%	89%	7% increase in appraisals completed

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Neighbourhoods, Planning and Support Services (Councillor P Gruen), Chief Officer Bridget Emery

Strategy and Commissioning (Environments and Neighbourhoods)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	44.3	32.1	increase of 12.2 since March 2012	
FTE Agency numbers (Average this month)	0	0	Same as position at March 2012	
Agency Total spend (year to date)**	£0		See note ** below	
Overtime spend (year to date)	£0	£0	Same as position at March 2012	
Overtime hours (year to date)	0	0	Same as position at March 2012	
Projected sickness absence (Average days lost per FTE)	3.1	2.1	5.4 days below corporate target of 8.5 - 1 day above March 2012 outturn	
Full year appraisals completed* (at directorate level)	96%	89%	7% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Neighbourhoods, Planning and Support Services (Councillor P Gruen), Chief Officer Julie Meakin

Commercial Services (Resources)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	1526.5	1519.4	Increase of 7.1 since March 2012	
FTE Agency numbers (Average this month)	64	70	6 less than position at March 2012	
Agency Total spend (year to date)**	£1,355,701		See note ** below	
Overtime spend (year to date)	£1,377,836	£1,422,522	£ 44,686 under with 2 months remaining	
Overtime hours (year to date)	133,350	150,629	17,278 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	10.8	10.3	2.3 days below corporate target of 8.5 - 0.5 days above March 2012 outturn	
Full year appraisals completed* (at directorate level)	97%	94%	3% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Neighbourhoods, Planning and Support Services (Councillor P Gruen), Chief Officer John Kearsley

Democratic and Central Services (Resources)			
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation
Overall Staffing numbers Full Time Equivalent (FTE)	283.0	286.3	Decrease of 3.3 since March 2012
FTE Agency numbers (Average this month)	3	4	1 less than position at March 2012
Agency Total spend (year to date)**	£111,804		See note ** below
Overtime spend (year to date)	£280,249	£300,658	£20,408 under with 2 months remaining
Overtime hours (year to date)	22,171	25,715	3,544 under with 2 months remaining
Projected sickness absence (Average days lost per FTE)	10.1	9.9	1.6 days below corporate target of 8.5 - 0.2 days above March 2012 outturn
Full year appraisals completed* (at directorate level)	97%	94%	3% increase in appraisals completed

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Neighbourhoods, Planning and Support Services (Councillor P Gruen), Chief Officer Lorraine Hallam

Human Resources (Resources)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	175.3	177.1	Decrease of 1.8 since March 2012	
FTE Agency numbers (Average this month)	0	0	Same as position at March 2012	
Agency Total spend (year to date)**	£13,996		See note ** below	
Overtime spend (year to date)	£465	£433	£31 over with 2 months remaining	
Overtime hours (year to date)	154	40	114 over with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	6.1	7.5	2.4 days below corporate target of 8.5 - 1.4 days below March 2012 outturn	
Full year appraisals completed* (at directorate level)	97%	94%	3% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Neighbourhoods, Planning and Support Services (Councillor P Gruen), Chief Officer Dylan Roberts

ICT (Resources)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	279.6	272.9	Increase of 6.7 since March 2012	
FTE Agency numbers (Average this month)	19	3	16 more than position at March 2012	
Agency Total spend (year to date)**	£753,138		See note ** below	
Overtime spend (year to date)	£190,759	£174,464	£16,295 over with 2 months remaining	
Overtime hours (year to date)	7,011	6,006	1,004 over with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	4.5	6.1	4 days below corporate target of 8.5 - 1.6 days below March 2012 outturn	
Full year appraisals completed* (at directorate level)	97%	94%	3% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Neighbourhoods, Planning and Support Services (Councillor P Gruen), Chief Officer David Outram

Public Private Partnership Unit and Procurement (Resources)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	98.6		See note*** below	
FTE Agency numbers (Average this month)	0		See note*** below	
Agency Total spend (year to date)**	£0		See note ** below	
Overtime spend (year to date)	£0		See note*** below	
Overtime hours (year to date)	0		See note*** below	
Projected sickness absence (Average days lost per FTE)	6.6		1.9 days below corporate target of 8.5	
Full year appraisals completed* (at directorate level)	97%	94%	3% increase in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

*** No comparable data available due to service changes

Executive Member Portfolio: Neighbourhoods, Planning and Support Services (Councillor P Gruen), City Solicitor Catherine Witham

Legal				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	132.4	131.3	Increase of 1.1 since March 2012	
FTE Agency numbers (Average this month)	2	0	2 more than position at March 2012	
Agency Total spend (year to date)*	£142,600		See note * below	
Overtime spend (year to date)	£0	£0	Same as position at March 2012	
Overtime hours (year to date)	0	0	Same as position at March 2012	
Projected sickness absence (Average days lost per FTE)	7.6	6.5	0.9 days below corporate target of 8.5 - 1.1 days above March 2012 outturn	
Full year appraisals completed (at directorate level)	100%	100%	Same as position at March 2012	

* Agency spend was not a People Plan scorecard criteria in 2011/12

Highways and Transportation (City Development)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	405.0	420.1	Decrease of 15.4 since March 2012	
FTE Agency numbers (Average this month)	5	3	2 more than position at March 2012	
Agency Total spend (year to date) **	£156,391		See note ** below	
Overtime spend (year to date)	£ 287,125	£ 382,064	£94,938 under with 2 months remaining	
Overtime hours (year to date)	22,952	23,684	732 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	7.4	6.0	1.1 days below corporate target of 8.5 - 1.4 days above March 2012 outturn	
Full year appraisals completed* (at directorate level)	93%	95%	2% decrease in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Economic Development (City Development)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	81.5	78.8	Increase of 2.6 since March 2012	
FTE Agency numbers (Average this month)	1	2	1 less than position at March 2012	
Agency Total spend (year to date) **	£18,646		See note ** below	
Overtime spend (year to date)	£ 33,443	£ 41,066	£7,623 under with 2 months remaining	
Overtime hours (year to date)	1,939	3,375	1,436 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	5.3	4.5	3.2 days below corporate target of 8.5 - 0.8 days above March 2012 outturn	
Full year appraisals completed* (at directorate level)	93%	95%	2% decrease in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Asset Management (City Development)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	89.1	94.3	Decrease of 5.2 since March 2012	
FTE Agency numbers (Average this month)	2	2	Same position as at March 2012	
Agency Total spend (year to date) **	£72,613		See note ** below	
Overtime spend (year to date)	£0	£0	Same as position at March 2012	
Overtime hours (year to date)	0	0	Same as position at March 2012	
Projected sickness absence (Average days lost per FTE)	7.3	7.2	1.2 days below corporate target of 8.5 - 0.1 days above March 2012 outturn	
Full year appraisals completed* (at directorate level)	93%	95%	2% decrease in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Leisure and Skills (Councillor A Ogilvie), Chief Officer Mark Allman

Sport Service (City Development)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	386.4	407.8	Decrease of 21.4 since March 2012	
FTE Agency numbers (Average this month)	3	3	Same as position at March 2012	
Agency Total spend (year to date) **	£41,359		See note ** below	
Overtime spend (year to date)	£ 512,216	£ 593,096	£80,880 under with 2 months remaining	
Overtime hours (year to date)	46,732	15,825	15,825 over with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	8.7	7.9	0.2 days below corporate target of 8.5 - 0.8 days below March 2012 outturn	
Full year appraisals completed* (at directorate level)	93%	95%	2% decrease in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Employment and Skills (City Development)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	60.6	57.8	Increase of 2.8 since March 2012	
FTE Agency numbers (Average this month)	1	0	1 more than position at March 2012	
Agency Total spend (year to date) **	£9,664		See note ** below	
Overtime spend (year to date)	£0	£0	Same as position at March 2012	
Overtime hours (year to date)	0	0	Same as position at March 2012	
Projected sickness absence (Average days lost per FTE)	11.0	10.5	2.5 days above corporate target of 8.5 - 0.5 days above March 2012 outturn	
Full year appraisals completed* (at directorate level)	93%	95%	2% decrease in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Leisure and Skills (Councillor A Ogilvie), Chief Officer Catherine Blanshard

Culture (City Development)				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	531.1	526	Increase of 5.1 since March 2012	
FTE Agency numbers (Average this month)	1	2	1 more than position at March 2012	
Agency Total spend (year to date) **	£20,887		See note ** below	
Overtime spend (year to date)	£191,617	£197,770	£6,152 under with 2 months remaining	
Overtime hours (year to date)	13,568	14,840	1,272 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	8.2	7.5	0.3 days below corporate target of 8.5 - 0.7 days above March 2012 outturn	
Full year appraisals completed* (at directorate level)	93%	95%	2% decrease in appraisals completed	

* This is the directorate position (appraisal data only reported at directorate level in 2012/13)

** Agency spend was not a People Plan scorecard criteria in 2011/12

Executive Member Portfolio: Adult Social Care (Councillor L Yeadon), Director Sandie Keene

Adult Social Care				
Area	Position 31 Jan 2013	Outturn 31 Mar 2012	Variation	
Overall Staffing numbers Full Time Equivalent (FTE)	2,376.0	2,436.7	decrease of 60.7 since March 2012	
FTE Agency numbers (Average this month)	112	133	21 more than position at March 2012	
Agency Total spend (year to date)*	£3,779,437		See note * below	
Overtime spend (year to date)	£1,803,471	£2,125,470	£321,998 under with 2 months remaining	
Overtime hours (year to date)	126,210	158,832	32,622 under with 2 months remaining	
Projected sickness absence (Average days lost per FTE)	15.4	14.6	6.9 days above corporate target of 8.5 – 0.8 days above March 2012 outturn	
Full year appraisals completed (at directorate level)	95%	96%	1% decrease in appraisals completed	

* Agency spend was not a People Plan scorecard criteria in 2011/12



Report author: Catherine Marchant
Tel: 3952286

Report of Chief Officer (Human Resources)

Report to Resources and Central Services Scrutiny Board

Date: 18th March 2013

Subject: Equality and Diversity in the Workforce

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 report sets out some workforce data in relation to the diversity of the Council workforce , excluding schools.
2. It gives comment on what that data might be telling us and describes what we are currently doing and what we might do.

Recommendations

To note the information form the census and workforce profile.

To note the approach to equality and the activities in place to improve the diversity of the workforce.

1 Purpose of this report

- 1.1 Leeds City Council has a long held commitment to Equality and Diversity for both the people who live in the City and those who are employed by the Local Authority.
- 1.2 This paper will cover what we are doing and will do to support equality and diversity in the workforce.
- 1.3 The report identifies three priority areas, and some associated areas of activity for discussion.

2 Background information

- 2.1 As one of the largest employers in the City, the Council has a major responsibility to provide equality of opportunity and ensure that everyone in the workplace is treated with dignity, fairness and respect.
- 2.2 Embedding equality and diversity into all our workforce activity will support the Council in ensuring the public sector Equality duty is met.

Public Sector Duty

The general equality duty states that we must

- eliminate unlawful discrimination, harassment and victimisation
 - advance equality of opportunity
 - Build good relationships with people who share protected characteristics and those who do not
- There is a requirement to be open and transparent in how we are responding to the Equality Duty, ensuring that we publish relevant and proportionate information
- Information must be published at least annually from the first date of publication
 - Equality objectives must be set every 4 years
- 2.3 The Councils workforce is identified by the nine protected characteristics, as described in The Equality Act 2010, however these are not one dimensional and there are other important areas where people may experience discrimination in the workplace. E.g. health related issues, specifically mental health, and people with caring responsibilities.
 - 2.4 The Council has recognised the benefits of a diverse workforce for many years and has already achieved a lot. However, the profile of the City is changing, the impact of the financial challenges and related contraction of the Councils workforce, means that we do not have the same types of initiatives and financial resource available to us.

As a reminder the workforce equality objectives we set ourselves within “The Equality Improvement Priorities 2011-2015” document are:-

- 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
- To demonstrate increased engagement 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 BME and disabled staff.

2.5 The Equality Scorecard provides comprehensive data to the Equality and Diversity Board, analysis and monitoring of the data allows the identification of themes and trends. It covers a range of measures, across the 5 themes of the People Plan

- Resources – Recruitment, Talent Pool, Retention
- Healthy – Attendance and Health and Wellbeing
- Enabled – How we use the appraisals and the development needs from them
- Engaged – What is the engagement survey telling us
- Performing - the impact of conduct and capability policies and processes

The Equality Scorecard information is also presented to the Corporate JCC

In addition some of the things we are looking at are:

- How we share the scorecard across the organisation and how it is used
- How we reduce the amount of unknown workforce data
- Looking at how we can involve and use the expertise within the staff networks to deliver our objectives
- What's new? What's different? Benchmarking across other organisations
- Most recently we have received feedback from Stonewall and remain in the index of the top 100 Gay Friendly Employers
- Analysis of the census information and comparison to the workforce Profile
- Equality Impact assessments are now part of our reporting mechanisms
- School Leaver and Graduate recruitment for this year's intake has commenced , links made with Local colleges and schools with diverse school communities
- Succession Planning and Talent Management
- Emerging Leaders – a network formed by participants at the inaugural Emerging Leaders event in May 2012. A group of volunteers from the network manage a programme of development activity and communicate regularly with the group .31% of the membership is BME.
- A formal programme aimed at staff from S02 to PO6 grades with a particular emphasis on underrepresented groups. The programme begins with a development centre after which individuals will have an individual programme of development based on the needs identified.

- Delivery of an Equality and Diversity Master class looking at Leadership and Behaviours
- Part of a West Yorkshire Diversity Forum made up of a range of partner organisations and business in the City, to enable a sharing of experience and best practice

Appendix 2 gives a wider list of activities we are doing and can do

3 Main issues

3.1 Census Information

The Census information is contained in “The Big Picture document, this is currently at a city level, but is currently being compiled into Locality based data.

The census doesn’t provide us with Information relating to disability that can be readily compare to the workforce profile, nor in relation to LGBT data

3.2 Workforce Data

The profile of the workforce as at December 2012 with comparators against census information, where it exists is attached at Appendix 1 (excludes schools)

A summary chart is set out below (excludes schools)

	Total	Male	Female	BME	White British	Not Specified	Disabled	Not Disabled	Not Specified
A1-C3	10325	3478	6847	1388	8483	455	605	8750	970
%		33.7%	66.3%	13.4%	82.2%	4.4%	5.7%	84.8%	9.5%
SO1/PO4	3270	1336	1934	473	2717	81	216	2850	204
%		40.8%	59.2%	14.4%	83.1%	2.5%	6.6%	87.2%	6.2%
PO5/PO6	1027	456	571	115	903	9	49	945	33
%		44.4%	55.6%	11.2%	87.9%	0.9%	4.8%	92%	3.2%
JNC	474	231	243	43	419	12	23	427	24
%		48.7%	51.3%	9.1%	88.4%	2.5%	4.9%	90.2%	4.9%
Total	15096	5501	9595	2019	12522	557	893	12972	1231
		36.4%	63.6%	13.4%	82.9%	3.7%	6.0%	85.9%	8.1%
		15096		15096			15096		

Age Breakdown

Age Range	No.	%
16 – 25	675	4.46
26 – 50	9531	63.14
51 – 64	4705	31.16
65+	185	1.23
	= 15096	

	LCC	%	Census %
Male	5501	36.4	49.0
Female	9595	63.6	51.0
BME	2019	13.4	18.5
White British	12522	82.9	81.1
Disabled	893	5.9	N/A
LGBT	249	1.7	N/A

3.4 Highlight Information

- The profile of the City in terms of gender is fairly equal, the Councils workforce is however, two thirds female and one third male, this ratio is the same at the lower end of the grade bands between A1-C3, only really starting to reflect the City profile at JNC levels
- The % figures for the total workforce correlate most closely to lower graded posts, which may suggest that we can recruit, but development and promotion does not replicate this, or that this is just the largest group of the workforce.
- 18.4% of the City's profile is from a BME background; our workforce at 13.4% is not reflective of the city population. The number of BME staff in the workforce reduces from PO5 upwards to JNC grades.
- BME staff at JNC level has reduced from 14.7 % in 2007 to 9.1%, this is however against a backdrop of a 25% reduction in JNC staffing numbers.
- The numbers of disabled staff employed remains low, at 5.9%; this can't be directly correlated to census information. However, the number of people aged 16-64 where their day to day activities are defined as "limited a lot" in the census, is 3.6% compared with 7.9% of people of all ages.
- A startling statistic is the small number of people in the workforce between the ages of 16 and 25. Whilst this may be reflective of the number of young people remaining in higher education, it is also against a backdrop of high unemployment amongst young people. The challenge as to whether the public sector and in particular local government is seen as an employer of choice to young people needs to be seen as a priority, the Council need the lifeblood of young people across all services

- 31.2% of the workforce is aged between 51–64, however, 20% of the workforce is aged over 55, this being the age where people can apply to leave the organisation and access their pension early. The impact of the ELI initiative on the ageing workforce must be carefully considered in terms of its impact on equality and the loss of skills, knowledge and expertise.
 - Certain services within the Council remain disproportionate to the City Profile and the wider workforce profile , e.g. Parks and Waste are predominantly male and older people and learning disability is predominantly female as is Cleaning and Catering.
 - Whilst we are still recruiting into the workforce, this is in specific disciplines, which whilst enabling us to consider proactive solutions to recruitment, may reinforce our inequalities rather than resolve them.
 - 6.96% of the Councils workforce define themselves as carers, with nearly 66% not specifying that they are or are not, there may be a view that this is because the definition of a carer is not well known to the workforce, and it is perhaps perceived that it relates only to parenting responsibilities. A piece of work is to start on a Carers “Policy”, which will support this growing community of the workforce as people live longer and require the support of working family and friends.
 - Schools: The picture in schools is different and presents other challenges. There remains a strong gender imbalance in schools especially in primary education. A small steering group has been established with colleagues from Children’s Services and HR to set out a strategy for action, in the short, medium and longer term .Some of the activities that will happen will span across schools and LCC.
- 3.5 We need to have a long term plan and create milestones which can be achieved over time, and demonstrate changing patterns. The challenge of creating a diverse workforce is not one that is owned by the HR team but one which should be omnipresent in all service plans so it becomes inert –embedded in LCC culture. HR should be seen as the facilitator of change not the driver of change.
- 3.6 The most notable trend in diversity activity has been the shift away from ‘fixing’ the person or group and focussing on changing the culture – this has seen the trend for positive action development programmes focussed on the person and their skills, to almost disappear, and to be replaced with programmes that involve wider groups and are focussed on business projects and development. Developing people through developing the business is very evident.
- 3.7 A further big shift has been to do whole organisation development around unconscious bias usually based on work done by Pearn Kandola. <http://www.pearnkandola.com/>
- 3.8 As an example PWC had invested in awareness raising training, focussed on statistics, business information and population information, but realised this was not changing behaviour or improving the diversity profile of the organisation. This resulted in Board approval for the “Open Mind” programme which helps people become aware of their biases and understand what they can do to change their behaviour, language and approach to decisions making to overcome these biases. This is done through accepting behavioural challenges
- 3.9 Mentoring and coaching activity play a key role in diversifying the workforce and changing the organisational culture – most successful when linked to a clearly defined development pathway which includes opportunities for what are commonly called stretch projects i.e. allowing people

to get involved in work at a level higher than their own. The development of the Budget Plus strands gives us the opportunity to develop our in-house talent, through giving people the opportunity to work on these business critical projects

- 3.10 The work we are doing on Leadership and Management and on Behaviours and Values give us the opportunity to build and embed a culture which supports and creates diversity by setting out clear expectations, and providing challenge to those who are not committed to managing diversity. Our culture also needs to be one where we all feel comfortable in challenging existing practices and promoting alternative approaches
- 3.11 Our recruitment processes must be free from any inherent bias and attract and retain a competent diverse workforce.
- 3.12 We need to understand whether there are differences in levels of engagement within the protected characteristic groups, this remains difficult when the service is anonymous
- 3.13 The profile of the workforce and the existing issues seems to draw out three key themes for further work.
 - Young People
 - Development of the workforce specifically at senior management levels
 - Culture Change

Appendix 2 shows a table on what we are doing and what we can do to deliver a more diverse workforce over the next 5 years

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The activity currently in place has been discussed with Trade Unions and Staff Networks. New initiatives will be raised in appropriate consultation forums and Equality and Diversity Board

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Equality and Diversity Board is updated via the equality scorecard on progress

4.3 Council Policies and City Priorities

- 4.3.1 Any initiatives will take account of Council Policy. Trends and themes identified will be used to inform changes

4.4 Resources and Value for Money

- 4.4.1 The agenda is large, however utilisation of staff networks will provide support

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 N/A

4.6 Risk Management

- 4.6.1 There is always a risk and potential cost to the Authority of discriminatory practice both direct and indirect

5 Conclusions

- 5.1 This is a large agenda; the workforce is not currently representative of the workforce in a number of protected characteristic areas. There are also people in the workforce who may potentially feel marginalised even though they would not be defined as so in terms of the Equality Act.
- 5.2 A lot of the initiatives that we are doing are organisational initiatives and are not specifically directed at under- represented groups. Evidence suggests that this is the right direction of travel but will it impact on our workforce profile.
- 5.3 Our ambition to be smaller with bigger influence will require us to consider how we work with partners and people we do business with to influence their equality agenda
- 5.4 We are an organisation that is releasing people and limiting recruitment to business critical areas, will we be able to make such statements as, “we will be representative of the City? “

6 Recommendations

- To note the information from the census and workforce profile
- To note the approach to Equality and the activities in place to improve the diversity of the workforce.

7 Background documents

- 7.1 Workforce and Census Profile information (Appendix 1)
- 7.2 Equality Actions (Appendix 2)

Leeds City Council			Census Leeds (%)	
Headcount	15096			
Full Time	8777	58.14%	of total headcount	
FTE	12582.0169			
Female	9595	63.56%	of total headcount	51.8
Male	5501	36.44%	of total headcount	49.0
BME	2019	13.37%	of total headcount	
JNC	474	3.14%	of total headcount	
JNC Female	243	51.27%	of JNC	
JNC BME	43	9.07%	of JNC	
JNC Disabled	23	4.85%	of JNC	
Asian or Asian British Bangladeshi (AB)	59	0.39%	of total headcount	0.6
Asian or Asian British Indian (AI)	362	2.40%	of total headcount	2.1
Asian or Asian British Kashmiri (AK)	29	0.19%	of total headcount	
Asian or Asian British Other	25	0.17%	of total headcount	1.2
Asian or Asian British Pakistani (AP)	213	1.41%	of total headcount	3.0
Black or Black British Caribbean (BC)	387	2.56%	of total headcount	0.9
Black or Black British African (BA) (BF)	173	1.15%	of total headcount	2.0
Black or Black British Other	95	0.63%	of total headcount	0.6
Other ethnic groups Chinese	55	0.36%	of total headcount	0.8
Other ethnic groups Other	65	0.43%	of total headcount	0.6
Other ethnic groups Gypsy Traveller	6	0.04%	of total headcount	0.1
Mixed White and Asian (MA)	40	0.26%	of total headcount	0.7
Mixed White and Black Caribbean (MC)	103	0.68%	of total headcount	1.2
Mixed White and Black African (MF)	23	0.15%	of total headcount	0.3
Mixed Other	38	0.25%	of total headcount	0.5
White British (WB)	12522	82.95%	of total headcount	81.1
White Irish (WI)	140	0.93%	of total headcount	1.0
White Other	206	1.36%	of total headcount	2.9
Not Specified	557	3.69%	of total headcount	
Disabled	893	5.92%	of total headcount	
Not disabled	12972	85.93%	of total headcount	
Not Specified	1231	8.15%	of total headcount	
No Religion	2623	17.38%	of total headcount	25.1
Christian	5013	33.21%	of total headcount	59.3
Buddhist	37	0.25%	of total headcount	0.4
Hindu	54	0.36%	of total headcount	1.5
Muslim	254	1.68%	of total headcount	4.8
Jewish	40	0.26%	of total headcount	0.5
Other	253	1.68%	of total headcount	0.4
Rastafarian	3	0.02%	of total headcount	
Sikh	185	1.23%	of total headcount	0.8
Not Specified	6635	43.95%	of total headcount	7.2
Bisexual	29	0.19%	of total headcount	
Gay man	105	0.70%	of total headcount	
Heterosexual	6711	44.46%	of total headcount	
Lesbian	74	0.49%	of total headcount	
Other	41	0.27%	of total headcount	
Not specified	8136	53.90%	of total headcount	
16-20	99	0.66%	of total headcount	

21-25	576	3.82%	of total headcount	
26-40	4328	28.67%	of total headcount	
41-50	5203	34.47%	of total headcount	
51-55	2505	16.59%	of total headcount	
56-60	1573	10.42%	of total headcount	
61-64	627	4.15%	of total headcount	
65+	185	1.23%	of total headcount	
Carer	1050	6.96%	of total headcount	9.5
Not A Carer	4184	27.72%	of total headcount	90.5
Not Specified	9864	65.34%	of total headcount	

Actions currently being delivered	Actions we could take
<p>Young People</p> <ul style="list-style-type: none"> • Targeting secondary schools in Leeds who have the most diverse pupils population for school leaver programme • Working with University Careers Advisors to identify how we can promote our graduate programme more effectively to different groups • Working with Head of Access at Leeds Met to identify how we might 'tap into' some of the work being done with schools in Leeds • Continuing to support the Nari Ekta programme across the council – 3 of the latest cohort have secured jobs within the council • Working with Employment and skills colleagues to ensure a 'joined up' message is clear to all we work with <p>Culture and Development</p> <ul style="list-style-type: none"> • Ongoing programme of diversity and equality training delivered on our behalf by IODA – available to all staff through PALs system • Master Class for Best Council Leadership Team in March on Diversity and Inclusion • Equality Impact assessment training available on request • Women's network event being planned for spring following a similar event in Wakefield • Senior women paired with colleagues from private sector in mentoring arrangements • Colleagues in Children's Services participating in a regional development programme • Emerging Leaders – new working group formed – plans in place for future activity • Aspiring Leaders programme – a 	<p>Young People</p> <ul style="list-style-type: none"> • Set a milestone of 10% increase year on year of young people employed • Do 'insight days' for school leavers which includes workshops on interview skills and applications writing – target specific schools • Use young people already employed to promote the Council to young people • Make better use of Work experience • Make links to other top 10 council priorities around NEETS • Specifically target LAC • Double the 250 opps programme <p>Culture and Development</p> <ul style="list-style-type: none"> • Promotion of an inclusive and equitable culture, where there is an understanding and respect of all people and that all contributions are valued. • Diversity and inclusion objectives in appraisal targets • The Councils 'business Plan will have diversity integrated into the Councils priorities for the City • Directors /Chief officers and Heads of Service to be personally accountable for developing staff and supporting succession planning • Utilise the ELI programme to deliver opportunities to redress inequalities • Review IODA contract to deliver more bespoke diversity training • Train a pool of interviewers – diverse group who can be panel members for interviews • Selection processes must be clear

<p>succession planning programme linked to workforce planning – targeting a wide audience to ensure a diverse group of staff participate.</p> <ul style="list-style-type: none"> • Reasonable Adjustment Toolkit under review • Access to Work guidance being developed • Dignity at work Commitment being developed • A steering group has been established in Childrens services to consider the issues in schools with a view to establishing a short , medium and long term strategy • The role of the Staff networks have been reviewed and their role as an important resource in delivering outcomes 	<p>and transparent</p> <ul style="list-style-type: none"> • Info from BSC on progress of applications? Can we get this information? • Mandate unconscious bias training for all those involved in recruitment • Recruitment partners tasked with providing diverse shortlists – could try but unlikely to succeed with senior posts as the ‘field’ is generally not diverse in the first place. <p>Progression:</p> <ul style="list-style-type: none"> • Leadership and development programmes actively promoted to eligible BAME employees – as we are doing with new Aspiring Programme • Succession planning/talent pool monitored • Succession Planning for senior positions to reflect the reducing level of BAME staff at this level • Mentoring programmes which meet the needs of under represented groups <p>Increase female representation:</p> <ul style="list-style-type: none"> • Promote flexible working at all levels including senior levels • Establish and publish role models • Monitor appointments at all levels and look for trends and patterns <p>Other ideas:</p> <ul style="list-style-type: none"> • Develop a ‘business case’ – beyond ‘we need to be more representative’
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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 18th March 2013

Subject: Income, Charging and Trading

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 Budget Plus approach was established in summer 2012. The Budget Plus Programme provides for ten inter-related strands of work to help deliver the Best City and Best Council ambitions and the Council's financial plan.
2. The Budget Plus Programme will shape the new Business Plan and offers coherence and clarity of linkages for us to work better together across the Council and with our key delivery partners and ensure engagement with key groups
3. The Programme will enable better engagement and communications and help ensure that the right capacity is attached to priorities. The Programme contains a mixture of strands with four having a service or outcome focus and six which are more enabling or organisational.
4. The ten strands are business improvement; organisational design and alternative delivery models; assets; area working; income, charging and trading; waste; looked after children; better lives programme; good economic growth; and organisational development.
5. This Scrutiny Board has in the past shown a great interest in Income, charging and trading and has made associated recommendations to the Executive as part of the budget process. In light of this the Board has invited Doug Meeson, Chief Officer, Financial Management, who is leading on this strand to attend today's Scrutiny

Board meeting to discuss the project and desired outcomes. A briefing note on the project is provided as Appendix 1

Recommendations

6. Members are asked to discuss with officers, Income, charging and trading and make appropriate comment and recommendations.

7. Background papers¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Background

The Council generates income of approaching £150m each year from a variety of fees and charges which cover in excess of 100 services. In response to reductions in grant funding from Government, generating additional income from its fees and charges has been an important aspect of the Council's financial strategy. For 2013/14 additional income of £1.4m over and above inflation is included in the budget.

Building on the developing concept of Civic Enterprise, there is an increasing focus on council services trading with other public and non-public bodies. An important strand is the schools sector and the expanding number of school transferring to academy status.

Purpose

The main purpose of this strand is to ensure that the Council optimises its income from its fees and charges and trading activities, whilst avoiding unintended consequences and where subsidised services are provided; these are transparent and justified reflecting the Council's priorities.

Deliverables

- Review of the Council's approved Fees and Charges policy to ensure that it remains fit for purpose.
- To ensure that all fees and charges are identified and that the income and expenditure of services which are traded are clearly identified.
- To revisit and challenge service audits to identify areas to increase or introduce new fees and charges.
- To identify and challenge areas where there is a potential to expand or develop new areas of trading.
- To challenge all areas of subsidised charging or trading to ensure that subsidies are transparent, understood and justified.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 18th March 2013

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

Summary of main issues

1. A draft work schedule is attached as appendix 1. The work schedule has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.

Recommendations

2. Members are asked to consider the draft work schedule and make amendments as appropriate.

Background papers¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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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	Performance of Environment and Neighbourhoods regarding appraisals and engagement	
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 Procurement and Call IN	
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	Agency work in N&E, ADS and Children's	
Equality Improvement Priorities			
Annual review of Partnership	Discussion with Cllr Wakefield re Leeds Initiative		
<i>To be determined</i>			
Briefings	Gambling Policy SB 3/9/12	Update on Fleet Services	Welfare reform
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 1 performance report SB 3/09/		
Budget	Quarter 1 - Budget SB 3/09/		Financial Strategy

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			
Welfare Reform	13 th December – working group	Working Group 10 th January 2013	Working group 7 th February To agree recommendations 18 th Board meeting
Briefings	Officer Pay		
Budget & Policy Framework Plans			
Recommendation Tracking			Officer Interests Contact Centre
Performance Monitoring	Quarter 2 performance report SB 17/12/12		
Budget	To receive Executive Board's initial budget proposals		

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		
	March	April	May
People Plan	People Plan performance (revised format) Report on equalities	Health and Safety	No meeting scheduled
Equality Improvement Priorities			
European funding	March 22 nd Meeting with Mr McMillan-Scott MEP		
Briefings		Personal Service Companies Overtime Call Line Identification	
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 3 performance report SB 18/03/13		
Budget	Income generation	Asset Management	