



SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 24th April, 2017 at 11.00 am

(A pre-meeting will take place for ALL Members of the Board at 10.30 a.m.)

MEMBERSHIP

Councillors

S Bentley - Weetwood;
K Groves (Chair) - Middleton Park;
P Harrand - Alwoodley;
H Hayden - Temple Newsam;
J McKenna - Armley;
S McKenna - Garforth and Swillington;
D Nagle - Rothwell;
A Sobel - Moortown;
E Tunnicliffe - Roundhay;
T Wilford - Farnley and Wortley;
R Wood - Calverley and Farsley;

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

Principal Scrutiny Adviser:
Steven Courtney
Tel: 24 74707

Produced on Recycled Paper

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 Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

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3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>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 notification of substitutes.</p>	
6			<p>MINUTES - 20 MARCH 2017</p> <p>To confirm as a correct record, the minutes of the meeting held on 20 March 2017.</p>	1 - 6
7			<p>MINUTES OF EXECUTIVE BOARD - 22 MARCH 2017</p> <p>To receive for information purposes the minutes of Executive Board meeting held on 22 March 2017.</p>	7 - 18
8			<p>CHAIR'S UPDATE</p> <p>To receive an update from the Chair of the Scrutiny Board on activity since the previous Board meeting, not otherwise included elsewhere on the agenda.</p>	19 - 20

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9			<p>FINANCIAL HEALTH MONITORING 2016/17</p> <p>To consider a report from the Head of Governance and Scrutiny Support introducing the ‘Financial health monitoring 2016/17 – Provisional Outturn’ report, due to be considered by Executive Board at its meeting on 19 April 2017.</p>	21 - 50
10			<p>SUMMARY OF WORKFORCE ISSUES IN LEEDS CITY COUNCIL</p> <p>To consider a report from the Director of Resources and Housing that provides an update on the council’s position across a range of workforce planning matters.</p>	51 - 90
11			<p>WORK SCHEDULE (APRIL 2017)</p> <p>To consider a report from the Head of Governance and Scrutiny Support that presents a summary of progress against the Scrutiny Board’s work schedule for the current municipal year (2016/17), any outstanding matters and an assessment of matters to be considered as part of the work schedule for the forthcoming municipal year (2017/18).</p>	91 - 94
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>To be confirmed.</p>	

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			<p>THIRD PARTY RECORDING</p> <p>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 on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> 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. 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 (STRATEGY AND RESOURCES)

MONDAY, 20TH MARCH, 2017

PRESENT: Councillor K Groves in the Chair

Councillors S Bentley, P Harrand,
H Hayden, J McKenna, S McKenna,
D Nagle, A Sobel, E Tunnicliffe, T Wilford
and R Wood

74 Late Items

There were no formal late items; however the following supplementary information was presented at the meeting:

- Item 6 – Draft minutes from the meeting held on 20 February 2017

The above draft minutes replaced the details included in the previously published agenda papers, which had included the minutes from the January meeting in error.

75 Declaration of Disclosable Pecuniary Interests

There were no declarations of pecuniary interests.

76 Apologies for Absence and Notification of Substitutes

There were no apologies for absence or notifications of substitute attendance recorded at the meeting.

77 Minutes - 20 February 2017

The draft minutes of the meeting held on 20 February 2017 were agreed as an accurate record of the meeting. There were no specific matters arising.

78 Chair's Update

The Chair of the Scrutiny Board provided a brief summary of activity since the previous meeting, including initial discussions with the new Director of Resources and Housing – due to come into effect from 1 April 2017.

The Chair confirmed the new Director of Resources and Housing was likely to attend the April meeting of the Scrutiny Board.

Draft minutes to be approved at the meeting
to be held on Monday, 24th April, 2017

Resolved – That the Chair’s update provided at the meeting be noted.

79 Effective Procurement

The Chief Officer – Projects, Programmes and Procurement Unit (PPPU) submitted a report that provided an overall update on the ongoing work within the unit and specifically included:

- An update on PPPU’s access to council feeder systems following the intervention of the Scrutiny Board
- Improvements to the council’s financial management system (FMS) to reduce off contract spend
- Ongoing work to reduce non-contract spend
- An analysis of the use of Waivers of the Contracts Procedure Rules (CPRs) April 2016 to February 2017.
- Participation in the Core Business Systems Review (CBSR)

The following were in attendance for consideration of the information provided to the Scrutiny Board:

- Cllr James Lewis – Executive Member for Strategy and Resources
- Jo McCann – Portfolio Manager – Projects, Programmes and Procurement Unit
- Dominic Bailey – Senior Portfolio Officer – Projects, Programmes and Procurement Unit
- Doug Meeson – Chief Officer – Financial Services

The Portfolio Manager gave a brief introduction to the report and information provided.

Members of the Board highlighted a number of matters and raised a number of queries, including:

- Good progress being made in identifying, retrieving and reporting the data presented.
- Positive progress in limited ‘off contract spending’, while recognising there was still more work to do.
- Issues associated with training and development of staff involved in procurement and use of the Council’s Contract Procedure Rules.
- Continued member involvement and engagement.
- Progress of the core business systems review – particularly the ‘Procure to Pay’ workstream; the associated benefits and changes in working practices that would result.

The Chair thanked those present for their contribution to the discussion and confirmed that the Board should be provided with estimated savings / efficiencies likely to be generated through the 'Procure to Pay' workstream.

RESOLVED –

- (1) That the information presented be noted.
- (2) That the Scrutiny Board welcomes and supports efforts to consider lower-value external payments and the level of compliance with relevant aspects of the Council's Contract Procedure Rules.
- (3) That the Chief Officer, Financial Services, provide the Board with more details of the savings likely to be generated through the 'Procure to Pay' workstream.

80 Implementation of the Council's Fees and Charges Policy

The Chief Officer – Financial Services submitted a report that considered how far the new Fees and Charges Policy had been implemented to date and what further action is required in order to ensure the Council continues to optimise income generation.

The following were in attendance for consideration of the information provided to the Scrutiny Board:

- Cllr James Lewis – Executive Member for Strategy and Resources
- Doug Meeson – Chief Officer – Financial Services

The Chief Officer, Financial Services, gave a brief introduction to the report that had been requested by the Scrutiny Board and outlined how the new Fees and Charges Policy had contributed to the Council's budget setting process.

The Scrutiny Board considered the information presented and raised a number of comments, including:

- The number of proposed areas where charges had not been implemented, including the private landlord registration scheme.
- The level of subsidies in some service area – for example, sports centres.
- Potential implementation of a car levy scheme across the City, similar to that operated in Nottingham (In response, the Executive Board member highlighted that only those areas where the Council was providing an identifiable service had been considered within the Fees and Charges framework).
- The importance to monitor the impact of newly implemented service charges, including any unintended consequences.

RESOLVED –

- (a) That the current implementation of the new Fees and Charges Policy be noted.
- (b) That moving forward and in preparation for the next budget setting cycle for 2018/19, the following areas are developed further:
- Ensuring all potential income-generating, non-statutory services are identified within the ‘subsidised services statement.’
 - Ensuring that the estimated costs associated with any statutory elements of traded and potentially traded services are calculated and excluded from the subsidised services statement.
 - Developing and implementing a standard business case template for those services that require a subsidy, whilst ensuring that the level of detail required is commensurate with the scale of activity/subsidy.

NB. Councillor David Nagle left the meeting at 11:10am, following conclusion of this item.

81 Work Schedule (March 2017)

The Principal Scrutiny Adviser presented the Scrutiny Board’s work schedule for the remainder of the 2016/17 municipal year.

The Board specifically discussed the Human Resources themed element of the April 2017 meeting, and identified the following matters for consideration as part of that meeting:

- Succession Planning.
- Training and Development.
- The Council’s Graduate and Apprenticeships schemes.
- The Council’s policy on redeployment and redundancy.
- The Council’s current structure and number of posts – including structure / budgeted posts, the level staff reductions in recent years and the current level of vacancies.
- Details of the Council’s Annual Staff Survey – including trends and key messages.
- Details of the relationship between the Council and Schools in relation to human resource matters.

RESOLVED – That the Board’s outline work schedule, as presented and discussed at the meeting, be agreed.

82 Date and Time of Next Meeting

Monday, 24 April 2017 at 10:00am (pre-meeting for all members of the Scrutiny Board at 9:30am).

Draft minutes to be approved at the meeting
to be held on Monday, 24th April, 2017

The meeting closed at 11:20 am.

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EXECUTIVE BOARD

WEDNESDAY, 22ND MARCH, 2017

PRESENT: Councillor J Blake in the Chair

Councillors A Carter, R Charlwood,
D Coupar, S Golton, J Lewis, R Lewis,
L Mulherin, M Rafique and L Yeadon

160 Retirement of Alan Gay, Deputy Chief Executive

The Board paid tribute to the Deputy Chief Executive, Alan Gay for his services to the Council, as this would be the final Board meeting in which he would be in attendance prior to his retirement. Members thanked Alan for his always professional approach and for the crucial role he has played over the years in the management of the Council's finances. In response, Alan thanked Members for the kind words received, both at today's meeting and at the Council meeting of 22nd February 2017, and also for all of the support he had received during his time with the Council.

161 Late Items

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'European Structural and Investment Funds (ESIF) Programme 2014-2020: The Local Flexibility for Reducing Unemployment Programme'. This was due to the fact that given the timing of the funding announcement by the Department for Work and Pensions (13 March 2017), it was not possible to include this item on the agenda as published on 14 March 2017, and due to the requirement that the funding agreement is signed within 30 days of issue, it was not possible to defer this matter to the next scheduled Board meeting (19 April). (Minute No. 175 refers).

162 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda item entitled, 'Better Lives for People with Care and Support Needs in Leeds: The Annual Local Account of Adult Social Care in Leeds 2016/17', Councillor Golton drew the Board's attention to his position as Director on the Board of the 'Aspire' organisation. (Minute No. 167 refers).

163 Minutes

RESOLVED - That the minutes of the previous meeting held on 8th February 2017 be approved as a correct record.

REGENERATION, TRANSPORT AND PLANNING

164 The Development of Mixed Residential Communities in Leeds City Centre

The Director of City Development submitted a report which provided an update on the development of city centre housing provision, highlighted the

Draft minutes to be approved at the meeting
to be held on Wednesday, 19th April, 2017

important role to be played by the city centre in providing a mixed and vibrant residential community, whilst also noting the city centre's contribution towards the delivery of the city's housing targets. In addition, the report proposed an approach which looked to encourage and help secure the development of 'Build to Rent' housing, whilst also securing resources for investment in city centre affordable housing provision.

In considering the submitted report, Members reiterated the key role played by the city centre in the provision of accommodation, the delivery of affordable housing provision and in the achievement of the city's housing targets. In addition, Members highlighted the need to continue to progress the proposals as outlined within the submitted report, and linked to this, noted the work being undertaken with Department for Communities and Local Government on such matters, whilst also highlighting how the provision of high quality affordable housing was integral to the successful development of mixed residential communities.

RESOLVED –

- (a) That the approach, as set out within the submitted report, regarding the development of mixed residential communities in the city centre and the role this plays in housing growth, be approved;
- (b) That endorsement be given to an approach which recognises that the acceptance of commuted sums from 'Build to Rent' schemes may be appropriate and justified in accordance with Core strategy Policy H5;
- (c) That the proposed investment of commuted sums for affordable housing being reinvested in schemes within the boundary identified in Appendix 1 to the submitted report, be approved, which will be via a range of measures, as identified in paragraphs 3.11 to 3.13 of the submitted report and which is in line with the strategic approach towards developing mixed communities in Leeds City Centre, also as set out within the submitted report.

165 The Making of Clifford Neighbourhood Plan

The Director of City Development submitted a report which sought approval to 'make' the Clifford Neighbourhood Plan, following the result of the community referendum which took place in January 2017. In addition, the report also sought agreement for the Chief Planning Officer, in consultation with the Executive Member for Regeneration, Transport and Planning, to 'make' future neighbourhood plans under existing delegations. Finally, the report also provided an update on the scope and scale of neighbourhood planning across the city and highlighted areas of progress and good practice.

Members welcomed the submitted Neighbourhood Plan and commended the community and all relevant parties for the significant work which had been undertaken to date in order to get the Plan to its current position.

The Board considered the varying degrees to which different areas of the city were pursuing 'neighbourhood planning', and discussed the actions being

taken by the Council to assist those geographical areas which may not have established levels of community infrastructure in place, with reassurance being provided on the local support being provided, alongside City Development, by the Communities Teams.

RESOLVED –

- (a) That approval be given to ‘make’ the Clifford Neighbourhood Plan for the Clifford Neighbourhood Area;
- (b) That approval be given for subsequent Neighbourhood Plans to be ‘made’ by the Chief Planning Officer in consultation with the Executive Member for Regeneration, Transport and Planning, pursuant to existing delegations within the Constitution.

(The Council’s Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council’s, or the public’s interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, given that, as stated within the submitted report considered by the Board, it would not be possible to ‘make’ the Plan in accordance with the statutory timeframe which requires that the Plan be ‘made’ within 8 weeks from the day after the referendum is held, that being 27 January 2017).

HEALTH, WELLBEING AND ADULTS

166 Early Intervention and Reducing Health Inequalities Annual Report

The Director of Public Health and the Director of Adult Social Services submitted a joint report which presented an update on the ‘Early Intervention and Reducing Health Inequalities’ breakthrough project in the form of an Annual Report.

Responding to Members’ enquiries, the Board received an update on the progress which had been made on the procurement of specific contracts, as had been referenced within the 2016 Annual Report.

In considering the extent and rate of the progress being made as part of the breakthrough project and the monitoring of such progress, the complexities of the health issues being addressed were highlighted, whilst reassurance was provided in respect of the progress being made, and that when future Annual Reports were submitted, they would include a range of data and case studies regarding the performance of new services which had been commissioned in this area.

Officers noted a request that future versions of the Annual Report be made more accessible to the reader.

RESOLVED –

- (a) That the information, as presented within the submitted report and the appended Annual Report, be noted;

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- (b) That in addition to noting the aims and outcomes from the breakthrough project, it also be noted that this collaborative project supports the ambition for Leeds to be the Best City in the UK by 2030 and contributes towards the Leeds Health and Wellbeing Strategy 2016-21 (LHWS) vision that 'Leeds will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest';
- (c) That it be noted that the breakthrough project also supports the key deliverables in the Leeds Health and Care Plan and the West Yorkshire and Harrogate Sustainability and Transformation Plan (STP).

167 Better Lives for People with Care and Support Needs in Leeds: The Annual Local Account of Adult Social Care in Leeds 2016/17

Further to Minute No. 133, 10th February 2016, the Director of Adult Social Services submitted a report which presented the Council's 2016/17 Local Account of Adult Social Care Services in Leeds. The Local Account document, entitled, 'Creating Better Lives for People with Care and Support Needs' was appended to the submitted covering report.

Responding to a Member's enquiry, the Board received an update and further information on several specific performance indicators, as detailed within the data associated with the Local Account, together with an offer to the Member in question that further detail could be provided if required.

In addition, Members considered the format of the 2016/17 Local Account document together with the date range of the associated data. In response to comments that such data was from 2015/16, Members were advised that at the time of production, the 16/17 statistics were not available, and as such, it was suggested that consideration be given to the timing at which future Local Accounts were submitted to the Board, in order to enable the inclusion of the latest information. With regard to the format of the document, the Board was advised that the aim of the concise format was to effectively communicate the key messages from it.

RESOLVED –

- (a) That the contents of the submitted report, together with the appended 2016/17 Local Account for Leeds, entitled "Creating Better Lives for People with Care and Support Needs in Leeds", be noted;
- (b) That it also be noted that the Head of Policy, Performance and Improvement for Adult Social Care will ensure that 'Creating Better Lives for People with Care and Support Needs in Leeds' Local Account is published on the Leeds City Council website within four weeks of consideration by Executive Board.

CHILDREN AND FAMILIES

168 Future in Mind: Leeds Strategy and Progress towards completion of Leeds' new SEMH Educational Provision

Further to Minute No. 93, 18th November 2015, the Director of Children's Services submitted a report presenting a strategy entitled, 'Future in Mind: Leeds 2016-2020' which had been co-produced by partners from the Children and Families Service and Leeds Clinical Commissioning Groups and which set out a vision for the city in tackling the universal, targeted and specialist social, emotional and mental health (SEMH) needs of children and young people in Leeds aged between 0-25 years.

In considering the strategy, Members noted the comments within it regarding attainment levels. In addition, responding to a Member's specific enquiry, the Board was provided with information on the actions being taken and the initiatives in place to support young people during the transitional period that they experienced between leaving the care of Children's Services and coming under the care of Adult Social Care. The Board also received further information regarding the 'high needs budget', which formed part of the Dedicated Schools Grant.

Furthermore, Members and officers noted a request that the Board received further information in the future which evaluated the provision and application of services for children and young people with mental health needs in Leeds.

In conclusion, the ground breaking nature of the joint strategy, together within the partnership approach being taken in this area was noted and welcomed.

RESOLVED –

- (a) That the following be noted:-
 - (i) Leeds is proudly leading the way in the UK through implementing an integrated strategy to support children and young people with social, emotional and mental health (SEMH) needs;
 - (ii) That the strategy is unique in having been co-produced by partners from the Children and Families Service and Leeds Clinical Commissioning Groups;
 - (iii) That 'Future in Mind: Leeds 2016 – 2020' was launched on 7th February 2017 at an event attended by 160 professionals, colleagues and partners from across the city pledging their commitment in working together to improve the lives of some of the most vulnerable 0 – 25 year olds in Leeds.
- (b) That the progress made in creating a world-class provision for children in Leeds with specialist social, emotional and mental health (SEMH) needs, be welcomed and endorsed;
- (c) That the implementation of a robust multi-agency mechanism which has been created in order to ensure that children and young people are

appropriately placed and have the right support, be welcomed and endorsed;

- (d) That it be noted that the officer responsible for overseeing the progress and continued implementation of the multi-agency mechanism is the Head of Complex Needs Service.

169 Leeds Joint Area Inspection of Services for Children and Young People with Special Educational Needs and Disabilities (SEND)

The Director of Children's Services submitted a report providing an overview of the changes to services for children with Special Educational Needs and Disabilities (SEND) as introduced by the Children and Families Act (2014), and the joint Ofsted and Care Quality Commission (CQC) framework for inspecting local area arrangements established to implement the Act. In addition, the report noted the findings of the Leeds SEND inspection which took place in December 2016, and outlined the next steps that would be taken in order to address the areas for development that the inspectors had identified.

Responding to a Member's request, officers undertook to submit to a future meeting of the Board, details of the actions to be taken in order to address those 'areas for development', as identified within the inspection outcome letter, and as specifically highlighted during the discussion.

It was also noted that Scrutiny Board (Children's Services) was scheduled to consider the directorate response to the inspection outcome.

RESOLVED –

- (a) That the contents of the submitted report, together with the outcome of Leeds' SEND inspection, be noted;
- (b) That the proposals for the post-inspection action plan, as detailed within the submitted report, which aims to address those areas identified for development and which would be monitored by the re-configured Steering Group, which reports to the Complex Needs Partnership Board (as chaired by the Executive Member for Children and Families), be noted and approved;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Complex Needs.

170 Innovation in Children's Services

The Director of Children's Services submitted a report advising of Children's Services' success in negotiating a three year investment of £9.6m in the city's services for children and families, which would be used to accelerate the city's reform agenda, helping to trial and develop new approaches and also reshape and refocus existing services. In addition, the report sought the Board's endorsement of the acceptance and use of such funding, and to give the Director of Children's Services delegated responsibility for the implementation of associated actions.

Members considered the level of funding which had been received, the period over which it would be allocated, and noted the undertaking that it would be fully utilised to continue to progress the improvement of outcomes for children and young people in Leeds.

Having noted the recent publication of the All Party Parliamentary Group for Children (APPGC)'s report into Children's Social Care in England entitled, 'No Good Options' and the fact that young people from Leeds had been involved in providing evidence as part of the compilation of that report, it was requested that Executive Board Members receive a copy of the document for their information.

RESOLVED –

- (a) That the success of Children's Services in attracting funding to the city be welcomed;
- (b) That the acceptance, use and planned investment of the Innovation Funding be endorsed;
- (c) That following resolution (b) above, the responsibility for the implementation of such matters be delegated to the Director of Children's Services.

COMMUNITIES

171 Housing Revenue Account Business Plan 2017/18 to 2026/27

The Director of Environment and Housing submitted a report presenting an updated Housing Revenue Account (HRA) Business Plan, including an outline of the main priorities, an updated Financial Plan and details of some of the emerging risks to the successful delivery of the plan.

In considering the submitted report, a request was made that further comparative information detailing how Leeds performed against other Local Authorities in the provision and the delivery of Council Housing be included within related reports in the future.

Responding to a Member's request to continue to lobby Government on the options available to the Council in order to assist with the delivery of further Council housing in Leeds, the Board was assured that the Council continued to pursue such matters with Government. Members considered the options available in terms of the further lobbying of Government, with a suggestion being made that a further cross-party letter could be submitted on behalf of the Council in respect of such matters.

RESOLVED –

- (a) That the HRA Business Plan for 2017/18 to 2026/27, as appended to the covering report, be endorsed;

- (b) That the future risks to the HRA, as detailed within the submitted report, and the impact that such risks may have upon the Council's ability to deliver some of its Business Plan priorities, be noted.

ENVIRONMENT AND SUSTAINABILITY

172 The development of Middleton Park and the establishment of an Urban Bike Park

The Director of Environment and Housing submitted a report which provided an update on the development of Middleton Park undertaken since 2014, and highlighted the evolution of land use proposals for the site, with specific reference to a proposal for the development of an urban bike park.

Members welcomed the proposals detailed within the submitted report, noted the interest that the project had already generated within the local community, together with the aim of the proposals to build upon the legacy of the 2014 Tour de France Grand Depart.

RESOLVED –

- (a) That the injection of £400k of grant funding from British Cycling, as a contribution towards the costs of establishing a series of trails and cycling facilities within Middleton Park, be authorised;
- (b) That the injection of £238.5k of grant funding from Sport England, as a contribution towards the cost of enhancing and renovating the former golf club house facility in Middleton Park in order to enhance opportunities for community engagement and participation in physical activity and to support the cycle trail facility, be authorised;
- (c) That the injection of a revenue income contribution of £240.0k from Parks and Countryside, together with the transfer of existing Leeds City Council match funding from within the current capital programme of £284.0k into the scheme, be authorised;
- (d) That expenditure of £1,162.5k to deliver an Urban Bike Park in Middleton Park, be authorised;
- (e) That the conditions attached to the funding to be provided by Sport England, namely the requirement to use both professional support and building contractors that are part of a competitively tendered framework contract established by Sport England, be noted, and with this in mind, approval be given that Contract Procedure Rules 8.1, 8.2, 9.1 and 9.2 are waived in order to support these appointments to implement any necessary improvements to the building, subject to the successful receipt of planning consent;
- (f) That it be noted under Contract Procedure Rule 3.1.4, that all external landscaping works are to be undertaken and overseen by the Parks and Countryside Service. It also be noted however, that as a condition of the grant from British Cycling, the service is required to engage with

a trail construction specialist for technical elements of the development, and as such, approval be given that Contract Procedure Rules 8.1 and 8.2 are waived in order to support the direct appointment of a specialist contractor to provide this support function;

- (g) That the engagement work already taking place on site be noted, and that the necessary authority be delegated to the Director of City Development in order to agree terms with Cycle Pathways, at market consideration, for their use of the former golf club house building, with the agreement that any arrangement entered into should include a community use agreement in order to facilitate the continued use of the facility by community organisations, groups and the Local Authority in its sport development activities;
- (h) That it be noted that the Chief Officer Parks and Countryside will be responsible for the implementation of the resolutions made, and the taking of any subsequent and related decisions regarding the principles of development as contained within the report.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, to enable, as stated within the submitted report considered by the Board, acceptance of the grant offers within the time limitations as set by the grant funders. The implication of not exempting these resolutions from Call In is that, should Call In be invoked, then Leeds City Council would potentially need to forgo the opportunity to benefit from the funding offer provided from external partners and in turn lose the opportunity to develop this flagship development in Leeds. In addition, both grant offers were formally submitted at the end of February, and as such, this had been the first opportunity to bring forward such proposals to a scheduled Executive Board meeting).

ECONOMY AND CULTURE

173 The Christmas Experience at Lotherton Hall

The Director of City Development and the Director of Environment and Housing submitted a joint report providing an update on the delivery of a new initiative entitled, 'The Christmas Experience at Lotherton Hall' held during the Christmas period 2016.

Members welcomed the submitted report and commended the innovative work of all staff involved. Given the success of this initiative, it was suggested that consideration could be given to potentially holding a similar event in a different part of the city, should the demographic data obtained from those who visited the 'Christmas Experience at Lotherton Hall' support such a proposal.

RESOLVED –

- (a) That the success of the project for both income generation and joint working across Council services, be noted;
- (b) That the potential of this, and similar schemes to support the delivery of Council services in the future, be noted and that such initiatives be encouraged;
- (c) That it be noted that the surplus generated from the initiative will be used to support the activities of the services involved and the continued provision of the ‘Christmas Experience at Lotherton Hall’;
- (d) That the staff involved in the delivery of this initiative be commended for their work.

EMPLOYMENT, SKILLS AND OPPORTUNITY

174 Ofsted Inspection of Adult Learning

The Director of Children’s Services submitted a report providing information on the outcome of the recent Ofsted Inspection of the Council’s adult learning provision delivered in communities across Leeds. The report provided summary information on the Adult Learning programme, the Inspection process, the key findings and also the actions required to continue to strengthen the quality of the provision and outcomes for learners.

Members welcomed the positive outcomes from the Ofsted inspection, as detailed within the submitted report, and extended their thanks to all staff who had been involved in achieving such outcomes.

RESOLVED – That the inspection outcome for the Council’s adult learning provision, together with the actions being taken to continue to strengthen performance and quality, be noted.

175 European Structural and Investment Funds Programme 2014 - 2020: The Local Flexibility for Reducing Unemployment Programme

The Director of Children’s Services submitted a report which notified that on 13th March 2017, confirmation was received by the Council that its joint bid with the City of Bradford Metropolitan District Council (CBMDC) to deliver the European Structural and Investment Fund (ESIF) Local Flexibility to Reduce Unemployment Programme had been successful, with the Department for Work and Pensions approving in principle the award of £4.9m ESIF grant to the Skills, Training and Employment Pathways (STEP) project. In addition, the report sought authorisation to commit a maximum of £1.4m of Council match funding to deliver the Leeds element of the STEP Project, and for the Council to work in partnership with CBMDC to manage this provision.

For those reasons set out within the submitted report, and as detailed at Minute No. 161, the Chair agreed for this report to be considered as a late item of business at the meeting. Copies of the submitted report and appendix had been provided to Board Members prior to the meeting.

Members welcomed the ESIF funding which had been received. Responding to a Member's enquiry, clarification was provided to the Board in respect of the amounts of funding which had been allocated to the two delivery partners, whilst Members considered the current position in respect of Brexit and what implications this may have in terms of similar funding initiatives in the future.

RESOLVED –

- (a) That the Council, as Delivery Partner, be authorised to work with the City of Bradford Metropolitan District Council under a Service Level Agreement, to deliver the Skills, Training and Employment Pathways Project, as part of the ESIF Local Flexibility for Reducing Unemployment Programme;
- (b) That a total expenditure of up to £2.8m by the Council, inclusive of £1.4m maximum match funding to deliver the Leeds element of the STEP Project over the next three years, 2017-2020, be approved;
- (c) That the authorisation of contract awards and the proposed funding allocations to subcontractors, which would enable the delivery of this specialist provision in Leeds, be delegated to the appropriate Director with the relevant scheme of delegation, in consultation with the Executive Member for 'Employment, Skills and Opportunity';
- (d) That it be noted that the timescales for the implementation of the above resolutions will be April 2017, as determined by the Department for Work and Pensions (DWP), acting as the ESIF Managing Authority and in accordance with the Council's Corporate Procurement Rules;
- (e) That it be noted that the Head of Projects and Programmes in the Employment and Skills Service will be responsible for the implementation of the STEP Project in Leeds, which is anticipated to commence in April 2017 and be completed by December 2019.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, given that, as stated within the submitted report considered by the Board, notification of the award of funding was received from the DWP on 13 March 2017, and as such the matter could not have been submitted to an earlier Board meeting. In addition, given the requirement that the funding agreement is signed within 30 days of issue, any invoking of the Call In process could jeopardise the Council's ability to be in a position to sign a Service Level Agreement to be the delivery partner with Bradford Council, and it in turn would mean that the Council was not in a position to sign the Funding Agreement with the DWP by the required date).

RESOURCES AND STRATEGY

176 Financial Health Monitoring 2016/17 - April - January (Month 10)

The Deputy Chief Executive submitted a report setting out the Council's projected financial health position for 2016/17 after 10 months of the year.

Responding to a Member's enquiry, the Board received further information regarding the latest position in respect of Business Rates reliefs and concessions, and discussed the number of businesses in Leeds which were affected by such provisions.

Furthermore, the Board noted the revised Minimum Revenue Provision (MRP) policy as agreed by Council on 22nd February 2017. In addition, and in response to a Member's enquiry regarding the continued pressures upon the Children's Services directorate budget, Members noted that actions were ongoing in order to monitor and look to address such matters.

RESOLVED –

- (a) That the projected financial position of the authority, as detailed within the submitted report, be noted;
- (b) That a budget virement of £906.8k from Civic Enterprise Leeds to Environment and Housing as outlined within paragraph 3.1.6 of the submitted report, be approved;
- (c) That the additional funding allocations for Leeds following the Spring Budget be noted, and that it also be noted that spending proposals will be brought forward in due course.

DATE OF PUBLICATION: FRIDAY, 24TH MARCH 2017

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M. ON FRIDAY, 31ST MARCH 2017

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 24 April 2017

Subject: Chairs Update – April 2017

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

1 Purpose of this report

1.1 The purpose of this report is to provide an opportunity to formally outline some of the general areas of work and activity of the Chair since the last Scrutiny Board meeting, and not included elsewhere on the agenda.

2 Main issues

- 2.1 Invariably, scrutiny activity can often occur outside of the formal monthly Scrutiny Board meetings. Such activity may involve a variety of activities and can include specific activity and actions of the Chair of the Scrutiny Board.
- 2.2 The purpose of this report is, therefore, to provide an opportunity to formally update the Scrutiny Board on the Chair’s activity and actions, including any specific outcomes, since the previous meeting in March 2017. It also provides an opportunity for members of the Scrutiny Board to identify and agree any further actions or activity that may be necessary.
- 2.3 The Chair and Principal Scrutiny Adviser will provide a further verbal update at the meeting, as required.

3. Recommendations

- 3.1 Members are asked to:
 - a) Note the content of this report and the verbal update provided at the meeting.
 - b) Identify any specific matters that may require further scrutiny input/ activity.

4. Background papers¹

4.1 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 author: Steven Courtney
Tel: (0113) 37 88666

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 24 April 2017

Subject: Financial Health Monitoring – Provisional Outturn for 2016/17

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

Summary of main issues

1. As part of the Scrutiny Board’s consideration of its future work programme at the meeting in June 2016, the Board identified routine monitoring of the Council’s financial health as a key activity.
2. Attached, is the Financial health monitoring 2016/17 – Provisional Outturn report due to be considered by the Executive Board at its meeting on 19 April 2017.
3. Appropriate Finance representatives have been invited to the meeting to discuss the attached report and address any issues raised by the Scrutiny Board.

Recommendations

4. That the Scrutiny Board considers the attached Executive Board reports and agrees any specific scrutiny actions that may be appropriate.

Background documents¹

5. None.

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

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Report of the Chief Officer Financial Services

Report to Executive Board

Date: 19th April 2017

Subject: Financial health monitoring 2016/17 – Provisional Outturn

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: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The purpose of this report is to inform the Executive Board of the financial health of the authority in respect of the general fund revenue budget, and the Housing Revenue Account.
2. The 2016/17 financial year was the first year covered by the 2015 Spending Review and again presented significant financial challenges to the council. The council to date has managed to achieve considerable savings in the order of £330m since 2010 and the budget for 2016/17 has required the council to deliver a further £76m of savings.
3. Executive Board will recall that the 2016/17 general fund revenue budget, as approved by council, provided for a variety of actions to reduce net spend by £31.5m delivering some £76m of budget action plans by March 2017.
4. The provisional outturn position is for an overall underspend of £2m which represents an improvement of £2.8m from the previously reported (month 10) position.
5. The 2016/17 budget was supported by the use of £3.45m of general reserves. The forecast £2m underspend will reduce the use of general reserves resulting in forecast general reserves of £20.1m at March 2017.

6. The Housing Revenue Account is projecting a £1.3m surplus.

Recommendations

1. Executive Board are asked to note the provisional outturn position of the authority for the 2016/17 financial year.
2. To approve the creation of an earmarked reserve of £30k to support Armed Forces Day in June 2017.

1. Purpose of this report

- 1.1 This report sets out for the Executive Board the council's provisional outturn position for the 2016/17 financial year.
- 1.2 Budget monitoring and management is a continuous process throughout the year, and this report reviews the position of the budget and highlights potential key risks and variations.
- 1.3 The final outturn position will be reported to the Board in June 2017 together with the proposed appropriations to/from earmarked reserves.

2. Background information

- 2.1 Executive Board will recall that the net budget for the general fund for the 2016/17 financial year was set at £496.4m, supported by the use of £3.45m of general reserves.
- 2.2 Budget monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc.

3. Main Issues

- 3.1 The provisional outturn position is a £2m underspend, as shown in table 1 below.

Table 1 – 2016/17 provisional outturn – budget variations by directorate

(Under) / Over spend for the current period						
Directorate	Director	Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	
Adult Social Care	Cath Roff	(2,055)	915	(915)	0	
Children's Services	Steve Walker	705	17,186	(9,572)	7,614	
City Development	Martin Farrington	(910)	2,034	(2,893)	(859)	
Environment & Housing	Neil Evans	(1,710)	5,207	(6,180)	(973)	
Strategy & Resources	Alan Gay	(1,399)	(1,370)	1,372	2	
Citizens & Communities	James Rogers	(44)	1,421	(1,311)	110	
Public Health	Dr Ian Cameron	(312)	1,606	(1,642)	(36)	
Civic Enterprise Leeds	Alan Gay	205	921	(661)	260	
Strategic & Central	Alan Gay	300	(5,195)	(121)	(5,316)	
Total Current Month		(5,220)	22,725	(21,923)	802	
					Street lighting PFI (net)	(1,780)
					Use of revenue balances	(2,300)
					Creation of an 'Invest to Save' earmarked reserve	1,000
					Equal pay provision (£1.87m in provision - estimated £1.3m needed)	(500)
					Earmark to flooding reserve	700
					Create a budget for Armed Forces Day	30
2016/17 Provisional Outturn					(2,048)	

- 3.1.1 The key variations against the directorate and strategic/central revenue budgets can be found in the financial dashboards at appendix 1. Significant variations including those outside of the reported dashboards are detailed below.
- 3.1.2 The minimum revenue provision (MRP) is an annual revenue charge for the repayment of borrowing and other capital financing liabilities. The forecast position on the strategic and central budget recognises some £9.3m of savings against the MRP budget which reflects the proposal to apply capital receipts and previous overprovision to reduce the charge to the revenue budget.
- 3.1.3 New homes bonus – the forecast outturn for the strategic and central budget recognises the changes to the New Homes Bonus funding which Government announced through the 2017/18 provisional local government finance settlement and confirmed through the final settlement on the 20th February 2017. For Leeds, these changes mean a reduction of funding of £4.5m in the 2016/17 financial year which has been recognised in the forecast for the strategic and central budget.
- 3.1.4 Flexible use of capital receipts – Council, at its meeting in February 2017 approved the strategy for the flexible use of capital receipts. The forecast position on the strategic and central budget recognises the strategy to

flexibly apply capital receipts to fund severance costs in the 2016/17 financial year which releases the £2m earmarked reserve to support the 2017/18 budget and also avoids an in-year budget pressure in 2016/17.

- 3.1.5 As reported to Executive Board previously, Children's Services have received official confirmation that the Department for Education will award £9.6m of innovation funding to Leeds over the next three years of which £7.3m has been received in the 2016/17 financial year. This is the second successful bid for innovation funding and will enable Children's Services to strengthen the resources and support available in local areas to make sure that families get the support they need at the earliest possible time. The total funding will be managed across the 2016/17, 2017/18 and 2018/19 financial years and the provisional outturn assumes that the £7.3m funding received will be earmarked to reserve to carry-forward for use in future years.
- 3.1.6 As mentioned in the previous report, work has been done to review funding which is held on the balance sheet to be matched against potential future liabilities. The aim of the review was to determine whether there are opportunities to release the funding to revenue recognising those longer-term liabilities. This work has now been concluded and £2.3m of funding can appropriately be transferred from the balance sheet in the 2016/17 financial year. The proposal is to use this funding to create a £1m earmarked 'Invest to Save' revenue reserve.
- 3.1.7 The council entered into a PFI contract with Tay Valley Lighting (Leeds) Ltd (TVL) in March 2006 for the provision and maintenance of street lighting and illuminated traffic signage in Leeds. TVL has sub-contracted the majority of its obligations to Scottish and Southern Electric Contracting Limited.

The council has been approached by the owners of TVL, Scottish and Southern Energy plc and Royal Bank Leasing Limited (together SSE), regarding their publicly stated objective of divesting themselves of their shares in the service provider.

Following detailed discussions with TVL and SSE, relevant contract amendments have been agreed to facilitate the related SSE share sale. A related settlement agreement has also been agreed whereby the council has agreed a lump sum receipt of £2.78m. The provisional outturn position recognises this receipt of £2.78m of which £1m is proposed to be earmarked to reserves to support the 2017/18 budget.

- 3.1.8 The council received some £1.2m section 31 grant funding in respect of Storm Eva in order to fund the Council Tax and Business Rates discount schemes and a further £3.4m to fund the Communities and Business Recovery Scheme. Following a detailed reconciliation of the discounts and spend it is proposed to earmark £0.7m to the flooding reserve to either return to government or carry-forward to spend in 2017/18.
- 3.1.9 A review has been completed of the balances held in the equal pay provision compared to the estimated cost of future claims. The conclusion

of this review is £0.5m can be released from the provision and this has been reflected in the provisional outturn.

- 3.1.10 Leeds Armed Forces Day 2017 is scheduled to be held on the 24th June 2017. This free event is open to all members of the general public as the city says thank you and celebrates the contribution made by the Armed Forces. The provisional outturn reflects the intention to earmark £30k to recognise the council's support for this important event in the city's calendar.
- 3.1.11 The balance of the council's general reserves at April 2016 was £21.6m with a budgeted use of £3.5m in 2016/17 resulting in an estimated general reserves balance of £18.1m at March 2017. The provisional outturn underspend of £2m will reduce the call on general reserves to £1.6m resulting in an estimated balance of £20.1m at March 2017. This increase in the estimated general reserves is very much in line with the intentions outlined in the medium-term financial strategy and recognises the changing risk profile of council funding going forward.
- 3.1.12 The 2016/17 outturn position will be finalised and brought to the Executive Board in June 2017, together with the appropriate recommendations with regards to appropriations to and from earmarked reserves.

3.2 Other financial performance

- 3.2.1 Council tax – the in-year collection rate at the end of February 2017 was 93.43% which is 0.17% ahead of the performance in 2015/16. At this stage of the year, the forecast is for an in-year collection rate of 95.9% collecting some £303m of council tax income.

3.2.2 Business rates

The business rates collection rate at the end of February 2017 was 94% which is 0.1% ahead of the performance at this stage in 2015/16. The forecast is still to achieve the 2016/17 in-year collection target of 97.7% collecting some £380.9m of income.

3.2.3 Prompt payment of creditor invoices

The current performance for the prompt payment of invoices processed within 30 days is 91.73% which is marginally below the target of 92%.

4. Housing Revenue Account (HRA)

- 4.1 The provisional outturn position for the HRA is a £1.3m surplus. Projected income from rents and service charges are forecast to be below the budget with a £0.2m estimated variation at the year-end. Other income is forecast to be £0.8m more than the budget due in the main to £0.49m of income from the gain share arrangement with Mears which will be appropriated to the HRA capital reserve. There are a number of variations against the expenditure budgets which together total an underspend of £0.7m, including an underspend of £1.1m on the employee budget due in

the main to staffing vacancies, a pressure on the disrepair provision of £0.7m because of new cases and a saving of £0.12m on the supplies and services heading. Further detailed information is included in the HRA financial dashboard at appendix 1.

5. Corporate considerations

5.1 Consultation and engagement

5.1.1 This is a factual report and is not subject to consultation

5.2 Equality and diversity / cohesion and integration

5.2.1 The council's revenue budget for 2016/17 was subject to equality impact assessments where appropriate and these can be seen in the papers to Council on 24th February 2016.

5.3 Council policies and Best Council Plan

5.3.1 The 2016/17 budget targeted resources towards the council's policies and priorities as set out in the Best Council Plan. This report comments on the financial performance against this budget, supporting the Best Council ambition to be an efficient and enterprising organisation.

5.4 Resources and value for money

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

5.5 Legal implications, access to information and call in

5.5.1 There are no legal implications arising from this report.

5.6 Risk Management

5.6.1 Financial management and monitoring continues to be undertaken on a risk-based approach with key budget risks identified as part of the annual budget-setting process and specifically monitored through the financial year. Examples include the implementation of budget action plans, those budgets which are volatile and subject to fluctuating demand, key income budgets, etc. The information in the financial dashboards at appendix 1 includes specific information on these risk areas.

6. Recommendations

6.1 Executive Board are asked to note the provisional outturn position of the authority for the 2016/17 financial year.

6.2 To approve the creation of an earmarked reserve of £30k to support Armed Forces Day in June 2017.

7. Background documents¹

7.1 None

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

ADULT SOCIAL CARE 2016/17 FINANCIAL YEAR

FINANCIAL DASHBOARD - PROVISIONAL OUTTURN

Overall narrative

The directorate is projecting a balanced position at the financial year-end, as also reported at P10. Projected spend on community care packages has decreased, there is an increase in expected income, though this has been slightly offset by additional staffing costs. It is projected that the directorate will be using £0.5m less of reserves than assumed in the original budget.

A review of budget action plans has taken place and slippage totalling **£1.9m** is projected at the year-end, this is the same as reported at P10. Contingency savings have been identified to offset the impact. There is a projected shortfall of £0.6m in delivering the specific actions within the community care packages budget, with the largest shortfall relating to lower than anticipated reablement figures. Slippage of £0.8m relates to contracts and grants budgeted savings and £0.5m to the Better Lives programme within older people's residential and day care services. Some other budget pressures and savings have been identified, further details of which are outlined below.

The main variations at the provisional outturn across the key expenditure types are as follows:

Staffing (-£2.1m – 3.9%)

Savings within Access and Care Delivery total £0.9m; this mainly reflects reducing staffing numbers within the Community Support Service since the budget was set and vacancies within the care management and business support services, partly offset by slippage relating to the Better Lives programme within older people's residential and day care services. Savings of £1.2m are projected in Commissioning Services, Resources and Strategy and Health Partnerships due to ongoing vacancies.

Community care packages (+£2.5m – 1.5%)

Expenditure on the learning disability pooled budget is projected to exceed the budget provision. There is also some pressure on the direct payments budget, though this is considered to be a catching up of fee levels for 2015/16 as opposed to a growth in numbers.

Transport (+£0.6m – 14.0%)

The most recent projections from Passenger Transport Services indicate higher than budgeted costs. The information available indicates that the majority of the projected overspend relates to costs rather than demand e.g. an equal pay resolution.

Income (-£0.9m – 1.4%)

Service user contributions are slightly higher than budgeted, mainly due to some slippage in the Better Lives programme within older people's residential and day care services. Funding for staffing costs through the learning disability pooled budget is also higher than budgeted. Additional Resilience funding of £0.2m has been received.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health Partnerships	405	(152)	252	(105)	0	75	0	4	282	0	0	(161)	94	(184)	(89)
Access & Care Delivery	246,408	(39,913)	206,495	(875)	(48)	(229)	(117)	741	1,756	312	0	0	1,539	(778)	761
Commissioning Services	12,828	(24,298)	(11,470)	(491)	(11)	(125)	(3)	4	202	0	0	621	198	(497)	(299)
Resources and Strategy	7,486	(1,249)	6,237	(583)	(1)	(165)	(3)	(215)	50	0	0	0	(917)	544	(372)
Total	267,126	(65,612)	201,515	(2,055)	(59)	(444)	(123)	534	2,290	312	0	460	915	(915)	0

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£m	£m
A. Key Budget Action Plans						
1.	Older people's residential and day care	D Ramskill	Full-year effects and ongoing Better Lives programme	A	0.9	0.5
2.	Assessment and care management practice	S McFarlane	Delivering the most cost effective service for new customers based on the strengths based approach and the use of reablement and telecare services	A	1.0	0.4
3.	Review of care packages - mental health	M Ward / M Naismith	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	A	0.5	0.2
4.	Review of care packages - physical impairment	J Bootle	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	G	0.5	(0.0)
5.	Review of care packages - learning disability	J Wright / M Naismith	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	G	3.0	0.0
6.	Assessment and care management efficiencies	S McFarlane	Review of skills mix and business processes	G	0.5	0.0
7.	Grants and contracts	M Ward	Review of contracts and grants across client groups	G	1.4	0.8
8.	Vacancy management	Various	Mainly non-frontline services	G	0.8	0.0
9.	Fees and charges	A Hill	Implementation of February 2016 Executive Board decisions	G	1.0	0.0
10.	Health funding	S Hume	Mainly funding received in 2015/16 on a non-recurring basis	G	3.9	0.0
11.	Better Care Fund	S Hume	Exploring opportunities to realign spend between capital and revenue	G	1.8	0.0
B. Other Significant Variations						
1.	Staffing	Various	Ongoing tight vacancy management and reducing staff numbers in the Community Support Service			(2.7)
2.	Community care packages	J Bootle / M Naismith	Pressures experienced on residential & nursing placements and the learning disability pooled budget are continuing			1.9
3.	Transport	J Bootle / M Naismith	Mainly increased costs, which are under investigation with Passenger Transport Services			0.6
4.	Other expenditure	Various	Savings on general running expenses through careful budget management, including the projected impact of essential spend only for the remainder of the year			(1.2)
5.	Use of reserves	S Hume	Lower requirement for use of reserves			0.5
6.	Income	Various	Mainly funding for staffing costs through the learning disability pooled budget, service user contributions and Resilience monies			(0.9)
					Adult Social Care Directorate - Forecast Variation	
					0.0	

CHILDREN'S SERVICES 2016/17 FINANCIAL YEAR FINANCIAL DASHBOARD - PROVISIONAL OUTTURN

Overall - at provisional outturn the Directorate is reporting a projected overspend of £7.6m. This is an increase of £1m to the position reported for Period 10, the main change being that it is now proposed to carry forward to 2017/18 all the £7.3m new DfE Innovations funding that has recently been received. This will enable the impact of the additional investment in services to be maximised over the next three years. The Period 10 projection assumed that £1m of this funding would be applied in 2016/17.

CLA Obsession - at the provisional outturn, the directorate is looking after an additional 30 looked after children in External Residential (ER) placements and with Independent Fostering Agencies (IFA) than the 2016/17 budget provides for and this has resulted in a projected £5.6m pressure around CLA demand budgets. This is partially offset by the release of £2.3m from the demand and demography reserve. There are currently 1,246 CLA children (decrease of 9 from P10); this includes 56 with ER and 190 with IFA's. There is a £1m pressure on in-house fostering but this is off-set by £-1.1m additional income on adoption. Overall the CLA budget supports 1,170 placements which includes provision for 36 ER and 181 IFA placements. The current year end projection is based on ER numbers staying constant for the remainder of the financial year at 56 with IFA numbers also remaining at 190.

Staffing - Current assumption is for staffing to overspend by £0.7m, the same as reported at P10. Spend on agency staff and overtime continue to be tightly controlled.

DfE Innovations Funding - There is a pressure of £0.9m within the existing DfE Innovations funding.

Transport - The home to school and home to college transport budget is under significant pressure due to a rise in the number of young people with complex needs, a rise in the transport requirements outside the city and an increase in private hire rates. The pressure is currently identified at £1.2m, which is net of the appropriation of £1m from the specific demand & demography earmarked reserve.

Other Income - The new Innovations & Partners in Practise bid has now been approved and will provide additional funding of £9.6m to be spent over three years. A total of £7.3m has been now been received in 2016/17 and it is proposed that all this funding is carried forward to 2017/18. There is a net £0.6m pressure from a reduced level of funding supporting the Children's Centres.

Dedicated Schools Grant (DSG)Pressure - Pressures have emerged during the year in relation to the Social Emotional and Mental Health provision, Funding for Inclusion numbers and Central Early Years expenditure which total £5.012m; a £0.632m reduction from P10. School Forum on the 1st December received a report on the DSG budget which outlined the various pressures faced. There is a £0.4m credit on the schools de-delegated budget taking the overall pressure to £4.6m.

Appropriation - The position reflects the carry-forward of £8.7m of income; £7.3m DfE Partners In Practise income for Re-imagining Child Welfare Services for the 21st century; £1.268m Health Innovations income and £0.13m DfE High Needs Strategic Planning fund.

Budget Management - net variations against the approved budget

	Expenditure Budget	Income Budget	Latest Estimate	PROJECTED VARIANCES											Total (under) / overspend	
				Staffing	Premises	Supplies & Transport Services	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income			
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
Demand Led Budgets:																
External and other Residential Placements	7,002	(2,835)	4,167						4,405				(2,293)	2,112	40	2,152
Independent Fostering Agencies	7,613	0	7,613						1,218					1,218		1,218
In House Fostering, Adoption, SGO and RO	21,560	(2,755)	18,805						963					963	(1,153)	(190)
SEN Outside Placements	4,857	(4,857)	0						863					863	(863)	0
Leaving Care	5,052	(1,160)	3,892						1,202					1,202	(453)	749
Transport	5,210	0	5,210				2,200						(1,000)	1,200		1,200
Sub total Demand Led Budgets	51,294	(11,607)	39,687	0	0	0	2,200	0	8,651	0	0	0	(3,293)	7,558	(2,429)	5,129
Partner Funding																
Schools Forum(A Life Ready For Learning)	0	(3,380)	(3,380)										875	875	152	1,027
Partner Funding of Family Services		(1,600)	(1,600)											0	600	600
Sub total Partner Funding	0	(4,980)	(4,980)	0	0	0	0	0	0	0	0	0	875	875	752	1,627
Other Budgets																
Partnership, Development & Business Support	14,457	(1,371)	13,086	600	204	(296)	2	99	(100)	49		1,268	1,826	(1,374)	452	
Learning, Skills & Universal Services	129,723	(112,488)	17,235	7	200	(327)	0	(146)	(1,390)	0		143	(1,513)	3,107	1,594	
Safeguarding, Targeted & Specialist Services	75,377	(17,722)	57,655	156	(51)	256	138	144	799	(162)		7,218	8,498	(9,684)	(1,186)	
Central Overheads	8,809	(11,753)	(2,944)	(58)									(58)	56	(2)	
Sub total Other Budgets	228,366	(143,334)	85,032	705	353	(367)	140	97	(691)	(113)	0	8,629	8,753	(7,895)	858	
Total	279,660	(159,921)	119,739	705	353	(367)	2,340	97	7,960	(113)	0	6,211	17,186	(9,572)	7,614	

Key Budget Action Plans and Budget Variations:		Lead Officer	Additional Comments		Action Plan Value	Forecast Variation
A. Significant Variations				RAG	£m	£m
	Children Looked After	Steve Walker	Pressure on CLA demand led budgets (External Residential placements and Independent Fostering Agencies) partly offset by additional income from adoption. This is net of £2.3m from the demand and demography reserve.			3.30
	Passenger Transport	Sue Rumbold	Increased numbers of children requiring education outside the city, increased complexity of need and an increase in private hire rates, net of £1m from the demand and demography reserve.			1.20
	Income - DSG	Steve Walker	The current projection allows for a £0.75m shortfall against the budgeted income.			0.75
B. Key Budget Action plans (BAP's)						
A1	Securing additional income from Schools Forum	CSLT	£3.4m of funding per academic year provisionally agreed subject to delivery of activity and funds being available from DSG. School Forum in October has now approved this funding.	G	2.40	0.00
A2	Additional Funding For Children's Centres	CSLT	Additional Funding unlikely to be received.	R	1.60	1.60
C1	Reconfigure services to young people at risk of becoming NEET	Andrea Richardson	IAG contract was extended to July 2016. Some existing provider staff subject to TUPE.	A	1.20	0.25
E1/E2/E4	Staff savings	Sue Rumbold	Reduction in posts/additional trading opportunities and ELIs. Linked to medium term strategy for the directorate. Further staff reductions are required to meet budget assumptions.	A	1.40	0.70
E5	Reduce net cost of Learning For life managed Children's Centres Childcare.	Andrea Richardson	Ensure childcare income generated is reflected in childcare staffing levels	A	0.50	0.40
A3	Improvement partners	Steve Walker	Maximise income from supporting other LA's. Work underway with a number of Las, however, there will be a £0.4m shortfall against the budget.	G	0.50	0.40
A4	Adel Beck	Francis N'Jie	Maximise income from selling to other LA's. Rates revised for 16-17 to recover this additional income subject to occupancy levels being achieved.	G	0.40	(0.10)
E3	Impact of residential review on overtime costs	Steve Walker	Running cost efficiencies following closure of Pinfolds and Bodmin. Linked to the overall pay strategy for the directorate.	G	0.40	0.00
	Various other budget savings (10)	All CO's	Including reconfiguration of Targeted Services, a review of assets, additional trading with schools, additional DfE funding for adoption services; principally inter-agency fee, reviewing non Statutory costs etc.	G	2.29	(0.89)
Children's Services Directorate - Forecast Variation						7.61

CITY DEVELOPMENT 16/17 BUDGET FINANCIAL DASHBOARD -PROVISIONAL OUTTURN (APRIL TO FEBRUARY)

Overall -

The Provisional outturn position is a notably increased underspend of (£859k). This projected (£443k) improvement has been recognised due, in the main, to new and additional rental income from new asset purchases (Century Way, Sovereign Street and Blenheim Court) and from Highways the release of savings on winter maintenance due to the continued mild winter conditions. There remain a number of one-off pressures that are being managed through additional income receipts and specific actions such as the use of Bridgewater Place money estimated at £930k, and revised Arena debt savings of £217k. These pressures continue to be managed with the expectation that they will not cross over into 2017/18.

The Planning and Sustainable Development Service has seen continued growth in activity across the service throughout 2016/17 resulting in exceeding income targets by over £400k, whilst still delivering staffing savings of over £200k through careful vacancy management. This has facilitated funding other activities and pressures within supplies and services, including the £200k increase in Planning Appeals costs.

Kirkgate Market income remains the main pressure in Economic Development, a shortfall of £604k. This pressure is due in the main to the in year extension of rent discounts for both indoor and outdoor tenants, later than anticipated new lettings resulting from delays to the market redevelopment plus additional demands on maintenance and promotional expenditure.

Asset Management and Regeneration has been very successful in the acquisition of new income generating assets delivering a net £1.1m of additional income, which offsets the projected shortfall in advertising income of £506k from delays in the development and operation of new sites. An additional provision of £177K has been made in respect of a number of dilapidation claims made against the authority for premises formerly leased in, which is offset by the revised Arena debt savings of (£217k).

Highways and Transportation have contracted further work with their strategic partners Mouchel increasing external spend, offset by savings on Winter Maintenance and additional income mainly from the Bridgewater Place settlement.

In Arts and Heritage there is a projected loss of income from Room Hire at the Art Gallery (closed for roof repairs) £100k, which is offset by a NNDR Rebate and increased Town Hall bar and catering income. Increased spend in supplies and services are generally funded by and relate to the increase in income from events.

Sport and Active Recreation increased expenditure on catering, resalable items and consultancy costs are offset by additional income. Pressures on income include £40k relating to the pool closure and refurbishment at John Smeaton and a £60k due to a VAT error on the Fitness and Swim Bodyline Offer. The service is also experiencing a downturn in Bodyline income due to the number of budget gyms that have opened across the city within the last 18 months.

The Directorate Strategy is to use the proposed £930k Bridge Water Place settlement to part fund these net pressures and contribute the balance to the corporate strategy. In the service analysis below £371k is utilised against specific services and £559k in Highways & Transportation.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Planning and Sustainable Development	8,571	(5,753)	2,818	(211)	(15)	397	(3)	14	0	0	0	0	182	(408)	(226)
Economic Development	5,110	(4,241)	869	56	117	170	(10)	17	0	0	0	0	350	220	570
Asset Management and Regeneration	11,181	(10,410)	771	(182)	1,046	(21)	0	699	0	0	16	0	1,558	(2,129)	(571)
Highways and Transportation	56,590	(40,407)	16,183	(514)	202	(242)	376	12	0	0	0	0	(166)	(504)	(670)
Arts and Heritage	16,983	(7,243)	9,740	(3)	(130)	241	10	76	22	2	0	0	218	(215)	3
Sport and Active Recreation	24,405	(18,739)	5,666	8	71	51	0	(20)	(60)	0	0	0	50	118	168
Resources and Strategy	1,720	(581)	1,139	(64)	(6)	(46)	1	(43)	0	0	0	0	(158)	25	(133)
Total	124,560	(87,374)	37,186	(910)	1,285	550	374	755	(38)	2	16	0	2,034	(2,893)	(859)

Key Budget Action Plans and Budget Variations:

Key Budget Action Plans and Budget Variations:				RAG	Action Plan Value	Forecast Variation against Plan/Budget
		Lead Officer	Additional Comments		£'000	£'000
A. Budget Action Plans						
1.	Planning and Sustainable Development	Tim Hill	Reduction in the net cost of service through management restructure, staffing savings and increased income generation.	G	550	(426)
2.	Economic Development	Tom Bridges	Reduction in the net cost of service through staffing savings and increased income generation.	A	280	144
3.	Asset Management & Regeneration	Tom Bridges	Reduction in the net cost of service through staffing savings and increased income generation.	G	410	46
4.	Highways and Transportation	Gary Bartlett	Reduction in the net cost of service via alternative service delivery, removal of subsidies, staffing savings and additional income.	G	440	(111)
5.	Arts and Heritage	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.	G	570	3
6.	Arts Grant	Cluny MacPherson	Full Year Effect of new grant allocations will deliver the savings. DDN published 25 March 2015 and implemented 1st April 2015.	G	125	0
7.	Sport and Active Recreation	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.	A	440	168
8.	Resources and Strategy	Ed Mylan	Reduction in the net cost of service via efficiencies and staffing savings.	G	30	(133)
9.	Directorate	All Chief Officers	Directorate-wide additional income target.	G	387	0
B. Other Significant Variations						
1.	Asset Management	Tom Bridges	Reduced borrowing costs at Leeds Arena (£217k) income from new assets (£1,083k) offsetting reduced income from Advertising £506k and dilapidation claims £177k.			(617)
2.	Planning Appeals	Tim Hill	Increased planning appeal costs.			200
3.	Kirkgate Market	Tom Bridges	Extension of rent discounts and other rent reductions resulting from the delay in the Kirkgate redevelopment.			426
4.	Bridgewater Place	Martin Farrington	As per the Directorate Strategy, use of balance of Bridgewater Place settlement to mitigate pressures and contribute to delivering an underspend to support the Council Financial Strategy.			(559)
City Development Directorate - Forecast Variation						(859)

**ENVIRONMENT & HOUSING DIRECTORATE SUMMARY
FINANCIAL DASHBOARD - 2016/17 FINANCIAL YEAR
PROVISIONAL OUTTURN - February 2017**

Overall Position (£973k under budget)

Community Safety (£116k under budget)

The service is projecting an underspend on staffing of £196k (offset by reduced charges to HRA of £77k). One off income in year has been received from West Yorkshire Police & Crime Commissioner (£89k) for contributions to LASBT (Leeds Anti social behaviour team), (£40k) for Domestic Violence and additional Ministry of Justice funds (£85k) have been utilised. CCTV income is projected to be lower than budgeted by £200k. Other variances total £17k.

Parks & Countryside (£10k under budget)

The service is projecting an overall variance at Cafe /Retail and Attractions of (£157k), including the reduced income at Tropical World due to partial closure during refurbishment. A projected reduction in income from both Bereavement £150k and Golf £61k is partially offset by other variations in staffing and income (£64k).

Environmental Action & Health (£484k under budget)

Env Action - Projected staffing savings of (£834k) are offset by reduced income from HRA of £167k, loss of Wellbeing funding £36k, reduced FPN income of £52k and additional transport costs of £116k in respect of GPS system for gully tankers and additional vehicles. Other variations total £136k.
Env Health - projected staffing savings of (£198k), partially offset by increased legal costs £44k and other variations of (£3k).

Car Parking (£456k under budget)

Ongoing vacant attendant posts (£245k) are partially offset by minor expenditure variations of £6k. Overall, additional income of (£217k) is projected which includes: Woodhouse Lane (£163k), of which (£90k) is for the 50p increase (in June); other off street parking of (£232k); and additional PCN income of (£245k); partly offset by a projected shortfall in on-street income of £258k and a shortfall in BLE income of £188k based on latest trends.

Housing Support/Partnerships/SECC/SP Contracts (£129k under budget)

Housing staffing underspends (£465k) due to vacant posts are partially offset by a reduction of £174k corresponding income, mainly charged to HRA. Variations in SP are £13k and SECC (£26k). Other variations across all areas are projected to be £175k, which includes additional Travellers costs £58k and £40k St Georges Crypt contribution.

General Fund SS (+£968k over budget)

This pressure mainly relates to the Directorate wide staffing efficiency target, with corresponding staffing savings having now been achieved within individual services.

Leeds Building Services (£100k over budget)

Additional turnover is being generated through Housing Leeds repairs and work for capital schemes. This results in additional sub contractor spend which is partially offset by reductions in internal costs. The service has a WIP of £10.1m. Additional expenditure of £100k is anticipated in respect of upfront costs associated with transformational work around the integration of Construction Services and Property Maintenance which will generate significant efficiencies in 2017/18.

Waste Management (£846k under budget)

Refuse (£72k under budget)

The service is projecting an underspend on vehicle repairs of £90k. In addition there are staffing savings relating to the vacant Head of Service post following the recruitment of the new Waste Management Chief Officer. These savings are partially offset by additional staffing costs relating to Christmas cover and the cost of union support to the redesign of collection routes which is key to delivering the 2017/18 efficiency savings. Other staffing costs relating to back up routes and sickness levels are projected to be contained within the overall staffing budget.

HWSS & Infrastructure (+£30k over budget)

Additional staffing costs of £109k are forecast, which reflects additional operatives at HWSS required to deal with higher than anticipated waste volumes and increased sickness levels. In addition, vehicle repair costs of £29k are projected. Additional Trade contract income is projected to largely offset the expenditure variations, leaving a projected overspend of £30k.

Waste Strategy & Disposal (£804k under budget)

The rateable value of the RERF is close to finalisation and it is anticipated that there will be savings on business rates of £400k from the budgeted amount of £1.07m. In addition, lower than anticipated tonnage volumes and a share of electricity and penalty income have resulted in a further projected underspend of (£182k) at the RERF. The reduction in gate fees experienced in recent months has continued and has resulted in a projected underspend of (£303k) in respect of SORT disposal costs. Offsetting these projected underspends are higher than anticipated tonnages at Household Waste Sorting Sites of a net £301k. All other variations are anticipated to reduce the overall position by a further (£320k).

Budget Management - net variations against the approved budget;

Summary By Service	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Community Safety	8,800	(6,608)	2,192	(190)	0	(280)	5	(169)					(634)	518	(116)
Strategic Housing, SECC, Contracts	18,524	(9,440)	9,084	(597)	13	309	17	83	27				(148)	19	(129)
General Fund Support	(363)	(409)	(772)	810		158	0						968	0	968
Leeds Building Services	45,305	(51,376)	(6,071)	(419)	148	6,140	(160)						5,709	(5,609)	100
Parks & Countryside	29,338	(21,885)	7,453	(152)	(230)	1,113	(70)	232					893	(903)	(10)
Waste Strategy and Disposal	20,428	(5,749)	14,679	(10)	(439)	(273)	0						(722)	(82)	(804)
Household Waste Sites & Infrastructure	4,502	(487)	4,015	110	16	37	21						184	(154)	30
Refuse Collection	16,678	(375)	16,303	15	(12)	4	(79)	2					(70)	(2)	(72)
Environmental Action	15,429	(4,369)	11,060	(834)	29	127	129	(16)					(565)	238	(327)
Environmental Health	3,129	(769)	2,360	(198)	(2)	(7)	6	44					(157)	0	(157)
Car Parking	5,003	(12,629)	(7,626)	(245)	18	(60)	18	18					(251)	(205)	(456)
Total	166,773	(114,096)	52,677	(1,710)	(459)	7,268	(113)	194	27	0	0	0	5,207	(6,180)	(973)

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
1.	Dealing Effectively with the City's waste	Andrew Lingham	Projected underspend reflects savings on Business Rates at the RERF	G	(4.5)	(0.4)
2.	HWSS Strategic Review	Andrew Lingham	Service still reviewing options. Other savings identified in 16/17.	G	(0.1)	0.0
3.	Parks and Countryside additional income	Sean Flesher	Implement price rises, plus additional income at various attractions	G	(0.6)	0.0
4.	Leeds Building Services	Simon Costigan	Identification of savings to fund PPPU costs	G	(0.2)	0.0
5.	Car Parking	Helen Freeman	Review of Price tariffs and additional income target.	G	(0.2)	0.0
6.	WYP & CC grant use	Sam Millar	£713k funding budgeted - share of £1m for WY districts now agreed.	G	(0.7)	0.0
7.	Savings in Housing related support programme	Neil Evans	FYE of 15/16 plus recommissioning of more SP contracts	G	(0.3)	0.0
8.	Directorate wide staffing reductions	Neil Evans	Pressure of £0.98m offset by staffing savings in services (see 6 and 10 below)	G	(1.2)	1.0
9.	Contract / Procurement Savings / Line by Line		Contract savings target (£358k). Paper/card recycling savings identified (£50k), further savings identified to offset remainder.	G	(0.3)	0.0
10.	All Other action plan items			G	(0.1)	0.0
				Sub Total	(8.4)	
B. Other Significant Variations						
1.	Waste Disposal Costs	Andrew Lingham	Net budget £15.7m for 329.2k tonnes of waste; -£353k variation at P11			(0.4)
2.	Refuse Collection staffing costs	Tom Smith	£12.2m pay budget in service; £7k variation anticipated at P11			0.0
3.	Refuse Collection vehicle costs	Tom Smith	Repairs £0.7m; Fuel £1.2m. Fuel +£22k variance at P11, repairs £90k under			(0.1)
4.	Car Parking BLE / PCN income	Helen Freeman	BLE £1.4m ; PCN's £2.3m. (£57k) variance projected at P11			(0.1)
5.	Car Parking Fee Income	Helen Freeman	£8.4m budget increase of £810k from 15/16.(Introduced new WHLCP increased by 50p June 2016)			(0.2)
6.	Environmental Action staffing	Helen Freeman	£13.5m pay budget in service			(0.9)
7.	Property Maintenance	Simon Costigan	Budgeted surplus of £5.2m required to be delivered. Service currently operating with £10.1m WIP			0.1
8.	Parks and Countryside - Attractions	Sean Flesher	£1.7m Income budget (incl: TWorld £1.3 m budget)			(0.2)
9.	Parks and Countryside - Bereavement Services	Sean Flesher	£6.3 m budget (variance at P11 £150k)			0.2
10.	All other variations		Mainly staffing			(0.2)
					Environment & Housing - Forecast Variation (1.0)	

STRATEGY AND RESOURCES

FINANCIAL DASHBOARD - 2016/17 FINANCIAL YEAR

PROVISIONAL OUTTURN

Overall

Action plans are generally on line to deliver the budgeted savings. The only area currently expected to create a pressure is income within the PPPU which means that Strategy & Resources is currently reporting a balanced position.

Strategy & Improvement

An underspend of £60k is projected in respect of the budget actions for the service. However, an income budget of £180k relating to staff who previously charged their time to capital who are now working on key revenue change programmes remains, resulting in an overall overspend of £120k. This income budget has been removed in the 2017/18 as part of the Support Services review.

Finance

Largely due to early leavers, pay is now slightly under budget. Spend on running costs in the Revenues Division, mainly postage charges, is in excess of budget resulting in an overall projected overspend of £75k.

Human Resources

HR plan on meeting the £371k efficiency savings incorporated in the budget, through freezing recruitment and the use of the early leavers initiative. The position is now projected to be an underspend of £98k.

Information Technology

Saving target of £650k implemented during the budget setting process is expected to be achieved.

PPPU

Based on current projections, the Unit will be £185k overspent at year end. Even though there is an underspend on pay of £791k and a freeze on posts is in place, income is projected £871k less than budget. The main reasons for the shortfall in income are the fall out of NGT (£619k), Health Transformation (£81k) and various capital schemes. PPPU's Increased income had improved the projection from previous months, but this remains a significant risk area for the Directorate.

Legal Services

Legal are currently under budget on staffing by £160k and all expenditure budgets are online. There is a risk that internal income will be below budget, principally because of reductions in the Legal establishment. An action plan is, however, in place and the position is being closely monitored.

Democratic Services

The Governance, Scrutiny, Civic and Ceremonial and Members' Allowances budgets are on target to come under budget for 2016/17. However on-going, year on year pressures remain within Members' Support which has necessitated other opportunities to be explored to achieve a balanced budget across the Democratic Services division. These include the on-going secondment of a member of staff to WYCA (generating £35k income), redesigning work packages, working arrangements and leadership responsibilities to enable vacated posts to be not filled has generated further savings of £35k and one off savings on Members Allowances has generated savings of £90k.

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Strategy & Improvement	4,834	(472)	4,362	(97)	2	(29)	(7)	15	0	0	0	0	(117)	237	120
Finance	15,162	(6,775)	8,387	(24)	1	147	(16)	21	0	0	0	0	129	(54)	75
Human Resources	8,305	(1,915)	6,390	(214)	2	(29)	(21)	(29)	0	0	0	0	(291)	193	(98)
Information Technology	19,428	(6,074)	13,354	12	0	(97)	(7)	11	0	0	0	0	(81)	0	(81)
Projects, Programmes & Procurement	7,658	(6,085)	1,573	(791)	0	33	(4)	76	0	0	0	0	(686)	871	185
Legal Services	4,736	(6,915)	(2,179)	(160)	0	0	0	0	0	0	0	0	(160)	160	0
Democratic Services	4,944	(26)	4,918	(125)	0	(40)	0	0	0	0	0	0	(165)	(35)	(200)
Total	65,067	(28,262)	36,805	(1,399)	5	(15)	(55)	94	0	0	0	0	(1,371)	1,372	1

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
Efficiencies						
1	Financial services	Doug Meeson	Further changes to way services provided, self service, less internal audit, centralisation.	G	0.76	0.08
2	HR	Lorraine Hallam	On-line advice, less HR input into low level cases, ELI and vacancy management	G	0.37	0.00
3	ICT staffing	Dylan Roberts		G	0.12	0.00
4	ICT Print Smart	Dylan Roberts	Further efficiencies on top of those delivered in 2015/16	G	0.10	0.00
5	Legal Services	Catherine Witham		G	0.05	0.00
6	Corporate Communications and intelligence	Mariana Pexton	Staffing and efficiency savings, mainly within the Communications Team	G	0.38	-0.03
7	Democratic services	Catherine Witham	Staffing and efficiency savings. Member pension saving	G	0.12	-0.13
8	ICT procurement savings	Dylan Roberts	Modernisation of telephony	G	0.33	0.00
9	PPPU	David Outram	Significant reduction in Procurement particularly low value procurements. Additional external income	R	0.66	0.19
	Additional income - traded services, partner and other income					
10	ICT	Dylan Roberts	Provision of managed service to WY Joint Services	G	0.15	0.00
B. Other Significant Variations						
	Net effect of all other variations					-0.11

Strategy and Resources Directorate - Forecast Variation 0.00

CITIZENS AND COMMUNITIES

FINANCIAL DASHBOARD - 2016/17 FINANCIAL YEAR PROVISIONAL OUTTURN

Overall

Budget action plans have been reviewed with each Chief Officer and at present it is anticipated that although most plans will be achieved, overall there will be an overspend of £110k at year end.

Communities

The latest figures for Community Centres indicate a potential overspend of £20k, this assumes some savings in utility costs but doesn't take account of any potential Community Asset Transfers which could potentially be £30k. We have also assumed a drop in income as Leeds City College will be moving out of St Barts/Strawberry Lane and generated £30k per year. Budget savings on Well Being, Youth Activities, and the Innovation Fund have been delivered. The full saving of 3rd Sector Infrastructure Grant will not be delivered in year but this will be offset by savings elsewhere within the service. The variances recorded below all relate to Migration Services and reflect some savings on staffing cost due to delayed recruitment and transfer of income in year to reserve. Overall the service will balance to resources in year.

Customer Access

Savings targets built in to the budget for 2016/17 are challenging and there is a significant amount of work involved in developing the Community Hubs. The budget for 2015/16 had a saving of £100k built in for Community Hubs and there is a further £100k saving for 2016/17. Demands on staffing are significant and development of the Hub approach as well as integration of the Branch Library Service has resulted in some additional cost. It is unlikely that the saving will be delivered in year as we are currently forecasting the staffing pressure could result in an overspend of approx £250k. Some of the additional staffing costs relates to project resource required to deliver the outcomes of an Executive Board Report approving £4.6m of capital spend to develop the retained assets that are becoming the hub sites to allow both service integration and release of surplus assets. The essential migration of call centre lines to Virgin will deliver annual savings of £100k, the overall cost of the work needed to be undertaken and is likely to be approx £140k. This includes the upgrading some aged equipment, so an element of the cost can be capitalised.

Elections, Licensing & Registration

Staffing costs at Period 11 continue to be underspent, this is projected to be £83k. Additional staffing requirements previously identified in Vehicle Licensing have been delayed, resulting in a saving on staffing of £41k. Staffing savings also arise in Registrars and Entertainment Licensing which are £37k and £18k underspent respectively. Elections is slightly overspent by £14k. The collection of income continues to do well and is reflected in the projections for 16/17. A total of £229k of projected income in excess of the budget has been identified at this stage in the year, this arises across three areas: Registrars £120k, Local Land Charges £60k and Entertainment Licensing £48k. A clearer picture of the grant funding due in relation to last year's General Election and this year's PCC Election and EU Referendum has now been ascertained. EU referendum costs have exceeded grant funding available by £100k, this will have to be funded by the council. Furthermore, a shortfall of £21k in funding for the 2015 General Election has been identified. This is offset in part by additional income of £54k received in relation to the 2014 European Elections. It is anticipated the remaining overspend can be covered by savings in the base budget. It is anticipated approx £100k of IER grant funding will be carried forward into 17/18.

Benefits, Welfare and Poverty

The main pressure is still Housing Benefit overpayment income although the situation is improving due to the intervention caseload currently being worked - this month shows a £650k shortfall against budget. This pressure is largely offset by additional Government grant, mainly 'FERIS' combined with an underspend of £299k on the Local Welfare Support Service.

Benefits have started to feel the effects of the initial changes from the introduction of Universal Credit (commenced Feb 2016). Only one benefit has been taken out of LCC control for new cases but there may well be a noticed change to case load.

Of the vacancies held in Benefits, 7 of those are seeking recruitment this financial year, however this is looking less likely as we progress into Month 12. These vacancies have accumulated over a number of financial years. Overtime, in comparison to last year, is down but without a budget in place for it the costs are all at overspend, measures have been taken to reduce the level of overtime.

There have been a couple of windfall grants notified which have been declared. The FERIS and Single Fraud grants have been reflected and match the cost of additional off-site processing work.

The Social Inclusion Fund (SIF) team will be fully funded by the Casino Reserve and with the Casino now open a small amount of additional income from the profits of the casino should be available to support any SIF project spend.

With the newly procured suppliers for postages LCC should see the reductions in costs materialising which should mean meeting the supplies and services efficiencies.

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Communities	12,452	(6,900)	5,552	(75)	50	93	(5)	37	(8)	0	0	58	150	(151)	(1)
Customer Access	23,230	(2,761)	20,469	261	0	141	0	(3)	0	0	0	0	399	(105)	294
Elections, Licensing & Registration	7,777	(7,051)	726	(83)	51	45	(6)	(72)	0	0	0	0	(65)	(178)	(243)
Benefits, Welfare and Poverty	287,302	(284,390)	2,912	(147)	(2)	359	(17)	75	668	1	0	0	937	(877)	60
Total	330,761	(301,102)	29,659	(44)	99	638	(28)	37	660	1	0	58	1,421	(1,311)	110

Key Budget Action Plans and Budget Variations:

	Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans					
Efficiencies					
	Community hubs	Lee Hemsworth			
	Running costs	Shaid Mahmood			
	Transactional web	Lee Hemsworth			
	Registrars	John Mulcahy			
	Asset savings	Shaid Mahmood/Lee Hemsworth			
	Staffing Savings (Libraries)	Lee Hemsworth			
	Other	All CO's			
Changes to service					
	Third sector infrastructure grant	Shaid Mahmood			
	Reduction in wellbeing and youth activities	Shaid Mahmood			
	Innovation Fund	Shaid Mahmood			
	Service Reductions	Lee Hemsworth			
	Service Reductions	Lee Hemsworth			
Additional income - traded services, partner and other income					
	Housing benefits overpayments	Steve Carey			
	Council Tax Single Person Discount	Steve Carey			
	Advice consortium and welfare rights	Steve Carey			
	Local Welfare Support Scheme	Steve Carey			
				2.07	
B. Other Significant Budgets					
	Net effect of all other variations				-0.79

Citizens and Communities Directorate - Forecast Variation 0.11

PUBLIC HEALTH
FINANCIAL DASHBOARD - 2016/17 FINANCIAL YEAR
PROVISIONAL OUTTURN

Overall

The allocation of the ring fenced Public Health grant for 2016-17 is £46,630k, this includes an additional £4,993k of funding for the full year effect for the 0-5 years services (Health Visiting and Family Nurse Partnership) which transferred to LCC in October 2015 less the continuing and significant reduction to the ring-fenced grant allocation.

The 2016/17 budget reflects savings of £1.1m from successful consultation and negotiation with our partners and providers including 3rd Sector and NHS providers. In addition savings have been made from the Public Health funding which is provided across Council directorates to support joint commissioning and commissioning of Council run services resulting in £355k of savings. Savings of £955k have been found from Public Health programme budgets, vacant posts, support services and running costs.

Detailed Analysis

The planned saving of £233k as part of the transfer of the TB contract will not materialise, though work to find compensating savings is now completed and is currently predicted to slightly over-achieve. Due to overtrading of sexual health services, provision was made for anticipated costs. However it is likely that these costs will not materialise in full therefore resulting in savings to compensate for this risk.

There are a number of vacant posts on hold as a result of a review to prioritise critical posts that need to be filled and further staff turnover and delays in recruitment mean that pay costs are projected to be £212k underspent on the general staffing budget, though some staff are now working on income funded projects. Work is continuing to identify potential financial pressures particularly in relation to costs associated with the new drugs and alcohol contract and Public Health activity contracts which are paid based on demand and some on NHS tariff. Activity data for quarter 2 was less than anticipated, though the data available quarter 3 has shown an increase in activity. Leeds Community Healthcare Trust has also confirmed that a contract due to expire in March has ended early which has resulted in extra savings in 2016/17.

During 2015/16, £3m was received from South and East CCG to set up a Health Inequalities Fund. Of this, £500k was budgeted to be spent in 2016/17. Based on January projections, the actual spend for 2016/17 is now estimated to be £385k, which means that £115k less is required from the reserve. In addition to this, a further £1m has been received during the year and will be added to the reserve. This means that this earmarked reserve is expected to be £3,615k by the end of the year.

Overall, this means that the grant funded budgets are projected to be £742k underspent. This underspend will be used to reduce the £1,326k required from reserves to fund the budget shortfall, meaning that the funding required from reserves is now expected to be £584k.

In Supporting People there are a number of vacancies and recruitment delays which has resulted in a projected underspend of £103k on pay, though this is partly offset by a slight increase in running costs and a corresponding reduction in income of £66k to give an overall underspend of £36k.

Budget Management - net variations against the approved budget

	Expenditure Budget	Income Budget	Latest Estimate	PROJECTED VARIANCES											Total (under) / overspend	
				Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income		
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
Public Health Grant		(46,630)	(46,630)	0	0	0	0	0	0	0	0	0	0	0	0	0
Staffing and General Running Costs	5,030		5,030	(212)	(1)	50	(10)	32	0	0	0	0	0	(141)	(39)	(180)
Commissioned and Programmed Services:																
- General Public Health	208		208	0	0	0	0	0	(91)	0	0	0	0	(91)	0	(91)
- Population Healthcare	278		278	0	0	2	0	0	0	0	0	0	2	0	0	2
- Healthy Living and Health Improvement	15,326	(140)	15,186	0	0	(2)	0	33	(77)	0	0	0	0	(46)	(160)	(206)
- Older People and Long Term Conditions	2,683	(369)	2,314	3	1	110	0	(2)	(189)	0	0	0	0	(77)	(68)	(145)
- Child and Maternal Health	14,085	(26)	14,059	0	0	1	0	(4)	(166)	0	0	0	0	(169)	7	(162)
- Mental Wellbeing and Sexual Health	9,301	(52)	9,249	0	3	(29)	(1)	(1)	149	0	0	0	121	(1,423)	(1,302)	
- Health Protection	906	(100)	806	0	0	0	0	0	251	0	0	0	251	(25)	226	
Transfer From Reserves		(500)	(500)									1,858	1,858		1,858	
Supporting People	964	(637)	327	(103)	1	0	0	0	0	0	0	0	(102)	66	(36)	
Drugs Commissioning	1,260	(1,260)	0	0	0	9	0	0	(9)	0	0	0	0	0	0	
Total	50,041	(49,714)	327	(312)	4	141	(11)	58	(132)	0	0	1,858	1,606	(1,642)	(36)	

Key Budget Action Plans and Budget Variations:					
	Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
A. Key Budget Action Plans				£m	£m
Efficiencies					
- General efficiencies on contracted services	Ian Cameron	A combination of reductions in demand, expiry of contracts, ending one-off contributions and activities now funded by other contracts or organisations	B	0.80	0.00
- Staff savings	Ian Cameron	Reduction in staffing pay budget through vacant posts on hold and vacancy management throughout 2016/17	B	0.42	0.00
Review of commissioned services					
Third Sector					
- Savings on contracts due to expire	Ian Cameron	5% saving on 22 contracts due to expire. Areas covered community development, food and nutrition, vulnerable groups, older people, sexual health, domestic violence, mental health, cancer screening, children's physical activity, obesity and breast feeding. All affected 3rd Sector providers have confirmed their acceptance of the 5% saving, public health contract managers continue to provide support to all providers.	B	0.16	0.00
- Drugs and alcohol services	Ian Cameron	Initial consultation with provider has taken place, further discussions are planned.	B	0.20	0.00
- Drug Intervention Programme and Integrated Offender Management	Ian Cameron	Consultation with partners and providers have begun in order to realise savings.	B	0.38	0.00
- Savings on existing contracts	Ian Cameron	Contracts affected include Health Visiting, School Nursing, Healthy Lifestyles, Smoking Cessation, Weight Management, Infection Control. Consultation with NHS provider has started, further discussions planned.	B	0.29	0.00
- Transfer of TB service to NHS provider	Ian Cameron	Following consultation with NHS Partners this saving will not be realised	R	0.23	0.23
Leeds City Council services	Ian Cameron	In response to this proposed reduction in public health funding in 16/17 to council provided services, £1.3m of non-recurrent earmarked reserves will be used to maintain services to March 17. LCC directorates and heads of finance have confirmed savings have been achieved and implemented either by absorbing the saving or in consultation with relevant provider.	B	1.75	0.00
Programmed budgets	Ian Cameron	Programme budgets removed for area health priorities across ENE, S&E and WNW. Adult public health programmes including drugs and alcohol, mental health, sexual health, infection control and fuel poverty. Children's public health programmes including obesity, breastfeeding, alcohol, drugs infant mortality and oral health.	B	0.60	0.00
B. Other Variations					
Projected underspend on staffing costs					(0.23)
Net effect of all other variations					(0.04)
Public Health - Forecast Variation					(0.04)

CIVIC ENTERPRISE LEEDS
FINANCIAL DASHBOARD - 2016/17 FINANCIAL YEAR
PROVISIONAL OUTTURN

Overall

The overall projected provisional outturn is an overspend of £260k mainly explained by a £450k overspend against the Catering net budget plus a £320k overspend against the CPM budget. This shortfall is offset by a significant saving in the Business Support Centre of £450k and £150k in Facilities Management.

Business Support Centre

BSC are forecast to underspend by £450k due to savings in pay and running costs .

Commercial Services

The Commercial Services overspend of £540k is mainly due to the marginal impact of the 7 schools which were lost from the Catering service plus the marginal impact of a shortfall against the adjusted meal numbers. Although there is a £200k shortfall against the budgeted return, the traded part of Catering is projecting an overall return of £1.2m. The projected overspend on staffing is mainly within the Cleaning Service and is offset by additional income. Work will be done with the Head of Service to identify the permanent resources requirement and income so that a virement can be done to ensure an accurate expenditure and income budget moving forward for Cleaning Services. Once this budgetary realignment is done, this will show that following the implementation of day time cleaning in civic buildings (thus avoiding premium staffing payments) and reduced cleaning frequencies and using the ELI initiative, the service is on track to meet the £200k savings from a lower cleaning specification included in the 2015/16 base budget and should provide a platform for savings in the following financial year.

Facilities Management

An underspend of £150k is the forecast provisional outturn position although there are risks around accruals for services charges for the two joint service centres going back to 2013/14. The payment of these charges is being dealt with by Legal Services . There is also a potential risk on savings assumed in the Asset Rationalisation programme for Merrion House NNDR where, following advice, an accrual of £430k has been provided in 2015/16.

Corporate Property Management

An overspend of £320k is the forecast provisional outturn after which assuming budgeted savings of £150k staffing and £450k on building maintenance have been achieved. The overspend is a result of building maintenance expenditure incurred on void properties.

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Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
Business Support Centre	15,269	(5,590)	9,679	(467)	(34)	(123)	(6)	(43)	0	0	0	0	(673)	223	(450)
Commercial Services	59,532	(56,996)	2,536	895	(51)	323	458	(4)	0	0	0	0	1,621	(1,081)	540
Facilities Management	10,088	(4,123)	5,965	(223)	(43)	(93)	15	(3)	0	0	0	0	(347)	197	(150)
Corporate Property Management	5,959	(587)	5,372	0	320	0	0	0	0	0	0	0	320	0	320
Total	90,848	(67,296)	23,552	205	192	107	467	(50)	0	0	0	0	921	(661)	260

Key Budget Action Plans and Budget Variations:						
		Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£m	£m
A. Key Budget Action Plans						
1	Asset rationalisation	Sarah Martin	Savings from: 1&3 Reginald Terr £29k, Belgrave Hse £60k, Deacon Hse £30k, South Pudsey Centre £25k, Tribecca £110k	G	0.29	0.00
2	Maintenance of council buildings	Sarah Martin	Reduce responsive maintenance	G	0.60	0.00
3	Catering Savings	Mandy Snaith	Agency staff	G	0.05	0.00
4	Energy	Sarah Martin	Impact of energy efficiency measures	G	0.05	0.00
5	BBM - admin, mail and print	Helena Phillips	Significant changes in respect of business processes required to deliver these savings across 4 contract areas.	G	0.37	0.00
6	Vehicle Fleet	Terry Pycroft	Extend life of light commercial vehicles	G	0.20	0.00
7	Recover cost of living wage	Richard Jackson	Recover from Property Cleaning.	G	0.20	0.00
8	Catering additional income.	Mandy Snaith	Increased income/efficiencies.	R	0.05	0.45
9	Additional MOT income.	Terry Pycroft	Increase number of MOTs undertaken.	G	0.03	0.00
10	Recovery of cleaning charges.	Les Reed	Recovery of charges from clients.	G	0.07	0.00
B. Other Significant Variations						
1	Net effect of all other variations			R		-0.19
Civic Enterprise Leeds - Forecast Variation						0.26

STRATEGIC & CENTRAL ACCOUNTS - 2016/17 FINANCIAL YEAR
FINANCIAL DASHBOARD - PROVISIONAL OUTTURN (APRIL TO FEBRUARY)

At the provisional outturn the strategic & central budgets are anticipated to underspend by £5.3m as identified below:-

- Debt - a forecast pressure of £1.1m due to the conversion of short-term debt to long-term to take advantage of low long-term interest rates (net of additional prudential borrowing re strategic fund investment acquisitions).
- An underspend of £9.3m in the MRP charge to revenue, due to updating asset lives used in the calculation, resulting in an overprovision from previous years
- Staffing cost pressure of £0.3m, being the anticipated cost of the new Leeds City Council minimum pay rate effective from January 1st.
- Section 278 income - a potential £1.8m risk due to lower levels of development activity.
- £430k forecast shortfall in income from court cost and £400k costs to support the CTW programme.
- Procurement - a £1.9m variation which reflects that the procurement and PFI savings will be managed through directorate budgets.
- Savings of £2.65m from the additional capitalisation of eligible spend in general fund and school budgets.
- Appropriation of £0.8m of earmarked reserves.
- Savings of £2.0m on the levy contribution to the business rates.
- Joint Committee - £0.1m anticipated overspend for the Coroners' services.

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Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES										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
Strategic Accounts	(11,480)	(32,488)	(44,422)	300		1,860		400			(2,650)	(844)	(934)	480	(454)
Debt	24,380	(1,103)	23,277			270					(7,937)		(7,667)	(530)	(8,197)
Govt Grants	3,015	(26,434)	(23,419)										0	3,240	3,240
Joint Committees	37,411	0	37,411			95							95		95
Miscellaneous	2,450	(1,311)	1,139										0		0
Insurance	9,831	(9,831)	0			3,582		(114)				(156)	3,311	(3,311)	0
Total	65,607	(71,167)	(6,014)	300	0	5,807	0	286	0	0	(10,587)	(1,000)	(5,195)	(121)	(5,316)

STRATEGIC & CENTRAL ACCOUNTS - 2016/17 FINANCIAL YEAR

Key Budget Action Plans and Budget Variations:

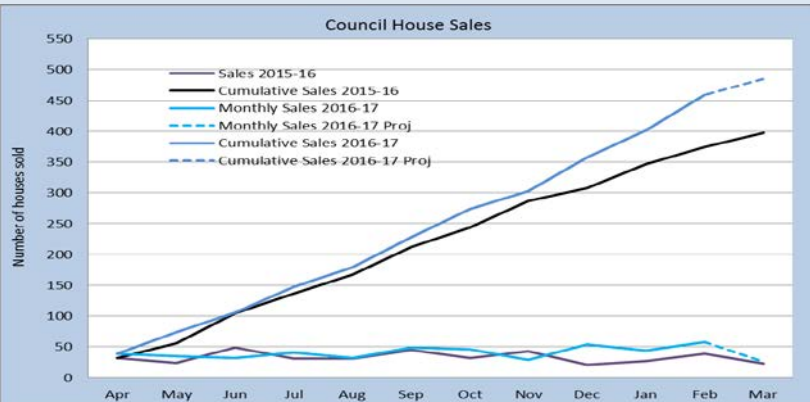
				RAG	Budget	Variation against Budget	Forecast Budget
		Lead Officer	Additional Comments		£m		£m
A. Major Budget Issues							
1.	Debt Costs and External Income	Doug Meeson	Latest projection of increased debt costs due to new long term borrowing (net)	A	13.0		1.1
2.	Minimum Revenue Provision	Doug Meeson	An underspend of £9.3m due to the updating of asset lives used in the MRP calculation, which results in an overprovision from previous years.	A	10.3	(9.3)	
3.	New Homes Bonus	Doug Meeson	Expected shortfall £4,760k based upon 2017/18 revised settlement	R	(19.2)		4.8
4.	Business Rates (S31 Grants, Tariff adjustment & EZ)	Doug Meeson	Tariff adjustment £480k; no longer keeping £370k EZ reliefs, but expecting extra £150k retained EZ share	A	(7.1)		0.3
5.	S278 Contributions	Doug Meeson	Potential risk of £1.8m depending on development activity to the year-end	A	(5.2)		1.8
6.	General capitalisation target	Doug Meeson	Capitalisation of eligible spend in directorate/service revenue budgets.	A	(3.0)	(1.7)	
7.	Schools capitalisation target	Doug Meeson	Capitalisation of eligible spend in school revenue budgets.	A	(2.5)	(1.0)	
8.	Corporate Savings Target	Doug Meeson	Centrally-held budget savings target. Actual savings will be shown in Directorate budgets.	A	(1.0)		1.4
9.	PFI Contract Monitoring Target	David Outram	Budget held in the strategic accounts pending confirmation of where the reductions in expenditure will be achieved	A	(0.9)		0.9
10.	Joint Committee - Coroners Services	Doug Meeson	£95k over spend projected at mth 6 due to dilapidations claim at Symons House and a large interpreter fees, partially offset by staffing cost savings	G	0.0		0.1
B. Other Significant Budgets							
1.	Insurance	Doug Meeson	Potential additional costs in-year which will be managed through the Insurance Reserve	A	0.0		0.0
2.	Business Rates Levy	Doug Meeson	Savings anticipated from levy	G	3.0	(2.0)	
3.	Prudential Borrowing Recharges	Doug Meeson	Contra budgets in directorate/service accounts.	G	(11.9)		0.0
4.	Earmarked Reserves	Doug Meeson	Use of capital reserve	G	0.0	(0.8)	
5.	Income	Doug Meeson	Reduced income from Court fees £400k; Increased income from review of LBScharges	A	0.0	(1.2)	
6.	Living Wage	Doug Meeson	Estimated impact of Jan rise to £8.25/ hour	A	0.0		0.3
Strategic & Central Accounts - Forecast Variation							(5.3)

Housing Revenue Account - PROVISIONAL OUTTURN (February 2017) Financial Dashboard - 2016/17 Financial Year

Summary of projected over / under spends (Housing Revenue Account)

Directorate	Current Budget	Projected Year End Spend	Variance to budget	Comments	Previous period variance
	£000	£000	£000		£000
Income					
Rents	(218,375)	(218,196)	179	Projected rent lower than budget due to stock numbers being less than anticipated during budget setting.	158
Service Charges	(6,443)	(6,405)	38	Reduction in income from heatlease and sheltered accommodation.	34
Other Income	(29,305)	(30,143)	(838)	Mears Gainshare (£490k), PFI PTC (£125k), increase in RTB sales fee income (£137k), Funding contributions for biomass project (£87k) and tenant income for project via Switch2 (£57k). Telecomms income (£41k) and Paralegal (for court costs) (£40k). Staff secondment to NHS (£16k) and funding of LCC Fire Safety Officers (£28k), Insurance refund (£22k) and other small variances to income streams (£15k). Reduced income on capitalised salaries due to vacant posts £171k and reduction in tenant insurance £50k.	(523)
Total Income	(254,123)	(254,745)	(622)		(331)
Expenditure					
Disrepair Provision	1,000	1,690	690	Projection due to increase in new cases which is anticipated to continue.	620
Repairs to Dwellings	43,548	43,315	(233)	Projected spend lower than budget.	(250)
Council Tax on Voids	663	725	62	Current charges indicate overspend.	62
Employees	27,792	26,714	(1,078)	Vacant posts (£1,306k) and training saving (£116k) offsetting agency staff (includes disrepair) £264k and severance costs £94k. Other savings following review of budgets (£14k)	(971)
Premises	7,028	6,981	(47)	Increase in cleaning charges £77k, Site maintenance costs at Navigation House £31k, and Biomass pellets £69k. Offset by savings on Dilapidations and NNDR at former offices (£40k), Utilities (£156k) and Commercial stock repairs (£39k). Misc variances following review of budgets £11k.	(62)
Supplies & Services	5,493	5,369	(124)	Savings on ICT budgets (£80k), LLBH PFI consultants (£12k), Tenant Mobility saving (£75k), Reduced transaction charges (£51k) and other minor variations (£8k). Part-offset by Housing Mgmt eFiles project £102k.	107
Internal Services	38,473	38,168	(306)	Increase in charges for RTB work £196k and PPPU recharges for PFI £92k. Offset by a reduction in E&H GF recharges to the HRA (£507k), Regeneration team recharge (£69k) and other recharges (£18k)	(256)
Capital Programme	73,041	73,041	-		-
Appropriations	(7,364)	(6,931)	433	Use of ELI reserve in year (£96k), PFI appropriation adjustment £39k, Mears Gainshare to Capital Reserve £490k.	184
Unitary Charge PFI	8,101	8,107	6	PFI scheme adjustments: UC £52k; PTC £179k; RTB (£65k); Access Refusals (£101k); Benchmarking (£58k)	6
Capital Charges	49,159	49,200	41	Interest receivable lower than budgeted	16
Other Expenditure	7,189	7,042	(147)	Leeds Tenant Federation - in line with 2016/17 negotiations (£50k), Transport cost reforecast (£97k).	(141)
Total Expenditure	254,123	253,420	(703)		(684)
Total Current Month	0	(1,325)	(1,325)		(1,016)

Housing Revenue Account - PROVISIONAL OUTTURN (February 2017) Financial Dashboard - 2016/17 Financial Year

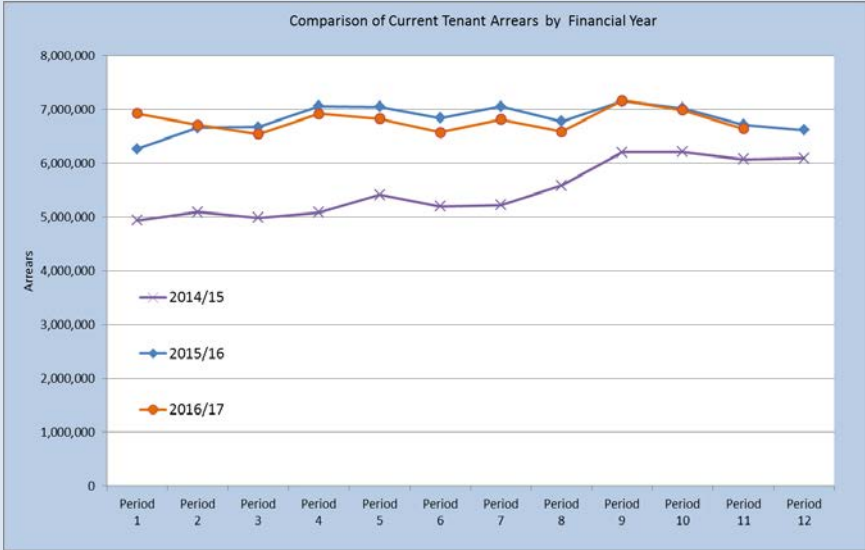


Change in Stock	Budget	Projection
Right to Buy sales*	380	485
New Build (PFI)	(93)	(93)
New Build (Council House Growth)	(142)	(142)
Total	145	250

* actual sales as at the end of Period 11 - 459

Right to Buy Receipts	2015/16 Actual	2016/17 Projection
Total Value of sales (£000s)	18,057	24,422
Average Selling Price per unit (£000s)	45	50
Number of Sales*	397	485
Number of Live Applications	892	1,051

	2015/16	2016/17	Variance
	£000	£000	£000
Arrears			
(Dwelling rents & charges)	Week 48		
Current Tenants	6,715	6,637	(78)
Former Tenants	3,527	4,164	637
	10,242	10,801	559
Under occupation	Week 44		
Volume of Accounts	5,078	4,717	(361)
Volume in Arrears	2,628	2,325	(303)
% in Arrears	52%	49%	-2%
Value of Arrears	825	659	(166)
Collection Rates	Week 44		
Dwelling rents	97.24%	96.98%	-0.26%
Target	98.06%	97.50%	
Variance to Target	-0.82%	-0.52%	-0.26%



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Report of the Director of Resources & Housing

Report to the Scrutiny Board (Strategy & Resources)

Date: 24 April 2017

Subject: Summary of Workforce issues in Leeds City Council

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): n/a	<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

Scrutiny Board (Strategy & Resources) has asked for an update on the council's position on workforce planning. Specifically they also asked that the council considers:

- Succession planning
- Training and Development
- Graduate and apprenticeship schemes
- Policy on redeployment and redundancy
- Current structure and number of posts
- Annual staff survey results
- Relationship between the council and schools in relation to HR matters
- Agency Workers

Recommendations

It is recommended that the Scrutiny Board note the contents of this report as an update on the strategic and operational HR activities to support the delivery of the Best Council Plan.

1.0 Purpose of this report

- 1.1 This report responds to the Scrutiny Board (Strategy & Resources) request for an update on a range of HR matters under the broad heading 'workforce planning'.
- 1.2 The report provides an update on key HR areas of work as requested by the Board, as a series of appendices.

2.0 Background information

- 2.1 The Council's HR team provides professional HR services to all the council services, and to some Leeds schools through a traded 'service level agreement' arrangement. This consists of strategic HR projects and operational HR advice and support to underpin the council-wide activities to deliver the Best Council Plan, and operational HR support to council directorates and services to enable them to deliver efficient and effective services for the city. HR administration is now delivered outside the HR service, via the Business Support Centre. This paper provides an update on some key HR work areas.

3.0 Main Issues

3.1 Succession Planning

- 3.1.1 Workforce planning and talent management is one of the themes within the Council's People and Culture Strategy. Council services have had various approaches to the workforce planning in the past, although more recently this has been predominately driven by staffing budget savings and responding to volunteers to exit the council.
- 3.1.2 Work is beginning again to re-stimulate the services to think about workforce planning in a more structured manner using the attached simple model at appendix 1 to this report. This model will enable services to think about the strategic context, future demands for services, methods of delivery including future skills, technologies etc. In order to inform a workforce development plan including a succession plan and a talent management offer an assessment of the current workforce profile including skills and competencies will be required. This will assist services to think about their future workforce succession plans.
- 3.1.3 Workforce data is available or is being sourced to support succession planning and includes for example high volume high turnover roles, specialist discrete knowledge and skills (single points of failure) age profile and other protected characteristic data to stimulate the inclusion conversation.
- 3.1.4 Communications to support the quality of the appraisal discussion are to be developed and linked to a succession plan conversation within the development and aspiration element.
- 3.1.5 The council has a range of interventions to support Talent Management including; graduate and apprenticeship programmes, a mentoring and coaching offer. In addition, the concept of career profiles and career pathways is being developed.

3.2 Training and Development

3.2.1 Workforce Development is one of eight areas under review as part of the Council's wider Support Services Review, with savings contributions to make over the next 2 years. The purpose of the review is to integrate capacity and resources embedded in services across the Council under a single professional lead to develop a more flexible resource that can be deployed more effectively and efficiently to meet learning and development priorities. A more detailed update on the scope of progress of this review can be found at appendix 2 to this report

3.3 Graduate and Apprenticeships schemes

3.3.1 From April 2017, the Apprentice Levy will apply to all employers with a payroll greater than £3m. For LCC, Levy payments equivalent to 0.5% of our paybill will be taken by HMRC and put in a Digital Levy account. From June, this account can pay for apprenticeship training costs and assessments. This fund can be used anytime up to 24 months from when first levied, but cannot be spent on anything other than the training and assessment of apprentices. We estimate our annual levy to be £1.7m LCC and £0.7m schools.

3.3.2 To prepare for this, LCC's apprenticeship schemes have been expanded - from 150 to 287 apprentices as of March 2017. Whilst the Council is generally reducing staffing numbers, this growth has been achieved by looking at different skill mixes – e.g. in areas like Administration. Compared to other Councils, LCC employs more apprentices as a % of our work-force – currently this is 1.7% for LCC's headcount. Also we currently have an 80% pass rate.

3.3.3 The DfE have also set a public sector target for which we will have to give due regard. This is 2.3% of our headcount. Meeting the target on an annual basis means employing over 500 apprentices; 350 in LCC and 200 in schools.

3.3.4 Currently the majority of apprenticeships are at Level 2 and provide "entry-level" opportunities. This is also reflected in the profile of apprentices – with 50% of apprentices aged under 24. A more co-ordinated approach has been developed to sell apprentices in LCC and it is intended to continue to use this opportunity to create a more diverse work-force. Specifically this will mean targeting priority groups and communities in Leeds to help them access jobs. However, to fully spend our levy, and maintain a workforce where more employees are apprentices, requires expansion of higher level apprenticeships. LCC is currently tendering for suppliers to meet our needs here as well as providing for existing use. Over the next few years it is expected more of our longer-term staff development will be via an apprentice route and this to become a means for staff developing their careers and gaining professional qualifications. This will be aligned to succession planning and learning delivery strategies which are discussed above.

3.3.5 LCC is also continuing to recruit generalist graduates on a rotational 2 year scheme. The aim of this scheme is to jointly attract a pool of high potential staff to support our future succession needs and to also promote LCC and Leeds as a great career destination. These staff undertake project-based placements and are encouraged

and supported to apply for permanent jobs in LCC. At the end of the 2 years approximately 70% of graduates find a permanent job with LCC. Currently we have 23 graduates in their first year and 17 in their second year. Recruitment is also underway to hire a further cohort to start in Autumn 2017

3.4 The Council's policy on redeployment and redundancy

- 3.4.1 The council has had a 'section 188' notice in place since 2011 to underpin the ongoing collective consultation with the trade unions to avoid the need for compulsory redundancies, triggered by the very significant reduction in funding from central government since 2011.
- 3.4.2 In December 2014, the council implemented a comprehensive programme of changes to terms and conditions of employment of all staff (excluding school based staff), through a collective local agreement with the recognised trade unions. This included the introduction of a 'Managing Staffing Reductions' policy and a Flexibility Protocol, copies of which can be found at appendices 3a and 3b respectively.
- 3.4.3 Although the section 188 notice is still 'live', as there is still a need to reduce the employment spend still further, the HR team work closely with services and the Finance team to take a proactive approach to workforce planning, to minimise the likelihood of any compulsory redundancies. Where services have made staffing reductions these have been virtually all been achieved through voluntary approaches, for example: flexible redeployment of staff to new roles; very effective vacancy controls; facilitating staff exit through the voluntary Early Leaver Initiative (ELI) scheme; redesign of services and realignment of resources; controlling other employment spend, e.g. agency and overtime spend.

3.5 Current structure/posts

- 3.5.1 The Council's current structure, at Directorate and Chief Officer level, is provided in the document at appendix 4 and includes the current FTE figures which have been taken from the latest available staffing dashboards as at March 2017.

3.6 Staffing Reductions

- 3.6.1 The table at appendix 5 provides details of staffing reductions, by grade bands, comparing the situation at April 2010 to the latest available data at March 2017. Staffing reductions will include: the impact of the Early Leaver Initiative; large-scale TUPE transfers into the Council (e.g. Education Leeds, the ALMOs, Public Health) and out of the Council (e.g. Aspire); and natural turnover with posts not being filled. This will be offset by recruitment to essential and frontline posts but as can be seen from the table the trend is downwards over the time period.

3.7 Current vacancies

- 3.7.1 Currently there are 359 posts / 310.54 FTEs at varying stages of the recruitment process (seeking approval for release, advert stage, interview stage and awaiting appointment). Of these 359 posts 177 have been or will be advertised internally and 182 externally.

3.8 Relationship between the Council and Schools in relation to HR matters

3.8.1 All schools have been free to obtain HR support from any source they choose from their delegated budgets. Prior to the academisation programme, virtually all Leeds schools purchased a 'service level agreement' (SLA) with the council's HR team. Over more recent years, with the ramping up of academies in the city, and multi academy trusts, more and more schools have either recruited their own HR staff, or have grouped together to buy HR support independently across a cluster of schools. This has seen a relatively small decline in the number of schools purchasing the SLA, although with increased academisation, and additional competition in the market for HR support to schools, this trend is continuing.

3.8.2 Where schools do purchase HR support from the council's HR team, this is delivered through experienced HR professionals who offer the following:

- An HR business partner arrangement to headteachers and governors.
- Head teacher recruitment service
- Support to governing bodies
- Support with HR casework, managing staffing reductions etc.
- Development and negotiation of a full suite of up to date and legally compliant employment policies with the recognised trade unions
- Operation of the trade union facilities scheme on behalf of schools

3.8.3 So schools are free to develop and implement their own employment policies and /or take advice from alternative HR support. However, should they choose to do this, they would not fall within the remit of the council's support for employment tribunals.

3.8.4 Schools also access the council's occupational health service, either through a 'pay as you go' option, or through the SLA (depending on the level of SLA they choose). They also have full access to health and safety support from the council's HR/H&S team, to enable them to meet their statutory obligations, with the option to purchase additional support where required (for example training).

3.8.5 Schools operate a separate redundancy policy, which can be found at appendix 6 of this report and may find themselves needing to consider redundancies, for example where they are in a budget deficit position. The schools HR team are skilled at working with governors and headteachers to minimise the need for compulsory redundancies, and to work across schools to seek alternative employment.

3.9 Agency Workers

3.9.1 The table below shows the declining use of agency workers in LCC.

Year	14/15	15/16	16/17
Overall Spend	£13.7m	£9.5m	£7.8m

- 3.9.2 Use is now concentrated in the following areas of work: ICT, Social Work, other Social Care and Trades Operatives.
- 3.9.3 Reductions in the use of agency workers has been driven and maintained by:
- Holding recurring challenge meetings with Chief Officers who manage areas with the highest use of agency workers. This includes taking cost-effective actions to reduce demand by looking at bringing work in-house, operating different skill mixes, recruitment and retention measures etc. This work is also linked to challenging overtime use too.
 - Restrictions on the hiring of agency workers – limiting assignments and the authority of staff to hire agency workers.
- 3.9.4 Whilst this work will continue, there are number of changes happening. Firstly, our current contract is being retendered and a successful provider will be decided in late April. In reviewing services, options have been looked at to see how “social value” issues can be taken more in to consideration. For example, looking at how agency workers are hired and whether there are more options to link this to helping people find work and/or move on to better paid, more secure and skilled work.
- 3.9.5 At the same time any successful provider will be required to provide detailed management information and operate our control measures as this has been critical to reducing agency use.
- 3.9.6 Secondly, from April 6th 2017, new HRMC regulations come into force that affect certain agency workers in the public sector who operate as Personal Service Companies (PSCs). Essentially, Councils as engagers of work/services provided by individuals need to have additional checks whether their payments should be paid gross (i.e. by an invoice) or taxed on a PAYE basis (i.e. put through our payroll with income tax and NIC contributions deducted). This includes third-party arrangements too - where work is sourced via an agency. Subject to the results on an HMRC online Employee Status Check, the new rules remove any tax exemptions (known as IR35) for workers who operate through a Personal Service Company.
- 3.9.7 Across the UK, many agency workers operate as Personal Service Companies and are hired via employment agencies. Such practices are common for higher paid workers in areas like Social Work, ICT and some construction roles. Through our Agency supply chain these workers will be identified and checks undertaken accordingly. Agencies will then be required to make appropriate tax arrangements. Currently this covers around 60 agency workers who operate through a Personal Service Company.
- 3.9.8 It is unclear at this stage how LCC will be affected by the new regulations. These have only come into force. Also there has been limited advice available from HRMC in the lead-in; effectively limiting time to develop and implement compliance processes.

3.9.9 Due to changes there is a risk we may not be able to secure agency workers to undertake some types of work in the future, or alternatively costs will rise in order to retain specific skills. However, relative to some Councils, LCCs exposure is limited given steps taken to reduce agency workers overall. The impact of changes will be closely monitored with the services most likely to be affected.

4.0 Consultation and Engagement

4.1 The council has in a place a comprehensive and effective approach for consulting the trade unions on workforce issues. These include corporate consultations (e.g. via the fortnightly HR/Pay Matters meetings, and the quarterly Corporate JCCs) and directorate/service consultations (e.g. local JCC arrangements etc.) Where significant workforce changes are proposed, staff consultations are also held.

5.0 Equality and Diversity / Cohesion and Integration

5.1 Equality impact assessments are completed for all service change proposals and all new employment policies and practices. These are a core requirement before any delegated decision is approved by a director of chief officer. The HR team also undertake periodic equality impact assessments on existing practices, e.g. after the implementation of a new policy or approach.

6.0 Council policies and City Priorities

6.1 The council operates a number of employment policies to meet statutory obligations and 'best practice' in HR management. All policies are developed through a working group approach, which typically involves HR staff, managers and trade union representatives.

7.0 Resources and value for money

7.1 HR policies and practices are continually reviewed to ensure they are fit for purpose and represent efficient and effective approaches to people management. The commitment to undertake longer-term workforce planning alongside effective reskilling and redeployment has avoided the need for costly compulsory redundancies and enabled the council to retain talent within the workforce.

8.0 Legal Implications, Access to Information and Call In

8.1 There are no specific legal implications associated with the content of this report, although it is worth noting that poor employment practice could lead to costly employment tribunals.

9.0 Risk Management

9.1 There are no specific or significant risks associated with the issues outlined in this report.

10.0 Conclusions

- 10.1 The council's HR team continues to provide strategic and operational HR support to the organisation through efficient and effective HR solutions to support the delivery of the Best Council Plan.

11.0 Recommendations

- 11.1 It is recommended that the Scrutiny Board note the contents of this report as an update on the strategic and operational HR activities to support the delivery of the Best Council Plan.

12.0 Appendices

Appendix 1 – Workforce Planning Model

Appendix 2 – Workforce Development Review Update

Appendix 3a – Managing Staff Reductions Policy

Appendix 3b – Flexibility Protocol

Appendix 4 – Current Staffing FTEs by Directorate as at 31st March 2017

Appendix 5 - Staffing Reductions since April 2010 to March 2017 by Grade Banding

Appendix 6 - Managing Workforce Change and Staff Reductions for School Based Staff

Appendix 1 – Workforce Planning Model

Understanding what is going to drive the council's business in the future

How many and what sort of people will we need

How many and what sort of people do we have

1: Strategic analysis

Think about....

Changing context e.g. economic, financial, legislation changes

What matters most?

Where have you come from?

Where are you going?

2: Assessing demand

Demand Questions

- What are the future services being provided?
- What are the workforce implications?
- What skills & competencies are needed?
- What new roles or working practices might be needed?
- Can (new)technology help?

3: Assessing supply

Supply Questions

- What is the current workforce profile?
- What are the evident risks, i.e. single points of failure?
- What are the current skills and competencies?
- How reflective is this of local communities?

4: Strategies & actions to bridge need

Bridging the gap

- Flexibility & agility
- Graduate & Apprenticeship programmes
- Developing career pathways
- Mentoring & coaching to facilitate knowledge transfer
- Succession planning around single points of failure
- Job redesign/profiles
- New technology
- New or different ways of working
- Values based recruitment

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Appendix 2 - Workforce Development Review Update

Workforce Development is one of eight areas under review as part of the Council's wider Support Services Review, with savings contributions to make over the next 2 years. This briefing note gives an update on progress.

Purpose of the review

'To Identify workforce development capacity currently embedded in different service areas, with a view to integrating and having a single professional lead. It is anticipated that this work will create a more flexible pool of workforce development professionals and supporting administrative arrangements which can be deployed more flexibly across the council'

What things come into play?

- ❖ Senior management arrangements
- ❖ Roles of all Staff in Organisation Development (OD), Workforce Development (WFD) and Training roles/ teams
- ❖ Value for money and impact of all external spend on training and development
- ❖ Models for delivery of OD, WFD and training, including what we commission, deliver in house, and income generate
- ❖ Staffing costs and Non-staffing costs
- ❖ Clarifying funding streams that support OD, WFD and Training – and associated statutory responsibilities
- ❖ Agreeing a set of shared high level LCC priorities
- ❖ Identifying quick wins with a purge on activity that adds little/low value
- ❖ Compiling a list of potential efficiencies, income generation & smarter working ideas

What's been agreed so far?

- ❖ OD and WFD are split between two different professional leads. The lead for OD is Chief Officer HR, and the lead for Workforce Development is via the Head of Workforce Development in Adults/Childrens Services (see page 2 to see a split of responsibilities)
- ❖ For 2017/18, The Head of Workforce Development will create a single, council wide delivery and spending plan. We will pool all council training budgets. Whilst doing this we protect all statutory and mandatory requirements, and focus on needs and outcomes, through conversations with all directorates
- ❖ The Head of Workforce Development and the ICT function will jointly develop a skills strategy which covers IT/Digital.
- ❖ The Head of Workforce Development will commence a comprehensive review of all WFD activity – externally commissioned, internally delivered, traded.
- ❖ OD activity is being reviewed as part of the wider HR service review
- ❖ Proposals were first shared with Trade Unions in December 2016

Savings contribution

- ❖ Savings targets are set out for a 2 year period. Year 1 savings will be met by a combination of 10% reduction in council wide training budgets and via staffing savings through ELI
- ❖ Year 2 savings: Compulsory redundancy risk to be minimised by further ELI, efficiency and income savings

Organisation Development <i>Council wide, city wide and in partnership</i>
Culture change, values and behaviours – ‘Doing our Best’
Organisation Design and Shape
People and Culture strategy
Leadership and Management – expectations, offer, cross organisation partnerships – whole council and city wide approach.
Senior Leadership performance and development (Leadership conference, CLT/BCLT appraisals and development, BCLT and Echo, BTP, masterclasses)
Manager Challenge initiative
Performance and appraisals
People policies and processes – and people management practice
Staff voice, engagement and involvement
Staff Networks
High performing teams
Transformation and change projects
Recognition and appreciation approaches
Inclusion and Diversity – becoming inclusive and representative
Communication and engagement – key organisation messaging
Being an efficient and enterprising organisation – BCP priority, How We work
Coaching and mentoring
Capturing and sharing best practice
Integration and partnership to support workforce improvement
Digital divide
External awards, kite marks and recognition
Cornerstone contract – performance and learning system
Resilience
Innovation and front line empowerment
Collaboration
Best use of talent – assessment and development centres
<i>Council wide OD budget and staffing</i>

Workforce Development and Learning <i>Council wide, city wide and in partnership</i>
Identifying Future skills needs and requirements
Council wide training plan, with spending plan
Meeting statutory and mandatory training needs
Career development pathways – supporting flexible, multi skilled career family approach
Reporting and recording of workforce skill levels and training
Induction
Choosing the best delivery models for WFD – commissioning, internal delivery, trade
Managing external funding streams and requirements (e.g. S4C, HRA, PIP)
Workforce skills and capacity
Basic Skills (literacy, numeracy, IT)
Union Learn and the links to the Trade Union offer
Continuing Professional Development
Qualification routes
Balancing Cross council needs against sector specific programmes
Evaluating and reporting impact and practice improvement
Managing external inspection requirements (CQC, Ofsted)
QA contract and other main training contracts
E learning strategy and the Learning Pool contract
Skill shortages and gaps – flexible approaches to addressing
New entry and support to newly qualified and students
Relationship manager – BSC and Training Admin
Grow our own programmes and Step Up
Managing your own career
Agile, flexible workforce
National standards
Apprenticeships
<i>Council wide training budget and staffing</i>

MANAGING STAFF REDUCTIONS POLICY

Implementation date 1st December 2014

MANAGING STAFF REDUCTIONS POLICY

1. Introduction

1.1 Leeds City Council remains committed to doing everything it can to try and avoid compulsory redundancy wherever possible in order to maintain the highest possible level of job security for employees. To this end the Council is working towards developing a more flexible, agile workforce to enable the organisation to respond effectively to deliver the Best Council priorities and changing service needs.

1.2 Inevitably, changing service needs will sometimes lead to individual or groups of jobs changing or no longer being required. It is the intention of this Policy to minimise the effect on staff of changes in the workplace. The Council is committed to only considering compulsory redundancies when all reasonable alternatives have been explored. In relation to redeployment, where a current employee wants a job, and there is a suitable alternative post available, they will be offered that post as long as they have been fully engaged in the employment process.

2. Measures to Avoid Redundancy

2.1 The Council will demonstrate what measures have been or will be taken to try and avoid, reduce and minimise the effects of redundancy dismissals. Such measures may include any of the following:

- Achieving reductions through natural turnover
- Redeployment
- Reducing overtime
- Reducing the use of agency workers
- Consultation on reviews and restructures to minimise the risk of redundancy
- Workforce Planning
- Freezing/Suspending Vacancies
- Voluntary severance or voluntary early retirement
- Retraining of staff
- Support for staff through review meetings
- Giving employees at risk of redundancy reasonable time off work to look for another job and attend interviews
- Any other measures felt appropriate

2.2 However, in the event of any redundancy situation this Policy and process provides the framework to be followed.

3. Scope of the Policy

3.1 The Policy will apply to all Leeds City Council employees, including officers on JNC for Chief Officers terms and conditions, save those detailed in 3.2 below.

3.2 The policy does not apply to;

- those employed directly by a Schools
- former Public Health Staff who remain on Agenda for Change terms and conditions
- the Chief Executive, Deputy Chief Executive and JNC employees on who fall under the definition of “directors” in the footnote to the terms of reference of the Council’s Employment Committee (as other procedures will apply to these posts).

3.3 If the employee is continuously employed for two years within local government or an associated employment identified in the Redundancy Payments (Continuity of Employment in Local Government etc) (Modification) Order 1999 (and any subsequent amendments or Orders), even if they are employed on a fixed term or temporary contract, they will be eligible for redundancy payment upon the termination of their employment if the reason for the termination falls within the statutory definition of redundancy.

4. Definition of Redundancy

4.1 An employee is regarded as being dismissed by reason of redundancy, if the dismissal is wholly or mainly attributable to the fact that the:

- employer has ceased or intends to cease to carry on the business for the purposes of which the employee was employed, or
- employer has ceased, or intends to cease, to carry on the business in the place where the employee was employed, or
- requirements of the business for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish, or
- requirements of the business for the employees to carry out work of a particular kind, in the place where they were so employed, has ceased or diminished or are expected to cease or diminish.

4.2 In Leeds City Council, managers need to be aware that a redundancy situation could arise in the following situations:

- where there are changes in the amount of, the demand for or the type of Council services, or
- changes intended to achieve savings and / or increased efficiency in Council service delivery; or
- where the Council is changing the way in which it delivers a service or the location in which a service is delivered;
- where new technology is being introduced;
- Where a section is being restructured and as a result fewer posts will be required under the new structure.

4.3 Where a function of the Council has been transferred to an external organisation, it will not normally be a redundancy situation. Employees who work in the particular service or function which is being outsourced will usually transfer into the employment of the new service provider under the terms of the Transfer of Undertakings (Protection of Employment) Regulations and relevant Government Guidance. HR and Legal Services can advise in these circumstances.

5. Consultation

5.1 The Council recognises that for consultation to be meaningful this means entering into discussions with an open mind; a willingness to be persuaded about other options and allowing sufficient time to consider options.

5.2 The Council remains committed to having meaningful communication with its employees. The Council will consult with appropriate Trade Union representatives as soon as possible when a potential redundancy situation occurs. Consultation will commence prior to a decision being reached about whether redundancies should take place. Where possible, informal consultation regarding any changes affecting employees will begin at the earliest opportunity.

5.3 Legally there are specific timeframes for collective consultation which employers must adhere to if they propose to dismiss as redundant 20 or more employees at one

establishment within a period of 90 days or less. In this situation, consultation with the recognised Trade Unions or other appropriate representatives should commence at the earliest opportunity and 'in good time' and in any event at least:

- 30 days before the first dismissal takes effect if 20 to 99 employees are to be made redundant over a period of 90 days or less, and
- 45 days before the first dismissal takes effect if 100 or more employees are to be made redundant over a period of 90 days or less.

5.4 As the Council has recognised Trade Unions, the Council will consult with representatives from the recognised Trade Unions in order to comply with its legal obligations. The Council will also consult with representatives of any other non-recognised Trade Unions whose members may be affected directly or indirectly by the proposed redundancies or by any measures which may be taken in connection with those redundancies.

5.5 The collective consultation process must start early enough for it to be meaningful and must be undertaken with a view to reaching agreement and should include details of any action to be taken to:

- avoid the dismissals
- reduce the number of employees to be dismissed
- mitigate the consequences of the dismissals.

5.6 If more than 20 employees are to be made redundant at one establishment within a period of 90 days or less, the Council must also inform the Secretary of State for Business, Innovation and Skills of their intentions at least 30 or 45 days in advance of the first dismissal taking effect, depending on the number of proposed redundancies. This is done by way of serving what is called HR1 notice, a copy of which should also be sent to the trade unions. Failure to serve this notice could lead to a fine.

5.7 In order that the Trade Unions can play a constructive role in any consultation process, the Council will write to the Trade Union representatives informing them of the following:

- The reasons for the proposed redundancies,
- The numbers and descriptions of employees whom it is proposed to dismiss as redundant
- The total number of employees of any such description employed by the employer at the establishment in question
- The proposed method of selecting the employees who may be dismissed
- The proposed method of carrying out the dismissals, with due regard to any agreed procedure, including the period over which the dismissals are to take effect
- The proposed method of calculating the amount of any redundancy payments to be made to employees who may be dismissed.
- Information about agency workers, including the total number of agency workers working for and under the supervision and direction of the employer, where they are working and the type of work they are doing.

5.8 Trade Union representatives acting on behalf of the employees affected will be granted time off under the Facilities Scheme to meet and consult with their members throughout the consultation process.

5.9 All employees on maternity, paternity or adoption leave, absent due to ill health or employees who are seconded to a different team or organisation will be included in any consultation exercises, and will be kept informed throughout any periods of organisational change.

5.10 In addition to Trade Union consultation, the Council will carry out individual consultation. For further information please see section 7 below.

6. Pool for Selection and Selection Criteria

6.1 The pool for selection should be clear.

6.2 The selection criteria should be clearly defined and objective and support a fair and transparent selection process. The, criteria should be applied in a reasonable, fair and objective manner and should not discriminate against employees on the grounds of age, sex, race, disability or other protected characteristics or part time status. The Council may choose to use one or more of the following criteria to select employees for redundancy (please note this list is not exhaustive):

- Voluntary Redundancy/Early Retirement
- Skills or experience
- Formal appropriate qualifications, advanced skills and other aptitudes
- Standard of work performance or aptitude for work
- Performance (there should be objective evidence to support selection on this basis, for example by reference to the Council's existing appraisal system)
- The future viability of the Council and/or service i.e. the requirement to maintain a balanced workforce after the redundancies have been carried out. For example specific skills, flexibility, adaptability and an employee's approach to work may be relevant to the future success of the business

6.3 The Council will consult on the proposed selection criteria and how they will be weighted during the consultation exercise.

6.4 An equality impact assessment will be carried out when looking at selection criteria to ensure there is no disproportionate impact on any employee who may have a protected characteristic under the Equality Act 2010.

7. Individual Consultation

7.1 It is important that affected employees are notified when they are at risk of redundancy; are kept informed of developments; are made aware of the procedure being followed and the support available to them; are made aware of options available to them and are individually consulted with and allowed to feed back any comments before a decision is made to make them redundant. This includes consultation with those employees who although they may not be under the threat of dismissal may be directly or indirectly affected by a redundancy situation. All employees at risk of redundancy will be invited to an individual consultation meeting before being issued with formal notice of redundancy.

7.2 Following the completion of the scoring exercise whereby the selection criteria are applied to the potentially redundant employees, the Council will write to those employees who have been provisionally selected for redundancy to invite them to an individual consultation meeting. Employees will have the right to be accompanied by a Trade Union representative or a work colleague at individual consultation meetings. Prior to this meeting the employee will have been provided with information explaining why they are at risk of redundancy; why they have been provisionally selected including any scoring information; what the selection criteria used were; any suitable alternative roles which may be available and the financial proposals (redundancy payment where applicable). At the meeting the employee will be given an opportunity to discuss their score in the selection process, to raise any questions they may have about the redundancy process and to provide any responses they wish to make.

7.3 Depending on the issues or suggestions made by the employee at this meeting a further individual consultation meeting may need to be arranged at which the Council can respond on the points raised.

8. Hearing representations and Issuing Formal Notice of Redundancy

8.1 Once the consultation exercise has been concluded both at a collective and individual level, those employees selected for redundancy will be invited to a meeting at which their selection for redundancy and the amount of any redundancy payment will be formally confirmed. Employees will have the right to be accompanied by a Trade Union representative or work colleague at this meeting. Following the meeting, the employee will be sent a letter giving the employee appropriate written notice of the termination of their employment on the grounds of redundancy (see appendix 2) and will be informed of their last day of employment with the Council. Where the employee has sufficient service to be eligible to receive a redundancy payment, the amount of the payment will also be confirmed in writing.

9. Right of Appeal

9.1 Employees will have the right to appeal against their selection for redundancy. The appeal process will be stated in the letter giving formal notice of redundancy. Any appeal will be considered by the Chief Officer HR or her nominee. For further information on the appeal process please see the MSR Guidance Notes.

10. Search for Suitable Alternative Employment

10.1 From the point where an employee receives formal notice of redundancy the employee will be entered into the Council's talent pool if they aren't already. The Resourcing Team will work with the employee to seek suitable alternative employment during their notice period via existing processes.

10.2 An employee who is under notice of redundancy has a statutory right to a 4 week trial period if suitable alternative employment is found and the terms and conditions of the new role differ (wholly or in part) from the employee's previous role. The 4 week period can be extended if any retraining is needed to enable the employee to perform the new role. The extension must be agreed in writing before the trial period starts. The trial period gives both the Council and the employee the opportunity to decide whether the new job is suitable for the employee. Where an offer of suitable alternative employment is made and the employee unreasonably refuses it, the employee may lose the right to a redundancy payment.

10.3 If the employee has not been successful in obtaining suitable alternative employment at the end of their notice period or statutory trial period in circumstances where this goes beyond the end of the notice period, their contract will be terminated by reason of redundancy. Where a redundant employee has at least two years' continuous service on the last day of employment, he or she will be entitled to a redundancy payment. See section 12 below for more detail on how this will be calculated.

11. Redundancy Payments

11.1 The Council will calculate redundancy payments using the same method of calculation as for statutory redundancy payments, however, the employee's actual week's pay will be used and the statutory cap on a week's pay will not be applied. The payment will be calculated with reference to the employee's age, length of service and average weekly

earnings at the date of termination in accordance with the statutory redundancy payment calculation table.

11.2 For non-standard working patterns involving shift or rota work a week's pay will be calculated using the average number of hours worked at an average pay rate over a 12-week period.

11.3 Appendix 2 is a copy of the statutory redundancy table, which will be used to calculate the number of weeks' redundancy pay an employee is entitled to.

12. Miscellaneous

12.1 Time Off from Work

An employee who is given notice of dismissal on grounds of redundancy and who has at least 2 years' continuous service by the end of the notice period has a legal right to reasonable time off with pay during working hours to seek new employment or to arrange training for future employment.

12.2 Statement of Calculation

Each redundant employee will receive a written statement setting out how their redundancy payment has been calculated.

12.3 Public Sector Equality Duty

The Council will adhere to its obligations under the Public Sector Equality Duty in the operation of this Policy.

Appendices

Appendix 1 Statutory Redundancy Pay Table

Appendix 2 MSR Policy Notice Periods

Appendix 1 – Statutory Redundancy Pay Table

You can use the Statutory Redundancy Pay table to work out the number of weeks' pay you could be entitled to receive if you are made redundant. To use the table, look up your age and the number of completed years' service you have with the Council at the date of termination. Where the two cross on the table, that is the number of week's pay you would receive.

Age	Service (Years)																		
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17*	1																		
18	1	1½																	
19	1	1½	2																
20	1	1½	2	2½	-														
21	1	1½	2	2½	3	-													
22	1	1½	2	2½	3	3½	-												
23	1½	2	2½	3	3½	4	4½	-											
24	2	2½	3	3½	4	4½	5	5½	-										
25	2	3	3½	4	4½	5	5½	6	6½	-									
26	2	3	4	4½	5	5½	6	6½	7	7½	-								
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-							
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-						
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-					
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-				
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-			
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-		
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-	
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

Appendix 2

Managing Staff Reductions (MSR) Policy - Notice Period

The following notice periods are applicable in situations where someone is given notice of redundancy in accordance with the Managing Staff Reductions Policy. Notice periods for all other purposes remain as stated in contracts of employment.

When notice periods are enhanced by 2 months the total combined notice periods will be as follows:

Length of Service	Contractual Notice	Enhanced MSR Notice	Total Combined Notice Period
Up to 4 years continuous service	4 weeks	2 months	3 months
5 years continuous service	5 weeks	2 months	5 weeks plus 2 months
6 years continuous service	6 weeks	2 months	6 weeks plus 2 months
7 years continuous service	7 weeks	2 months	7 weeks plus 2 months
8 years continuous service	8 weeks	2 months	8 weeks plus 2 months
9 years continuous service	9 weeks	2 months	9 weeks plus 2 months
10 years continuous service	10 weeks	2 months	10 weeks plus 2 months
11 years continuous service	11 weeks	2 months	11 weeks plus 2 months
12 years continuous service	12 weeks	2 months	12 weeks plus 2 months
12 years + continuous service	12 weeks	2 months	12 weeks plus 2 months

When the Council can demonstrate that the average time to redeploy someone is 4 months or less and this is sustained for 3 months the enhanced notice period will reduce to 1 month. Total combined notice periods will be as follows:

Length of Service	Contractual Notice	Enhanced MSR Notice	Total Combined Notice Period
Up to 4 years continuous service	4 weeks	1 month	3 months
5 years continuous service	5 weeks	1 month	3 months
6 years continuous service	6 weeks	1 month	3 months
7 years continuous service	7 weeks	1 month	3 months
8 years continuous service	8 weeks	1 month	3 months
9 years continuous service	9 weeks	1 month	9 weeks plus 1 month
10 years continuous service	10 weeks	1 month	10 weeks plus 1 month
11 years continuous service	11 weeks	1 month	11 weeks plus 1 month
12 years continuous service	12 weeks	1 month	12 weeks plus 1 month
12 years + continuous service	12 weeks	1 month	12 weeks plus 1 month

There will be no further reduction in notice periods before 31st March 2016.

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Flexibility Protocol

Introduction

The ability to flexibly deploy staff within Leeds City Council is essential to meeting changing organisational needs without adding to financial pressures. It is also a valuable tool in broadening employee skills and managing workload peaks.

In order to achieve this there is a need for:

- Recognition of the need to change the way we deliver services – with the result that staff need to be flexible about their role, location and working patterns
- Staff to demonstrate a ‘can do’ and ‘will do’ approach to ‘do what’s needed’ rather than ‘how it’s been done previously’

Considerations

We recognise that due to personal circumstances, some staff will be able to work more flexibly than others. However, it is requirement of all Leeds City Council staff to do what they can to maximise their personal flexibility under these arrangements. Similarly, managers will take account of individual circumstances when considering how to resource services through flexible arrangements, and will work to the following arrangements wherever possible:

- **Role:** Movement to a different role at the same grade will be where there are clear transferable skills set. For short-term moves (e.g. to provide temporary cover) staff will be consulted about the cover arrangements as early as possible, recognising that due to the nature of the cover required, it may not be possible to give advanced notice. Where this is extended, or is anticipated from the outset to not be a short-term arrangement, the line manager will try and give as much notice as possible of the change.
- **Location:** If travel to the new location incurs significant additional cost or travelling time to the employee, this will be taken into consideration and the manager will work with the employee to identify possible solutions/alternatives. The travel and subsistence policy would apply for business travel, and the ‘excess travel’ policy will continue to apply for permanent moves.
- **Working patterns** –under normal arrangements, working different patterns (e.g. weekends, shifts etc.) may result in variations in pay each week. Where the working pattern is contractual, the employee will be formally consulted about the changes.

Communication of Transfer

Any change under these arrangements will be discussed as far as possible in advance with the employee, to understand any personal circumstances which reduce the employee’s ability to be flexible. Consideration will be given to ensure the employee does not suffer significant detriment as a result of being asked to work flexibly to meet service needs.

Where the above is not feasible due to pressing service needs, the matter will be referred to a head of service.

Identification of Opportunities

There are a wide variety of circumstances in which the possibility of flexible deployment, whether permanent/temporary, part-time or full-time, can arise. Examples include :-

- A project or pieces of work requiring skills, experience or knowledge not available within a section.
- Where staffing levels vary and re-allocation of staff is needed to address workloads across different services/activities
- A need to cover absences, such as sickness or maternity leave.

In each of these or comparable circumstances, flexible deployment should be seen as a cost effective viable alternative to:

- Agency staff
- External consultants
- Recruitment of new employees (whether on a temporary or permanent basis from outside the organisation).

What it means in practice

- Generic flexible job descriptions based on transferable skills to enable deployment to priority service areas
- Line management arrangements may vary without a 'restructure'
 - May work across different teams / services /directorates / with different external partners, whether formally in informally, temporarily or longer term
 - May work as part of a multi-disciplinary team with line management outside of the 'traditional' boundaries
 - Supervisor may change but every employee will know who their supervisor/manager is at any point in time
- Internal moves will not be implemented as a 'restructure' but in line with this flexibility protocol
- Managers to take responsibility to engage with staff to make sure they understand the reason for the move, the likely duration, identification of any training and development needs along with giving consideration to any personal concerns raised.

Appendix 4 - Current Staffing FTEs by Directorate as at 31st March 2017

Leeds City Council	12,376
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	FTE
Adult Social Care	1,347
Access & Care Delivery	1,148
ADASS Yorkshire & Humberside	1
Commissioning Services	86
Health Partnerships	8
Resources & Strategy	103

Citizens & Communities	1,062
Communities	79
Customer Access	684
Elections, Licensing & Registration	100
Welfare & Benefits	198

Civic Enterprise Leeds	2,013
Catering and Cleaning	570
Passenger Transport	396
Property & Fleet Services	648
Shared Services	398

Environment & Housing	3,171
Community Safety	152
Environmental Action	496
Housing Management	701
Information Management & Technology	34
Parks & Countryside	529
Property & Contracts	787
Resources & Strategy	10
Waste Management Services	459

	FTE
Children's Services	2,378
Learning, Skills & Universal Services	796
Partnership Development & Business Suppt	185
Safeguarding, Specialist & Targeted Svcs	1,396

City Development	1,269
Culture & Sport	572
Economy & Regeneration	124
Highways & Transportation	371
Planning & Sustainable Development	176
Resources & Strategy	20

Public Health	98
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Strategy & Resources	1,038
Financial Services	305
Human Resources	129
Information Communication & Technology	252
Legal & Democratic Services	147
Projects, Programmes & Procurement Unit	132
Strategy & Improvement	72

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Appendix 5 - Staffing Reductions since April 2010 to March 2017 by Grade Banding

	Apr-10	Mar-17	
JNC			FTE reduction
FTE	586	404	182
% decrease since April 2010		-31	
PO / SO			FTE reduction
FTE	4679	4499	180
% decrease since April 2010		-4	
Grades A - C			FTE reduction
FTE	10050	7473	2577
% decrease since April 2010		-26	
Total FTE			FTE reduction
	15316	12376	2940
% decrease since April 2010		-19	

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Appendix 6

**MANAGING WORKFORCE CHANGE & STAFF REDUCTIONS
FOR SCHOOL BASED STAFF**

**Date adopted by Governing Body
>>INSERT DATE<<**

Policy and Procedure

1. Introduction

Changes in the way school services are provided will sometimes lead to individual jobs or groups of jobs changing or no longer being required. Most commonly, these changes will be as a consequence of a school's budget being unable to sustain the existing staffing complement. At other times, it may be necessary to conduct a staffing re-structure or review in order to respond to the changing needs of the school.

However, with careful management, continuous consultation with Leeds City Council, staff and trade unions, and a willingness to see all schools as part of the wider Leeds community, compulsory redundancy can be avoided. Staffs are a valuable asset, and are needed by the schools service as a whole. For further guidance refer to "Working Together to Avoid Compulsory Redundancy".

2. Principles Underlying the Procedure

Workforce Planning

Improvement and success will come when the right people, with the right knowledge, skills and behaviours are deployed appropriately within the school structure. Effective and sustained planning within schools can achieve this match and more critically forge links between organisational strategies and people plans for recruitment, retention, staff development and training.

Fair & Equitable Treatment

Leeds City Council is committed to ensuring that this policy does not discriminate directly or indirectly on grounds of race, colour, ethnic or national origin, religion or belief, gender, sexual orientation, marital status, pregnancy, disability, age, trade union membership and activity.

In order to ensure this it is appropriate to carry out an Equality Impact Assessment on commencement of the process. Further information in relation to this can be acquired through Leeds City Council HR.

Communication & Consultation

Effective communication with staff is crucial in managing any workforce change. Where practical, informal consultation regarding any changes affecting staff will begin at the earliest opportunity. This will be directed to all staff and not just to those who may potentially be affected by the changes. Such informal consultation may consist of a staff meeting being convened in order to discuss issues which could lead to redundancies at a later date.

Once the requirement for redundancies is confirmed by the Governing body the formal process will be initiated. At this time the fullest practicable information will be provided to staff at the earliest possible stage and co-operation and involvement of staff and trade unions will be sought.

It is recognised that initial consultation is often a time of concern and worry for all interested parties, but especially for staff potentially affected by any proposals. Staff have the right to be consulted and represented or accompanied by a trade union representative, colleague or friend (not acting in a legal capacity) at any stage of the process.

Consultation is:

- the provision of information which is clear and detailed enough to enable the Trade Unions to understand and consider the proposals;
- an invitation to them to discuss and comment on the proposals,
- a readiness to consider in good faith any comments or suggestions made before a formal decision is taken.

In the case of redundancy there is a legal requirement that consultation must:

- address ways of avoiding or reducing redundancies;

- consider how to mitigate the effects of any redundancy dismissals;
- be aimed at reaching agreement.

If it is proposed to make more than 20 employees redundant, the Governors are legally required to inform the Department of Works and Pensions.

There will be two main forms of consultation. These are as follows:

1. With Trade Unions

Consultation should take place with Trade Unions in all cases. Personnel Advisers will advise on arrangements for consultation with the recognised trade unions. Trade Unions recognised by Leeds City Council are listed below:

National Association of Head Teachers (NAHT), National Association of Schoolmasters Union of Women Teachers (NASUWT), National Union of Teachers (NUT), Association of School and College Leaders (ASCL), Association of Teachers and Lecturers (ATL), Professional Association of Teachers (PAT), UNISON, GMB and Transport and General Workers' Union (TGWU).

PAT is a trade union not recognised by Leeds City Council. However the City Council and Leeds City Council work as constructively with this union as with those that are recognised.

2. Consultation with Staff

Governors need to ensure that, in addition to the consultation with trade unions there is full consultation with staff, both collectively and individually. It needs to be remembered that some staff are not members of a trade union but will have the same right to be fully consulted as those who are members.

Affected staff on secondment, sick leave, maternity leave and any other statutory leave will need to be included within any consultation process.

Definition of redundancy

Under the Employment Rights Act 1996 redundancy arises when employees are dismissed because:

- the employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was so employed; or
- the employer has ceased, or intends to cease, to carry on the business in the place where the employee was so employed; or
- the requirements of the business for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish; or
- the requirements of the business for the employees to carry out work of a particular kind, in the place where they were so employed, has ceased or diminished or are expected to cease or diminish.

Put more simply a redundancy is the deletion of a post which is no longer required.

It is sometimes assumed that the problem can be resolved simply by not renewing one or more fixed term contracts. This is likely to be illegal, as staff on continuous temporary or fixed term contracts with the same employer (in community schools, Leeds City Council) for more than 12 months have the same rights to be made redundant fairly as other staff on permanent contracts. However, staff will only qualify for a redundancy payment after 2 years continuous service. This highlights the need to use temporary contracts only when strictly appropriate.

Responsibility for the Review of this Policy

This policy will be reviewed from time to time to ensure that it reflects changing organisational needs. This review will be carried out by a nominated HR representative and recognised trade union representatives.

Further Guidance

Assistance and further guidance on the application of the procedure can be provided by Human Resources, Leeds City Council.

3. Procedure for Managing Staff Reductions

3.1 Full Governing Body Meeting 1

The purpose of this meeting will be to agree the need for staffing reductions through the MSR process, the areas that will be affected, to confirm the timetable and appoint the various committees required over the entire MSR process.

Is Redundancy Necessary?

In the first instance the governing body will discuss the need for staffing reductions and consider alternatives. The aim should always be to avoid redundancy if at all possible. Alternatives could include:

- making necessary savings elsewhere;
- agreeing with Finance a reduction of the deficit over a period (up to 3 years);
- a recruitment freeze;
- offering part-time or job-share to existing full –time staff;
- voluntary redeployment;
- voluntary severance;

If the conclusion of this initial discussion is that there is no other feasible alternative but to continue with a staffing reduction, the governing body will agree the areas likely to be affected by MSR, and the scope.

The Nominations Committee will be elected and it will be formally documented in the minutes of the meeting that the Nominations Committee will be given the authority to carry out the MSR process, the development of the selection criteria (if applicable) and the assessment of individuals against these criteria.

At this meeting the Appeals Committee will also be elected. This committee will include three Governors who have not been involved in the MSR process until the Appeal stage.

In the closing stages of the meeting the Governing body will agree the timetable of stages in the process.

3.2 Nominations Committee Meeting 1

During this meeting the selection criteria (if applicable) that will be used to nominate individuals for redundancy will be drafted. The detailed work maybe assigned to the head teacher and one of the nominated governors if this is more practical, although the Nominations Committee should be involved in reviewing the full draft selection criteria prior to consultation with staff and the unions.

There will be a review of the appropriateness of the ‘model’ selection criteria provided by Leeds City Council. This will determine whether any selection criteria specific to the school’s particular needs can be identified. For example this could include the curriculum, operational and organisational needs of the school, the key areas outlined in the school improvement plan, Ofsted priorities. succession planning issues, extended services and any other needs of the school.

They will also agree the weighting of the selection criteria and ensure the criteria are fair, objective and not discriminatory in any way (directly or indirectly) before agreeing the adoption of the final version.

3.3 Commencement of Formal Consultation Period

Once the governing body has confirmed the requirement to make a staffing reduction staff will normally be issued with the ‘Section 188 Letter’. Alternatively, should the information required for the Section 188 Letter be unavailable, a ‘Statement of Intentions Letter’ will be issued . This letter will notify them as to the date of a staff / group consultation meeting. Under the policy the consultation

period will usually commence from the date of the group consultation meeting. If the draft criteria for selection (if applicable) are not available to accompany the Section 188 letter then it is possible that the commencement of the consultation period will be delayed until it is available. Each member of staff and each Trade Union should receive a copy of the 188 letter and a copy should also be placed in school.

Under this policy there is a minimum formal consultation period of 10 working days with staff and recognised trade unions.

However, there is a specific legal requirement overriding this under certain circumstances. This applies where employers propose to dismiss 20 or more employees. In this situation the employer must begin consultation:

- At least 30 days before the first dismissal takes effect if 20 to 99 employees are to be made redundant over a period of 90 days or less, and
- At least 90 days before the first dismissal takes effect if 100 or more employees are to be made redundant over a period of 90 days or less.

Formal consultation will need to be prepared and must include the following information:

- a) the reasons for the proposal (including budget figures);
- b) the number and descriptions (i.e. teachers or support staff) of employees it is proposed to dismiss on grounds of redundancy;
- c) the total number of employees in the school;
- d) the proposed method of selecting the employees to be dismissed
- e) the proposed method of carrying out the dismissals, including the period over which they are to take effect;
- f) the proposed method of calculating redundancy payments.

The information set out above must be given to an authorised representative of the union or sent by post to an address notified by the union. Where possible it is helpful to the process if this information is received by the trade unions prior to a formal consultation meeting with staff.

The Governing Body must consider any representations made by the union and give reasons if any point is rejected. It should also comply with any reasonable request for further relevant information, e.g. budget details, pupil numbers, staffing numbers and structures. This information should be provided in writing.

Group Consultation Meeting

This meeting will be with all affected staff and relevant trade union representatives. The purpose of the meeting will be to ensure that full consultation with staff is undertaken regarding the need for staffing reductions. This will include communication regarding the detail of the Section 188 letter which will be issued during this meeting and on the proposed selection criteria. The meeting also gives staff an opportunity to put forward suggestions as to how staffing reductions could be avoided and ask any further questions they may have in relation to the procedure.

A copy of the adopted Redundancy Procedure should be available at the meeting for each of the staff affected by the proposal.

If applicable the criteria on which the selection is to be made will also be available at the meeting. The 10 working day consultation period will begin only when the criteria is distributed. A key focus of the meeting will be an explanation of how the selection criteria will be applied and how the scoring will operate.

Trade Unions should contact the Head Teacher within 5 working days if they wish to meet separately. Discussion with staff and unions at all stages of the consultation period can eliminate problems which may otherwise have arisen later in the process.

If at any stage of the consultation there is any change to the information provided to the staff and

Trade Unions that may affect the selection process, staff may be consulted once more.

Individual Consultation Meeting

As part of the consultation process, the opportunity for individual meetings will be made available for the member(s) of staff who face possible redundancy and their representative (if applicable and not acting in a legal capacity). The meeting will include the Head Teacher and a Human Resources representative.

The purpose of this meeting would be:

- To explain the Section 188 letter.
- An opportunity for the staff member to raise any possible ways of avoiding any dismissals on the grounds of redundancy, of reducing the number of such dismissals, and / or mitigating the consequences of any dismissals.
- To ask any general questions that the staff member may have.

3.4 Nominations Committee Meeting 2

The Head Teacher and the Nominations Committee will meet at this stage in order to consider any alternatives to staffing reductions put forward by staff/unions during the consultation period, and to decide if the selection criteria need to be amended in the light of this feedback or the needs of the school.

During the meeting a written response will be drafted for affected staff and trade unions. This will address the issues raised during the consultation period. This response will be approved by the full governing body prior to being issued.

Additionally the nominations committee will confirm who will be responsible for completing individual score sheets against the selection criteria. This will normally be the head teacher's responsibility. However, it can be delegated to another member, although this decision must be justifiable to ensure each affected individual feels they have been treated fairly and consistently.

Finally, the nominations committee will confirm the remaining activities in the MSR.

3.5 Full Governing Body Meeting 2

This meeting will enable the Nominations Committee to update the Governing Body on the progress of the process so far and to review feedback from the consultation period. The full governing body will also be expected to agree the written response addressing issues raised during the consultation period. Once approved this response will be issued to trade unions and affected staff.

The full governing body will also be responsible for the ratification of the final selection criteria prior to its implementation.

3.6 Application of Selection Criteria

It is the responsibility of the Head Teacher to complete the individual score sheet and to be prepared to justify the scores made.

The staff member has the option to make their own, independent assessment against the individual score sheet, although this is not compulsory.

Whether the affected staff member opts to complete the individual score sheet or not, they will be offered a meeting with the Head Teacher on a one on one basis (including a representative if desired). The purpose of this meeting will be to discuss the individual score sheet and ensure that all relevant experience and qualifications have been taken into account in reaching the final score.

It is not a compulsory requirement for the staff member to attend the meeting. If they choose not attend, the Head Teacher should send his/her completed score sheet to the individual allowing a

few days for comment.

The final score sheet will be completed by the Head Teacher and they will indicate whether the staff member attended the meeting or not.

In exceptional circumstances the Head Teacher may decide to delegate the application of the selection criteria to a 'nominated person'. Whoever applies the selection criteria should ensure fairness and consistency throughout this process.

Once all the assessments have been completed the final scores will be transferred onto a collective summary sheet, or matrix for presentation to the next Nominations Committee meeting.

3.7 Nominations Committee Meeting (3)

The Head Teacher and the Nominations Committee will now meet to consider the whole redundancy process prior to proceeding to the next stage. A review of the application of the selection criteria will take place and the nominations committee may challenge the scoring of individuals against the selection criteria.

Further discussion will also take place to consider whether staffing reductions are still required (given some weeks have passed since the MSR process started) and any changes since the commencement of the process to the scope of these staffing reductions (how many, which areas of the school etc.).

A further review will also take place of the consultation process that has been undertaken. Consideration will be given as to whether there has been adequate consultation and that all issues raised during the consultation period have been responded to.

Subsequently, the nominations committee will evaluate the application of the selection criteria, confirm the nomination(s) of individuals for redundancy and conclude with a review of the fairness of the overall MSR process.

3.8 Notification of Selection to Nominated Staff

The Nomination Committee should arrange for any employee whom they have provisionally selected for redundancy to be informed in writing by the Head Teacher or the Chair of the Committee. This notification will invite the nominated staff member to attend a representation hearing in order to make representations in person to the Committee. These representations will need to be taken into account before the nominated staff member's selection is confirmed.

Seven working days' notice will be given in relation to the hearing date and the notification will outline the right of the staff member to be accompanied by their trade union or other representative (not acting in a legal capacity). Where requested a collective summary sheet / matrix showing the anonymous scores of all staff within a selection pool will be provided.

3.9 Representation Hearing

The Head Teacher (or nominated representative) will be in attendance at this meeting in addition to the associated HR representative. Their role in the hearing will be to give advice and information. The Nominations Committee will explain the reasons for the provisional selection and:

- Will allow the staff member or their representative to make representations;
- Clarify any points arising;
- Will give full consideration to its provisional decision.

After the hearing the Nominations Committee will either confirm the original decision or select another staff member for redundancy. In the latter case, that staff member will be informed and given the same opportunity to make representations.

If following the representation hearing the Nominations Committee confirm the original decision, the

Head Teacher will put this in writing to the individual (s) affected, this letter will also advise the staff member of the right to appeal. The Head Teacher will also notify Leeds City Council of the redundancy nomination.

3.10 Issue of the Formal Notice Letter

Notice to terminate is issued by Leeds City Council in the case of Community schools, and by the Governing Body in Aided schools.

In order to formally terminate employment the following action is also required:

- (i) in the case of Community schools, the Governing Body must notify Leeds City Council, which will within 14 days, issue notice to the employee to terminate employment.
- (ii) In the case of Voluntary Aided schools, the Governing Body will issue notice to terminate employment and inform Leeds City Council of its decision.

Formal notice will be issued in accordance with the following timescales:

- (i) **Support Staff**
Statutory entitlement is for 1 weeks' notice per year of continuous service up to a maximum of 12 weeks (and subject to a minimum of 1 month for most school support staff);
- (ii) **Head Teachers**
3 months' notice (4 months in the summer term) ending on 31 December, 30 April or 31 August as appropriate;
- (iii) **Other Teachers**
2 months' notice (3 months in the summer term) or statutory notice if that exceeds contractual notice – see (i) above - ending on 31 December, 30 April or 31 August as appropriate.

The search for alternative employment should begin once the employee has had confirmation of their nomination for redundancy and should continue throughout the notice period.

3.11 Appeal against Selection for Redundancy

Staff members have the right to appeal against a decision to select them for redundancy. If they do wish to exercise that right they must notify Head Teacher, in writing, within 5 working days of the date of the confirmation of Nomination for Redundancy (post representation hearing). This letter will ideally briefly state the grounds of the appeal. The Head Teacher will subsequently make the arrangements for the appeal to be heard. Once again the staff member has the right to be accompanied by a trade union representative, colleague or friend (not acting in a legal capacity).

The appeal will be heard by the Appeals Committee consisting of three governors not involved in the original decision. This committee will focus on careful and objective examination of how the Nomination Committee applied the criteria.

Should the appeal be successful, the Appeals Committee will consider whether to select another employee for redundancy, in which case the process of selection, opportunity for representation, notification of redundancy, notice to terminate and right of appeal will be repeated.

Additionally the following action will be required to be taken should the appeal have been successful:

- (i) in the case of Community schools, the Governing Body must notify Leeds City Council, which will within 14 days, issue a withdrawal notice to the employee re-instating employment;
- (ii) in the case of Voluntary Aided schools, the Governing Body will issue withdrawal notice re-

instating employment and inform Leeds City Council of its decision.

Whether the appeal has been successful or unsuccessful the staff member will be notified of the outcome in writing.

3.12 Redeployment

The Governing Body will consider whether alternative employment is available at the school for an employee who is made compulsorily redundant. There is no requirement to create a job specifically for this purpose, or to offer a job which does exist but for which the employee is objectively unsuitable. However, the employee must be fully considered for any appropriate vacancy.

Leeds City Council as the employer has a responsibility to seek alternative employment for nominated staff based in a maintained school.

In either case, the Personnel Team of Leeds City Council will co-ordinate attempts to find alternative employment (or Redeployment). The aim will be to avoid compulsory redundancy for any member of staff.

Staff declared redundant will be assessed, via a "skills audit", with a view to matching them to vacancies which other Leeds schools may have.

Governing Bodies may be asked to consider appointing a redeployment candidate to fill either (i) a current vacancy in their school, or (ii) a post currently occupied by an employee who wishes to apply for voluntary redundancy or, following agreement with Leeds City Council, to take early retirement.

Support grants are available to schools which agree to employ redeployed staff (See "Working Together to Avoid Compulsory Redundancy").

4. Miscellaneous

Time off Work

An employee who is given notice of dismissal on grounds of redundancy and who has at least 2 years continuous service by the end of the notice period has a legal right to reasonable time off with pay during working hours to seek new employment or to arrange retraining. What is 'reasonable' depends on the circumstances of the particular case.

Redundancy Payments

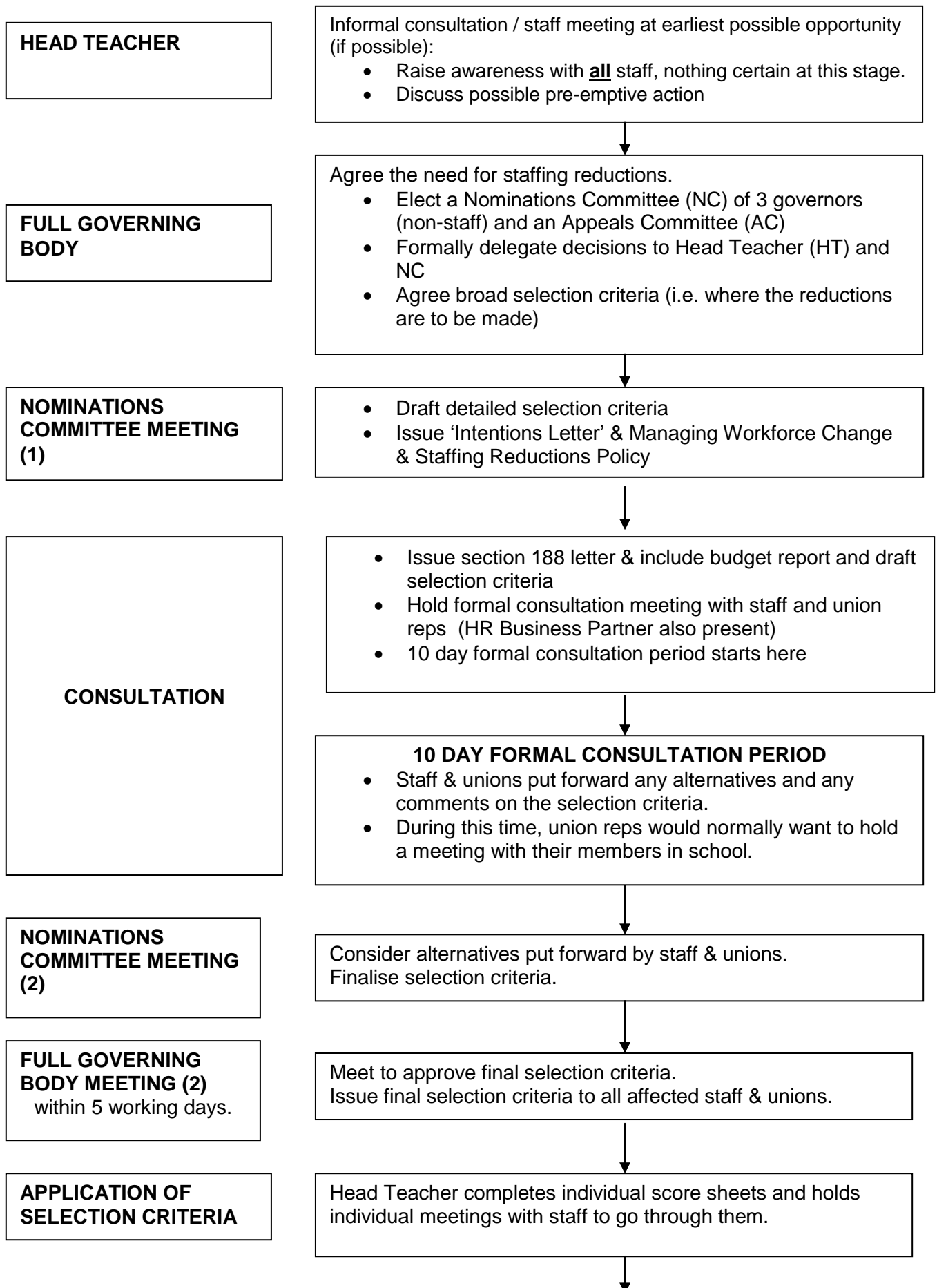
Employees nominated for redundancy will receive from Leeds City Council an estimate of their redundancy payment plus an estimate of any pension benefits they might be entitled to.

Where an employee is offered similar alternative employment and unreasonably refuses to accept it, there is no right to a redundancy payment.

Where a redundant employee is offered a new job on different terms and conditions, but which is deemed to be suitable alternative employment, and unreasonably refuses to accept it, there is no right to a redundancy payment. However, in such cases the employee has a statutory right to a trial period of 4 weeks in the job during which to assess suitability.

If the new job requires the employee to be retrained, a longer trial may be agreed in writing in advance. If, after a trial period, the employee refuses to accept an offer of alternative employment, it may be possible to allow an extended trial period or to seek another redeployment opportunity. Alternatively, a redundancy payment would be made if the job is unsuitable or the employee's refusal to accept it is reasonable.

Managing Workforce Change & Staff Reductions



NOMINATIONS COMMITTEE MEETING (3)

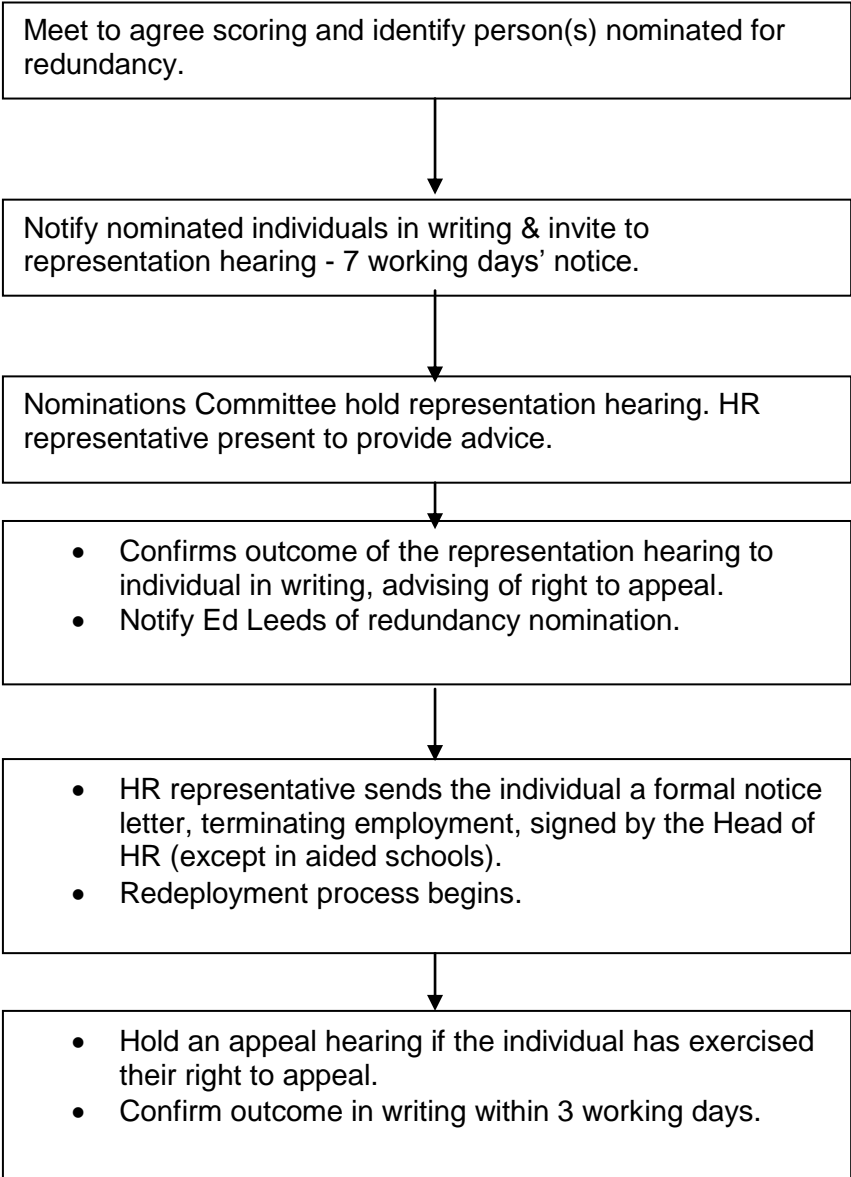
NOTIFICATION OF SELECTION

REPRESENTATION HEARING

NOTIFICATION OF OUTCOME

ISSUE OF FORMAL NOTICE LETTER

APPEAL



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Report of the Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 24 April 2017

Subject: Work Schedule (April 2017)

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

1 Purpose of this report

1.1 The purpose of this report is to consider the progress against the Scrutiny Board’s work schedule for the current municipal year (2016/17), any outstanding matters and an assessment of matters to be considered as part of the work schedule for the forthcoming municipal year (2017/18).

2 Summary of main issues

2.1 A summary of the Board’s work schedule is attached at Appendix 1. As the end on the municipal year approaches, this provides an outline of main areas considered by the Scrutiny Board during the year and provides a brief assessment of matters to be considered as part of the work schedule for the forthcoming municipal year (2017/18).

2.2 Appendix 1 also identifies areas/ matters where final agreement of any outstanding reports is required. This specifically relates to the Board’s ongoing work around Commissioning.

2.3 In considering the work schedule, the Scrutiny Board should always be mindful and take account of the resources available to support its work.

3. Recommendations

3.1 The Scrutiny Board (Strategy and Resources) is asked to:
a) Note the content of this report and its attachments;

- b) Identify any specific matters to be considered as part of the work schedule for 2017/18; and,
- c) Identify any other relevant matters.

4. Background papers¹

4.1 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.

SCRUTINY BOARD
(STRATEGY RESOURCES)

2016/17 WORK SCHEDULE

Title	Type of Item	Apr-17	May-17	Notes
Commissioning	Inquiry		Draft report / recommmendations	Formal response & recommendation tracking in 2017/18
Smart Cities				Scope to be determined
Business Rates				Work being undertaken through Corporate Governance and Audit
Budget: Financial Health Monitoring	Performance reviews	Financial Health Monitoring 2016/17		Monitoring arrangements to continue in 2017/18
Initial Budget Proposals				Action recommendations put forward to / agreed by Execuitve
Recommendation Tracking	Performance monitoring			Tracking of remaining ICT recommendations (linked to workforce planning)

SCRUTINY BOARD
(STRATEGY RESOURCES)

2016/17 WORK SCHEDULE

Title	Type of Item	Apr-17	May-17	Notes
Off contract spend				Continuing oversight of procurement monitoring
Fees & Charges				Oversight of fees & charges policy
Use of Agency Staff		Use of Agency Staff		To form part of any general workforce planning activity
Performance Reports	Performance monitoring			
Briefings				Update required on Support Services Review: Procure to Pay
Other matters identified				Best Council plan KPIs & performance monitoring
		Workforce Planning		To be determined