
SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 22nd July, 2014 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;
J Cummins	Temple Newsam;
N Dawson	Morley South;
P Grahame (Chair)	Cross Gates and Whinmoor;
J Jarosz	Pudsey;
A Khan	Burmantofts and Richmond Hill;
A Lowe	Armley;
C Macniven	Roundhay;
T Wilford	Farnley and Wortley;
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 style="text-align: center;">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 style="text-align: center;">No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>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 - 23 JUNE 2014</p> <p>To confirm as a correct record, the minutes of the meeting held on 23 June 2014.</p>	1 - 4
7			<p>EXECUTIVE BOARD MINUTES - 25 JUNE 2014</p> <p>To receive for information, the minutes of Executive Board held on 25 June 2014.</p>	5 - 24
8			<p>FINANCIAL PERFORMANCE - OUTTURN FINANCIAL YEAR ENDED 31 MARCH 2014</p> <p>To consider a report from the Head of Scrutiny and Member Development presenting the Council's financial performance for the year ending 31 March 2014.</p>	25 - 62
9			<p>PEOPLE PLAN PERFORMANCE REPORTING</p> <p>To consider a report from the Chief Officer, Human Resources, presenting the Scrutiny Board with People Plan progress on 4 key areas as at 31 May 2014.</p>	63 - 70

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>ENTERPRISE LEEDS</p> <p>To consider a report from the Chief Officer Civic Enterprise detailing Progress on trading & enterprise across the Council</p>	71 - 74
11			<p>INTERPRETING AND TRANSLATION SERVICES</p> <p>To consider a report from the Chief Officer, Customer Services, updating the Scrutiny Board on progress of the Interpreting and Translation Team policy following attendance at Scrutiny Board on 7 April 2014.</p>	75 - 76
12			<p>RECOMMENDATION TRACKING - SCRUTINY INQUIRY ON WELFARE REFORM</p> <p>To consider a joint report from the Chief Officer, Statutory Housing and Chief Officer, Welfare and Benefits, updating the Scrutiny Board on progress made in relation to the recommendations arising from the Scrutiny Board Inquiry on Welfare Reform Benefit Changes.</p>	77 - 96
13			<p>CORPORATE CENTRE CONTACT PERFORMANCE</p> <p>To consider a report from the Head of Service, Corporate Contact Centre, updating the Scrutiny Board on the performance of the Corporate Contact Centre since April 2013.</p>	97 - 104
14			<p>WORK SCHEDULE</p> <p>To consider the Scrutiny Board's work schedule for the 2014/15 municipal year.</p>	105 - 110
15			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 29 September 2014 at 10.00am (Pre meeting for all Board Members at 9.30 am)</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p data-bbox="675 181 1098 215">THIRD PARTY RECORDING</p> <p data-bbox="675 255 1382 472">Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p data-bbox="675 512 1310 584">Use of Recordings by Third Parties– code of practice</p> <ul style="list-style-type: none"> <li data-bbox="724 622 1401 840">a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. <li data-bbox="724 954 1401 1283">b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

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SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 23RD JUNE, 2014

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, J L Carter,
J Cummins, N Dawson, J Jarosz, A Khan,
A Lowe, C Macniven, T Wilford and
R Wood

1 Chair's Opening Remarks

The Chair welcomed everyone to the first meeting of the municipal year. The Chair also welcomed Councillors Judith Cummins, Josie Jarosz and Terry Wilford to their first meeting of the Scrutiny Board (Resources and Council Services). In addition, Members thanked John Hardy for his contribution to this Board and asked that the Chair write to him on their behalf accordingly.

2 Late Items

There were no late items.

3 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

4 Apologies for Absence and Notification of Substitutes

There were no apologies for absence.

5 Minutes - 7 April 2014

RESOLVED – That the minutes of the meeting held on 7 April 2014 be confirmed as a correct record.

6 Scrutiny Board Terms of Reference

The Head of Scrutiny and Member Development submitted a report presenting the Board's terms of reference as agreed by Council on 9 June 2014.

RESOLVED – That the Scrutiny Board's terms of reference be noted.

7 Sources of Work for the Scrutiny Board

The Head of Scrutiny and Member Development submitted a report which provided information and guidance on potential sources of work to be developed within the Board's Work Programme for 2014/15.

Draft minutes to be approved at the meeting
to be held on Tuesday, 22nd July, 2014

Appended to the report was a copy of the Best Council Plan and details of work previously carried out by this Scrutiny Board.

Alan Gay, Deputy Chief Executive and Director of Resources attended the meeting and outlined his portfolio and also gave a summary of the financial and organisational issues facing the Council.

The Chair invited all Board Members to have an input in relation to their own preferred areas of work for the Scrutiny Board.

It was agreed for the July meeting that updates would be received in the following areas:

- Contact Centre performance data
- HR People Score Card
- Welfare Reform
- Community Centre lettings
- Grants to third parties
- Enterprise Leeds
- Translation Services
- Financial Performance: Outturn Financial Year Ended 31 March 2014

A discussion was held regarding asset management and it was noted that this would be progressed by Scrutiny Board (Sustainable Economy and Culture), with the Chair representing this Scrutiny Board.

A discussion was also held with regards 'Individual Electoral Registration and its impact. Further inquiries would be made with regards to this topic.

The Board also considered inviting an MEP for Yorkshire & Humber to a future meeting to discuss general funding issues.

RESOLVED –

- (a) To agree to receive the updates listed at the July meeting
- (b) To authorise the Chair, in conjunction with officers, to draw up a detailed work programme.

8 Work Schedule

The report of the Head of Scrutiny and Member Development presented the draft work schedule for the forthcoming municipal year.

RESOLVED – That the Board's work schedule be updated to reflect the work areas identified during today's meeting.

9 Co-opted Members

The report of the Head of Scrutiny and Member Development sought the Board's formal consideration for the appointment of Co-opted Members.

The Board was informed that they could appoint the following:

- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council; and/or
- Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

RESOLVED – To appoint co-opted members on an ad-hoc basis for any inquiries where it was deemed appropriate.

10 Date and Time of Next Meeting

Tuesday 22 July 2014 at 10.00am (Pre-meeting for all Board Members at 9.30am)

(The meeting concluded at 11.00am).

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EXECUTIVE BOARD

WEDNESDAY, 25TH JUNE, 2014

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

1 Chair's Opening Remarks

The Chair welcomed all in attendance to the meeting and congratulated Councillor A Carter on recently receiving the Commander of the Order of the British Empire (CBE) honour.

2 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) Appendices 5 and 6 to the report entitled, 'The First White Cloth Hall and the Lower Kirkgate Townscape Heritage Initiative', referred to in Minute No. 10 are designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that they contain information which relates to City Fusion Ltd as a business and its release may prejudice their commercial interests and withholding the information is considered to outweigh the public interest benefit of its release. Further risks, in addition to those outlined in section 4.6 of the submitted report, are identified in exempt Appendix 6 which relate to the financial or business affairs of the Council. Disclosure of those risks would be prejudicial to the interests of the Council. It is considered that the public interest in treating this information as exempt from publication outweighs the public interest in disclosing it.

(b) Appendix 1 to the report entitled, '265 and 269 Roundhay Road, Harehills, Leeds, LS8', referred to in Minute No. 11 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the appendix relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the

disposal of the property/land then it is not in the public interest to disclose this information at this point in time. Also, it is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

(c) Appendix A to the report entitled, 'Aire Valley Enterprise Zone Park and Ride Proposal Update and Funding Approval', referred to in Minute No. 12 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in relation to certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the purchase of the land/property referred to then it is not in the public interest to disclose this information at this point in time. Also, the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

(d) Appendix 1 to the report entitled, 'Progress on Delivering the Council Housing Growth Programme', referred to in Minute No. 20 is designated as 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 and sensitive financial information and it would not be in public interest therefore to disclose this information as it could be used to gain an advantage through any future procurement exercise.

3 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Financial Performance: Outturn Financial Year Ended 31st March 2014', Councillor Yeadon drew the

Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management (Minute No. 24 refers).

4 Minutes

RESOLVED – That the minutes of the previous meeting held on 2nd April 2014 be approved as a correct record.

HEALTH AND WELLBEING

5 Leeds - Best City for Health and Wellbeing 2013/2014

The Director of Public Health, the Director of Adult Social Services and the Director of Children's Services submitted a joint report presenting an update on the work and achievements of the Health and Wellbeing Board, one year on from being established as a formal Board.

It was noted that the Health and Wellbeing Board had approved the first annual report at its meeting held on 18th June 2014.

The Board welcomed the first annual report and the achievements which had been made to date. Members noted the significant challenges which lay ahead in this field and the work which continued to be undertaken in order to address such challenges. Also, Members welcomed that £5,000,000 from the savings made through Adult Social Care contingency actions had been transferred to an earmarked reserve for 'pump priming' the Better Care Fund in 2014/2015.

RESOLVED – That the achievements of the Health and Wellbeing Board in its first year, as detailed within the attached draft report, 'Leeds Health and Wellbeing Board: Our First Year' be noted, and that it also be noted that the report was submitted for approval to the Health and Wellbeing Board on the 18th June 2014.

TRANSPORT AND THE ECONOMY

6 Response to Deputation - Meanwood Road Safety Campaign

The Director of City Development submitted a report responding to the deputation presented to full Council on 26th March 2014 by the "Meanwood Road Safety Campaign".

The Board welcomed the report and received contributions from the Leeds Cycle Network which were put forward by a Member.

RESOLVED –

- (a) That the contents of the submitted report, and the success of the measures already implemented on Tongue Lane to substantially improve its casualty record in the context of the overall road safety record for Leeds, be noted;

- (b) That the recent review of the site and discussions with schools undertaken following the deputation be noted;
- (c) That the constraints of the site in relation to safe provision of formal crossing facilities be noted;
- (d) That the development of further proposals in the current financial year to assist road safety and to aid pedestrian movements at the mini roundabout at the junction of Church Lane and Parkside Road, be endorsed;
- (e) That it be noted that the Chief Officer Highways & Transportation will be responsible for the implementation of such matters.

7 Transfer of the former Fir Tree Primary School, Lingfield Drive, Leeds 17 to the Khalsa Education Trust

The Director of Children's Services and the Director of City Development submitted a joint report outlining the background to the use of and potential disposal of the site previously used as Fir Tree Primary School, Alwoodley.

By way of an introduction to the submitted report, the Executive Member for Transport and the Economy provided some context to the matters raised within the submitted report and moving forward, highlighted the options which were open to the Council.

In discussing this matter, Members considered a range of issues, including:-

- The educational and wider needs of the local community and how this site may be utilised in order to maximise the benefit for that community;
- The length of time that the site had been vacant;
- The level of contact and discussions which had been held between all relevant parties;
- The terms on which any potential transfer may be made and the resource implications arising from this.

RESOLVED – That further information be sought on the matters raised during the consideration of this item, with a further report being submitted to the Board on such matters in due course, in order to enable the Board to determine the most appropriate course of action to take.

(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)

8 Beckhill Neighbourhood Framework

The Director of City Development submitted a report providing an overview of the work undertaken to prepare a Neighbourhood Framework for Beckhills and which set out the proposals included within the document. The report also

sought approval of the Neighbourhood Framework for the purposes of consultation and identified the possible delivery and funding approach to ensure that the neighbourhood improvements identified within the document could be achieved.

Responding to a Member's enquiry into the ways in which a Neighbourhood Framework could be established, it was noted that a default criteria had not been established, but that a tailored approach was taken to best fit the needs and strengths of specific communities. However, invitations were extended to any neighbourhoods that wished to submit an expression of interest in establishing a Neighbourhood Framework in the future.

RESOLVED –

- (a) That the contents of the submitted report be noted;
- (b) That approval be given for the Chief Asset Management and Regeneration Officer to undertake public consultation on the draft Beckhill Neighbourhood Framework in July 2014;
- (c) That a further report be presented to Executive Board by October 2014 which details any proposed changes to the Framework and which also seeks approval of the final document.

9 West Park Centre Users Update

Further to Minute No. 30, 17th July 2013, the Director of City Development submitted a report providing an update on the progress being made to accommodate all relevant users of the West Park Centre following the permanent closure of the centre

In presenting the report, the Executive Member for Transport and the Economy drew the Board's attention to the Local Government Ombudsman's report on the matter which had been included within the submitted agenda for Members' consideration.

RESOLVED – That the contents of the submitted report be noted.

10 The First White Cloth Hall and the Lower Kirkgate Townscape Heritage Initiative

The Director of City Development submitted a report on the Lower Kirkgate Townscape Heritage Initiative (THI) and which sought approval to enter into an agreement with the owner of First White Cloth Hall on the basis of the heads of terms, as detailed within exempt appendix 5 to the submitted report. In addition, the report also sought authority to spend the £1,505,000 which had been awarded by the Heritage Lottery Fund (HLF).

The Board welcomed the proposals detailed within the submitted report, especially when considering the regeneration and retail development which was taking place in that part of the city centre.

Following consideration of appendices 5 and 6 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That authority be given for the Council to enter into an agreement with the owner of the First White Cloth Hall on the basis outlined within the heads of terms as detailed in exempt appendix 5 to the submitted report;
- (b) That authority be delegated to the Director of City Development in order to settle the final terms of that agreement;
- (c) That authority be given to spend £1,505,000 on the works as outlined within the submitted report;
- (d) That it be noted that the Programme Manager (Major Projects) will be responsible for the implementation of such matters;
- (e) That the feasibility timescales as outlined within appendix 3 to the submitted report be noted.

11 265 and 269 Roundhay Road, Harehills, Leeds, LS8

The Director of City Development submitted a report which sought approval to exchange the freehold ownerships of a Council property, 265 Roundhay Road, with a property owned by Leeds City Credit Union (LCCU), 269 Roundhay Road at a 'less than best' consideration on the terms outlined within exempt appendix 1.

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

RESOLVED –

- (a) That authority be given to discuss and explore alternative arrangements for exchange of the Council's ownership of 265 Roundhay Road with the LCCU ownership of 269 Roundhay Road, and that delegated authority be given to the Director of City Development in order to approve any negotiated terms;
- (b) That in the event of the exchange being on a 'less than best' basis, authority be delegated to the Director of City Development in order to approve the terms as outlined within the exempt appendix to the submitted report;

- (c) That it be noted that the Head of Property Services will be responsible for implementation with planned completion by end of September 2014;
- (d) That following acquisition of 269 Roundhay Road, this property be declared surplus to the Council's requirements and marketed for sale on the open market by way of inviting informal offers with terms to be approved by the Chief Asset Management and Regeneration Officer, or by way of public auction with the reserve price to be approved by the Head of Property Services.

12 Aire Valley Enterprise Zone Park and Ride Proposal Update and funding approval

Further to Minute No. 205, 5th March 2014, the Director of City Development submitted a report providing an update on the progress towards delivering a Park and Ride site in Aire Valley and also on the Aire Valley Enterprise Zone Building Foundations for Growth (BFG) grant funded schemes. In addition, the report also sought approval to fund the purchase of the park and ride site if necessary.

The Board supported the proposals detailed within the submitted report and welcomed the proposal for further park and ride provision in the city, following the recent opening of the Elland Road site. It was highlighted that in addition to servicing the Enterprise Zone, an Aire Valley park and ride facility would also benefit those travelling into the city centre.

Following consideration of appendix A to the submitted report, designated as exempt from publication under the provisions of 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 provisionally agreed heads of terms with Aire Valley Land Ltd for the Council's purchase of a 10 acre remediated site for a 1000 space Park & Ride facility, be approved.
- (b) That if necessary, approval be given to the Council funding the acquisition of the park and ride site, as set out in the exempt appendix A of the submitted report and that it be noted that such approval constitutes an 'authority to spend'.
- (c) That the injection of funds into the capital programme for the acquisition be approved.
- (d) That the Director of City Development in consultation with the Leader, the Executive Member for Transport and the Economy, the Deputy Chief Executive and the City Solicitor, be authorised to use his delegated powers to agree final terms and enter into all necessary documents for the acquisition of the site.

- (e) That the resolutions, as detailed within this minute be deemed exempt from call in.
- (f) That the following be noted:-
 - i. The stages required to implement the decision, as outlined in section 3.8 of the submitted report.
 - ii. The proposed timescales for implementation, as outlined in section 3.8 of the submitted report.
 - iii. That the Chief Officer Highways and Transportation will be responsible for the implementation of such matters.

(The matters referred to within this minute were designated as being exempt from Call In as it was determined that a delay in completing all the necessary legal documentation as soon as practically possible would have an adverse impact upon achieving the programme of works to enable delivery within the specified time frame).

CHILDREN AND FAMILIES

13 Annual Reports of the Fostering and Adoption Service and Annual Updates of the Respective Statements of Purpose

The Director of Children's Services submitted a report presenting the annual reports of the fostering and adoption services, in line with the requirements of the National Minimum Standards 2011. In addition, the report also sought approval of the revised statements of purpose for Leeds City Council's Fostering and Adoption Services, which were appended to the submitted report.

In presenting the report, the Executive Member for Children's Services paid tribute to those organisations from all sectors which had helped to improve fostering and adoption services in Leeds. In addition, the Board was advised that the number of children and young people in care in Leeds had decreased to 1,299, whilst the Board also received an update on the number of carers which the local authority had recruited to date, together with details on the methods which had been used to achieve such positive results.

RESOLVED –

- (a) That the Statements of Purpose for both the Fostering and Adoption Services for Leeds City Council be approved.
- (b) That the annual fostering and adoption reports be noted and that the work of the adoption and fostering service continue to be supported in order to ensure that children receive the best possible support.
- (c) That it be noted that the responsible officer is the Head of Looked After Children.

14 Outcomes of Proposals to Increase Primary School and Special Education Places in Leeds

The Director of Children's Services submitted a 4-part report presenting the outcomes arising from the consultation exercise undertaken in respect of several proposals to increase school provision. Parts A to D of the submitted report provided detailed information together with specific recommendations regarding each proposal.

Support for the proposals detailed within the submitted report was received. With regard to the proposals within Calverley and Farsley Ward it was requested that further work be undertaken into how the two local parks could be more effectively utilised as playing fields and outdoor space for those schools.

RESOLVED –

Part A Guiseley

- (a) That the outcome of the consultation which took place in Guiseley between 17 March and 11 April 2014 be acknowledged;
- (b) That it be acknowledged that the governing bodies of St Oswald Church of England Junior School and Guiseley Infant School are to pursue the publication of statutory notices to convert both schools to 2 forms of entry primary schools, each with an admission number of 60 into reception class each year, with effect from September 2015;
- (c) That it be noted that further capital spend on the feasibility works for this project will be committed to develop an outline scheme.

Part B Expansion proposals for Farsley Westroyd Infant School and Farsley Springbank Junior School

- (a) That changes to Farsley Westroyd Infant School, increasing its capacity from 180 pupils to 210 pupils and raising the upper age limit from 7 to 11, therefore creating a primary school, with effect from September 2015, be approved;
- (b) That changes to Farsley Springbank Junior School, increasing its capacity from 240 to 420 and lowering the lower age limit from 7 to 4, therefore creating a primary school, with effect from September 2015, be approved.

Part C Expansion proposal for Broadgate Primary School, Horsforth

- (a) That the expansion of Broadgate 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 2015, be approved.

Part D Specialist provision at Moor Allerton Hall Primary School

- (a) That the proposal to open a specialist provision at Moor Allerton Hall Primary School for pupils who are deaf and hearing impaired from September 2014, be approved;

- (b) That it be noted that the responsible officer for implementation is the Capacity Planning and Sufficiency Lead.

15 Design and Cost Report for East Ardsley Primary School (Phase III traditional build extension) and Asquith Primary School - Basic Need Projects

The Director of Children's Services submitted a report presenting information and seeking the necessary 'authority to spend' in respect of proposals to expand East Ardsley Primary School and Asquith Primary School.

Support for the proposals detailed within the submitted report was received.

RESOLVED –

- (a) That expenditure of £884,205 from capital scheme number 16585/ETA/PH3 be authorised, and that the acceptance of variation orders provided by the 10 Schools SPV for costs associated with the construction of the phase III accommodation at East Ardsley Primary School, be approved;
- (b) That expenditure of £2,895,100 from capital scheme number 16585/ASQ/000 be authorised and that the acceptance of variation orders provided by the 10 Primaries SPV for costs associated with the construction of the works at Asquith Primary School, be approved;
- (c) That the programme dates as identified in section 4.2 of the submitted report in relation to the implementation of these resolutions be noted;
- (d) That it be noted that the officer responsible for implementation of such matters is the Project Manager, PPPU;

16 Design and Cost Report for the North East SILC and the South SILC (Specialist Inclusive Learning Centres) Basic Needs Projects

Further to Minute No. 216, 5th March 2014, the Director of Children's Services submitted a report providing background information and detail in respect of the Basic Need schemes to expand the North East Specialist Inclusive Learning Centre (SILC) and the South SILC, whilst the report also sought the necessary authority to approve expenditure for the proposed expansions.

A verbal update was provided by the Council's Chief Procurement Officer who drew the Board's attention to omissions in the contractor's bid which resulted in an increase in the total funding required for the proposals for the North East SILC. Members were requested to approve a revised cost of £10,329,100. Members received details on the reasons for the discrepancy and considered the most appropriate way to proceed.

In conclusion and in order to minimise the risk of any such issues happening again, it was requested that the Council's existing procedures around the scrutiny of submitted tenders be reviewed, with a further report on the

review's findings and proposed next steps being submitted to the Board in due course for Members' consideration.

RESOLVED –

- (a) That expenditure of £10,329,100 from capital scheme number 16981/NES/000 to enable the construction work associated with the expansion to the North East SILC be authorised, and that expenditure of £4,071,100 from capital scheme number 16981/SLS/000 to enable the construction work associated with the expansion to the South SILC also be authorised.
- (b) That the programme dates identified in section 4.0 of the submitted report regarding the implementation of this decision be noted, together with the fact that the final delivery date for total completion of this scheme is September 2015.
- (c) That it be noted that the Project Manager, PPPU is responsible for the implementation of such matters.
- (d) That the Council's procedures around the scrutiny of submitted tenders be reviewed, with a further report on the review's findings and proposed next steps being submitted to the Board in due course for Members' consideration.

17 Design and Cost Report for Little London Primary School Basic Need Project

Further to Minute No. 227, 24th April 2013, the Director of Children's Services submitted a report presenting background information and detail regarding a Basic Need scheme to expand Little London Primary School. In addition, the report also sought authority to incur the related capital expenditure to undertake the works required to provide accommodation to support a 3 Form Entry primary school and associated external facilities.

Members welcomed the proposals detailed within the submitted report and the investment which was being utilised to facilitate such regeneration.

RESOLVED –

- (a) That expenditure of £6,434,600 from capital scheme number 16585/LIT/000 to enable the construction of the expansion to Little London Primary School be authorised.
- (b) That the link between this submitted report and the joint report of the Director of Environment and Housing and Director of City Development (entitled: Design & Cost Report for Little London Community Hub) found elsewhere on the agenda be noted, and that support be given to the proposal for the school expansion, community centre and Neighbourhood Housing Office to form part of the same procurement and construction contract.

- (c) That the programme dates as identified in section 4.0 of the submitted report regarding the implementation of this decision be noted, together with the fact that the final delivery date for total completion of this scheme is September 2015.
- (d) That it be noted that the Project Manager, PPPU is responsible for the implementation of such matters.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

18 Design and Cost Report for Little London Community Hub

Further to Minute No. 46, 17th July 2013, the Director of City Development and the Director of Environment and Housing submitted a joint report which sought authority to incur capital expenditure for the construction and re-provision of the community centre and Neighbourhood Housing Office in Little London, which formed part of the Little London Community Hub redevelopment. In addition, the report set out the key components of the scheme which included expansion to the Little London Community Primary School, a new build community centre and Neighbourhood Housing Office, together with a new retail development. Additionally, the report also provided an update on the Little London Housing PFI project and how this complemented the regeneration proposed as part of the Little London Community Hub development.

As with Minute No. 17, (Design and Cost Report for Little London Primary School Basic Need Project) the Board welcomed the proposals detailed within the submitted report together with the investment which was being utilised to facilitate such regeneration, and highlighted the impact that this initiative would have on the local community.

RESOLVED –

- (a) That the progress made to commence regeneration in Little London and also to revise proposals for the Little London Community Hub be noted and supported;
- (b) That the link between this submitted report and that of the Director of Children’s Services (entitled: Design & Cost Report for Little London Primary School Basic Need Project) found elsewhere on the agenda for the expansion of Little London Community Primary School be noted, and that support be given to the proposal that the school expansion, Neighbourhood Housing Office and community centre form part of the same procurement and construction contract, as set out in paragraphs 3.26 and 3.27 of the submitted report;
- (c) That it be noted that the costs identified in the submitted report are based on RIBA Stage D - detailed design;
- (d) That the Director of City Development be authorised to inject and incur expenditure of £677,700 from the General Fund capital scheme 32140/000/000 in order to deliver a new community centre forming part

of the Little London Community Hub, with an anticipated contract award in July and start on-site date of July/August 2014, as set out in paragraph 3.29 of the submitted report;

- (e) That it be noted that scheme 32036/CJ3/000 to deliver a new Neighbourhood Housing Office forming part of the Little London Community Hub at £264,700 is funded within the overall Housing Leeds refurbishment programme, as approved by Executive Board in February 2014, and that it will be delivered by the Director of Environment and Housing, with an anticipated contract award in July and a start on-site date of July/August 2014, as set out in paragraph 3.29 of the submitted report.

19 Natural Resources and Waste Local Plan: Publication and Submission of Policies: Minerals 13 and 14

Further to Minute No. 154, 9th January 2013, the Director of City Development submitted a report which sought approval to publish the revised Policies Minerals 13 and 14 of the Natural Resources and Waste Local Plan together with supporting text for the purposes of a six week consultation period. Subject to there being no new significant issues raised, approval was also sought to make a recommendation to Full Council that it approves the submission of the revised policies to the Secretary of State for independent examination.

RESOLVED –

- (a) That the revised Policies Minerals 13 and 14 of the Natural Resources and Waste Local Plan and supporting text be published for the purposes of a six week consultation period, and that the Chief Planning Officer be authorised to consider any representations received.
- (b) That it be noted that the Head of Forward Planning and Implementation is responsible for these matters and that it also be noted that the consultation exercise will take place in July - August 2014.
- (c) That subject to there being no new significant issues raised, it be recommended that Full Council approve the submission of the revised policies to the Secretary of State for the purposes of independent examination.
- (d) That if significant new issues are raised through the consultation process, or by Scrutiny Board members, the Chief Planning Officer, in consultation with the Executive Member for Neighbourhoods, Planning & Personnel be authorised to review the proposals and to take such additional steps as are necessary before seeking approval from Council for submission.

(The Council's Executive and Decision Making Procedure Rules state that the power to Call In decisions does not extend to those made in accordance with Budget and Policy Framework Procedure Rules (B&PFPRs). As the

resolutions relating to this minute (above) were being made in accordance with the Council's B&PFPR's, such matters were not eligible for Call In)

20 Progress on Delivering the Council Housing Growth Programme

Further to Minute No. 45, 17th July 2013, the Director of Environment and Housing and the Director of City Development submitted a joint report providing an update on the Council Housing Growth Programme and the sites that had been identified for development. In addition, the report also provided details of the sites where a bid had been submitted to the Homes and Communities Agency (HCA) for grant funding, together with details of the rental strategy to be adopted. Finally, the report provided an update on the work undertaken to develop a standard of finish which would include design approaches aimed at reducing running costs by providing a more energy efficient product and also information on the proposed 'Lettings Policy' for the new build Council properties.

By way of an introduction to the submitted report, the Executive Member for Neighbourhoods, Planning and Personnel emphasised the scale and ambitious nature of the programme. In addition, the Board noted that Scrutiny Board (Housing and Regeneration) was scheduled to consider the Council's Lettings Policy as part of its work programme.

In considering the report, Members discussed the following:-

- The need to ensure that neighbourhoods were 'liveable' and sustainable;
- The importance of design quality and energy efficiency standards which were being developed as part of the programme;
- The need to demonstrate to the HCA that the Local Authority was able to successfully deliver such an ambitious programme;
- The accommodation needs which needed to be addressed in the outer areas of the city, as well as those in the inner areas;
- The vital importance of housing provision for the elderly across the city.

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

RESOLVED –

- (a) That the progress on the development of the Council Housing Growth Programme be noted;

- (b) That the development of a new rental strategy for new build Council properties which are funded through the Homes and Communities Agency's Affordable Homes Programme, be agreed;
- (c) That the progress made against the development of a new approach to the standard of the final product, as it relates to the development of new council housing, be noted;
- (d) That a new approach for the allocations of new build Council homes be agreed, and that approval be given for the Director of Environment and Housing to approve local lettings policies;
- (e) That the further injection of £20,194,000 into the Council Housing Growth Programme from the HRA, with authority to spend of £30,120,000 per the table at paragraph 6.7 of the submitted report be approved, and that £10,194,000 of the new injection be utilised from reserves and additional available 'Right To Buy' (RTB) receipts and £10,000,000 from unsupported borrowing.
- (f) That responsibility for the delivery of the resolutions above be delegated to the Director of Environment and Housing.
- (g) That a further report be submitted to Executive Board in September 2014 outlining the work that is being developed to achieve 'quality' and 'quantity' as part of the overall Housing Growth Programme.

CLEANER, STRONGER AND SAFER COMMUNITIES

21 Allocation of Police Community Support Officer's (PCSO's) for Leeds to 2015/16 and new Joint Working Arrangements with West Yorkshire Police

Further to Minute No 209, 5th March 2014, the Director of Environment and Housing submitted a report providing an update on the outcome of the discussions between West Yorkshire Police, Elected Members and Senior Council Officers on the allocation of Police Community Service Officers (PCSOs) for the period up to 31st March 2016. In addition, the report also provided a summary of the new ways of working being piloted between Leeds City Council and West Yorkshire Police in priority services areas including Domestic Noise Nuisance and Street Begging, and highlighted the direction of travel in relation to the Environmental agenda.

The Board received an overview of the report from Superintendent Sam Miller, who also updated the Board on the joint working initiatives which continued between the Council and West Yorkshire Police.

Members welcomed the submitted report, paid tribute to the work of the PCSO's and highlighted the vital importance of their visible presence within communities.

RESOLVED –

- (a) That it be noted that the allocation of PCSO's is to remain at 5 per Ward, as per the current arrangement across the City for Leeds City Council funded officers.
- (b) That with regard to additional PCSO's being funded by West Yorkshire Police, support be given to such officers being allocated on a demand based profile.
- (c) That the new areas of partnership work being led by the Chief Officer for Community Safety, where different approaches, and joint working arrangements are being piloted to support the delivery of Council and Police priorities, be noted.

DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS

22 The Tour de France Legacy for Leeds: 'Cycling Starts Here'

Further to Minute No. 232, 2nd April 2014, the Director of City Development, the Director of Public Health and the Director of Children's Services submitted a joint report outlining the basis for building a lasting cycling legacy from the Tour de France and highlighted the work that was already being progressed in this area.

It was highlighted that a sustainable and meaningful legacy would involve all areas of the Council together with other sectors, and it was acknowledged that further reports would be submitted to the Board in due course as work on the lasting legacy of the Tour de France continued.

Members noted the positive impact that the Tour was already having on cycling participation levels across the city and highlighted the need to ensure that such momentum was not lost.

RESOLVED –

- (a) That the five key objectives of the Cycle Yorkshire strategy, as detailed at section 3.1.1 of the submitted report be endorsed;
- (b) That the legacy commitments, as described at Table 1 of the submitted report be supported;
- (c) That the establishment and resourcing of a 'Cycling Starts Here' Programme Board to include city partners, with Leeds City Council taking the strategic lead, be agreed;
- (d) That the range of directorates and external partners who have a direct and indirect interest be noted;
- (e) That the development of a holistic Cycling Strategy for Leeds be supported;

- (f) That the Director of City Development develop plans to resource the transformation of cycling in Leeds through the future budget setting process.

ADULT SOCIALCARE

23 Age Friendly Leeds

The Director of Adult Social Services submitted a report highlighting the key issues arising from establishing Leeds as an Age Friendly City and which focussed upon the expectations of the World Health Organisation's 'Global Network' initiative. Specifically, the submitted report focussed upon tackling loneliness and social isolation amongst older people and on the work being undertaken in respect of 'Dementia Friendly Leeds'. Finally, the report identified areas for further development and highlighted the plans in place to help Leeds become the Best City in which to live, and especially to grow older.

RESOLVED –

- (a) That the current ongoing work, as outlined within the submitted report, be noted and endorsed;
- (b) That directorates and partners be called upon to assess themselves against the World Health Organisation's 'Global Network of Age Friendly Cities Framework';
- (c) That the opportunities outlined in the submitted report for further work in making Leeds an Age Friendly and Dementia Friendly city, which is working to tackle loneliness and social isolation in older people, be encouraged;
- (d) That the Executive's engagement with Dementia Friendly Leeds at a community level be endorsed;
- (e) That the proposal for Executive Members to become Dementia Friends and Champions be endorsed and that all local authority staff be encouraged to fulfil such roles also.

FINANCE AND INEQUALITY

24 Financial Performance: Outturn Financial Year Ended 31st March 2014

The Deputy Chief Executive submitted a report presenting the Council's financial outturn position for 2013/2014 for both revenue and capital elements, whilst also outlining details regarding Housing Revenue Account and spending on schools. In addition, the report also highlighted the latest position regarding other key financial health indicators including Council Tax and NNDR collection statistics, sundry income, reserves and the prompt payment of creditors.

With regard to proposals detailed within the report regarding the creation of earmarked reserves, specifically in respect off the Leeds Grand Theatre,

Members welcomed that a dedicated report was scheduled to be submitted to the 16th July 2014 Board meeting. It was also requested that both Councillors A Carter and Golton received respective briefings on the current position regarding Leeds Grand Theatre.

In conclusion, the Chair paid tribute to all officers concerned for their continued efforts which had led to the Council's final outturn position for the 2013/14 financial year.

RESOLVED –

- (a) That the outturn position as detailed within the submitted report be noted, and that the creation of earmarked reserves as detailed in paragraphs 3.8 and 5.5 be agreed, with the release of such earmarked reserves being delegated to the Deputy Chief Executive;
- (b) That a virement in 2014/15 from directorate superannuation budgets to general fund reserves, as detailed in paragraph 5.4 of the submitted report, be agreed;
- (c) That it be noted that the Chief Officer Financial Services will be responsible for the implementation of the resolutions detailed above, following the “call in” period.

25 Best Council Plan Update 2014/2015

Further to Minute No. 200, 5th March 2014, the Deputy Chief Executive submitted a report which sought approval to the proposed updates to the objectives and priorities contained within the Best Council Plan 2013/17.

On 1st July 2013, when approving the new strategic Best Council Plan, Council also provided Executive Board with the authority to make in-year amendments to the Plan when required.

The Chief Executive advised that the proposed refresh of the Plan's objectives and priorities would help to ensure that it continued to reflect the current context in which the Council operated and also that it continued to have a genuine impact on the organisation.

The importance of cross-departmental working as an effective means of driving the Plan's objectives forward was highlighted.

Members welcomed the proposals detailed within the submitted report, together with the succinct, clear and user friendly format of the Plan.

RESOLVED –

- (a) That the updated 'Best Council Plan 2013/17', which sets out the authority's six strategic objectives and priorities be approved;
- (b) That the next steps which are outlined in the submitted report to further revise the Council's priorities in order to feed into the next Best Council Plan in time for the start of the 2015/16 financial year, be noted;

Draft minutes to be approved at the meeting
to be held on Wednesday, 16th July, 2014

- (c) That it be noted that the Deputy Chief Executive will be responsible for the implementation of the next steps.

(The Council's Executive and Decision Making Procedure Rules state that the power to Call In decisions does not extend to those made in accordance with Budget and Policy Framework Procedure Rules (B&PFPRs). As the resolutions relating to this minute (above) were being made in accordance with the Council's B&PFPR's, such matters were not eligible for Call In)

DATE OF PUBLICATION: FRIDAY, 27TH JUNE 2014

**LASTE DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** FRIDAY, 4TH JULY 2014 AT 5.00 P.M.

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 7th July 2014)

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 22 July 2014

Subject: Financial Performance - Outturn Financial year ended 31st March 2014

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

1.0 Introduction

- 1.1 Attached as Appendix 1 is the Financial Performance Outturn 2013/14. This report presents the Council's financial performance for the year ending 31st March 2014.
- 1.2 Officers have been invited to attend today's meeting to answer any questions from Board members.

2.0 Recommendations

- 2.1 Members are asked to;
 - (i) Note the Council's Financial Performance Outturn 2013//14.
 - (ii) Engage in a discussion with the Officers
 - (iii) Consider whether there are any resulting issues which require further Scrutiny.

Background Papers¹

None used

¹ The background documents listed in this section are available 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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Report of the Deputy Chief Executive

Report to Executive Board

Date: 25th June 2014

Subject: Financial Performance - Outturn Financial year ended 31st March 2014

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

Summary of main issues

1. The purpose of this report is to inform members of the final outturn for the financial year 2013/14. The pre-audited accounts will be presented to the Corporate Governance and Audit Committee at its meeting on the 10th July.
2. As set out below, the final position on the General Fund shows an underspend of £2.3m after the creation of a number of earmarked reserves. As the 2013/14 budget was supported by the usage of £2.5m of general reserves, this underspend will reduce the required amount to £0.2m.
3. The Housing Revenue Account, was budgeted to break-even, but the outturn position shows a surplus of £3.0m, which will be used to create an earmarked reserve to fund environmental initiatives on housing estates.

Recommendations

4. Members of the Executive Board are asked to:
 - a. Note the outturn position for 2013/14 and to agree to the creation and delegated release of earmarked reserves as detailed in paragraphs 3.8 and 5.5 below and delegate their release to the Deputy Chief Executive.
 - b. Agree a virement in 2014/15 from directorate superannuation budgets to general fund reserves as detailed in paragraph 5.4 below.
 - c. Note that the Chief Officer Financial Services will be responsible for the implementation of these actions following the "call in" period.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's financial outturn position for 2013/14 for both revenue and capital and includes the Housing Revenue Account and spending on schools.
- 1.2 The report also highlights the position regarding other key financial health indicators including Council Tax and NNDR collection statistics, sundry income, reserves and the prompt payment of creditors.
- 1.3 It should be noted that in accordance with proper accounting practice, any significant event which occurs prior to the audit sign - off of the accounts in September 2014, could impact on the Council's final published outturn position and hence the level of reserves. This is known as a post balance sheet event and should such an event occur, it will be reported back to this Board at the earliest opportunity.

2. Main Issues

- 2.1 The 2013/14 outturn revenue position on the General Fund is an in year underspend of £9.5m although this does include significant funding received from the Clinical Commissioning Groups (CCG's) which has increased by £5.3m from the position reported to the Board at period 11. After the creation of a number of earmarked reserves as detailed in paragraph 5.5. the in year underspend is £2.3m.

Table 1 below provides a summary of the outturn position.

Table 1

(Under) / Over Spend for the current period							Previous Reported (Under) / Overspend (pd 11)
Directorate	Director	Staffing	Other spend	Total Expenditure	Income	Total Under /Overspend	
		£000	£000	£000	£000	£000	£000
Adult Social Care	Sandie Keene	(948)	5,263	4,315	(9,463)	(5,148)	(475)
Children's Services	Nigel Richardson	(3,103)	7,411	4,308	(4,349)	(41)	537
City Development	Martin Farrington	282	801	1,083	(134)	949	1,086
Environment & Housing	Neil Evans	(105)	500	395	(1,711)	(1,316)	(1,031)
Strategy & Resources	Alan Gay	(797)	1,343	546	(660)	(114)	(324)
Legal & Democratic Services	Catherine Witharr	(387)	(6)	(393)	99	(294)	(78)
Public Health	Ian Cameron	(40)	(1,139)	(1,179)	232	(947)	(413)
Citizens & Communities	James Rogers	(76)	2,363	2,287	(2,457)	(170)	(58)
Civic Enterprise Leeds	Julie Meakin	687	3,831	4,518	(4,019)	499	565
Total		(4,487)	21,506	17,019	(22,462)	(6,582)	(191)
Corporate issues							
Public Health underspend carried forward						947	413
Debt Savings						(1,996)	(1,700)
Uncommitted Contingency fund						(1,716)	(1,300)
Capitalised interest						(1,100)	(1,100)
Capitalisation redistribution grant						(1,097)	
Adjustment to debtor provision						926	
Other strategic issues						758	
Section 278 shortfall						400	
Total						(9,460)	(3,878)
Proposed transfer to earmarked reserves						7,186	
In Year Underspend						(2,274)	

- 2.2 Full details of the directorate variations for the year can be found in the financial dashboards attached as Appendix 1. The main directorate issues contributing toward the outturn position are as follows:-

Staffing – the 2013/14 budget assumed that 326 ftes would leave the Council, mainly through the Early Leavers scheme. By 31st March 2014, 247 ftes had left under the scheme. The Council maintains a reserve which is earmarked to meet the one off severance costs of the scheme which cannot be met by directorates. In total one off costs of severance of £2.9m have been incurred in 2013/14, but the fund has only been used to assist those directorates that have not been able to meet the pressure from within their own budget, and this totals £2.3m. The 2014/15 budget includes £2.0m for further ELI costs.

Overall, staffing savings amounted to £4.5m, primarily within Children’s Services, reflecting the number of vacant posts across the directorate throughout the year.

- 2.3 Adult Social Care – The demand-led community care budget has been under pressure throughout the financial year, mainly due to increased activity levels within home care for older people. There have also been a small number of unanticipated high cost placements for people with mental health needs and physical impairments. Contingency actions have been identified and implemented during the year to mitigate these pressures.

The Clinical Commissioning Groups (CCG’s) have provided additional resources to support Adult Social Care Services this year, acknowledging the additional health benefits of the increased expenditure on community care packages, including reductions in delayed discharges from hospital. £6.7m of additional health funding has been provided this year for Adult Social Care. This has enabled £5m from the savings made through ASC contingency actions to be transferred to an earmarked reserve for “pump priming” the Better Care Fund in 2014/15 as outlined in the 2014/15 Budget report to Executive Board in February 2014. It has also enabled £0.8m of the Adult Social Care earmarked reserve to support service transformation to be retained for use for that purpose in 2014/15 rather than needing to be used to fund the 2013/14 community care budget pressures.

- 2.4 Children’s Services – the 2013/14 budget strategy recognised the need to reduce the number of children in care. At outturn, significant financial savings have been achieved due to reducing the reliance on externally provided residential and fostering placements and altering the mix of placement provision, including increasing the numbers of special guardianship, kinship care and adoptive placements. However, there has been some slippage on the anticipated reductions in externally provided placements which has resulted in an overspend of £2.7m on the £23.2m budget. In addition, the 2013/14 budget included anticipated savings of £2.8m in relation to the review of home to school transport policy and provision, which following the Executive Board’s decision to phase the implementation over a number of financial years has not been achieved. Within the £4.3m additional income, approximately £1.9m relates to additional health funding acknowledging the demand pressures within the system. Of the remaining £2.4m, there is additional income of £0.9m from the Dedicated Schools Grant funding, and an additional £1m of income from schools in relation to PFI schemes which is partly offset by an adverse variation of £0.3m in respect of Nursery Fee income.

- 2.5 City Development - the main areas of overspend are staffing in Planning and Sustainable Development and the non-achievement of income targets within Sport and Libraries Arts and Heritage. Savings have been made on winter maintenance of £665k. Although the decision not to implement charges for resident parking permits resulted in a shortfall of £0.4m this has been funded during the year from other one off income sources.
- 2.6 Environment and Housing – pressures within the refuse collection service of £0.8m and within waste (strategy and disposal) £0.2m have been offset by additional parking income of £0.9m primarily due to the delays in closure of Quarry Hill and increased occupancy of both on and off street parking including Woodhouse Lane. An underspend of £0.8m within Strategy and Commissioning relates to efficiencies delivered through the Supporting People contracts.
- 2.7 Central and Corporate Services – staffing savings in back office services have been achieved throughout the year. Within the Commercial Services area of Civic Enterprise, whilst there is a shortfall of £0.5m against the budgeted surplus of £9.1m this still represents an increase of £1.5m over 2012/13.
- 2.8 Public Health – The outturn shows an underspend of £947k. Of this £655k will be used to fund spend committed in 2013/14 which did not take place before the year end, leaving a balance of £292k uncommitted grant which represents less than 1% of the total grant for the year. Under the terms of the grant conditions the unspent grant is treated as a receipt in advance i.e. does not form part of reserves.
- 2.9 The main variations within the strategic budget are as follows:
- Debt savings of £1.9m have been achieved from the continuation of low interest rates and slippage in the capital programme.
 - Following finalisation of the capital programme for the year, a £1.1m saving has been identified from the capitalisation of the interest costs of assets under construction.
 - There is a shortfall in the Section 278 income¹ budget of just £400k which is a significant improvement from the 2012/13 shortfall of £2.6m.
 - The Council received notification of the Capitalisation Provision Redistribution Grant 2013-14 on the 2nd April 2014 which represents unallocated government funds which were held back from the 2013/14 grant settlement. For Leeds the redistribution amounted to £1.097m.
 - A reduction of £0.9m to the debtor provision following the settlement of a litigation case.

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 2013/14 revenue budget provides for income of £5.2m for such schemes.

- All other variations amount to a cost £0.8m which mainly reflects the corporate procurement target which is held centrally but delivered in directorates.

3. Housing Revenue Account (HRA)

- 3.1. Following finalisation of the HRA the outturn for the year is a surplus of £3m against the 2013/14 budget which provided for a break even position.
- 3.2. It should be noted that the outturn position reflects the transfer of the housing management function from the ALMOs back into the Council from 1st October 2013. This has resulted in ALMO reserves of £9.3m being available to fund the Council's housing priorities. It is recommended that these reserves are added to the Major Repairs Reserve (MMR) and earmarked to support the Council House Growth Programme.
- 3.3. Due to slippage in the start of the Little London, Beeston Hill and Holbeck (LLBH&H) PFI project, £5.8m of budgeted income from Government Grant and ALMO contributions has not been received. This has no net impact on the HRA as there has been a corresponding reduction in payments to the contractor and the contribution to the project's sinking fund.
- 3.4. There have been savings of £10m on employee costs and transport (£0.2m) which primarily relate to posts within Housing Leeds being held vacant pending the outcome of the Housing Management Review.
- 3.5. Savings of £0.5m have been realised in relation to premises (rents and utilities), insurance (£0.2m) and office consumables, clothing and equipment (£0.5m). There have been savings of £0.4m in relation to the Council Tax payable on empty homes due to the number of voids being less than budget and improved turnaround times. In addition, unbudgeted income of £0.5m from interest on balances has been received.
- 3.6. There has been an under recovery of £0.3m in relation to Construction Services. This has arisen due to a combination of transferring to a new costing system (Orchard Direct Works) during the year & a deficit on the adaptations contracts held with SSE and WNW areas.
- 3.7. The contribution to provisions is £0.2m less than budget. This is the net impact of an overspend of £0.9m on the contribution to the provision for disrepair due to a high volume of new claims being received following canvassing in the city by two compensation companies. This is largely offset by a saving of £1m in respect of the contribution required to the bad debt provision. The saving on bad debts has arisen due to fewer rent arrears being written off and the impact/delay of the introduction of Welfare Change being less than anticipated.
- 3.8. It is recommended that the surplus of £3m is used to create an earmarked reserve to fund environmental initiatives on housing estates.

4. Schools

4.1 The outturn on the Individual Schools Budget for 2013/14 is shown in Table 2 below:

Table 2

Outturn	£m
Latest estimate	407.6
Outturn	405.7
Variation	1.9
Schools Reserves	
Balance Brought Forward	21.0
Net Contribution to Reserves	1.9
Balance Carried Forward	22.9
Extended Services & Partnerships	
Balance Brought Forward	7.1
Net Contribution to Reserves	1.7
Balance Carried Forward	8.8

4.2 As schools are funded from the Dedicated Schools Grant (DSG), their reserves are ring fenced and must be carried forward. Mainstream school reserves stand at £22.9m. In accordance with previous decisions, the development costs of School PFI and BSF funded schemes are initially met by borrowing from the overall level of school reserves which is then repaid over a period of time and at the close of the year, £1.3m was still outstanding. Also borrowed from school reserves was £0.3m to fund school VER costs and £4.0m to fund the 2013/14 departmental budget for Children's Services. After allowing for borrowing on the above, the net mainstream schools reserves position was £17.3m as at 31st March 2014.

4.3 Extended Services & Partnerships reserves amount to £8.8m as at 31st March 2014.

4.4 Any net saving on other DSG funded services (within the Schools Block, Early Years Block and High Needs Block) are also carried forward as a ring fenced reserve and is available to fund DSG activity in future years. At the close of 2013/14, this reserve amounted to £10.4m (£5.8m in 2012/13). In March 2014 the Leeds Schools Forum agreed to earmark £1.2m of the DSG balance to meet the cost of school equal pay claims. Further net savings have been made in-year, due primarily to reduced requirements within the High Needs block and Growth Fund, and on the creation on the provision of places 2-year olds. Schools Forum has made a commitment to utilise £4.0m of the balance brought forward in 2014/15.

5. Reserves

5.1 General Fund reserves at 31st March 2014 are £25.7m as shown in Table 3 below:

Table 3

General reserves		2013/14 Outturn £m
Balance as at 31st March 2013		23.1
<i>Add:</i>	Small business Rate Relief	3.8
<i>Less:</i>	Impact of Levy to Bus Rates pool	-1.0
<i>Less:</i>	net usage in year	-0.2
Balance as at 31st March 2014		25.7

5.2 As previously reported to Executive Board, the Government has continued the small business rates relief scheme. Compensation grant received by the Council amounts to £3.8m - an increase of £0.5m from the initial assessment. This reimbursement was not announced in time to be included in the 13/14 budget and was added to General Fund reserves during the year.

5.3 However as part of the calculation of the Business Rates Levy £1m of this is transferred to the Leeds City Region Business Rates Pool. The regulations governing the calculation of the Levy have not yet been issued, but from DCLG guidance issued in January it is clear that the methodology has been changed. When the 2013/14 budget was prepared Leeds' levy was estimated at £976k, but under the new guidance grant funding for Small Business Rates Relief has to be brought into the calculation as income. As a result, the 2013/14 Levy is now estimated at £1.9m, an increase of £1m from the budget.

5.4 The balance carried forward of £25.7m is £1.5m below the projection of £27.2m reported in the February 2014 Budget report. However the 2014/15 budget provided for an increase in the employers' superannuation rate of 0.5% to 15% based on information provided from the pension fund that overall any increase should be contained within 0.5%. However following finalisation of the level of contributions required to meet current employees' liabilities and an annual lump sum for past employees the combined rate has now been calculated at 14.5%. This will result in a saving on general fund services of £1.43m and it proposed to transfer this to general reserves.

5.5 Earmarked Reserves

5.5.1 Executive Board are requested to approve the creation of earmarked reserves totalling £7.2m. These will help to support the 2014/15 budget by providing additional investment in the following priority areas:

- As detailed in para 2.3 above, it is proposed to earmark £5m of the Adult Social Care underspend to pump prime the Better Care Fund in 2014/15.

- Within Children's Services it is proposed that £1.073m of additional health funding in 2013/14 is earmarked in respect of transitional funding for Child Adolescent and Mental Health Services (CAMHS) and the joint Health Innovation Programme.
- £0.12m within Environment and Housing is to be earmarked to create a Homelessness Prevention Fund which will support struggling mortgagees to meet their housing costs through affordable loans to pay off debt/court costs; an extension to the Reconnections service; and a fund to pay for cleaning up tenancies where the tenant is in danger of losing accommodation due to hoarding etc.
- In addition £0.04m is to be earmarked in respect of the Temple Newsam fire insurance receipt which will cover expected associated costs in 2014/15.
- Within Customer Services it is proposed to earmark £0.1m of the underspend in respect of the extension of the 'liveperson' (webchat) contract at the contact centre
- £0.853m is to be earmarked from the unspent contingency fund; £0.2m for the manager challenge programme in 2014/15 and £0.653m to support the Grand Theatre in respect of both the projected deficit for 2013/14 and other potential losses arising from the reclaiming of alleged misappropriated funds. The Theatre's operating deficit is still subject to finalisation. The company has no unrestricted reserves to fund its deficit and therefore will require the support of the Council to continue to operate. The financial position of the Company is of significant concern and it is proposed that a report on the options for the future operation of the Company is brought forward by the Director of City Development for consideration at July's Board meeting.

5.5.2 Executive Board are also requested to note contributions to two earmarked reserves already approved by the Board in respect of the repair and maintenance fund for the Engine House and Towers of £1.629m and the creation of a social inclusion fund from the proceeds of the large casino licence £0.853m.

5.6 A full statement of all Council reserves can be found at Appendix 1. A summary of them is shown in Table 4 below:

Table 4

Reserves	Balance at 31.3.14 £m
General Fund:	
General reserves	25.7
Earmarked reserves	23.5
Ringfenced reserves - schools	36.6
Ringfenced reserves - other	7.2
Housing Revenue Account:	
General reserve	7.0
Earmarked reserves	78.0

6. Capital programme

6.1 The actual capital expenditure for General Fund and HRA in 2013/14 was £198.0m, an underspend of £7.4m against the February 2014 Capital Programme.

6.2 General Fund

The following table shows the in-year actual General Fund expenditure against estimate split per Directorate:

General Fund	Feb 14 Estimate	May 14 Outturn	Variation	
	£000s	£000s	£000s	%
City Development	68,450.4	69,715.4	1,265	1.85
Children's Services	34,745.4	32,315.4	-2,430.0	-6.99
Environment & Neighbourhoods	18,288.0	17,236.6	-1,051.1	-5.75
Adult Services	5,503.8	2,980.3	-2,523.5	-45.85
Strategic Accounts	14,228.1	14,269.8	41.7	0.29
Central & Corporate Functions	9,043.9	8,374.0	-669.9	-7.41
Central Accounts	311.2	1,005.2	694.0	223.01
Total Spend	150,570.8	145,897.0	-4,673.8	-3.10

6.2.1 Details of the main General Fund schemes which have generated this underspend can be seen in Appendix 3.

6.2.2 The outturn figures for the Strategic accounts includes £8.1m of eligible general capitalised expenditure transferred from department's revenue accounts plus £141k of capitalised PFI development costs.

6.2.3 £1m of interest costs have been capitalised in respect of assets under construction as at 31 March 2014.

6.3 Housing Revenue Account

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

HRA	Feb 14 Estimate	May 14 Outturn	Variation	
	£000s	£000s	£000s	%
Strategic Landlord	1,246.3	785.7	-460.6	-36.96
Housing Leeds	53,566.6	51,319.9	-2,246.7	-4.19
Total Spend	54,812.9	52,105.6	-2,707.3	-4.94

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

	Feb 2014 Estimate (£m)	May 2014 Outturn (£m)
Net Capital Spend	205.4	198.0
Financed by		
Specific Grants and Contributions	65.4	57.0
Capital Receipts	0.0	10.0
MRA	0.0	0.0
HRA Self-Financing	37.1	35.1
Borrowing	85.4	78.2
Revenue Contributions \ Reserves	17.5	17.7
Total Funding	205.4	198.0

6.4.1 £10m of capital receipts have been utilised in 2013/14 as a funding source for General Fund expenditure. In line with existing accounting policy £12.7m of receipts have been used to fund PFI liabilities.

6.4.2 HRA Strategic Landlord, ALMO's and BITMO have utilised £35.1m of self-financing funding, together with £17.0m of ALMO revenue contributions.

6.4.3 The net debt of the Council as at 31 March 2014 is £1,393m. Further details of this and the debt financing costs will be presented in the annual 2013/14 Treasury Management report to Executive Board in July 2014.

7. Other Financial Performance

7.1 Local Taxation

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

	2010/11 Leeds Actual	2011/12 Leeds Actual	2012/13 Leeds Actual	2013/14 Leeds Actual
Council Tax collection	96.7%	96.6%	96.6%	95.7%
Non Domestic Rates	97.9%	97.5%	97.6%	97.1%

7.1.2 As indicated in the 2013/14 Budget Report, the introduction from April 2013 of a local scheme of Council Tax discounts does raise additional risks as to collection and the assumed ultimate collection rate for Council Tax was reduced from 99.2% to 99% to reflect this additional risk. The collection position at the end of March is as follows:

- Council Tax overall collection rate – 95.7% (96.6% last year). The in-year collection rate target for the current year was 95.5% to reflect the increase in debt which has fallen due in respect of those who previously were in receipt of 100% Council Tax Benefit. Current year performance was also affected by increased charges in respect of empty properties, which during 2012/13 were exempt from council tax. At the end of March however the target of 95.5% set for the in year collection has been exceeded. Although the percentage collected is down on the previous year, £267.5m has been collected in 2013/14, an increase of £13.3m compared to the previous year which reflects the Council Tax support changes and the additional empty properties charges.
- Collection rate for those affected by Council Tax Support scheme – 73.0% (69.9% month 11).
- Collection rate for those previously getting 100% Council Tax benefit – 65.0% (62.4% month 11).

7.1.3 The collection of non-domestic rates for the year is 97.1% of the current net debit of £376.0m. This represents a reduction of 0.55% over 2012/13, although the actual value of cash collected in respect of 2013/14 is an increase of £15.8m on the previous year.

7.2 Sundry Income

7.2.1 In terms of Sundry income, the collection rate of invoices more than 30 days old at the end of March 2013 is 97.2% of the amount due of £112.5m, and exceeds last year's performance by 0.5%.

7.3 Prompt Payment of Creditors

7.3.1 The prompt payment result at the year-end is 93.04% of undisputed invoices processed within 30 days against a target of 92% and an increase of 1% compared to the previous year. During the year 472,400 invoices were paid, of which 35,362 were paid after 30 days. Overall 95.91% of invoices were paid within 40 days and as far as possible 100% of small suppliers are paid within 20 days. The value of purchasing card spend at the year-end is £42.8m.

7.4 Local Authority Mortgage Scheme

7.4.1 Members will recall that in March 2012, Executive Board agreed to provide an indemnity of £2m through establishing a Local Authority Mortgage scheme for Leeds. Under the scheme the Council provides an indemnity for up to 20% of the deposit for first time buyers purchasing their first house. The indemnity is cash backed by the Council depositing a sum of money with the lender for 5 years on which interest is earned. An agreement was entered into with the Leeds Building Society to provide an initial £1m indemnity for the scheme and £1m was deposited with the Leeds Building Society in September 2012. A second agreement was entered into with the Leeds Building Society in July 2013 for a further £1m (making a total of £2m). As at 31st March 2014, 65 enquiries had progressed to formal applications. Of these, 59 mortgages had completed, 3 had received a mortgage offer (but not yet completed) and 3 were at initial application stage. Of the Council's £2m indemnity, £1,384.7k had been committed with a further £73k estimated to meet initial stage applications. The scheme has gone well so far and is well placed to attract more applications to fully utilise the indemnity provided by the Council. The Government launched its own Help to Buy Scheme in late 2013 working with specific lenders, giving potential buyers further mortgage options. The LAMS scheme will continue to be monitored and there may be a need to market the scheme further should applications start to slow as a result of the Government scheme.

7.5 Local Welfare Support Scheme

7.5.1 From April 2013, the discretionary aspects of the Local Welfare Support Scheme were devolved to Local Authorities to administer. This budget of £2.9m is not ring-fenced but Councils are expected to use the funds to 'give flexible help to those in genuine need'. The funding in 2013/14 has been directed to those in most need within the City, particularly as a consequence of the recent changes to welfare benefits. Expected spend comprised: Direct Awards £1.5m, Initiative Funding £0.5m and £0.5m for Section 17 emergency payments (administered by Children's Services). Initially £250k had been earmarked for additional Discretionary Housing Payments, however in light of the recent award of additional DWP funding for this area, it is intended to carry forward this amount to be used in 2014/15. Also £250k had been allocated for the Discretionary Local Council Tax Scheme but it was not be possible to spend this before 31st March, therefore it is proposed to carry forward £250k into 2014/15 so that it can be appropriately directed to those most in need. In addition, spend against the allocation of £1.5m for 'direct awards' is £1.4m, and it is likewise proposed to carry forward the underspend of £100k into 2014/15.

8. Corporate Considerations

8.1 **Consultation and Engagement** - This is a factual report and is not subject to consultation.

8.1.1 **Equality and Diversity / Cohesion and Integration** - The Council's revenue budget for 2013/14 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 27th February 2013.

8.1.2 **Council Policies and City Priorities** - The 2013/14 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget.

8.1.3 **Resources and Value for Money** -This is a financial report and as such all financial implications are detailed in the main body of the report.

8.2 **Legal Implications, Access to Information and Call In**

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

8.3 **Risk Management**

8.3.1 The Council has prepared and maintained a financial risk register for a number of years. The register details the risk and consequences, existing controls to mitigate against the risk, the value in monetary terms of the risk, review dates and progress towards managing the risk within existing resources. The register is prepared before the start of each financial year and is monitored on a regular basis.

8.3.2 At the start of the year, the budget risk register showed there were no very high risks and 5 high risks. The high risks were:

- Health Transformation funding within Adult Social Care and Children's services may not be fully achieved
- The activities of the reablement service, the expansion of telecare and electronic monitoring may not achieve the savings target for domiciliary care within Adults.
- External income within Asset management falls short of the budget.
- Section 278 income – risk that due to the economic climate receipts may fall short of the budget.
- Capital receipts available to pay credit arrangements would be insufficient

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

9. **Recommendations**

9.1 Members of the Executive Board are asked to:

9.1.1 Note the outturn position and to agree to the creation of earmarked reserves as detailed in paragraphs 3.8 and 5.5 above and delegate their release to the Deputy Chief Executive.

9.1.2 Agree a virement in 2014/15 from directorate superannuation budgets to general fund reserves as detailed in paragraph 5.4 above.

9.1.3 Note that the Chief Officer Financial Services will be responsible for the implementation of these actions following the "call in" period.

10. Background Documents²

10.1 There are no background documents relating to this report

² 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.

ADULT SOCIAL CARE FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR OUTTURN

Overall Narrative

The outturn position for Adult Social Care is an underspend of £0.1m (0.07%), a reduction of £0.8m since Period 12. The main change is due to a realignment of health income between Adult Social Care and Children's Services.

The main variations at Period 12 across the main budget headings are as follows:

Staffing (-£0.9m - 1.1%)

This mainly reflects the contingency actions taken during the year to help to mitigate the impact of the demand pressures on the community care budget.

Transport (+£0.6m - 11%)

This reflects the continuation of expenditure levels from 2012/13, including some increased costs as learning disability day services are now operating from more dispersed bases. Work continues to identify mitigating actions, for example maximising the use of fleet transport to reduce private hire.

Community care packages (+£4.1m - 2.9%)

Adult Social Care's demand-led community care budget has been under pressure throughout this financial year and the level of spend reflects the underlying activity. There has been a 3% increase in assessments and an increase in the proportion of assessments that have resulted in eligible needs. This is the equivalent of 288 more cases with eligible needs in the first six months of 2013/14 compared with the same period last year. The financial consequences are set out below:

Within independent sector domiciliary care there has been an increase in home care activity levels, with planned home care hours within the independent sector rising by 15% in the first six months of 2013/14. The impact of significant reductions in the levels of delayed discharges from hospital during 13/14 on this expenditure level has been recognised by our Health Partners, and additional funding has been provided to reflect this. There has been a delay in the implementation of electronic monitoring of client contact time and so the anticipated savings through more accurate and efficient billing from care providers are not being realised. The projected reductions in long term care as a result of reablement have been revised downwards to reflect the data from the most recent cases. The upward trend in projected spend earlier in the year has now stabilised, but it continues to be higher than budgeted.

Expenditure on residential care is slightly higher than budgeted, reflecting an increase in the spend on mental health and physical impairment placements due to a small number of unanticipated high cost packages. Since the start of the financial year eight care packages have been approved with annual spend on each in the region of £100k. In addition there are some additional re-provision costs due to the timing of implementing the decisions taken by Executive Board in September regarding directly provided residential homes. There is a higher than budgeted number of bed weeks though this is currently being managed within the older people's budget.

There is a small underspend on the learning disability pooled budget, mainly because spend is lower than the level of growth anticipated in the budget.

Income (-£9.5m - 15.2%)

The majority of the increased income reflects additional health funding agreed thus far for 2013/14, which recognises the demand pressures being experienced in Adult Social Care and acknowledges the additional health benefits of this spend.

This also includes additional funding from Public Health for three services within Adult Social Care.

Transfer to Earmarked Reserve (£5.9m)

This mainly reflects the additional health funding outlined above that has enabled £5m of contingency savings achieved during the year to be transferred to an earmarked reserve to "pump-prime" the Better Care Fund in 2014/15 and avoided the Adult Social Care earmarked reserve to support service transformation needing to be used to fund the 2013/14 community care budget pressures.

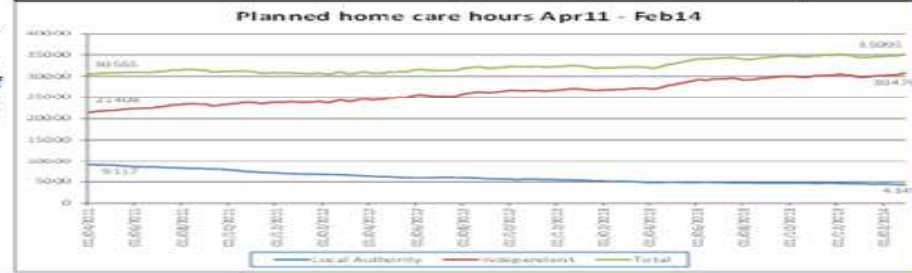
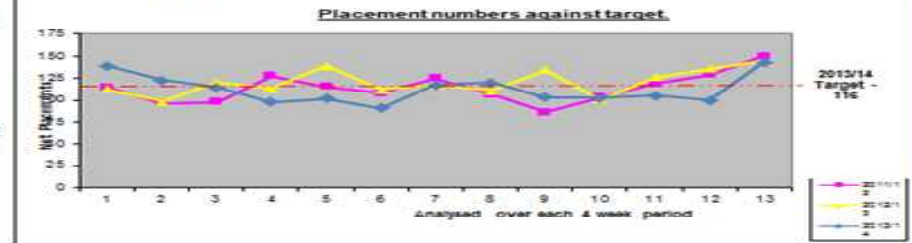
ADULT SOCIAL CARE FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR OUTTURN

Service Graphs

The placement graph opposite shows the number of approved older person residential placements. For monitoring purposes a target line of 116 per 4 week period is a marker against the affordability of growth against the approved budget. The data shows that over the period placements are close to the planned growth, and until the last period have been below target/budget since May

The home care graph opposite shows a steady growth over the last two years. This is due to peoples' choices to be cared for in their own home and demographic factors. A marked increase is noticed in the early part of the current financial year. This has steadied off and been largely a flat-line for the balance of the year.

Service Graphs



Budget Management - net variations against the approved budget;

	Latest Estimate £'000	Projected Variations											Total (under) / £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000	Income £'000		
Quarter 1	197,935	606	26	(133)	69	500	177	(841)	0	405	129	534	
Month 4	197,903	1,279	79	170	(35)	702	761	(397)	(1,382)	1,177	(188)	990	
Month 5	198,103	869	136	(94)	5	780	2,311	(554)	(1,520)	1,932	(907)	1,025	
Month 6	198,103	667	195	(242)	(24)	753	2,606	(681)	(1,520)	1,753	(761)	991	
Month 7	198,103	520	92	(193)	(45)	849	4,034	(426)	(2,257)	2,574	(1,680)	894	
Month 8	198,183	(2)	128	(341)	(33)	841	3,785	(145)	(2,223)	2,009	(1,085)	924	
Month 9	198,183	(148)	124	(439)	(100)	845	3,781	(15)	(1,423)	2,626	(3,097)	(471)	
Month 10	198,183	(47)	109	(424)	(117)	900	4,092	42	(1,423)	3,132	(3,631)	(499)	
Month 11	199,183	(461)	185	(454)	(184)	914	4,519	925	(2,223)	3,221	(3,695)	(475)	
Month 12	199,183	(589)	199	(570)	(298)	755	4,358	(63)	(1,269)	2,524	(3,403)	(878)	
Outturn	199,537	(948)	262	(414)	(329)	776	3,917	56	5,995	9,314	(9,463)	(149)	

	Latest Estimate £'000	Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000
Access and Care	91,291	768	1,329	2,943	2,526	4,095	4,155	4,188	4,405	4,437	4,235	4,921
Strategic Commissioning	2,070	643	525	(135)	43	88	(68)	(2,211)	(2,160)	(2,012)	(1,734)	(2,068)
Resources	5,687	93	(1,275)	(1,921)	(1,957)	(2,764)	(2,704)	(1,761)	(1,747)	(1,673)	(1,599)	(464)
Care Services	100,489	(970)	410	137	380	(524)	(459)	(687)	(997)	(1,227)	(1,781)	(2,538)
Total	199,537	534	990	1,025	991	894	924	(471)	(499)	(475)	(878)	(149)

**CHILDREN'S SERVICES DIRECTORATE
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
OUTTURN**

Overall

The outturn position for the Children's Services Directorate is an **underspend of £41k** against the net managed budget of £135m.

Looked After Children

The 2013/14 budget strategy recognised the strategic obsession around reducing the need for children to be in care with budget action plans totally £8m around safely reducing placement numbers [-£6m], increasing funding from partners [-£1m] and negotiating procurement savings [-£1.1m]. The outturn position is that these significant budget savings have largely been achieved, but with some slippage on the delivery of the savings. In terms of externally provided placement numbers, at the end of March 2014, there were 59 children & young people in externally provided residential placements [+3 compared with the financial model] and 260 children & young people in placements with Independent Fostering Agencies [+52 compared with the financial model]. Overall, these placement numbers translated into a budget overspend of £2.7m. The outturn position recognises the demand pressures around alternatives to care, including adoptions and special guardianship orders [£0.8m] and care leavers [£0.4m].

Staffing

At outturn, the overall staffing budgets underspent by £3.1m across the combined general fund, grant funded and central schools budget functions which recognised the number of vacant posts across the Directorate and also the impact of the predominantly internal recruitment market. The year-end spend on agency staffing was £6.2m and £1.1m on overtime.

Premises & Supplies & Services

The variation recognises the release of the earmarked reserves to support the in-house residential review [£0.2m] and the relocation of the Youth Offending Service [£0.15m] in addition to forecast savings from restricting all non-essential spend.

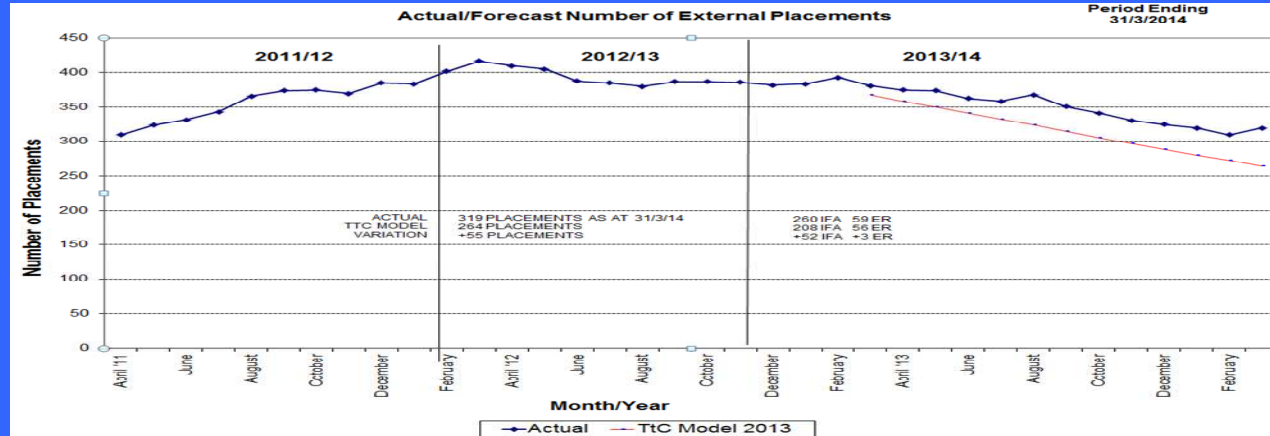
Transport

The 2013/14 budget strategy included anticipated savings of £2.8m [held with in the Strategy, Performance & Commissioning Service] from reviewing the way all aspects of home to school transport were provided. The outturn position reflects the Executive Board's decision to phase the implementation of the agreed changes to the home to school transport policies in addition to some continuing demand pressures which were mitigated in part through the implementation of some provision changes in the current year, including £0.6m of savings in respect of transport for Looked after Children.

Income

The £4.3m favourable variation across the income and funding budgets reflects the previous budget adjustment in respect of the central schools budget funding. The position also recognises additional health funding received in 2013/14 of which approximately £1m is intended to be carried-forward to 2014/15 in respect of transitional funding for Child Adolescent and Mental Health [CAMHS] Services and the joint Health Innovation Programme. In addition, there was a variation in respect of nursery fee income [+£0.3m] which was mitigated by an additional £0.5m of payment by results funding in respect of the Families First (Leeds) programme.

CHILDREN'S SERVICES DIRECTORATE FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR OUTTURN



				PROJECTED VARIANCES										Total (under) / overspend £'000
	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	
Quarter 1	291,594	(156,423)	135,171	(3,246)	(227)	25	48	67	904	181	0	(2,248)	3,398	1,150
Month 4	291,339	(155,876)	135,463	(3,734)	(603)	(464)	2,192	618	1,226	(212)	0	(977)	2,591	1,614
Month 5	290,243	(155,508)	134,735	(3,308)	(602)	(28)	2,139	833	870	45	0	(51)	2,042	1,991
Month 6	290,560	(155,825)	134,735	(4,035)	(434)	51	2,443	485	717	13	0	(760)	2,900	2,140
Month 7	290,135	(155,400)	134,735	(2,846)	(151)	(8)	2,440	1,961	1,528	(73)	0	2,851	(107)	2,744
Month 8	291,194	(156,482)	134,712	(3,147)	(165)	(4)	2,441	1,811	2,420	(46)	0	3,310	(720)	2,590
Month 9	291,227	(156,515)	134,712	(3,301)	(170)	(93)	2,467	1,826	2,575	(12)	0	3,292	(2,521)	771
Month 10	289,392	(154,679)	134,713	(3,370)	(254)	(175)	2,581	1,268	3,432	50	0	3,532	(3,151)	381
Month 11	290,894	(156,163)	134,731	(3,559)	(306)	(212)	2,655	649	3,635	380	0	3,242	(2,705)	537
Month 12	290,968	(156,237)	134,731	(3,268)	(319)	(286)	2,730	620	3,696	270	(34)	3,409	(2,865)	544
Outturn	293,220	(158,053)	135,167	(3,103)	(487)	(646)	2,784	569	3,368	1,125	698	4,308	(4,349)	(41)
	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000
Partnership, Development & Business Support	17,441	(7,686)	9,755	(410)	(951)	(814)	(620)	(447)	(383)	(432)	(512)	(646)	(459)	(439)
Learning, Skills & Universal Services	78,529	(60,936)	17,593	(209)	(402)	(634)	(615)	(692)	(641)	(644)	(1,018)	(1,206)	(1,189)	(1,165)
Safeguarding, Targeted & Specialist Services	128,618	(33,141)	95,477	1,299	156	738	303	825	567	(1,220)	(1,155)	(688)	(656)	(839)
Strategy, Performance & Commissioning	68,632	(55,990)	12,642	470	2,811	2,701	3,072	3,058	3,047	3,067	3,066	3,077	2,848	2,402
Total	293,220	(157,753)	135,467	1,150	1,614	1,991	2,140	2,744	2,590	771	381	537	544	(41)

City Development
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn

Overall Narrative

The Directorate overspent by £0.95m which is a reduction of £0.14m on the position reported for Period 11. This reduction in the outturn overspend is as a result of an improvement in the financial position of Planning and Sustainable Development and Highways and Transportation partly offset by a small deterioration in the financial position for Economic Development and Sport. The Directorate has managed to contain the actual overspend to below a £1m. This is despite two planned budget actions not being progressed during the year and further challenging saving targets on procurement and staffing to deliver. The recovery in the economy during the year has had an impact on the Directorate, both in terms of increased activity and income. This was particularly the case in Planning and Sustainable Development and Asset Management and meant that most income targets were exceeded. Highways and Transportation had a number of large capital schemes to deliver along with the annual maintenance programme and this did put pressure on resources. A mild winter meant that savings were made on grit and staff costs during the final quarter and the service also achieved additional income from the issue of licences, fines and penalties to external bodies. All services reviewed spend during the year to reduce the overall overspend. The main areas of overspend were staffing in Planning and Sustainable Development and income targets in Sport and Libraries, Arts and Heritage. Staffing overspent by £0.28m across the Directorate but this should be seen in the context of the budget being reduced by over £1m, recruitment continued to be rigorously managed by City Development Directorate.

Economic Development underspent by £0.03m. This is mostly due to savings on supplies and services offset by additional expenditure on premises costs for Kirkgate Market including energy and maintenance spend. Income for the Markets was also £0.2m below budget. Employment and Skills underspent by £0.3m with savings made on staffing and commissioned contracts. Highways and Transportation underspent by £0.5m. Savings have been made on the winter maintenance budget following the mild winter, on staffing and also by some income targets being exceeded. Additional work led to additional fee income although this has been partly offset by increased expenditure on supplies and services and vehicle costs. The decision not to implement charges for resident parking permits meant a shortfall of £0.4m against the income target included in the budget. This was part funded during the year from one off additional income in Asset Management and also by additional income from licences, fines and penalties from external bodies across Network Management. Regeneration Services has underspent by £0.04m as a result of staff savings partly offset by a reduction in income.

Resources and Strategy overspent by £0.1m. In previous reports some savings were included in Resources and Strategy but were expected to be realised in other services. These savings are now shown in the appropriate services. The overspend is mostly on staffing and relates to an efficiency target for the Directorate which was included in Resources and Strategy. Most of this was achieved during the year but there was a shortfall of approximately £0.2m. Savings have been made against supplies and services budgets.

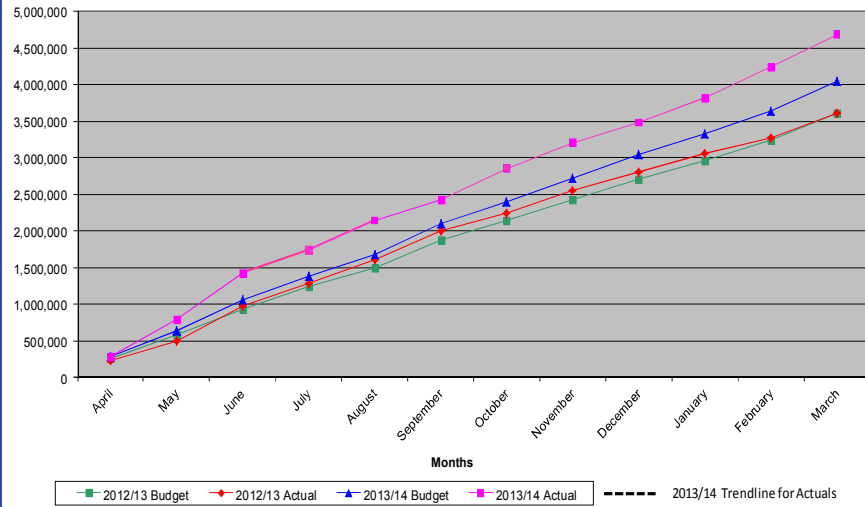
Asset Management overspent by £0.07m. Major variations in the Service included a shortfall against the advertising income target offset by additional income from surveyor and legal fees and also from additional one off rental and other income this year. Contracts for additional advertising hoarding sites are currently being progressed and should result in additional income in 2014/15. The Arena also generated a surplus of £328k with income from the rent and car parking charges exceeding the borrowing and other costs incurred.

Planning and Sustainable Development overspent by £0.4m. This is an improvement of £0.2m on the Period 11 position and is due to an increase in planning fee income in March. Planning and building fees have exceeded the budget by over £0.66m and the amount received during 2013/14 is the highest for a number of years and reflects the increase in planning applications and major planning applications in particular. This has resulted in an increase in workloads and the service was unable to continue to reduce staffing numbers in line with the budget assumptions, during the year it was also agreed that some additional temporary planner posts would be recruited to deal with the increase in applications. As a result staffing overspent by £0.4m and there was an overspend on other expenditure of £0.27m which included one off legal and other costs incurred in relation to the Core Strategy and Bridgewater Place, some of the costs should be recoverable.

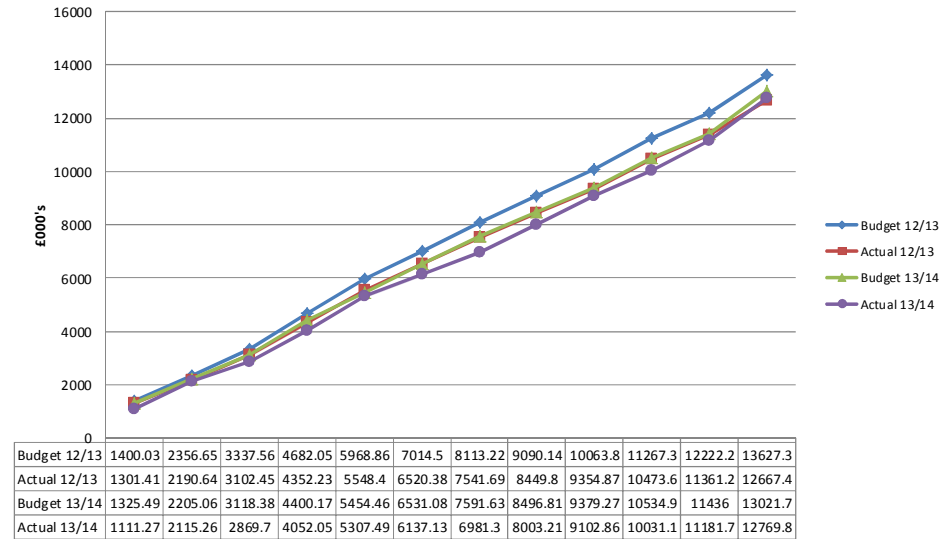
Sport and Active Recreation overspent by £0.9m. The graph below shows cumulative sport income against the phased budget. The budget for Sport Income is just under £13m and the outturn position was a shortfall in external income of £0.8m partly offset by additional internal income of £0.2m and a contribution from Public Health of £0.37m. Key income sources such as bodyline income held up well during the year, the main areas of income shortfall were £0.14m on swimming charges, £0.1m other sporting fees and charges and £0.16m on room and space hire. Staffing overspent by £0.13m mainly as a result of not implementing the budget proposal to reduce some sport centre opening hours following the launch of the Leeds Lets Get Active (LLGA) scheme. The LLGA scheme was successfully launched during the year with take up exceeding expectations. The impact on income has not been as significant as originally expected and this has enabled some of the funding from Public Health to be carried forward. Premises costs overspent by £0.18m mainly due to additional Salix and NNDR costs, these were partly offset by savings on supplies and services expenditure. The Service also received a contribution of £0.37m from Public Health although for the purpose of this presentation this contribution has been excluded from the overall service position and shown against the corporate accounts. Libraries, Arts and Heritage overspent by £0.3m. The majority of this is explained by a combination of overspend on the supplies and premises budgets partly offset by additional income and a shortfall in income from events and venues.

City Development FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR Outturn

Planning and Building Fees 2012-13 and 2013-14 Cumulative



Sport Income 2012-13 and 2013-14 Cumulative



Budget Management - net variations against the approved budget;

	Latest Estimate £'000	Projected Variations										Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	
Quarter 1		751	172	(963)	5	41	27	30	0	63	870	934
Month 4		663	116	(692)	4	(5)	27	1	0	114	1,126	1,240
Month 5		510	176	(494)	2	(100)	27	0	0	122	869	991
Month 6		456	143	(416)	(11)	206	27	0	0	405	664	1,069
Month 7		450	187	(318)	35	244	27	0	0	625	442	1,067
Month 8		422	(180)	454	60	315	27	54	0	1,152	(105)	1,047
Month 9		403	(1)	584	66	(179)	27	53	0	953	184	1,137
Month 10		482	(103)	745	107	(73)	27	53	0	1,238	(149)	1,089
Month 11		171	(321)	521	269	(277)	20	191	0	574	511	1,085
Month 12		82	72	59	316	(90)	20	560	0	1,019	(169)	850
Outturn		282	(121)	221	415	(230)	20	496	1,629	2,712	(1,763)	949

	Latest Estimate £'000	Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000
Planning and Sustainable Development	3,714	545	542	538	526	545	633	656	659	668	448	420
Economic Development	1,600	0	0	0	0	(41)	(117)	(182)	(135)	(135)	(118)	(30)
Asset Management	9,329	494	500	250	236	178	116	181	177	113	104	73
Highways and Transportation	20,810	189	189	189	(64)	(65)	(15)	4	(86)	(266)	(488)	(518)
Regeneration	672	0	21	(25)	(25)	(24)	(14)	(38)	(43)	(52)	(61)	(37)
Resources and Strategy	2,152	(848)	(800)	(765)	(511)	(386)	(425)	(349)	(322)	(106)	144	107
Employment and Skills	2,942	52	48	44	(107)	(193)	(208)	(220)	(249)	(269)	(300)	(301)
Libraries, Arts and Heritage	20,939	2	159	156	265	253	275	282	286	327	320	318
Sport and Active Recreation	6,253	500	582	604	749	800	802	804	802	805	801	917
Total	68,411	934	1,240	991	1,069	1,067	1,047	1,138	1,089	1,085	850	949

ENVIRONMENT & HOUSING DIRECTORATE SUMMARY FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR

Outturn

Overall Position -£1,316k

The final outturn for the Directorate was an underspend of £1,316k (1.5%) against the LE budget of £76.7m. The Directorate is seeking approval for 2 earmarked reserves (£160k) from this underspend.

Community Safety (£139k underspend)

A net underspend of £198k arose on staffing, primarily within Leeds Watch and Signpost. There was an income shortfall of £148k due to lower charges to the HRA from ASBU and Signpost. Legal charges are £67k lower than budgeted, PCSOs costs were £40k under budget and other net overspends totalled £18k.

Resources Strategy & Commissioning (£714k underspend)

The underspend of £763k arose due to efficiencies delivered on Supporting People contract payments and receipt of an additional grant. Community Centre budgets have transferred to C&C but an overspend of £111k has been retained within E&H. Other savings totalling £62k have been identified, primarily due to reduced usage of ALMO floating support and energy team charges to the HRA.

The £6.9m of Drugs Commissioning Service contracts and costs were fully funded by Public Health and the Office of the Police and Crime Commissioner.

Statutory Housing (£364k)

Staffing savings of £351k were generated, primarily due to staffing underspends of £240k Housing Options and £129k Area Renewal. The staffing underspend reduced income for the Leeds Neighbourhood Approach team and HRA income by £248k. The net impact of the staffing underspend is £103k. There was an overall underspend of £176k on homelessness prevention as the service was able to manage specific in year demand within allocated resources (after £120k carried forward in reserves). The staffing underspend is offset by additional costs of £30k for furniture storage, £30k shortfall on income relating to bond retrieval, a pressure of £13k for Traveller sites and other net underspends of £38k.

Parks & Countryside (£141k underspend)

An underspend of £156k arose on staffing due to a number of vacant posts at the start of the year. Bereavement Services had a net overspend of £211k. Workshop repairs and equipment sales were £260k better than budgeted due to the programme of replacement of older equipment over recent years. An £83k pressure arose on golf and pitch hire income. Other net over and underspends gave a further £21k pressure and a £40k insurance receipt is requested to be carried forward as a reserve.

Environmental Action (£217k underspend)

In year on-going MWC were £128k, these have been partially offset by other staffing savings in the services of £260k. The additional cost of dog kennelling is £8k. Savings in Pest control £69k and other line by line savings of £24k.

Waste Management (£1,066k overspend)

Refuse Collection overspend by around £829k. The cost of sickness cover above the budget is £200k and the cost of additional management support helping to progress key service projects was around £145k. Vehicle repairs are £290k above the budget. Capital spend on a new IT system of £270k has been financed in year rather than in future years. Other savings of £76k were made, mainly from financing costs of bins.

Within Waste (Strategy & Disposal) there was an overspend of £237k.

£217k relates to electricity from gas generation at Gamblethorpe. Disposal costs were £342k above budget. HWSS staff and vehicles savings amounted to £179k. Savings in procurement costs of around £153k were generated. Other minor variations totalled £10k.

Car Parking (£807k underspend)

Savings from in year vacant posts that are in the process of being recruited to saved £183k. Spend on new software licences and cameras was £116k higher full year NNDR costs of £58k were incurred at Quarry Hill and Queens Hall car parks along with a £66k pressure on Legal, Property and security charges. Other net pressures totalled £19k. Parking income is £883k higher than the budget. This is mainly from the delay in closure of Quarry Hill £492k and the increased occupancy of both on and off street parking including Woodhouse Lane.

**ENVIRONMENT & HOUSING DIRECTORATE SUMMARY
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn**

Budget Management - net variations against the approved budget;

Summary By Expenditure Type

	Latest Estimate £'000	Projected Variations									Total (under) / overspend £'000	
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000		Income £'000
Quarter 1	78,016	4	(121)	116	(283)	6	148	0	0	(130)	130	0
Month 4	79,147	(55)	(250)	303	(504)	0	(272)	0	276	(502)	502	0
Month 5	79,163	180	(194)	358	(414)	0	(302)	0	0	(372)	(20)	(392)
Month 6	79,163	337	(97)	121	(478)	(140)	(302)	0	0	(559)	203	(356)
Month 7	79,163	247	(75)	94	(519)	(50)	(264)	0	0	(567)	207	(360)
Month 8	78,252	2	(77)	453	(489)	147	(269)	0	151	(82)	(311)	(392)
Month 9	78,252	(68)	(117)	484	(412)	146	(269)	0	151	(85)	(307)	(392)
Month 10	78,252	(186)	(233)	612	(520)	467	(690)	0	303	(247)	(381)	(628)
Month 11	78,252	(149)	(212)	942	(594)	257	(536)	0	318	26	(1,056)	(1,030)
Month 12	78,252	(139)	(196)	1,012	(722)	243	(689)	0	318	(173)	(913)	(1,086)
Outturn	76,671	(105)	(199)	491	(688)	681	22	(38)	391	555	(1,871)	(1,316)

Summary By Service

	Latest Estimate £'000	Quarter 1	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Community Safety	3,375	(20)	(51)	(36)	(54)	(96)	(139)	(156)	(144)	(74)	(81)	(139)	Mainly staffing savings
Resources, Strategy & Commissioning	11,450	(19)	51	(401)	(347)	(378)	(390)	(440)	(623)	(627)	(660)	(714)	Underspend on SP contracts
Statutory Housing	2,642	0	0	0	0	0	0	0	0	(5)	0	(364)	Staff savings and other savings/pressures
Parks & Countryside	10,622	(1)	0	(150)	(233)	(233)	(227)	(227)	(266)	(302)	(302)	(141)	Staff savings and other savings/pressures
Waste Strategy and Disposal	19,328	0	72	226	226	153	364	418	514	407	408	311	£560k tonnes & Gamb; (£153k) PFI;
Waste Operations	3,113	0	8	34	36	34	34	47	32	23	21	(73)	Staff and vehicle savings
Refuse Collection	19,167	111	99	362	387	411	544	544	544	490	566	828	Staffing pressures partially offset by vehicle / bin savings
Environmental Action	11,279	44	20	70	98	129	110	125	84	(24)	(35)	(64)	Staffing savings and minor expenditure
Environmental Health	2,759	(9)	12	31	30	80	38	29	(56)	(81)	(88)	(153)	Staffing savings and Pest Control Contract
Car Parking	-7,064	(106)	(211)	(528)	(499)	(460)	(726)	(732)	(714)	(837)	(915)	(807)	Income from delays to closure of Quarry Hill and increased usage of car parks
Total	76,671	0	0	(392)	(356)	(360)	(392)	(392)	(628)	(1,030)	(1,086)	(1,316)	

STRATEGY AND RESOURCES
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn

Overall Position

The final outturn position for Strategy and Resources is an underspend of £114k. All the professional support services have come in under budget and have achieved their targets for reduced staffing as well as taking advantage of income opportunities where possible. The PPPU have continued to support key Council programmes and projects as well as generate a significant amount of external income. However due to a number of projects being provided at no charge or reduced rates, this has meant the budgeted income has not been achieved.

Strategy and Improvement

Overall, the service has underspent by £163k with the main reason being savings in staffing and running costs within the Communications team. In addition, since last month.

In respect of the budget for the 'Changing the Workplace' programme the net revenue cost over and above budget was £63k, considerably less than originally forecast. This amount has been funded corporately.

Finance

Pay savings of £782k were reflected in the 2013/14 budget. Although in the early months of the year this looked to be a difficult challenge to achieve, in recent months there have been a number of staff moves and leavers over and above the known early leavers resulting in a year end underspend on pay of £161k. ELI costs amounted to £247k.

In terms of running costs, there was an overspend of £192k within the Revenues division mainly relating to system costs and bailiff fees. Council Tax/NNDR Court Fee income (based on the number of summonses issued) came in £280k above budget, mainly due to a significant increase in the number of summonses raised near year.

Human Resources

Against the £500k pay savings in the budget, the year end position was an underspend of £77k. However, there are increased costs in pensions as a result of the early leavers of £63k and supplies and services (mainly care first) of £23k.

Additional income of £45k has been generated, mainly for staff supporting the Tour de France project and a charge to Schools for Convenor duties of £100k has been applied which has been partially offset against the 2013/14 cost of the Manager Challenge Programme (£69k).

Technology

In line with projections in recent months, the service has finished the year with a slight underspend of £68k. Whilst pay underspent by £585k, £400k links directly through to capital income for projects which means is £400k below budget. A number of staff left the service as part of the early leavers initiative and the one off costs in 2013/14 were £169k.

The service have led on several procurement initiatives and have delivered savings of over £200k - with the full year impact in 2014/15 expected to be around £450k.

Procurement

An underspend on staffing and an increase in YPO rebate income has been offset by the cost of additional PPPU resource deployed in relation to the 'transforming procurement' agenda. Even though the Yorbuild income has fallen out, this shortfall has been offset against reduction in supplies and services spend and a slight increase in other income. However, overall the service has come in on-line with budget.

PPPU

The main pressure reflects the key priorities in terms of the work of the unit during 2013/14 and the consequent impact against budgeted income levels. The income budget is built up on the basis of charging project staff at standard hourly rates that recover the full costs of the unit, including all overheads and a budgeted surplus. In order to direct resource at certain key projects for the Council, this has meant that certain work has been carried without charge or at reduced rates, examples include work on 'delivering the best Council plan', waste strategy and transforming procurement. The overall impact is that income is £371k less than budget due to over estimating chargeable work expected by year end. The unit will still make a surplus of £774k (net managed budget). The income projections still assume full charge out rates can be recovered for certain projects, such as the Tour de France.

There is also additional expenditure of £60k in relation to the movement of project staff into St George's House to facilitate the amalgamation of project staff from Business Improvement and ICT into PPPU.

STRATEGY AND RESOURCES
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn

BUDGET MANAGEMENT - NET VARIATIONS AGAINST THE APPROVED BUDGET

	Latest Estimate £'000	Projected Variations									Total (under) / overspend £'000	
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000		Income £'000
Quarter 1	42,148	(133)	(1)	10	(6)	30	0	0	0	(100)	100	0
Month 4	42,041	(219)	0	38	(3)	29	0	0	0	(155)	155	0
Month 5	41,964	(424)	4	141	(8)	34	0	0	0	(253)	253	0
Month 6	37,890	(575)	4	195	(10)	9	0	0	0	(377)	377	0
Month 7	37,925	(672)	(1)	15	(8)	150	0	0	0	(516)	479	(37)
Month 8	37,925	(763)	20	111	(6)	154	0	0	0	(484)	405	(79)
Month 9	37,902	(830)	20	62	(1)	155	0	0	0	(594)	594	0
Month 10	37,898	(898)	21	307	(2)	286	0	0	0	(286)	273	(13)
Month 11	37,880	(919)	23	333	13	299	0	0	0	(251)	(73)	(324)
Month 12	37,880	(531)	62	292	16	458	0	0	0	297	(264)	33
Outturn	37,613	(797)	72	1,157	8	552	0	0	(446)	546	(660)	(114)

	Latest Estimate £'000	Quarter 1	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Outturn
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Strategy and Improvement	6,838	(1)	1	0	(1)	(1)	0	(3)	(98)	(140)	(163)	(163)
Finance	8,296	(2)	(18)	(78)	(50)	(88)	(188)	(178)	(129)	(281)	(149)	(206)
Human Resources	6,625	24	17	0	(1)	40	57	(20)	(12)	(63)	(35)	(68)
Technology	15,192	0	1	(40)	(58)	(149)	(149)	(211)	(169)	(189)	(53)	(68)
Procurement	1,709	(21)	1	(20)	(20)	(9)	(7)	(7)	5	(1)	5	5
Public Private Partnership Unit	(1,158)	0	(2)	138	130	170	210	419	390	350	412	371
Regional Policy	111	0	0	0	0	0	0	0	0	0	16	15
Total	37,613	0	0	0	0	(37)	(77)	0	(13)	(324)	33	(114)

LEGAL AND DEMOCRATIC SERVICES
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn

Overall Narrative

The Directorate has delivered an overall underspend of £293k in 2013/14 and this reflects the net position for Democratic Services.

Legal Services (balanced position)

The service achieved a £275k saving against the pay budget, mainly due to not filling vacancies whilst carefully managing client caseload. During the year, the locums previously used were ceased and replaced with permanent staff where appropriate. No temporary of agency staff were employed after month 5 (August 2013). Income came in largely on budget which means that the staff achieved a slightly higher average number of chargeable hours than budgeted. With slight overspend on running costs, the overall net 'surplus' was £208k, which was recycled to all clients at year through a credit being given back prorata to the charges raised during the year. At year end therefore the Legal Service shows a balanced position.

Democratic Services (underspend of £293k)

A number of areas of underspend have contributed to the position of £293k less than budget. Savings on staffing amount to £32k and no agency staff were used by the service after month 7 (October 2013). Members Allowances came in under budget by £106k. In terms of income, LEA school appeals income was £15k in excess of the budget and the initiative agreed during the budget process to introduce an appropriate charge in respect of LEA school appeals realised income of around £75k in the current year. Additional one off income for work done on the combined authority has increased income by a further £41k.

	Latest Estimate £'000	Projected Variations							Total Expenditure £'000	Income £'000	Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000			
Quarter 1	4,053	(6)	0	(4)	(1)	0	0	0	(11)	3	(8)
Month 4	4,042	(4)	0	(2)	(1)	0	0	0	(7)	3	(4)
Month 5	4,042	(4)	0	(2)	(1)	0	0	0	(7)	3	(4)
Month 6	4,042	(4)	0	(2)	(1)	0	0	0	(7)	3	(4)
Month 7	4,042	(15)	0	(1)	(2)	0	0	0	(18)	(11)	(29)
Month 8	4,042	(118)	0	0	(2)	0	0	0	(120)	89	(31)
Month 9	4,042	(119)	0	38	(2)	0	0	0	(83)	7	(76)
Month 10	4,042	(119)	0	38	(2)	0	0	0	(83)	7	(76)
Month 11	4,042	(230)	0	47	(2)	0	0	0	(185)	107	(78)
Month 12	4,042	(339)	0	75	1	13	0	0	(250)	129	(121)
Outturn	4,040	(387)	7	(41)	(14)	53	0	(10)	(392)	99	(293)

	Latest Estimate £'000	Projected Variations										Outturn £'000
		Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	
Legal Services	(1,488)	0	0	0	0	0	0	38	38	38	38	0
Democratic Services	5,528	(8)	(4)	(4)	(4)	(29)	(31)	(114)	(114)	(116)	(159)	(293)
Total	4,040	(8)	(4)	(4)	(4)	(29)	(31)	(76)	(76)	(78)	(121)	(293)

PUBLIC HEALTH
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn

Overall

The Public Health function transferred to the Council from NHS Leeds with effect from 1st April 2013. The first year allocation of government funding is £36.9m which is allocated out across the various service headings within the new Directorate. The funding is ring-fenced to Public Health activities and any under or overspend would be carried forward into the next year.

At the end of 2013/14, there was an overall in-year underspend of £947k of the ring fenced grant and this amount will be carried forward to 2014/15 in accordance with the grant conditions. Of this amount, £655k will be used to fund expenditure which was committed in 2013/14, but did not take place by the end of the year. This comprises a number of priority projects and initiatives such as LCH Oral Health Promotion and Healthy Schools.

Within the overall spend it has also been possible to fund £781k of existing Council Services, over and above the additional £1.5m budgeted for.

Therefore, the value of uncommitted grant carried forward to 2014/15 is only £292k which represents less than 1% of the ring fenced grant.

Staffing

At the year end, there are 8 vacant Public Health Specialist posts and 3 vacant support posts. These posts are all in the recruitment process and will have start dates over the next couple of months. There are no longer any agency staff working in Public Health.

In addition, during August 7 members of staff (6.81 fte's) transferred into Public Health from Adult Social Care. However, as Public Health were already funding these posts there is no additional cost to the service. A virement was completed to transfer budget from commissioned services into pay to cover these costs.

Commissioned and Programmed Services

This is the main area of spend with a budget of £32.7m. Public Health commissions and funds services directly and with other parts of the authority. Almost all the contracts are fixed price with payments made on a quarterly basis so there is minimal risk of over (or under) spend. However there are some contracts which are based on payment by activity and these are being monitored closely to minimise any impact on the budget, this includes:

- * Pharmacy supervised consumption (methadone), nicotine replacement therapy (NRT) and enhanced sexual health services
- * GP NHS Health check, smoking and sexual health services
- * Drug misuse prescribing, dispensing and diagnostic tests

The NHS reforms have created some uncertainty and at outturn there is still much to be fully understood, current national guidance is not clear and further guidance is expected.

This is particularly relevant for drugs prescribing and dispensing costs and sexual health services.

After successful negotiations with Clinical Commissioning Groups (CCG's) regarding the costs for sexual health devices (intrauterine contraceptive devices and implants) agreement has been reached to keep status quo in 2013-14 regarding this funding meaning this will remain with CCG's. Due to this, Public Health have been able to submit an underspend of £500k in this area, though it is extremely likely that this will be a cost pressure in 2014-15. In addition there is national uncertainty about the costs for out of area genito-urinary (GU) services. The Council is responsible for Leeds patients who access GU services outside Leeds. There is significant confusion across providers and local authorities about data that is obtained by providers in order to provide assurance that costs are the responsibility of the local authority where the patient resides.

It is now clear that the authority is responsible for drugs prescribing and dispensing costs for services Public Health commission, in particular St Martins Healthcare. Local Authorities are reliant on the NHS Prescription service to administer prescriptions for Public Health commissioned services and pharmacy dispensing costs. This includes a national NHS tariff for dispensing costs which could increase at any point, resulting in additional costs pressures. A virement was completed in month 9 for 203k to cover additional expenditure for drugs dispensing costs 2013-14. However this cost will increase in 2014-15 as the authority will be responsible for a full 12 months; this will be in the region of an additional £300k. There is still uncertainty about the Council's responsibility for Shared Care GPs who provide drug misuse services; work is on-going to get clarity on this as national guidance unclear. The guidance is also unclear about additional Public Health medicines such as drugs to support stop smoking services and contraceptive injections.

A wide range of planned activities/initiatives that were due to take place have now been delayed/slipped until the new financial year largely as a result of delays in the tendering process. Specifically, these include Men's Health Needs Assessment (£30K), Website re-design (£40K), National NHS H/C Programme (£100K), Resources for LCH Oral Health Promotion Team (£50K) and delays in appointing to Healthy Schools Posts (£93K).

As part of preparation of the 2014/15 budget, a review has been undertaken to identify current expenditure that can be aligned to the public health ring-fenced grant rules. In light current projected outturn for Public Health in 2013/14, it has been decided to fund 3 services provided within Adult Social Care in the current year: Care and Repair £194k, Luncheon Clubs £185k and Irish Health and Homes £33k and also Active Lifestyles (£369k) in City Development.

PUBLIC HEALTH
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn

BUDGET MANAGEMENT - NET VARIATIONS AGAINST THE APPROVED BUDGET

	Latest Estimate £'000	Projected Variations								Total (Under) / Overspend £'000	Appropriation £'000		
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Total Expenditure £'000			Income £'000	
Quarter 1	0	0	0	4	0	0	(4)	0	0	0	0	0	0
Month 4	0	2	0	10	0	0	(12)	0	0	0	0	0	0
Month 5	0	(301)	0	10	0	0	(10)	0	(301)	1	(300)	300	
Month 6	0	(476)	0	14	0	9	152	0	(301)	1	(300)	300	
Month 7	0	(1,131)	8	183	(2)	14	662	0	(266)	0	(266)	266	
Month 8	0	(10)	0	(70)	0	9	(75)	0	(146)	(15)	(161)	161	
Month 9	0	4	0	(54)	2	9	(179)	0	(218)	(15)	(233)	233	
Month 10	0	(6)	0	(55)	3	10	(276)	0	(324)	(15)	(339)	339	
Month 11	0	(42)	1	(203)	4	103	(261)	0	(398)	(15)	(413)	413	
Month 12	0	(38)	3	(657)	4	(16)	(724)	0	(1,428)	241	(1,187)	1,187	
Outturn	0	(40)	2	(635)	4	(43)	(467)	0	(1,179)	232	(947)	947	

	Latest Estimate £'000	Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000
Public Health grant	(36,855)	0	0	0	0	0	0	0	0	0	0	0
PH staffing and general running costs	4,139	0	0	(300)	(467)	(951)	(21)	(5)	(14)	(59)	(255)	(269)
Commissioned and Programmed Services:												
General Public Health	1,713	0	0	0	(563)	(520)	(270)	(270)	(270)	(270)	(219)	(218)
Health Protection	1,123	0	0	0	0	(200)	(57)	(57)	(107)	(132)	(160)	(164)
Healthy Living and PH Intelligence	1,273	0	0	0	100	137	(17)	(17)	(47)	(69)	(192)	177
Older People and Long Term Conditions	1,675	0	0	0	0	34	0	412	292	292	140	129
Health Improvement and Commissioning	21,847	0	0	0	605	1,209	203	(297)	(127)	(154)	(213)	(273)
Child and Maternal Health	3,875	0	0	0	25	25	0	0	(117)	(72)	(254)	(280)
Mental Wellbeing	813	0	0	0	0	0	0	0	50	50	(13)	(17)
Population Healthcare	397	0	0	0	0	0	1	1	1	1	(21)	(32)
Transfer to reserves	0	0	0	300	300	266	161	233	339	413	1,187	947

CITIZENS AND COMMUNITIES

FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR

Outturn

Overall

The final outturn position for the Directorate is an underspend of £70k against the approved budget.

Locality Leadership

The main well-being budget of £1.8m has almost been fully spent this year, only £20k remains unspent in-year and will be added to the existing amount (£894k) held in reserves from underspends in previous years. Of the £894k held in reserve, £624k of this has been committed by Area Committees to specific projects/schemes and will be spent in 2014/15. In respect of the £250k for 'Investing in Young People' which transferred across in-year, the budget underspent by £121k and will be carried forward to be available in 2014/15. Savings on staffing in Area Management of approx £60k have arisen in year due turnover and similarly approx £30k savings in Communities Team. The rest of the underspend is due to underspends across a number of running cost budgets.

Customer Access

After a period of significant turnover staffing levels had stabilised by year end meaning that current workload is being contained by the existing staff plus 1 person from the 'Slivers of Time' pool and 1 specialist agency member. Contact centre performance did fall slightly below the 90% target during year due to service pressures but this is now back on track and their spend is currently forecast to be under budget by approx £29k, comprising £69k on pay, £40k savings across number of running cost headings and £20k 'surplus' on interpretation and translation work.

An amount of £100k will be carried forward as an earmarked reserve to assist in funding the significant change agenda in 2014/15 with the development of community hubs and changes to the corporate contact centre that will help make significant improvements for citizens as well as providing a basis for making savings through integration and self-service to support delivery of the council's financial strategy in 2015/16 and beyond.

Licensing and Registration

Additional ELI and keeping posts vacant where practical has generated some savings on staffing. This will offset an expected shortfall in income for Registrars due to a drop in numbers for Citizenship Ceremonies. Where possible savings were made in supplies and services. There was a shortfall in Entertainment Licensing income of £54k because of a delay in the review of the Licensing Act 2004, although it is now anticipated that some of the changes anticipated will probably not now be implemented. Savings in salaries (£20k) and charges from Environmental Action Team (£34k) offset this.

The cost settling the first claim against the Council in respect of previous years' property search charges has been settled at a cost of £282k. A second claim will be settled in 2014/15 however it is anticipated that some compensation from the Government will be made to local authorities.

Benefits, Welfare and Poverty

High demand has been experienced due to changes in housing benefits and the introduction of the new council tax scheme and with a number of staff vacancies in the benefits assessment and social fund teams additional costs have been incurred to cover essential vacancies producing a net £36k overspend on staffing related costs.

The service has had to procure a new software update for £114k but this is grant funded. Other costs pressures were the rising costs of postage and printing of £338k which were partly funded by grant. Income in respect of a member of staff seconded to DWP yielded £43k. Further additional income means that this service was on line with budget in terms of operational costs and income.

Housing benefit spend/government subsidy is currently projected to be on target. Although council tax benefit has ceased for 2013/14, the service continues to collect overpaid council tax benefit on past years' claims. It is envisaged that £578k will be able to be recouped, this will benefit the 'collection fund' account rather than Citizens and Communities. There has been an increase in demand for Discretionary Housing Payments so spend of £2.2m is expected. However, most of this is covered by an existing grant from the DWP and the service has been successful in applying for further funding to cover any excess against original predictions. The year end review of the bad debt provision for overpaid housing benefit has benefitted the revenue position by approx £115k and this has produced the overall underspend for the service.

From April 2013, the discretionary aspects of the Local Welfare Support Scheme were devolved to Local Authorities to administer. This budget of £2.9m is not ring-fenced but Councils are expected to use the funds to 'give flexible help to those in genuine need'. The funding in 2013/14 has been directed to those in most need within the City, particularly as a consequence of the recent changes to welfare benefits. Expected spend comprised: Direct Awards £1.3m, Initiative Funding £0.5m and £0.5m for Section 17 emergency payments (administered by Children's Services). Initially £250k had been earmarked for additional Discretionary Housing Payments, however in light of the recent award of additional DWP funding for this area, it is intended to carry forward this amount to be used in 2014/15. So too, £250k had been allocated for the Discretionary Local Council Tax Scheme but it will not be possible to spend this before 31st March, therefore it is intended to carry forward £250k into 2014/15 so that it can be appropriately directed to those most in need. In addition, spend against the allocation of £1.5m for 'direct awards' is £1.4m, so it is proposed to carry forward the underspend of £100k into 2014/15.

CITIZENS AND COMMUNITIES
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn

BUDGET MANAGEMENT - NET VARIATIONS AGAINST THE APPROVED BUDGET:

	Latest Estimate £'000	Projected Variations											Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	
Quarter 1	10,156	(56)	0	146	5	0	0	0	0	0	95	(95)	0
Month 4	10,141	34	0	200	28	0	0	7,108	0	0	7,370	(7,370)	0
Month 5	10,391	36	0	194	34	0	0	6,088	0	0	6,352	(6,352)	0
Month 6	14,446	(32)	3	443	36	(37)	0	6,088	0	(166)	6,335	(6,335)	0
Month 7	14,446	94	5	377	25	(54)	0	6,090	0	(103)	6,434	(6,436)	(2)
Month 8	15,295	93	5	394	27	(52)	0	5,785	0	(103)	6,149	(6,149)	0
Month 9	15,295	42	4	406	26	(52)	0	5,785	0	(103)	6,108	(6,108)	0
Month 10	15,295	56	5	473	27	(52)	0	6,690	0	(178)	7,021	(7,021)	0
Month 11	15,295	(120)	3	653	27	(52)	0	6,935	0	(178)	7,268	(7,326)	(58)
Month 12	15,295	(128)	6	576	31	(39)	0	7,011	0	(178)	7,279	(7,461)	(182)
Outturn	14,631	(76)	(2)	1,864	45	428	33	7,789	49	46	10,176	(10,246)	(70)

	Latest Estimate £'000	Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000	
Locality Leadership	5,504	0	1	0	0	0	0	0	0	(58)	(130)	(228)	
Customer Access	6,863	0	0	0	0	0	0	0	0	0	(50)	(29)	
Licensing & Registration	187	0	(1)	(1)	(1)	(1)	0	0	0	0	(1)	302	
Benefits, Welfare and Poverty	2,077	0	0	1	0	(1)	0	0	0	0	(1)	(115)	
Total	14,631	0	0	0	0	(2)	0	0	0	(58)	(182)	(70)	

CIVIC ENTERPRISE LEEDS
FINANCIAL DASHBOARD - 2013/14 FINANCIAL YEAR
Outturn

Overall position

The outturn position for CEL Group was a budget shortfall of £498k, against the previous reported pressure of £565k.

Business Support Centre

The outturn position for BSC was a pressure of £19k against the previous months reported underspend of £87k; movement £106k. In previous months it was assumed that the £220k pressure relating to the centralisation of training would be funded corporately, however at year end it was decided to reflect this pressure within CEL. Offsetting the £220k was £119k further savings and additional income, primarily £60k savings on IT costs for E Bulk and E Recruitment costs and £37k lower advertising and DBS costs.

Facilities Management

Facilities Management came in on target with the reported position at P12. An underspend of £54k against the previous reported figure of £67k.

Commercial Services

The outturn position was a pressure of £534k, a £185k improvement from the reported position at fpg12, £719k. The main variations were a saving on Education Catering of £110k due to lower provision costs and higher income. Primary schools meals were 4.5% up against budget, an extra 206k meals taking the number served up to over 4.7m meals or nearly 25,000 per day. The spend on the plate came in 1p lower than budgeted, equating to a saving of £48k.

The Cleaning & Static Guarding account improved by £44k, with the year-end adverse variance being £304k against the previous reported £348k. This was due to lower usage of cleaning materials £28k and further staff savings £16k.

The Passenger Transport account improved by £10k due to additional income and £20k staff savings from that reported at period 12.

Property Maintenance came in on-target with the reported position at period 12, of a £58k shortfall against the budget.

	Latest Estimate £'000	Projected Variations										Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	
Quarter 1	1,485	168	42	159	1	0	0	0	0	370	315	685
Month 4	1,475	255	110	267	(8)	0	0	0	(56)	568	(2)	566
Month 5	1,496	158	111	297	(17)	2	0	0	(56)	494	70	564
Month 6	1,496	91	110	296	(17)	1	0	0	(56)	427	137	564
Month 7	1,515	55	110	375	(18)	0	0	0	(56)	466	76	542
Month 8	1,496	60	86	488	(18)	18	0	0	(56)	578	(30)	548
Month 9	1,496	148	86	498	(17)	17	0	0	(56)	676	(128)	548
Month 10	1,499	192	74	643	21	(29)	0	0	(56)	845	(297)	548
Month 11	1,549	145	124	528	28	(21)	0	0	(56)	748	(183)	565
Month 12	1,549	349	108	654	37	(19)	(135)	0	(56)	939	(374)	565
Outturn	1,751	687	29	3,482	491	(107)	(64)	0	0	4,518	(4,019)	499

	Latest Estimate £'000	Projected Variations										Outturn £'000
		Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	
Business Support Centre	3,081	213	0	0	0	0	0	(18)	(11)	(27)	(87)	19
Commercial Services	(9,063)	472	565	565	564	564	569	587	589	598	718	534
Facilities Management	7,732	0	1	(1)	0	(22)	(21)	(21)	(30)	(6)	(67)	(54)
Total	1,750	685	566	564	564	542	548	548	548	565	565	499

Reserves Statement 2013/14

	<i>Actual Balance 31st March 2013</i>	<i>Movement in year</i>	<i>Outturn</i>	<i>Reason for the Reserve</i>
	£k	£k	£k	
General Fund	(23,086)	(2,614)	(25,700)	
Earmarked Reserves				
Schools PFI & Building Schools for the Future	(1,175)	1,175	0	} PFI Sinking Funds
Adult Social Care PFI	(151)	151	0	
Tower Works and Engine House Holbeck	0	(1,629)	(1,629)	To fund future repair and maintenance of the Venetian Towers
Highway maintenance reserve	(1,000)	1,000	0	additional highway improvements
Parks Fire Insurance	0	(45)	(45)	Settlement received for the fire damage caused at Temple Newsam Home farm, reserve has been created to cover expected associated costs in 14/15
Mercury Abatement Reserve	(484)	(93)	(577)	Extra surcharge on top of cost of a cremation, to deal with the environmental impact of any release of mercury during a cremation
Homelessness Prevention Fund	0	(120)	(120)	Homelessness prevention
Homeless Grant	(870)	822	(48)	Homelessness prevention
Broom Hill and Belle Isle	(210)	210	0	
Youth Offending Service	(400)	125	(275)	Surpluses of partner contributions used for liabilities such as fixed term employment contracts and accommodation dilapidation costs.
Children's Homes Reconfiguration	(200)	200	0	
Health Innovations	0	(115)	(115)	Monies given by Health Service for a number of joint initiatives around commissioning
Safeguarding (Children's) - LSCB	(105)	(97)	(97)	Independent Safeguarding Board - c/f of partner contributions to fund serious case reviews
Strategy Performance & Commissioning	0	(573)	(573)	Unspent health money for commissioning
CAMH's	0	(500)	(500)	Unspent health money
Health&Social Care Transformation reserve	(2,500)	469	(2,031)	Money received in 11/12 from NHS Leeds to help deliver the Health & Social Care Transformation agenda. Unspent funds have been carried forward to 14/15. Schemes have been developed and will be delivered throughout the year.
Capital contribution from Health for converting Harry Booth House to Care facility.	(67)	49	(18)	Health contns towards the capital costs of converting Harry Booth House into an intermediate Care facility which will incorporate health and social care services.
Health Watch	0	(139)	(139)	To enable Healthwatch to catch up with their service development and to pay for additional pieces of work, in particular for their involvement in developing Leeds' response to the Care Bill.
Better Care Fund	0	(5,000)	(5,000)	Funds have been received in 13/14 from CCGs (Clinical Commissioning Groups) for ASC to contribute towards a Better Care Fund in 14/15. Some of the monies received have been used to fund 13/14 pressures, the rest has been carried forward in general and earmarked reserves.
Information Centre	0	100	100	To fund Customer Services contact centre improvements
Casino License	0	(853)	(853)	As part of the process for the awarding of the large casino license, the applicants were required to bid for the license fee. The winning bid was used to create a social inclusion fund, to be spent in line with the stated objectives.
Members club	(8)	0	(8)	Surplus on the members club.
Mutual Municipal Insurance Reserve	(495)	0	(495)	
Schools fire insurance	(619)	0	(619)	School reserve to fund any related costs as a result of fires not covered by insurance.
General Insurance Reserve	(305)	(860)	(1,165)	To fund claims received after year end relating to incidents in prior years
Lord Mayor	(73)	55	(18)	Unspent mayoral allocation c/wd at year end due to the difference between the financial & mayoral years.
Changing the workplace	(127)	127	0	
Business Transformation Reserve	(81)	0	(81)	£34k suplus carry forward for Economic Intelligence Unit and £47k for Siebel review(system of customer facing, communication etc).
Leeds Learning Network	(595)	383	(212)	Unspent school contributions used to develop learning platforms and maintain the quality and resilience of the network.
Energy efficiency reserve - LCC	(9)	2	(7)	Energy efficiency reserves to fund invest to save energy efficiency initiatives.
Economic, Social and environmental wellbeing fund	(163)	0	(163)	Underspends on the wellbeing area committees.
ELI Reserve	(1,729)	1,729	0	Use of balance sheet items to fund Early Leavers Initiative. Approvals up to P12: £3,995k. Actual leavers up to P12: £2,165k.
Financial Development - VAT claims	(100)	0	(100)	£100k set aside from £8.4m VAT claim refund received in 2010/11 to help fund legal costs for remaining VAT cases. HMRC legal costs to be paid by the end of the year will probably be less than £100k but amount not known yet.
Tour de France Reserve	(2,000)	573	(1,427)	LCC project costs - the total budgeted expenditure for the Leeds part of the event is £3.6m, so £1.6m still needs to be identified
Manager Challenge	0	(200)	(200)	Carry forward of unspent Contingency to fund the Manager Challenge initiative.
Grand Theatre	0	(653)	(653)	Reserve to fund contributions to support the Grand Theatre's financial position.
Capital reserve	(6,568)	171	(6,397)	Directorate contns towards borrowing costs of capital schemes. Contns received over life of asset and released back to revenue to cover debt costs over life of loan. Includes school contributions for Equal Pay.
Total Earmarked Reserves	(20,034)	(3,536)	(23,465)	
Total non-Ring fenced Reserves	(43,120)	(6,150)	(49,165)	

Appendix 2 continued

	Actual Balance 31st March 2013	Movement in year	Outturn	Reason for the Reserve
General Fund Ring fenced Reserves				
Extended schools balances	(7,112)	(1,728)	(8,840)	Surpluses on extended school activities carried forward;
Schools Balances	(17,107)	(162)	(17,269)	Schools Balances net of VER, Children's Services and BSF PFI borrowing.
Central schools block - DSG	(5,800)	(4,671)	(10,471)	Cfwd of ring fenced DSG for centrally managed pupil orientated services Schools Forum is expected to agree to earmark £4,300k of the balance which leaves an un- earmarked balance of £5,400k (as at P10).
Taxi & Private Hire licensing surplus	(340)	54	(286)	Ring fenced reserve for taxi and private hire licensing service.
Energy efficiency reserve - Salix	(9)	3	(6)	Energy efficiency reserves to fund invest to save energy efficiency initiatives.
Revenue grants	(5,181)	(1,741)	(6,922)	Revenue grants carried forward as per IFRS requirements (See note 1)
Total General Fund Ring fenced Reserves	(35,549)	(8,245)	(43,794)	
HRA Ring fenced Reserves				
HRA General Reserve	(7,033)		(7,033)	
Major repairs reserve	(13,245)	(35,582)	(48,827)	
Environmental initiatives		(3,006)	(3,006)	To fund environmental works on housing estates
LLBH&H PFI Sinking fund	0	(10,395)	(10,395)	
Swarcliffe Environmentals	(125)	49	(76)	To fund environmental works in the Swarcliffe PFI area
Workforce Change (Property Management Services)	(335)	146	(189)	Fund to support the Early Leavers' Initiative
Holdsoforth Place - land purchase	(64)	0	(64)	To fund the purchase of land at Holdsoforth Place
Affordable Social Housing	(178)	178	0	Contribution to fund decanting and demolition costs
Insurance Claims to be incurred	(210)	63	(147)	
Welfare Reform	(3,165)	(138)	(3,303)	
HRA Self financing reserve	(2,031)	2,031	0	To utilise for new build as per Exec Board report July 13
Swarcliffe PFI	(10,722)	(1,294)	(12,016)	PFI Sinking Fund - P6: Opening balance reduced by £2m re post balance sheet event
Swarcliffe Access Refusals	(275)	275	0	Tenants in the Swarcliffe area have the right to refuse contractors access to carry out improvement works. Reserve set up to fund improvement works once these tenants have vacated these properties
Total Other HRA Reserves	(37,383)	(47,673)	(85,056)	
Total Ring fenced Reserves	(72,932)	(55,918)	(128,850)	
Total Reserves	(116,052)	(62,068)	(178,015)	
Note 1				
Revenue Grants - Analysis				
Adult Social Care	0	(56)	(56)	
City Development	(2,323)		(2,803)	The balance includes: £960k Skills Funding Agency grant, £600k re Flood Damage Road Maintenance grant and £375k re NHS Get Healthy grant
		(480)		
Environment & Housing	(9)	(60)	(69)	
Children's Services	(2,840)	(557)	(3,397)	The balance includes £2.8m re the Families First grant
Central & Corporate Functions	(9)	(588)	(597)	
Schools	0	0	0	
Total Revenue Grants	(5,181)	(1,741)	(6,922)	

CAPITAL PROGRAMME - 2013/14 GENERAL FUND OUTTURN VARIATIONS

The following table highlights main scheme variations between the estimates in February 2014 and the final 13/14 outturn. The variances are based on those programmes/schemes with significant variances both over/under > £100k.

Directorate	Service	Programme/ Scheme	2013/14 Actual £000s	Under (-)/ Overspend £000s	Reason for variance
Adults Services	Services for Older People	Fulfilling Lives Programme	467.60	(508.70)	The Rothwell FLC scheme has been delayed by 4 weeks from Feb to March 14 leading to an underspend in 2013/14.
	ASC Information Technology	Adults Social Care system	948.00	(1,790.10)	External and Internal costs were paid from additional revenue funding. Slippage as a result of additional higher priority work required on the Children's system (using the same technical staff) and other general slippage in areas such as Electronic Document Management led to the profiled underspend.
	Other Over and unders	Other Over and unders	1,564.70	(224.70)	All other remaining Adult Services schemes resulted in no other material variances.
			2,980.30	(2,523.50)	
Strategy/Central & Corporate	Capitalisations	General Capitalisation	5,914.40	1,514.40	Year end exercise to assess capital and revenue expenditure resulting in increased capitalisations but a reduction in revenue spend in Highways, Corporate Property Management and Libraries.
	NGT	NGT	3,903.40	(1,078.60)	Actual development costs have been lower than forecast in the year and the remaining development work moved into future years.
	Customer Access & Performance	Transactional Web Service system	467.40	(441.80)	A full EU procurement is now applicable which has delayed the project. Due to go live in August 2014 when the spend will take place.
		Central Accounts	1,005.20	694.00	Capitalisation of interest costs for assets under construction
	Other over and unders	Other over and unders	12,358.60	(622.10)	All other remaining Strategy and Resources schemes resulted in no other material variances.
			23,649.00	65.90	
City Development	Asset Mgt	Sovereign Square Greenscape	168.30	(111.80)	Finalising the detailed design later than scheduled has led to delays in the tender process and the underspend on projections at capital programme setting.
	Asset Mgt	Property Services	8,242.20	5,109.50	Brought forward purchase of the ATC buildings 9-25 Eastgate
	Asset Mgt	Corporate Property Management	4,294.80	(411.30)	Of the 75 schemes worked on in 2013/14 some schemes were brought forward and some will now complete in 2014/15. The Holt Park Leisure Centre demolition required additional spend due to asbestos works and late handover of the site.
	Economic Development	Chapeltown Enterprise Investment - Local Enterprise Growth Initiative	150.00	(120.00)	The start on site date was six weeks later than anticipated has resulted in the payment conditions for the grant not being met until after the closure of 2013/14.
	Regeneration Services	Regeneration Services	540.30	(770.10)	Retention still outstanding for the combined heat and power plant at Yarn Street, the Townscape Heritage initiative schemes in Armley and Chapeltown have been extended and are now due to complete in 2014/15. Purchase of 126 Chapeltown Rd still to complete.
	Highways	Urban Traffic Control Unit enhancement and relocation.	727.00	(128.40)	The Urban Traffic Management and control unit enhancement and relocation scheme encountered unexpected contractual and technical issues problems which delayed planned spend in 2013/14.
	Highways	Flood alleviation	1,897.90	379.40	Anticipated delays Flood Alleviation works at Woodlesford did not materialise.
	Highways	Section 278 & Section 106 programmes	5,084.20	(205.60)	Reginald Terrace / Street Junct Scheme - planned junction improvement work, Manston Lane / Austhorpe Ave Junct Scheme - planned Urban Traffic Control signals work both delayed to 2014/15 due to unexpected required work agreement issues in Feb / March 2014. Calverley Lane North - Spend in Feb and March 2014 was less than estimated due to additional retention withheld and due some unexpected onsite work variances / issues.
	Highways	Highways Transport Package	6,779.70	(618.90)	The Chapel Allerton to Leeds Cycle route encountered some operational and technical issues on site in March delaying expected spend, Urban Traffic Control encountered unexpected contractor supply and delivery problems. These were partly offset by bringing forward spend on the Horsforth Roundabout signalisation scheme. The other schemes have no material variances and will complete in 2014/15.
	Highways	Highways Bridges and Structures	6,230.60	(268.30)	No material variances on 82 of the Bridges scheme's worked on. The Inner Ring Road Tunnel was slightly down on projected spend at capital programme (£300k) with no major issues to report at this stage.
	Highways	Highways Local Transport Plan Maintenance	2,699.20	(593.20)	Of the 25 schemes in this programme the variance is due to encountering some technical issue on site and contractor supply and delivery issues.
	Highways	Highways Identified Maintenance	9,868.60	618.60	The LCC funded Highways maintenance scheme carried out significant additional works than estimated as the capital programme setting in Feb 2014, this was due to the favourable weather conditions in Feb/March.
	Highways	Vehicle Programm	553.80	(576.60)	Delivery of new Highways replacement vehicles in Feb / March 2014 was slower than anticipated due to contractor supply delays re specialist Highways vehicles.
Other City Development over and unders	Other over and unders	22,478.80	(1,038.30)	All other remaining City Development schemes resulted in no other material variances.	
			69,715.40	1,265.00	

Appendix 3 continued

CAPITAL PROGRAMME - 2013/14 GENERAL FUND OUTTURN VARIATIONS

The following table highlights main scheme variations between the estimates in February 2014 and the final 13/14 outturn. The variances are based on those programmes/schemes with significant variances both over/under > £100k.

Directorate	Service	Programme/ Scheme	2013/14 Actual £000s	Under (-)/ Overspend £000s	Reason for variance
Children's Services	Basic Need Programme	Basic Need Programme	11,491.60	(607.60)	The main areas of variance are 1) Nightingale Academy groundwork issues on site has led to some delays.2) Rufford Park delays in awarding the contract and start on site resulted in no valuation being paid in 2013/14. 3) Asquith PS scheme delayed to allow further public consultation and resolve some affordability issues. 4) Beeston PS delays in phase 2 starting on sight and cashflow estimate provided by NPS at Feb Cap Programme was not accurate at the time. These variances were partly offset 5) Morley Newlands ahead of schedule due to rephasing of works which has accelerated the programme.
		Building Schools for the future	3,615.40	164.80	An interim payment was made for the Farnley Park scheme which, at the time of Feb Executive Board, was assumed would be included as part of the final account settlement to be paid in next financial year.
	Children's ICT	Children's Services Care System	2,210.70	(283.80)	A number of staff who have been working on the project from Adult Social Care were not charged resulting in savings on the scheme. In addition to this, the finance implementation was delayed from January to April and therefore the associated costs with this will now happen in 2014/15.
	Equipment/ ICT/ Vehicles	Infobase Replacement	294.50	139.50	A date was set to have the replacement Leeds Education Hub in and operational by 31st March 2014. Originally the work had been planned for 2014/15 but the work to move the applications onto supported platforms had to be moved forward due to Novell decommissioning which led to the majority of work taking place in 2013/14.
	Youth Justice	Eastmoor Secure Unit	5,996.70	(1,139.40)	The scheme has been subjected to a six week delay due to inclement weather and ground water issues. This has delayed the construction of the admin block which houses major elements of mechanical/electrical systems. Some external works have been postponed until the new financial year. Site handover is now expected to be mid October 2014.
	Refurbishment Works	Leeds Schools Refit Programme	2.00	(498.00)	The Salix schools programme has been delayed in implementation from changes in the scope of schools to be included within the programme due to conflicting priorities and consequential delays to the delivery of works. This programme involves the Council claiming external grant funding which is applied directly to schools.
	Other over and unders	Other over and unders	8,704.50	(205.50)	All other remaining Children's Services schemes resulted in no other material variances.
			32,315.40	(2,430.00)	
Environment & Housing General Fund	Travellers	Cottingley Traveller Site - Modernisation of existing site	997.20	(118.80)	The Cuttingly Springs modernisation scheme achieved savings on expected borrowing in 2013/14. This borrowing will now be utilised for the expansion to twelve pitches if the secretary of state has approved the scheme.
	Environmental Health	Environmental Health	8,019.10	(249.20)	CPOs not finalised in year has delayed spend. The equity loan scheme to help vulnerable households didn't match the projected estimates and this has now been re-cashflowed over the next 4 years. Other savings were achieved on the Localities team capitalisation in year due to vacant posts.
	Parks and Countryside	Parks and Countryside	3,215.00	(487.40)	Temple Newsam fire reinstatement delayed start on site. Parks equipment not delivered in year. There were no material variances on the remaining 32 schemes.
	Other over and unders	Other over and unders	5,005.30	(195.70)	All other remaining Environment and Housing schemes resulted in no other material variances.
			17,236.60	(1,051.10)	
Total General Fund Variances			145,896.70	(4,673.70)	The variances at outturn on General Fund schemes represent a (3.6%) underspend on projections at the setting of the Feb Capital Programme.

Appendix 3 continued

CAPITAL PROGRAMME - 2013/14 HRA, HOUSING LEEDS OUTTURN VARIATIONS

The following table highlights main scheme variations between the estimates in February 2014 and the final 2013/14 outturn
The variances are based on those programmes/schemes with significant variances both over/under > £100k.

Environment & Housing HRA/ Housing Leeds	HRA	Various	785.70	(460.60)	Savings on the Sanctuary scheme, retentions expected but not invoiced on council housing for the over 55s, expected fees on the newbuild programme didn't materialise.
	Housing Leeds	Various	51,319.90	(2,246.70)	Belle Isle Tenant mgt organisation slipped £858k to 2014/15 estimates came in late February. Housing Leeds estimated the outturn at 3% above the actual projections in February, these residual schemes which are unspent will form part of the 2014/15 Housing Leeds programme.
			52,105.60	(2,707.30)	
Total HRA Variances			52,105.60	(2,707.30)	The variances at outturn on the HRA represent a (4.9%) underspend on projections at the setting of the Feb Capital Programme.
Total Capital Program Variances Cap Prog to Outturn			198,002.30	(7,381.00)	

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Report author: Lorna Thompson
Tel: 52287

Report of: Chief Officer (HR)

Report to: Resources and Council Services Scrutiny Board

Date: 22 July 2014

Subject: People Plan performance reporting

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. We have been reporting to the Scrutiny Board Working Group since March 2013. The key areas of interest are progress around the main spend areas regarding deployment of staff. The four areas are: FTE staffing; agency; overtime and attendance.
3. There is a drive to join up budgetary and HR information to show the trends of staff spending and budget in one place. From July 2014 HR and Finance will work with Directors to discuss both financial and people information. This report shows the latest position against these four key areas for the first 2 months of the financial year.
4. The report also updates Members on two other linked themes - feedback from the challenge panels on Agency spend for the period 14 October 2013 to 29 January 2014, and redeployment of staff.

Recommendations

Resources and Council Services Scrutiny Board are asked to note the position as at 31 May 2014 regarding FTE, agency and overtime spend, and feedback from Agency Challenge Panels.

1. Purpose of this report

1.1 To present the Scrutiny Board (Resources and Council Services) with People Plan progress on 4 key areas as at 31 May 2014.

1.2 To update Members on progress in implementing recommendations made at the last Resources and Council Services working group meeting.

1.3 To update Scrutiny Board Members with information arising from questions concerning feedback from agency Challenge Panels.

2. Background information

2.1 A Working Group of Members have been meeting since March 2013 to specifically to look at progress against 5 key areas in the People Plan.

2.2 At the Working Group meeting in February 2014 it was agreed that there would be a focus on 2 of these areas as a priority – the top 5 Chief Officer spend on Agency Workers, and the top 5 on Overtime.

3 Agency and Overtime Spend

Agency top 5 spenders				
Directorate	Chief Officer Service	March outturn	Apr/May spend	Phased Budget April/May
Children's	Safeguarding, Specialist and Targeted Services	£4,674K	£359k	£797k
Adult Social Care	Care Delivery	£3,001k	£266k	£240k
Civic Enterprise Leeds	Property and Fleet Services	£1613k	£269k	£212K
Environment & Housing	Housing Leeds Property and Contracts	Not held	£180k	£212k
Adult Social Care	Access and Care	£861k	£92k	£101k
totals			£1166k	£1562k

Overtime top 5 spenders				
Directorate	Chief Officer Service	March outturn	Apr/May spend	Phased Budget April/May
Environment & Housing	Waste Management	£1,596k	£168k	£150k
Civic Enterprise Leeds	Property and Fleet Services	£949k	£178k	£141k
Children's	Safeguarding, Specialist and Targeted Services	£1,009k	£161k	£119k
Environment & Housing	Environmental Action	£711k	£193k	£119k
Adult Social Care	Care Delivery	£1,881k	£321k	£205k
totals			£1021k	£734

3.1 The Chief Officer (HR) holds regular meetings with the Leader, other Group Leaders and the Executive Members to discuss performance against these areas, and data regarding progress on these 2 key areas is shared as part of these meetings.

4. Other key issues raised

4.1 Staff Budgets

The 2014/15 budget provides for an overall reduction in anticipated staff numbers of 177ftes by 31st March 2015 excluding an increase of 48 posts directly funded from external sources and 120 additional posts within Civic Enterprise Leeds, reflecting increased trading opportunities. Separate budgets for overtime and agency have been set at Directorate and Chief Officer level.

The latest projection on overall staffing shows an underspend of £664k which is due to vacancies primarily within Children's services and Public Health, partly offset by the cost of staffing which is funded by capital or additional income and delays in implementing budget actions within Adult Social care and City Development.

Directorate	Projected (Under)/Over Spend £000
Adult Social Care	711
Children's Services	(805)
City Development	384
Environment & Housing	75
Strategy & Resources	(346)
Citizens & Communities	(98)
Public Health	(400)
Civic Enterprise Leeds	(185)
Total	(664)

4.2 FTE Position

Leavers and starters

Since the start of the financial year, the number of Full Time Equivalent (FTE) staff has gone from 13736 to 13610, a reduction of 126 FTE. Of the leavers, 84 people have left on ELI, 167 have left the council, and 7 have TUPEd out.

More robust arrangements for clearance of posts for external recruitment have been put in place since March 2014.

New starters since 1 April have totalled 139 FTE. Of these, 38 are in Children; 30 in Environment and Housing; 21 in Citizens and Communities; 20 in Civic Enterprise; 17 in City Development; 9 in Adults; 3 in Strategy and Resources and 1 in Public Health.

Vacancies are continuing to be filled with internal staff where possible and Appendix 1 shows a summary of 15 redeployed staff indicating from and to services in April to June this year.

4.3 Absence

The council absence continues to fall and we reported 9.22 days per FTE in April and 9.15 in May. The highest Directorate total is in Adults at 12.94 days. The highest service totals are, Housing Leeds Property and Contracts (24.8) and Passenger Transport (16.3)

4.4 Feedback from Agency Challenge Panels

The Council introduced a revised series of proportionate controls in November 2013. The main ones were controls on Agency booking arrangements to restrict new assignment lengths to two weeks or eight weeks dependent upon the category of staff. This applied to all new assignments with effect from the 1st January 2014. Any extension beyond these period(s) now has to be specifically approved by this Panel.

The Panel has also reviewed the six Services/Directorates who are high volume users of Agency employees. These are Civic Enterprise Leeds, Adult Social Care, Children's Services, Waste Management, Housing Leeds and Information Technology. The Panel has agreed a series of actions with all these services ranging from setting specific reduction targets to longer term actions to reduce reliance on Agency employees. All Services have been given dates to report back during 2014 based on the agreed actions. More detail on the agreed actions is contained in Appendix 2.

The Panel has also taken on the broader role of assisting/advising Services on a series of wider workforce planning issues designed to reduce the number of Agency employees employed on long-term assignments and reduce the reliance on short-term Agency assignments in the longer term. One result from this is that 130 (112 fte's) former Agency workers were appointed to either temporary or permanent posts in 2013/14.

Although the revised measures were only introduced in late 2013 the impact can be measured by the following:

- A reduction in spend to £17m for the period ending 31 March 2014 compared with £19.4m to 31 March 2013, a reduction of £2.4m (12.3%).
- The numbers of agency workers has reduced significantly during 2013-14 from 632 to 522 (a reduction of 17%).
- A review of roles at March 2014 indicates that 92% of assignments are covering key frontline roles with 8% covering admin and managerial roles.

An initial review of the first quarter in 2014/15 shows that spend has reduced by £1.2m when compared to the same period in the previous year. Notwithstanding this a series of further actions are planned to reduce the level of spend. These include:

- Clarifying the definition of an Agency worker-to ensure we are recording the true level of spend
- Reviewing the categories of staff deemed as front-line essential roles
- Introduction of revised manager guidance/authorisation levels

- Refreshing the Agency extension process so that requests are approved by a member of the leadership team before consideration by the Panel

5. Consultation and Engagement

5.1 No implications

6. Equality and Diversity / Cohesion and Integration

6.1 Due regard was paid to Equality and Diversity during the preparation of the People Plan.

7. Council Policies and City Priorities

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

8. Resources and Value for Money

8.1 A number of the current targets set in the People Plan are designed to assist the Council deliver its services within the overall approved budget.

9. Legal Implications, Access to Information and Call In

9.1 No implications.

10. Risk Management

10.1 No implications.

11. Recommendations

11.1 Scrutiny Board Members (Resources and Council Services) are asked to note the position as at 31 May 2014 regarding agency and overtime spend, and feedback from Challenge Panels

12. Background documents

12.1 None

Appendix 1

Table showing movement of redeployed staff April to June 2014.

Post Title	Directorate	Service	Directorate deployed into	Service Deployed into
ES Advisor	Children's Services	Learning Skills	Children's Services	Virtual College
Health/ Housing Officer	Environment & Housing	Statutory Housing	Environment & Housing	Housing Leeds
Environmental Action Officer	Environment & Housing	Environmental Action	Children's Services	Safeguarding
Resources Officer	Environment & Housing	Strategy & Commissioning	Strategy & Resources	Policy, Performance & Improvement
Assistant Manager	Adult Social Care	Care Delivery	Children's Services	Safeguarding
Senior Support Worker	Adult Social Care	Older people learning & Disability	City Development	Culture
Ass Finance Officer	Strategy & Resources	Financial Services	Civic Enterprise Leeds	Business Support Centre
Care Officer	Children's Services	Safeguarding	Children's Services	Safeguarding
Administrative Assistant	Environment & Housing	Housing Leeds	Strategy & Resources	Financial Services
Dog Warden	Environment & Housing	Environmental Action	Environment & Housing	Statutory Housing
Care Assistant	Adult Social Care	Care Delivery	Citizens & Communities	Welfare & Benefits
Safer Leeds Officer	Environment & Housing	Community Safety	Citizens & Communities	Elections, Licensing & Registrars
Customer Service Officer	Citizens & Communities	Communities	Citizens & Communities	Elections, Licensing & Registrars
Customer Service Officer	Citizens & Communities	Communities	Civic Enterprise Leeds	Property & Fleet Services
Neighbourhood Caretaker	Environment & Housing	Housing Leeds	Environment & Housing	Environmental Action

Summary of Actions from Agency Challenge Panels

Children's

- Reductions in Administration and residential staff from Sept 2013 to Feb 2014.
- There has been a reduction in Social Work agency cover in Fostering and adoption but this remains above target.
- Admin Staff – Should be maintained at minimal usage (*excludes agency workers current deployed on a 6 week assignment to support the Framework project.*)
- Residential Staff – Below 8 by September 2014
- Social Workers – to have 20 FTE agency assignments in the next six months with fewer vacancies and reduced turnover.

Adult Social Care

- 59 fewer agency requirement in Feb 2014. Numbers should reduce further with the final decommissioning of three establishments.
- Agency staff have been released to accommodate displaced staff in the Older People's Services.
- Work with CEL to review options for joint working.

Civic Enterprise Leads

- Services have made progress on reviewing agency spend and consolidating agency staff on the permanent establishment but other needs for Agency employees to maximise income opportunities is disguising the progress that has been made.
- Service should report on progress against previously agreed targets in future and highlight any new requirements for Agency employees.
- Service should review long term agency contracts

Housing Services

- Optimum level of Agency staff to meet peaks should be 25 at any one time
- Initial targets have been met. Spend for Dec 2013 was £218k and 78FTE. This has reduced significantly, by over 50%, to £99k and 32FTE by May 2014.
- There is a target of reducing the remaining 28 property & contracts staff to 5 by 1st July 2014
- Housing Leeds are due to report back on 30th July.

Waste Management

- Significant reductions in agency usage Q4 at March 14 is £103K compared with £289K for the same quarter in 2012/13.
- There have been concerted efforts to fill vacant posts and there is now a pool of an additional 22 staff (15 loaders/7 drivers) to provide cover.
- Agency cover will continue at Household Waste Sites pending their restructure due in September 2014.

ICT

- Review whether existing staffing strategy is the best model. If not, propose alternative model including proposals to reduce Agency spend.
- Develop training programme for existing staff which reduces reliance on Agency staff in the longer term
- Look at internal market for covering routine posts instead of using Agency staff
- Work towards zero use of Agency staff on the operational side
- Review high-cost Agency employees on Project side.
- Report back in July 2014

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Report author: Julie Meakin
Tel: 0113 3950074

Report of Chief Officer Civic Enterprise Leeds

Report to Scrutiny Board

Date: 22 July

Subject: Civic Enterprise Leeds - Update

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. Progress on trading & enterprise across the Council
2. Future proposals for enterprise
3. Consultation and stakeholder engagement update

Recommendations

4. Scrutiny Board is asked to note this report

1 Purpose of this report

- 1.1 This report contains an update on trading, commercial and enterprise activity across the Council in the past year (pursuant to the establishment of Civic Enterprise Leeds.) It sets out potential areas of enterprise growth and provides an update on consultation and stakeholder discussions.

2 Background information

- 2.1 Civic Enterprise Leeds was established as part of the review of central functions in the Council in May 2013.
- 2.2 It brought together the functions of Commercial Services (fleet, property, catering and passenger transport services) with facilities management and shared services - the BSC. The group has a turnover of £100m and employs 3,500 staff. Its remit was to develop a trading and enterprise strategy which delivered value for money and contributed to meeting current financial challenges.
- 2.3 Scrutiny took a report on the initial objective of the group last year. This report provides an update as set out at section 1.

3 Main issues

- 3.1 Over the past financial year group turnover has increased by £5.4m and the return on trading from £7.3m to £8.6m. In 14/15 trading turnover will increase by £2.5m and the return by a further £0.6m: taking overall return to £9.2m
- 3.2 All services fully recover costs and accounts comply with international accounting standards.
- 3.3 The Chief Officer: CEL has worked extensively with a number of directorates to help their services compete in open markets, with schools and with the public. This work has included supporting the business plan for the Learning Disability service which aims to see 750 staff 'spin off' into a social enterprise: as a result of which the service will be able to compete to deliver more city wide services and reduce the charge back to the council for care service. In addition work on cost reduction has made significant impacts on the viability of the music service and early years day care services.
- 3.4 A review of construction services will now bring together two direct service operations: from CEL and the former Leeds ENE Almo. This will result in significant savings in depot and management costs.
- 3.5 It is anticipated new jobs will be created in catering services, passenger transport, parks and countryside, construction ,highways services and services for people with learning disabilities in the next two years: (note the majority of these will represent new service delivery not simply an insourcing of work from the commercial sector.)

3.6 Services are provided from the council to a range of clients: the health service (intermediate care beds); ambulance service (FM), police (asset mgment), fire service (FM), universities (fleet services) and other authorities (technical advice on rights of way.)

3.7 New technologies are also being deployed to reduce costs. The new on- line booking service for sports centres saved 0.5m a year. The Public Sector Network (PSN) is a secure internet for government. A consortium of 52 partners, led by Leeds City Council, across Yorkshire and Humberside (police, health service, passenger transport executives and other local authorities) jointly procured a contract which represents savings of £52m across the region.

4 Consultation and Engagement

4.1 Extensive consultation has taken place with the third sector on the development of this work: ensuring opportunities are maximised for voluntary groups and that their own sector work is not compromised. A number of voluntary groups contract to CEL including Leeds Alternative Travel, South Leeds Health for All, WRVS and Leeds Black Elders

4.2 Information regarding the scope of CEL has been made available to the Chamber of Commerce and an offer afforded to discuss proposals further with the Deputy Chief Executive and Chief Officer: CEL.

5 Equality and Diversity / Cohesion and Integration

5.1 These are considered, as appropriate, through equality impact assessments relating to redesign or development of services

6 Council policies and City Priorities

6.1 This programme supports the enterprise and efficiency agenda of the council

7 Resources and value for money

7.1 All costs are fully recovered through trading activity.

7.2 A trading company has been established as a vehicle if necessary for commercial trading: it is envisaged this may be needed for growth in activity in parks and commercial catering.

7.3 No additional officer or accommodation resources have been allocated to the delivery of this programme: this has been resourced through existing leadership capacity in what was Commercial Services.

8 Legal Implications, Access to Information and Call In

8.1 There are no specific issues arising from this report

9 Risk Management

9.1 A risk register is maintained and updated for all CEL activity

10 Conclusions

- 10.1 A fuller review of commercial activity within the council will be available by the end of August; together with a more detailed plan of direction of travel and growth: this will be made available to members

11 Recommendations

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

12 Background documents¹

- 12.1

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.

Report of the Chief Officer Customer Services

Scrutiny Board (Resources and Council Services)

Date: 22 July 2014

Subject: Interpreting and Translation Services

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

Purpose of this report

1.1 To update on progress of the Interpreting and Translation Team policy following attendance at Scrutiny Board on 7 April 2014.

2 Background information

2.1 On 7 April 2014, Scrutiny Board recommended the following :

- (i) To recommend that the policy states that children would not be used for interpreting purposed except in emergency situations.
- (ii) To support and recommend approval of a formal policy.
- (iii) To support the decision making in that the Interpreting and Translation Team has the final decision on whether an interpreter is to be provided.
- (iv) To recommend that the Interpreting and Translation Team Co-ordinator takes appropriate action if interpreting services are used by service areas directly “off contract”.
- (v) To recommend that the Interpreting and Translation Team Co-ordinator be responsible for implementing any new policy.

3 Main issues

- 3.1 A report is being produced for Executive Board for approval of the policy with a view to being tabled for September.
- 3.2 The use of children as interpreters is no longer happening except in emergency situations.
- 3.3 The Interpreting and Translation Team Co-ordinator is continuing to work with MESH in relation to ESOL provision in Leeds. The website is planned for completion in November 2014.
- 3.4 The Interpreting and Translation Team Co-ordinator has met with Migration Partnership Team who train volunteers. They train volunteers who speak various languages to become interpreters and support them with various volunteer roles working with the council. Discussed possibilities of using these volunteers for some council enquiries to reduce interpreting costs. Discussions to continue.
- 3.5 A contract has been awarded for the provision of British Sign Language video interpreting. The Interpreting and Translation Team Co-ordinator is working with the contractor to implement the service initially at The Compton Centre and 2 Great George Street, Customer Services. This will enable Deaf or hard or hearing customers who access council services via these offices to communicate via a BSL video interpreting instead of having to wait for a face to face BSL interpreter to be available. Once these two offices are up and running, we aim to roll out to other front facing offices.

4 Recommendations

- 4.1 The Interpreting and Translation Team Co-ordinator to complete report for Executive Board for approval of policy.
- 4.2 To continue to work with Migrant Impact Team in relation to utilising volunteers.
- 4.3 To continue to implement the BSL video interpreting service.

5. Background papers¹

- 5.1 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.



Report authors: Lorraine Wright,
Dave Levitt
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Report of Chief Officer Statutory Housing and Chief Officer Welfare and Benefits

Report to Scrutiny Board (Resources and Council Services)

Date: 22 July 2014

Subject: Recommendation Tracking – Scrutiny Inquiry on Welfare Reform

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 sets out the progress made in relation to the recommendations arising from the Scrutiny Board Inquiry on Welfare Reform Benefit Changes.
2. This follows the report of the Chief Officer Statutory Housing and the Chief Officer Welfare and Benefits to the Scrutiny Board in May 2013 outlining Environment and Housing and Resources responses to the recommendations and the subsequent Recommendation Tracking Report of 29 July 2013 summarising progress against the recommendations. .
3. This report will enable Scrutiny Board to monitor progress and identify completed recommendations.

Recommendations

1. Members are asked to:
 - Agree those recommendations which no longer require monitoring; and
 - Comment on the progress of all other recommendations.

1 Purpose of this report

- 1.1** This report sets out progress made in relation to the recommendations arising from the Scrutiny Board Inquiry on Welfare Reform Benefit Changes.

2 Background information

- 2.1** Following its review of the Welfare Reform Benefit Changes, the Resources and Council Services Scrutiny Board published its final report and recommendations on 18 February 2013.

- 2.2** The Chief Officer Statutory Housing and the Chief Officer Welfare and Benefits provided reports in May 2013 and July 2013 responding to the Board's recommendations and providing an update on progress in implementing the recommendations.

- 2.3** On 1 October 2013, the management of council homes was transferred to Leeds City Council from the three ALMOs; Belle Isle TMO was not affected by this change.

- 2.4** The management of council homes is now delivered by Housing Leeds, within Environment and Neighbourhoods Department. The Housing Management Service is undergoing a full re structure and review of all services.

- 2.5** A Neighbourhood Services Team has been established in April 2014 with Service Managers for key areas in Income and Welfare Reform, Lettings and Tenancy Management, Tenant and Community Involvement and Older Peoples Housing.

- 2.6** The Service Managers are undertaking full Service Reviews in these key areas in order to harmonise policies and procedures to ensure that tenants receive a consistent, customer focused service regardless of which area of the city they live in. Each of the Managers is looking to deliver improvements in all aspects of the service areas.

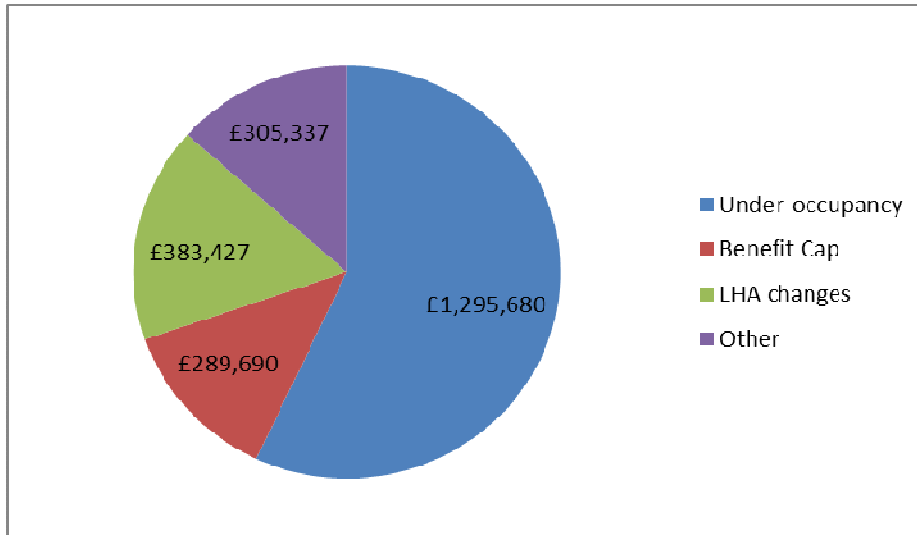
- 2.7** Eight Area Offices have been established and Area Housing Managers have been appointed to the areas. The majority of the Area Offices have a new manager in place. The Area and Service Managers have also been given clear remit in developing new and improving relationships with Local Ward Members, M.Ps and tenants groups.

- 2.8** A key aim of the Housing Service re-structure is to put more resources in front line customer facing roles. Housing Officer patches will be reduced and the Housing Officer will deliver a generic, comprehensive and customer focused housing management service. They will develop a sound knowledge of the estate and build good customer relationships.

3 Main issues

- 3.1** New rules came into effect from April 2013 that saw Housing Benefit reduced for tenants who were deemed to be living in properties that were too big for them and saw Council Tax Support reduce for most working age residents.

- 3.2** In April 2013 there were just over 7000 council tenants affected by the Housing Benefit changes. By the end of the year this number had reduced to 5,384 tenants and has remained steady at around this number since. There are a number of reasons for the reduction in the number of tenants affected: some tenants reported additional family members that we were unaware of and meant that they were no longer under-occupying; some moved to smaller accommodation through mutual exchanges; and some were taken out of under-occupancy when a number of properties were reclassified as having fewer bedrooms following a standard review exercise.
- 3.3** Around 34,000 households were originally affected by the changes to Council Tax Benefit. This number had reduced to around 31,000 by the end of the year, of which 26k used to have their Council Tax rebated in full. The main reason for the reduction was because more households were placed in protected categories and received full Council Tax Support.
- 3.4** The welfare reforms meant that additional rent and additional Council Tax had to be collected and this has led to a reduction in in-year collection rates for both rent and Council Tax.
- The overall in-year collection rate for Council Tax in 13/14 was 95.7%, down from 96.6% the previous year;
 - the collection rate for the 26k households who had previously received full Council Tax Benefit was 65%;
 - of these, 12,800 households had paid in full and 13,300 households finished the year with an outstanding balance to take into 14/15.
 - The in-year collection rate for Housing Leeds' rents in 13/14 was 97.85%, down from 98.06% the previous year;
 - the % of households affected by under-occupancy in arrears in March 2013 before the under-occupancy changes started was 27%; the % of 'under-occupancy' households in arrears at the end of the 1st year was 49%
- 3.5** In October 2012, the Executive Board agreed a policy for Discretionary Housing Payments (DHP) that prioritised help to the most vulnerable. Leeds received an initial allocation of £1.9m to spend on DHPs which was overspent by nearly £300k. This overspend was offset by an additional allocation of £300k DHP funding from the DWP following a bid for more funding by the Council. The majority of the DHPs made were spent on supporting people affected by the under-occupancy rules. The graph below shows how the DHP money was spent.



3.6 This report provides a further update on the progress made in respect of each recommendation. The updates provided at Appendix 1 will enable Scrutiny Board to monitor progress and identify completed recommendations. .

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Where consultation processes have been undertaken, details are referenced against the relevant recommendation within the table at Appendix 1.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Where consideration has been given to the impact on Equality, Diversity, Cohesion and Integration, this will be referenced against the relevant recommendation within the table at Appendix 1.

4.3 Council policies and City Priorities

4.3.1 There are no implications within this report for existing Council policies or City Priorities.

4.4 Resources and value for money

4.4.1 Details of any significant resource and financial implications linked to the Scrutiny Board Inquiry recommendations will be referenced against the relevant recommendation within the table at Appendix 1.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk Management

4.6.1 There are no implications within this report for risk management.

5 Conclusions

- 5.1 Appendix 1 sets out progress made in responding to the recommendations arising from the Scrutiny Board Inquiry on Welfare Reform Benefit Changes.

6 Recommendations

- 6.1 Members are asked to:

- Agree those recommendations which no longer require monitoring; and
- Comment on the progress of all other recommendations.

7 Background documents¹

- 7.1 Scrutiny Inquiry Final Report – Welfare Reform - 18 February 2013.
- 7.2 Response to the Recommendations arising from Scrutiny Inquiry on Welfare Reform - 10 May 2013.
- 7.3 Recommendation Tracking – Scrutiny Inquiry on Welfare Reform - 29 July 2013.

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.

Appendix 1 – Environment and Housing and Resources responses to the recommendations arising from the Scrutiny Board Enquiry on Welfare Reform Benefit Changes.

No	Recommendation of Scrutiny Board	Update from Environment and Housing and Resources
1	ALMOs/BITMO to ensure that the current debt of customers is at the lowest possible position as from April 2013	<p>COMPLETED: The citywide target for rent collection for the financial year 2012-2013 was 97.88%. During quarter 4 of 2012-13, the ALMOs/BITMO had a high profile year end campaign to maximise rent collection to ensure the debt for rent arrears was at its lowest possible position and exceeded the target by achieving a collection rate of 98.06%.</p> <p>The intensive support provided to customers by the Welfare Reform Officers prior to the introduction of Under Occupation in April 2013 has continued. Welfare Reform Officers have been visiting customers and proving assistance with the following; DHP applications, completing Housing Application forms, mutual exchanges, and bidding advice. They have also referred customers for additional support via independent Living Teams, Leeds Credit Union and third sector partners such as Stepchange, CAB, and Ebor Gardens Advice Centre etc.</p>
2	That Revenues and Benefits and Environment and Neighbourhoods (Environment and Housing) review the impact of the current policy on recovering HB overpayments by deductions from ongoing Housing Benefit and make further recommendations	COMPLETED: A review of the policy was undertaken and, following discussions with the Executive Member for Benefits, it was agreed to continue to recover overpayments from ongoing Housing Benefit entitlement. Officers have discretion to reduce the weekly amount recovered and exercise this discretion on a regular basis.
3	That the council completes the review	COMPLETED: In April 2013, the Executive Board approved changes to the rent

	<p>of the arrears process to ensure customers are offered support when needed but will allow decisive swift action to be taken where customers who won't pay their rent.</p>	<p>arrears recovery procedures for tenants affected by under-occupation. The changes are summarised below:</p> <ul style="list-style-type: none"> • Debt Information Pack - this will include additional information including copies of the Council's 'Welfare Reform Under Occupation FAQs' and 'Overcoming financial difficulty' booklet. It will also include an information leaflet on mutual exchange and alternatives to loan sharks. • Referral to Specialist Welfare Reform Officer – If, at the outset of any arrears recovery action a tenant is identified as being affected by under-occupation, a referral will be made to the specialist welfare reform officers within Housing Leeds. Recovery action will be suspended to allow officers to provide the tenant with advice and support based on their individual circumstances. This will include: <ul style="list-style-type: none"> ◦ Ensuring all eligible benefits are being claimed; ◦ Ascertaining income details and prioritising expenditure; ◦ Identifying eligibility for DHP and supporting referral; ◦ Supporting tenants to register a housing application; ◦ Promoting mutual exchange; ◦ Supporting tenants to set up a bank account or direct debit; ◦ Budgeting and debt advice; and ◦ Referring vulnerable tenants for specialist support through the Independent Living Teams, Adult Social Care or Children's Services. • Guidance on serving Notice of Intent to Seek Possession (NISP): - Officers have developed guidance on when it would not be appropriate to serve a NISP. <p>The rent arrears recovery procedures are scheduled to be reviewed again in February 2015 to enable any lessons learned to be incorporated into any revised procedures.</p>	
4	<p>That the Council promotes and facilitates Mutual Exchanges for tenants including those with arrears if this is the most suitable outcome.</p>	<p>ONGOING: Mutual exchanges offer a quick and simple way to resolve overcrowding and under-occupation and allow for moves to take place between Council and housing association tenants. Leeds Homes has promoted mutual exchange with all tenants affected by under-occupation as well as households</p>	

		<p>known to be overcrowded and 'swap shop' events took place to provide a forum for tenants to meet up and find accommodation that meets their needs.</p> <p>In January 2014, Executive Board earmarked £200,000 from the Housing Revenue Account for 2014/15 to fund a new incentive scheme to promote tenant mobility, primarily by supporting moves through the mutual exchange scheme.</p> <p>The scheme will offer tenants an incentive package worth up to a maximum amount of £1,000 per move which will be used to assist with the costs of a move. The council will also advertise a selection of properties experiencing low demand with an incentive package, including some 2 and 3 bedroom high rise flats.</p> <p>Based on an indicative amount of £500 - £1,000 for each move, the scheme will support between 200 and 400 moves, which equates to between 17 – 34 moves per month across the city.</p> <p>Leeds Homes has developed a Mutual Exchange Strategy involving review of existing practices to create a single procedure and guidance for all Housing Leeds staff to achieve consistency across the city. Rent arrears resulting from removal of the spare bedroom subsidy have been taken into account. The main aims are to promote mutual exchange as an alternative housing option to a transfer and to increase the number of mutual exchanges across the city in line with other council priorities. This has resulted in a record number of exchanges in 2013/14 of 587 compared with 440 in 2011/12.</p> <p>Tenants continue to be encouraged to join our national exchange provider, House Exchange, and a record high of 3562 registrations has been achieved in June 2014</p>	
5	That the council completes the review of the arrears process including enforcement action and evictions and considers whether additional measures/safeguards are warranted	<p>COMPLETED: See comments under recommendation 3 for details of the review of the rent arrears recovery procedures.</p> <p>Court action is a last resort where tenants will not engage and fail to make any payments towards the arrears. Prior to applying for a warrant, a senior officer</p>	

	<p>prior to executing a warrant.</p>	<p>within Environments and Housing reviews the case and carries out a risk assessment. This review could result in an intervention from Leeds Housing Options prior to processing the warrant. Officers in Housing Leeds have been developing important links and relationships with colleagues in Adult Social Care and Children's Services - if other directorates or agencies are involved with the household, the review might include a case conference with all relevant parties to discuss the way forward. This approach might result in signposting for additional support or a planned move to alternative accommodation.</p> <p>In addition, the Paralegal Team has developed a checklist to be completed by Housing Leeds for all possession cases and warrants where the household is affected by under-occupancy. This outlines when the household was first contacted, what options they were considering at the initial visits and what additional support and advice they have been given. This has been designed to ensure officers can give as much information as possible to the court to illustrate the level of advice and support given to families before pursuing possession proceedings.</p> <p>Housing Options interventions are having some positive outcomes and evictions have been avoided as a result of their involvement. A meeting has taken place in June 2014 to further develop the working relationship between Housing Options and Paralegal. Housing Options are looking to make some further improvements to the process prior to eviction to make the intervention process more timely. We are also looking at improving communication between Housing Options and the Area Offices. Income Managers and Housing Options staff are being offered the opportunity to shadow each other's teams to build an understanding of the respective roles and further develop working relationships.</p>
6	<p>That an additional non-statutory reminder is added to the recovery process to allow customers a further opportunity to make contact to make a</p>	<p>COMPLETED: The process of issuing a further discretionary reminder continued throughout 2013/14. The key objective from this was to provide a further opportunity for the customer to make contact and avoid the need to proceed to summons stage. The approach has had limited success. From the 16,000</p>

	<p>payment arrangement and avoid the need for court action and the additional costs that go with this.</p>	<p>additional discretionary reminders issued, 85% moved to summons stage with no contact from the customer.</p> <p>Furthermore as we move into year 2 it is clear many are still paying long term arrangements at low weekly values including those on DWP deductions. Whilst we will endeavour to collect an additional payment for the 2014/15 liability it is accepted that many of the 2014/15 debts will just need to queue behind the existing collection arrangements. Clearly we will need to issue a liability order due to current legislation but taking a flexible approach to cancelling costs (in line with recommendation 8) will be more practical to charge-payers than issuing a further reminder prior to the summons.</p>	
7	<p>Additional flexibility to be given to frontline staff at Westgate and One Stop Centres to allow payment arrangements to be spread over a 12 month period irrespective of when the individual contacts.</p>	<p>COMPLETED: Revenues have agreed additional guidelines to Westgate and One Stop Centres when making payment arrangements and these are now operational.</p>	
8	<p>That Officers exercise discretion when considering pursuing recovery of costs from customers affected by the Council Tax Support changes and that it is accepted that collection rates for costs will reduce as a result.</p>	<p>ONGOING: Currently officers already exercise discretion with regard to the collection of costs and it is expected this discretion will be applied even more frequently in relation to summons costs for 14/15 arrears.</p>	
9	<p>That EDRAs are normally used instead of bailiffs where there are no other realistic recovery options for people reliant on Council Tax Support</p>	<p>ONGOING: Arrangements are in place to refer to EDRAs post-liability order where other options are not available. However current efforts so far have been focused on trying to secure payments without involvement of EDRAs due to the associated costs to the Council.</p>	

10	That sufficient resource is provided to ensure the adequate training of those staff likely to be providing welfare advice in order for consistent and correct information to be given.	<p>COMPLETED: Training has been delivered over the last year to ensure staff at all levels are fully briefed and prepared for the range of welfare changes as they are introduced. In addition, briefings have taken place on a regular basis across all directorates detailing the changes and how staff can best advise and support affected customers. Training and briefings have covered the following:</p> <ul style="list-style-type: none"> • Under-occupation • Housing benefit cap • Personal Independence Payment • Council Tax Support Scheme • DHP policy • Local Welfare Support Scheme • Rent arrears recovery procedures • Awareness training on fuel poverty, energy efficiency, debt advice and high cost lending. <p>The Council has also undertaken training sessions and briefings for advice agencies and NHS staff to raise awareness. Officers have also attended regional and national events and workshops to share knowledge and best practise with other local authorities and housing providers.</p> <p>StepChange Debt Charity are also working closely with the council to promote their services and have provided briefings for frontline staff on debt related matters. Access to StepChange Debt Charity's online debt management tool has also been made available through One Stop Centres.</p>
11	That a contingency budget is provided to respond to any 'spike' of activity at the Contact Centre.	<p>COMPLETED: An action plan was developed for the Contact and One Stop Centres to ensure there was sufficient staff resource in the first few months of the welfare reforms.</p> <p>Over 12,000 more calls were received in relation to Revenues and Benefits in the 1st quarter of 13/14 compared to 1st quarter of 12/13. Despite this increase the Contact Centre answered 91.7% of calls in 1st quarter of 13/14 compared to 83.2% in 1st quarter of 12/13.</p>

		<p>Similarly, over 12,000 more calls were received for ALMOs in the first quarter of 13/14 compared to 1st quarter of 13/12. Again, despite the increase answer rates remained high at 93.5% in 1st quarter of 13/14 compared to 93.7% in 1st quarter of 12/13</p> <p>Housing Leeds are a key partner linking in with the services delivered through the new Community Hubs in Armley, the Compton Centre and St Georges Centre. Housing Leeds are committed to supporting service partners to ensure that we get the service right first time and support the key priorities such as access to employment. This is being supported through attendance at local groups focusing on employment, health and tackling financial exclusion.</p>	
12	That the Council further investigates the possibility of reclassifying properties where appropriate	<p>COMPLETED: As part of preparation for the welfare changes, the Council visited all affected tenants. Through those visits we identified some property types that we felt were not correctly designated. In the absence of a legal definition for a bedroom and no specific guidance from the Department for Work and Pensions (DWP), the Council took a number of factors into account when considering property types for re-designation:</p> <ul style="list-style-type: none"> • How families live in those properties; • The level of privacy offered by the design and layout; and • The need for adequate insulation from noise. <p>Out of a stock of almost 58,000 dwellings, the Council identified 848 properties for re-designation. This represented less than 1.5% of the entire stock.</p> <p>The final decision meant that three specific property types were considered for change: a two bedroom multi storey flat; a five bedroom house and a three bedroom low rise flat.</p> <p>For the two bedroom MSFs it was considered that the second bedroom has been incorrectly designated as a bedroom as it is only accessed through a living room and therefore offers insufficient privacy and insulation from noise.</p> <p>The three bed room flats were all low rise of the “cottage flat” style built around</p>	

		<p>1945. These properties due to specific features in their design, layout and overall size was unsuitable for large families in that they too offered insufficient insulation from noise and reduced privacy.</p> <p>The five bedroom properties had a downstairs sitting room that had been classified as a bedroom. Based on how families live in these properties, the need for adequate privacy and insulation from noise, it was considered that the sitting room has been incorrectly designated as a bedroom.</p> <p>A further seven five bedroom properties were identified during site inspections. They had one room that was designated as a bedroom that was accessed through another bedroom. Again, it was considered that this design and layout offers insufficient privacy and insulation from noise.</p> <p>It should be noted that the decision re-designation was not proposed as a way of avoiding the under-occupancy charge. Of the 848 properties, around 240 households saw a benefit in terms of increased housing benefit payments.</p>
13	That the Council and ALMOs and BITMO continue to inform and advise all tenants of the welfare reforms that might affect them in the future	<p>ONGOING: Housing Leeds receives regular data on the identity of tenants affected by under-occupancy and are continuing to contact all affected tenants, including those that are newly affected, to explain how the changes will affect them and what options are available to them. Furthermore, at tenancy sign up, all tenants are made aware of the welfare changes and how they could affect them in the future should their circumstances change.</p>
14	That changes in the number of tenants affected by the under-occupancy is monitored and examined to provide assurance that the approach to managing under-occupancy is working. That monitoring reports are brought back to Scrutiny on a 6 monthly basis.	<p>ONGOING: The number of tenancies affected by under-occupation in March 2014 was 5384. This is down from over 7000 at the start of the financial year 2013-14. The main reasons for the reduction can be attributed to:</p> <ul style="list-style-type: none"> • Data cleansing and corrections to household makeup from year start data • Re-designation of council properties saw a number of households removed from under-occupation • Tenancy terminations where under-occupation applied at some point • Mutual exchanges where Under-Occupation applied at some point • Change of circumstances i.e. family members, employment, age

Rent collection:

Rent collection performance for 2013-14 was 97.85%. Whilst this is short of the 98.06% target, this is better than expected at the start of the year. This is against the backdrop of 19 additional frontline housing staff, £1.1m in DHP, £286K in HB credits for the 1996 loophole (1996 loophole - if a tenant has been in continuous entitlement to Housing Benefit and at the same address since at least 01/01/1996, then they should be exempt from the under-occupation deductions. DWP has since closed the loophole as of 3 March 2014).

The under-occupation impacts at the end of March 2014 were:

- 5541 tenancies affected by under-occupation, of these 3701 had no debt at the end of 2012/13
- 1046 of these cases were in arrears owing a total of £141,249 on their rent accounts.

Enforcement:

Serving a 'Notice of Intent to Seek Possession' (NISP) represents the first formal stage in the rent arrears recovery procedures.

In 2012-13, the Council served 4489 NISPs between April and the end of March. In 2013-14, the figure stood at 5521 for the same period, an increase of over 600. Of the 5521 NISPs that have been served this year 1094 relate to tenancies affected by under-occupation.

The Paralegal Team have received 213 rent arrears/possession cases throughout 2013-14 where the tenant is affected by under-occupation. Only 49 cases out of the 213 were processed to court (34 of these had historic debt and 15 has solely under-occupation debt).

Of the 49 cases processed, 45 had had an initial court hearing before the end of March 2014 and the outcomes are summarised below:

	Historic Debt	U/O Debt only
Possession Order	6	1
Suspended possession order (payment of rent + an amount towards the debt)	10	5
Adjourned on Terms (payment of rent + an amount towards the debt)	8	2
Adjourned (i.e. DHP application)	6	4
Other	1	2
Total	31	14

One tenant affected by under-occupation was evicted (the entire debt was due to under occupation). There had been no engagement at all from the tenant throughout the arrears recovery process and the last successful contact had been in July 2012, the initial under-occupation visit. Officers in Housing Leeds are working with the tenant regarding his housing needs.

Demand:

Whilst the Council is not currently experiencing difficulties in letting properties, demand for two and three bedroom MSF has fallen considerably as has demand for three bed maisonettes. If this trend continues it may get to a position where these property types become increasingly difficult to let.

Mutual Exchange (MX):

The table below shows the increase in MX over the last 7 years:

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
City	307	387	349	437	440	523	587

		<p>Housing management figures indicate that 216 households have moved via MX - where at least 1 of the families in each MX has been affected by under-occupation.</p> <p>Last year there were 12 Swap shop events across the city. A city wide meeting is being held to discuss their effectiveness and plans for further events. Officers are continuing to work with tenants and partner agencies to minimise the impacts of the welfare changes on the council's finances and stock but more importantly, our customers and communities. For example, the DHP multi storey flat initiative focuses on approx. 960 tenants affected by the Housing Benefit under-occupancy rules. The pilot sees key workers working with tenants to identify the right package of support to help tenants improve their financial situation and, where appropriate, help to improve their employment prospects. The additional support, which also includes help to deal with the shortfall in benefit caused by the under-occupancy rules, is conditional on tenants fully engaging with the initiative. The full package of support includes:</p> <ul style="list-style-type: none">○ Income and expenditure checks;○ Budgeting and income management advice;○ Discretionary Housing Payment support;○ Links to debt management support;○ Links to Credit Union options;○ Links to Jobs and Skills support;○ Links to Volunteer Centre opportunities;○ Links to lifestyle courses (stop smoking, healthy eating etc.) <p>The pilot involves joint working from across the council, with the 3rd Sector and with Jobcentre Plus. Housing Leeds provide the key workers and have been supported by Welfare & Benefits, Public Health, Employment & Skills, Families First, Jobcentre Plus and a number of 3rd sector organisations.</p> <p>A number of customers affected by Under Occupation were identified as needing additional support during visits by the Welfare Reform Officers. In total 607 referrals were made for additional support. 506 were dealt with by the</p>
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		<p>Independent Living teams, 14 were referred to Social Services and 83 referred to other partner external agencies. The support offered by these was in addition to the support offered by the Welfare Reform Officers.</p> <p>This has included help with budgeting, debt advice and practical support in managing their tenancy.</p> <p>Housing Leeds will continue to provide support to customers affected by Under Occupation. Appendix 2 provides information on a pilot initiative working with tenants in the multi-storeys who are affected by the under-occupancy rules. This pilot will be reviewed later in the year and any learning outcomes and positive good practice will be taken into account in the future development of the arrears service.</p>
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Appendix 2

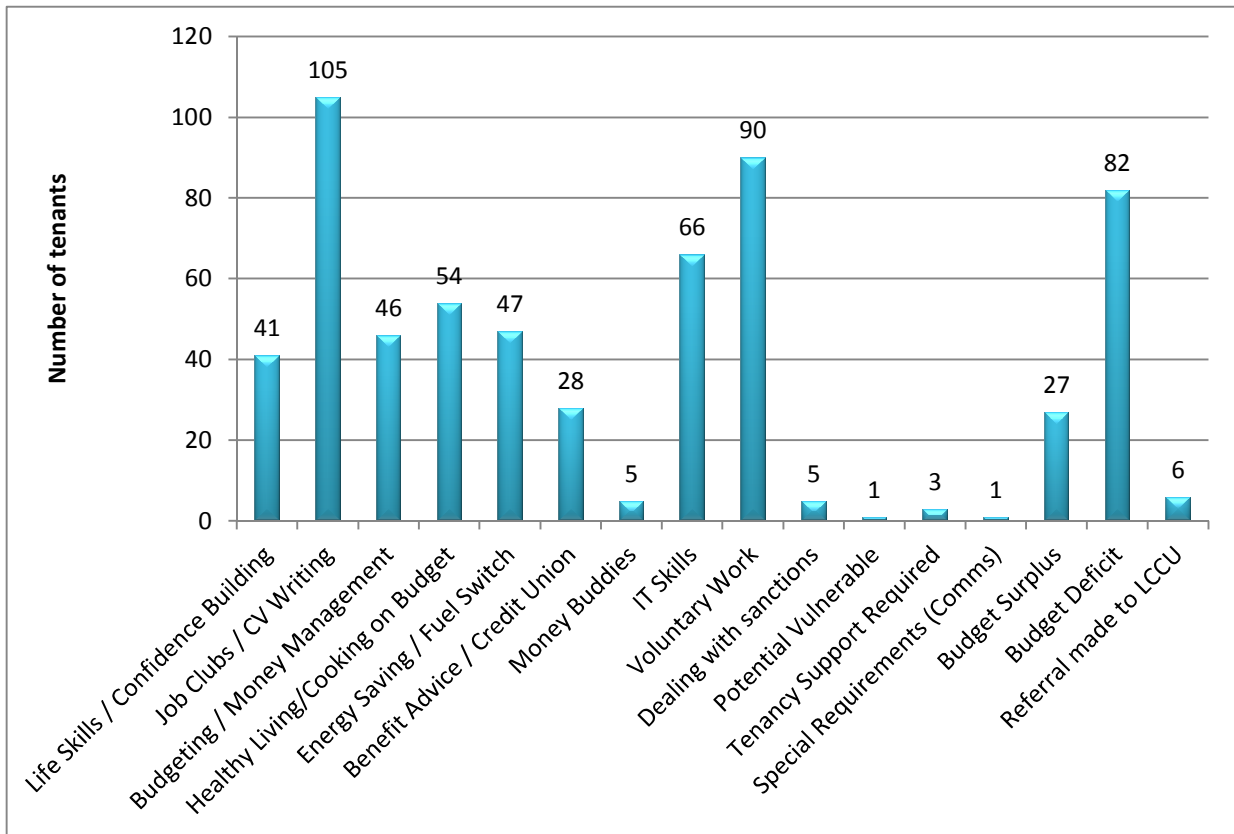
Multi-storey flats initiative

- The initiative focuses on tenants affected by the Housing Benefit under-occupancy rules. The pilot sees key workers working with tenants to identify the right package of support to help tenants improve their financial situation and, where appropriate, help to improve their employment prospects. The additional support, which also includes Discretionary Housing Payments to deal with the shortfall in benefit caused by the under-occupancy rules, is conditional on tenants fully engaging with the initiative. The full package of support includes:
 - Income and expenditure checks;
 - Budgeting and income management advice;
 - Discretionary Housing Payment support;
 - Links to debt management support;
 - Links to Credit Union options;
 - Links to Jobs and Skills support;
 - Links to Volunteer Centre opportunities;
 - Links to lifestyle courses (stop smoking, healthy eating etc.)

- The pilot involves joint working from across the council, with the 3rd Sector and with Jobcentre Plus. Housing Leeds provide the key workers and have been supported by Welfare & Benefits, Public Health, Employment & Skills, Families First, Jobcentre Plus and a number of 3rd sector organisations.

- The pilot has been operational since the start of May 2014 and in the first month 257 tenants have been visited with 155 tenants engaging with the initiative. The early results have been very impressive with over 600 support activities arranged for tenants taking part in the initiative with 53% of tenants having signed up to participate in 3 or more activities. The graph below shows the activities tenants have agreed and the number of tenants for each activity. Even at this early stage there are positive outcomes from the visits:
 - One tenant in a top floor flat had no aspirations, was isolated and cut off and hadn't eaten properly for a while. With the help of the Key Worker, the tenant received a food voucher, applied for a grant to help with water debt, joined a local gardening club and a woodwork club and has become a volunteer driver;
 - Another tenant is taking advantage of the support with his under-occupancy charge by getting an internet connection as he has just completed an IT course and wants to make the most of his skills. He has successfully sent a number of CV's and has now secured a job interview next week.

- The initiative is intended to run until November 2014 and will be measured against a number of indicators including: tenants moving into work, rent arrears reductions, ability to meet rent liability without Discretionary Housing Payment support.



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Report of the Head of Service Corporate Contact Centre

Report to: Scrutiny Board (Resources and Council Services)

Date: 22nd July 2014

Subject: Corporate Contact Centre Performance

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

1.0 Summary of main issues

- 1.1 Since the last report the Welfare changes have been introduced and have presented ongoing challenges to the performance of the contact centre.
- 1.2 During this time the Corporate Contact Centre has performed slightly below agreed KPIs but has maintained the service despite the challenges. The successes during 2013/14 are reflected in these challenges and a strong push to channel shift is proving successful. Several services have joined and embraced the centre since 2013 and more are due in this financial year
- 1.3 The contact centre continues to provide an excellent service to the citizens of Leeds. Its expansion will encourage efficiencies whilst improving service and achieving cost.

2.0 Purpose of this report:

- 2.1 To update Scrutiny Board on the performance of the Corporate Contact Centre since April 2013.

3.0 Background information and main issues:

- 3.1 At the introduction of the new welfare legislation the contact centre prepared for the extra workload by employing and training 12 extra staff. This worked well and performance was managed throughout the summer of 2013.
- 3.2 Always having a watchful eye on cost it was decided that not all the extra staff could be retained and so the centre settled into trying to hit its main two Key Performance Indicators (KPI's) of 90% of all calls answered with an average wait time of less

than three minutes. As the attached analysis shows this has not quite proved possible but the average for year ended March 2014 was 88.73% calls answered and an average wait time of 3.09 minutes – slightly missing the target but an improvement on 2011/12 performance.

3.3 Other challenges that affected the centre in this period include;

- A drive to effect channel shift to encourage self service which is a long term aim. The development of the web site and the introduction of a web chat facility have met with customer satisfaction survey results in excess of 90% and a steady growth of self service reducing the need to make phone calls.
- An unusually high staff churn brought about by highly trained, quality staff being appointed in other areas of the Council. During 2013 the contact centre lost 52 trained staff (20% of the workforce), largely to other departments of LCC.
- Longer call lengths due to added complexity of queries and the more simple queries being dealt with by technology. As the web site, web chat, automated response and citizens' ability to self serve grow they will take away the volume of "simple" calls; as a result the remaining calls will be the more complex, longer in length and requiring a deeper understanding of processes and legislation.
- A miscellany of other services joining the contact centre creating new processes and further training. Such services include: Local Welfare Support scheme, "Wrap up" Leeds, Leeds Community Health & ASC integrated Gateway (SPUR).

3.4 **Successes in 2013/14:**

3.4.1 The successes in 2013/14 are reflected in the challenges above.

- The centre is attracting a good calibre of CSO.
- Training is excellent and the work ethic is high, making staff attractive to other departments.
- The KPI measured areas were not achieved but complaints were still reduced year on year.
- Customer satisfaction rates exceeded 95%.
- A strong push to effect "Channel shift" to facilitate self-service, thereby reducing call volumes of the less complex calls. This has been supplemented by the introduction of web chat facility to help people navigate the LCC web site.
- Several other services joined and embraced the centre eg. The NHS – SPUR (Single Point of Urgent Referral) team moved into West Gate in November 2013 and are keen to adopt the contact centre culture. Although in its infancy the start has been very promising.

3.5 **Initiatives for 2014/15**

3.5.1 The creation of the Citizens and Communities Directorate has seen and is seeing a significant expansion of the contact centre. It is planned to create three Centres of Excellence in the autumn. These will be:

- Health and Wellbeing
- Welfare, Benefits and Revenues
- Environment and Community Infrastructure

(See Appendix 1 for more detail)

3.5.2 The Health and Wellbeing centre will be a trail blazer as few examples, if any, exist in the country. Services including: Adult Social Care, Children's Social Care, West Yorkshire Police, NHS, Registrars and School Admissions will all be based on the same floor in West Gate to encourage closer working and offer a more rounded service for those at risk.

3.5.3 We are also working with services such as; licensing applications, sports provision, parking services, Leeds City Credit Union and others to see if individual business cases point to joining the contact centre.

3.5 **Recommendations**

3.5.1 Members of the Scrutiny Board (Resources and Council Services) are asked to receive an update on the Contact Centre and make appropriate comment and or recommendations.

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.

Proposed Centres of Excellence within the corporate contact centre

Centre of Excellence	Existing Services	Services to Transition
Health and Wellbeing	Adult Social Care (incl EDT Team) Children's Social Care (Duty and Advice Team) Leeds Community Health & ASC Integrated Gateway (SPUR) West Yorkshire Police Registrars School Admissions	Families First Phase 2 & 3 of The Gateway
Welfare, Benefits and Revenues	Council Tax Benefits Local Welfare Assistance Housing Leeds (including LHO) – rents	Welfare and Advice Services Leeds City Credit Union
Environment & Community Infrastructure	<ul style="list-style-type: none"> • Environmental Services • Waste Management • Highways • Elections • Blue Badge • Golden Number • Wrap up Leeds • Housing Leeds (including LHO) – Repairs • Wrap-up Leeds • Customer Relations 	<ul style="list-style-type: none"> • Licensing applications - taxi and private hire and entertainment licensing • Planning • Sports Provision • Parking Services

Contact Centre Performance Tables 2011/12

	Calls Offered	% Calls Answered	Avg Answer Speed
April	133455	74.01%	0:05:23
May	148558	69.56%	0:06:31
June	142517	75.39%	0:05:44
July	138761	71.66%	0:06:41
August	137679	78.14%	0:05:08
September	133154	81.71%	0:04:11
October	113156	87.53%	0:02:44
November	121379	88.94%	0:02:24
December	103102	95.05%	0:01:20
January	131024	92.68%	0:01:46
February	123648	93.90%	0:01:24
March	139520	90.75%	0:02:08
QTR 1	424530	72.92%	0:05:53
QTR 2	409594	77.11%	0:05:18
QTR 3	337637	90.34%	0:02:10
QTR 4	394192	92.38%	0:01:47
2011-12	1565953	82.67%	0:03:42

Contact Centre Performance Tables 2012/13

	Calls Offered	% Calls Answered	Avg Answer Speed
April	127024	89.46%	0:02:49
May	129159	91.48%	0:02:11
June	118333	90.60%	0:02:26
July	134930	89.97%	0:02:46
August	123488	93.26%	0:01:49
September	115581	92.00%	0:02:04
October	125741	93.65%	0:01:38
November	119607	95.22%	0:01:17
December	91545	94.72%	0:01:18
January	128221	92.24%	0:01:47
February	111761	94.23%	0:01:16
March	104977	93.47%	0:01:30
QTR 1	374516	90.52%	0:02:29
QTR 2	373999	91.69%	0:02:14
QTR 3	336893	94.50%	0:01:25
QTR 4	449363	93.03%	0:01:31
2012-13	1430367	92.41%	0:01:56

Contact Centre Performance Tables 2013/14

	Calls Offered	% Calls Answered	Avg Answer Speed
April	141192	92.34%	0:02:07
May	128211	95.15%	0:01:20
June	118830	93.27%	0:01:46
July	137507	92.05%	0:02:12
August	121610	90.61%	0:02:32
September	129841	86.44%	0:03:43
October	133570	85.45%	0:04:01
November	124611	84.49%	0:04:20
December	98371	88.18%	0:03:34
January	140111	83.18%	0:05:18
February	116583	87.31%	0:03:50
March	139509	86.56%	0:04:18
QTR 1	388322	93.55%	0:01:45
QTR 2	388958	89.73%	0:02:47
QTR 3	356552	85.86%	0:04:00
QTR 4	396203	85.59%	0:04:30
2013-14	1529946	88.73%	0:03:09

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Report author: Peter Marrington
Tel: 39 51151

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 22nd July 2014

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. The Board's draft work schedule is attached as appendix 1. The work schedule reflects discussions at the Board's meeting in June. It will be subject to change throughout the municipal year.

Recommendations

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

Background documents¹

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 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	June	July	August
People Plan		Update	
<i>To be determined</i>			
<i>To be determined</i>			
<i>To be determined</i>			
Briefings			
Budget & Policy Framework Plans			
Recommendation Tracking		Welfare Reform Civic Enterprise Leeds Translation Services Contact Centre – performance	
Performance Monitoring			
Budget		Out turn Report	

Scrutiny Board (Resources and Council Services) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	September	October	November
People Plan		Potential date to discuss People Plan with Directorates if so determined by Scrutiny Working Group	
<i>To be determined</i>			
<i>To be determined</i>			
<i>To be determined</i>			
Briefings	Contract Procedure Rules - revision		Commissioning
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring			
Budget			

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Scrutiny Board (Resources and Council Services) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	December	January	February
People Plan		Potential date to discuss People Plan with Directorates if so determined by Scrutiny Working Group	
<i>To be determined</i>			
<i>To be determined</i>			
Member Development			
Briefings	Individual Electoral Registration - update		
Budget & Policy Framework Plans	To receive Executive Board's initial budget proposals	To receive Executive Board's initial budget proposals	
Recommendation Tracking			
Performance Monitoring			
Budget			

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Scrutiny Board (Resources and Council Services) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	March	April	May
People Plan	Potential date to discuss People Plan with Directorates if so determined by Scrutiny Working Group		
<i>To be determined</i>			
<i>To be determined</i>			
<i>To be determined</i>			
Briefings			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring			
Budget			