



OVERVIEW AND SCRUTINY COMMITTEE

Meeting to be held in Committee Rooms 6&7, Civic Hall, Leeds LS1 1UR on
Tuesday, 11th September, 2007 at 10.00 am*
(* Pre-Meeting at 9.30am)

MEMBERSHIP

Councillors

- P Grahame (Chair) - Cross Gates and Whinmoor
- B Anderson - Adel and Wharfedale
- S Bentley - Weetwood
- B Gettings - Morley North
- S Golton - Rothwell
- T Hanley - Bramley and Stanningley
- A Harrison - Garforth and Swillington
- W Hyde - Temple Newsam
- E Minkin - Kirkstall
- R Pryke - Burmantofts and Richmond Hill

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A G E N D A

Item No	Ward	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>	
2			<p>EXCLUSION OF PUBLIC</p> <p>To identify items where resolutions may be moved to exclude the public</p>	
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct</p>	
5			<p>APOLOGIES FOR ABSENCE</p>	
6			<p>MINUTES - 2ND JULY AND 20TH AUGUST 2007</p> <p>To confirm as a correct record the minutes of the meetings held on 2nd July and 20th August 2007 (enclosed).</p>	1 - 8

Item No	Ward	Item Not Open		Page No
7			<p>MINUTES - EXECUTIVE BOARD - 4TH JULY AND 22ND AUGUST 2007</p> <p>To receive, for information purposes only, the minutes of the Executive Board meetings held on 4th July and 22nd August 2007 (enclosed).</p>	9 - 30
8			<p>ANNUAL AUDIT AND INSPECTION LETTER, JUNE 2007</p> <p>To consider the issues raised in the attached District Auditor's Annual Audit and Inspection Letter.</p>	31 - 50
9			<p>PERFORMANCE REPORT - QUARTER 1 2007/08</p> <p>To receive and consider the attached report of the Head of Policy, Performance and Improvement.</p>	51 - 142
10			<p>CONSULTATION ON LEEDS STRATEGIC PLAN</p> <p>The Overview and Scrutiny Committee is requested to select the appropriate option for consultation on the policy content of the Leeds Strategic Plan.</p>	143 - 148
11			<p>PROTOCOL BETWEEN SCRUTINY AND STATUTORY PUBLIC SECTOR PARTNERS IN LEEDS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	149 - 158
12			<p>CALL - IN ARRANGEMENTS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	159 - 174
13			<p>RECOMMENDATION TRACKING</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	175 - 192

Item No	Ward	Item Not Open		Page No
14			<p>OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME AND DRAFT TERMS OF REFERENCE FOR PROPOSED INQUIRIES</p> <p>Further to Minute No. 18, 2nd July 2007, to receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	193 - 222
15			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>Tuesday 9th October 2007 Tuesday 6th November 2007 Tuesday 11th December 2007 Tuesday 8th January 2008 Tuesday 5th February 2008 Tuesday 11th March 2008 Tuesday 8th April 2008</p> <p>All at 10.00am (Pre – Meetings at 9.30am)</p>	

Agenda Item 6

OVERVIEW AND SCRUTINY COMMITTEE

MONDAY, 2ND JULY, 2007

PRESENT: Councillor P Grahame in the Chair

Councillors B Anderson, B Gettings,
S Golton, T Hanley, W Hyde and R Pryke

Apologies Councillors S Bentley, A Harrison and E Minkin

13 Chair's Opening Remarks

The Chair welcomed Members and Officers to the meeting, and in particular Councillor Gettings, who was attending his first OSC meeting.

14 Declaration of Interests

No declarations of interest were made.

15 Minutes - 4th June 2007

A Member queried Minute No 5(a), which had referred to the Scrutiny Board (Environment and Neighbourhoods) the decision of the Executive Board taken on 16th May 2007 to extend the **management agreements with the ALMOs** for a further five years, to 31st January 2013, with a view to that Board considering whether to formally review that decision.

Following a further discussion, it was –

RESOLVED –

- (a) That the minutes of the meeting held on 4th June 2007 be confirmed as a correct record;
- (b) That the decision recorded under Minute No 5(a) be rescinded, and a review of the relevant Executive Board decision be added to the OSC work programme.

(NB Councillor Golton joined the meeting at 10.09 am during the consideration of this item).

16 Minutes - Executive Board - 13th June 2007

Councillor Hanley made reference to Minute No 8, **Proposed Development of a Dance Headquarters on Quarry Hill for the Northern Ballet Theatre Company and Phoenix Dance Company**, and indicated that he would be seeking clarification regarding the exact extent of the Council's proposed

financial commitment to this scheme, in his capacity as Chair of the Scrutiny Board (Culture and Leisure).

RESOLVED – That the minutes of the Executive Board meeting held on 13th June 2007 be received and noted.

17 Monitoring of the Personnel Panel - January to December 2006

Further to Minute No 139, 3rd April 2006, the Committee received a report from the Chief Officer (HR) regarding the operation of the Personnel Appeal Panel arrangements during 2006, the first full year of operation of the revised arrangements, which no longer involved Elected Members in the process.

RESOLVED –

- (a) That the report be noted;
- (b) That in view of the continuing involvement of the Corporate Governance and Audit Committee, this issue be removed from the OSC work programme.

18 OSC Work Programme

Further to Minute No 10, 4th June 2007, the Head of Scrutiny and Member Development submitted a report regarding the Committee's work programme, updated to reflect decisions taken at the last meeting.

The following additional items were identified for inclusion in the work programme:-

- **Immigration**, and the effect on Council and partner services;
- **ALMOs** – Review of the Executive Board decision, 16th May 2007, to extend the management agreements with the ALMOs for a further five years, to 31st January 2013 (see earlier Minute No 15);
- **Group Office support to Members**
- OSC's current role in the **budget setting and monitoring** process.

RESOLVED –

- (a) That the report be noted;
- (b) That a Working Group be established comprising the Chair and Councillors Hanley, W Hyde and Pryke to scope the proposed Terms of Reference of the above proposed Inquiries.

19 Scrutiny of the Budget - Performance Outturn 2006/07

Further to Minute No 46, 6th November 2006, the Committee received and considered the Performance Outturn Report 2006/07 of the Director of Resources submitted to the Executive Board at its meeting on 13th June 2007.

Draft minutes to be approved at the meeting to be held on Monday 3rd September 2007.

Doug Meeson and Helen Mylan, Resources Department, attended the meeting and responded to Members' queries and comments. In brief summary, the main issues raised were:-

- The **Sport and Active Recreation Service** overspend of £400,000 (Paragraph 3.4.2 of report refers) and a breakdown of how much of this figure related to the re-opening of the South Leeds Sports Centre;
- The reasons behind the £100,000 deficit in budgeted income in respect of the **Cemeteries and Crematoria Services** (Paragraph 3.4.4 refers);
- Re-assurances regarding the ring fencing of the **Swarcliffe PFI funding** (Paragraph 7.7 refers);
- **Debt re-scheduling** (Paragraph 3.9.6 refers) – Members requested full details of the original loan arrangements and the revised arrangements which had enabled savings of £21.8 m;
- **ALMO finances and Right To Buy monies** (Paragraph 7.8 refers) – Members requested a breakdown of the 'Right to Buy' receipts and details of what the money had been used for.

RESOLVED –

- (a) That the report be noted;
- (b) That Members be supplied with the requested further details.

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OVERVIEW AND SCRUTINY COMMITTEE

MONDAY, 2ND JULY, 2007

PRESENT: Councillor P Grahame in the Chair
Councillors B Anderson, B Gettings,
S Golton, T Hanley, W Hyde and R Pryke

Apologies Councillors S Bentley, A Harrison and
E Minkin

20 Declaration of Interests

No declarations of interest were made.

21 Call-In of a Decision - Briefing Paper

The Head of Scrutiny and Member Development submitted a report regarding the procedural aspects of the Call-In process.

The options available to OSC in respect of this particular called-in decision were:

Option 1- Release the decision for implementation. Having reviewed the decision, OSC could decide simply to release it for implementation. If this option was chosen, the decision would be released for immediate implementation, and the decision could not be called - in again.

Option 2- Recommend that the decision be reconsidered. Having reviewed the decision, OSC could recommend that the decision be reconsidered. In this instance, where the Area Committee had requested the Director of Environment and Neighbourhoods to consider making a decision under his delegated powers, after receiving a report and consulting with Ward Members and the Area Committee Chair, this option would in effect result in a referral back to the Area Committee.

RESOLVED – That the report be noted, and the procedures outlined in the report be adopted for this meeting.

22 Review of Called-In Decision - East (Inner) Area Committee - Well-Being Fund - Support to Radio Asian Fever

The Head of Scrutiny and Member Development submitted a report, together with relevant background papers, relating to the following decision of the East Inner Area Committee taken at its meeting on 13th June 2007:-

Minute No 14 – Wellbeing (Capital) Budget: Scheme Proposals

‘That support for the request for £25,000 funding (from the Gipton and Harehills Ward capital pot) to Radio Asian Fever be given in principle, subject to a report being prepared by the Acting Area Manager outlining the purpose for which the funding is being sought and the outputs against which the use of the funding can be monitored.

The Committee noted the apparent urgency in which a decision regarding these funds is required, in order to secure ERDF funding, and agreed that the Director of Environment and Neighbourhoods be asked to formally take the decision after consideration of the report referred to above, and following consultation with the Gipton and Harehills Ward Members and the Chair.’

This decision had been called-in for review by OSC by Councillors Gettings and Pryke on the following grounds:-

‘Insufficient supporting information given to Area Committee Members and support officers which makes the potential grant of more than 50% of the Ward’s Wellbeing Budget disproportionate. Further information needed first.’

The following people were present at the meeting, presented evidence and responded to Members’ queries and comments:-

Councillor Selby – Chair – East Inner Area Committee
Stephen Boyle – Chief Regeneration Officer
John Woolmer – Acting East Area Manager
Anna Turner – Area Officer

23 Outcome of Call-In

Following the receipt and consideration of evidence presented to them, and the options available to them, the Committee resolved as follows:

RESOLVED – That the decision of the Area Committee (to ask the Director to consider making a decision) be reconsidered in favour of the Area Committee receiving the appropriate and detailed reports on the scheme and them (the Area Committee) making the final decision.

OVERVIEW AND SCRUTINY COMMITTEE

MONDAY, 20TH AUGUST, 2007

PRESENT: Councillor P Grahame in the Chair

Councillors B Anderson, S Bentley,
B Gettings, S Golton, T Hanley, W Hyde,
E Minkin and R Pryke

APOLOGIES: Councillor A Harrison

24 Declaration of Interests

No declarations of interest were made.

25 Call - In of a Decision - Briefing Paper

The Head of Scrutiny and Member Development submitted a report regarding the procedural aspects of the Call-In process.

The options available to OSC in respect of this particular called-in decision were:

Option 1- Release the decision for implementation. Having reviewed the decision, OSC could decide simply to release it for implementation. If this option was chosen, the decision would be released for immediate implementation, and the decision could not be called-in again.

Option 2- Recommend that the decision be reconsidered. Having reviewed the decision, OSC could recommend that the decision be reconsidered, in this instance by the Director of City Services. The officer was obliged to reconsider his earlier decision, and publish his ultimate decision again. This time, the decision could not be called-in again, regardless of whether or not it varied from the original decision.

RESOLVED – That the report be noted, and the procedures outlined in the report be adopted for this meeting.

(NB. Councillor Golton joined the meeting at 10.05 am during the consideration of this item)

26 Review of Called-In Decision - Review of Parking Facilities Including Adjustments to Prices

The Head of Scrutiny and Member Development submitted a report, together with relevant background papers, regarding the delegated decision of the Director of City Services, dated 2nd August 2007, relating to a review of

parking facilities operated by the Council and proposed increases in charges for both on-street and off-street car parking w.e.f. 1st October 2007.

The following officers attended the meeting, presented evidence and responded to Members' queries and comments:-

John Kearsley, Chief Support and Facilities Officer, City Services
Mark Jefford, Parking Manager, City Services.

27 Outcome of Call-In

Following receipt and consideration of evidence presented to them, and the options available to them (see Minute No. 25), the Committee resolved as follows:

RESOLVED (by 5 votes for to 3 against, with 1 abstention) – That Option 1 be agreed, and the decision of the Director of City Services be released for immediate implementation*

(*NB: The proposed implementation date for the new charges is 1st October 2007)

EXECUTIVE BOARD

WEDNESDAY, 4TH JULY, 2007

PRESENT: Councillor M Harris in the Chair

Councillors A Carter, R Brett, R Finnigan,
R Harker, P Harrand, J Procter, S Smith,
K Wakefield and J Blake

Councillor J Blake – Non-voting advisory member

20 **Late Items**

The Chair admitted the following late items to the agenda:

Minute 25- A report on the impact of recent flooding in the City prepared following the events and after the despatch of the agenda.

Minute 33- A report on the proposed introduction of the Local Development Scheme prepared following a response from the Secretary of State and admitted to the agenda to allow approval to a variation to the date of implementation at the earliest opportunity.

21 **Exclusion of Public**

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

- a.) The appendix to the report referred to in minute 31 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would, or would be likely to, prejudice the commercial interests of the Council, by virtue of the fact that the appendix contains the Council's estimate of the fee that the proposed legal advisors would seek for providing the legal advice required by the Authority and, if this were disclosed, would prejudice the Council's position during the competitive procurement process for such legal advisors. By maintaining the exemption, it increases the Council's chance of securing a competitive and value for money tender for the commission.

22 **Declaration of Interests**

Councillor Brett declared a personal interest in the item relating to provision of a new children's centre at Allerton C of E Primary School (Minute 26) as Chair, and Councillor Harker as a member, of the Children Leeds Partnership.

A further declaration made during the meeting is referred to in minute 30 (Councillor Blake)

23 Minutes

RESOLVED – That the minutes of the meeting held on 13th June 2007 be approved as a correct record.

ADULT HEALTH AND SOCIAL CARE

24 Response to Deputation from Parents and Carers Action Group for Terry Yorath House

The Director of Adult Social Services submitted a report responding to issues raised by the deputation to Council on 18th April 2007 regarding the future provision of service at Terry Yorath House. The report concluded that whilst consultations were still at an early stage, the Parents and Carers Action Group would be treated as a key stakeholder throughout the process.

RESOLVED – That the response of the Director to the deputation be noted and that a further report be submitted to the Board in November 2007 on the outcomes of the consultation and making appropriate recommendations.

CITY DEVELOPMENT

25 Impact of Flooding Events in June on the Leeds District

The Directors of City Development and Resources submitted a report on the impact of a number of significant flooding incidents between 15th and 25th June 2007 which affected areas across the whole of the Leeds district. The report highlighted the nature of the flooding, the initial understanding of its causes and made some preliminary suggestions as to how the Council and its partners might seek to respond to the events.

RESOLVED – That the report be noted and endorsement given to the proposed preliminary actions.

CHILDREN'S SERVICES

26 Design and Cost Report - Allerton C of E Primary School - Provision of a new Children's Centre

The Chief Executive of Education Leeds submitted a report on proposals to incur expenditure of £650,000 in respect of a scheme to provide a Children's Centre at Allerton C of E Primary School. The report explained that the new Allerton C of E Primary School was to open in September 2007 following the amalgamation of Archbishop Cranmer C of E Primary School and Fir Tree Primary School. As a result, the site of the new school had been identified as a location for a Children's Centre.

RESOLVED –

- (a) That the design proposals in respect of the scheme to provide a Children's Centre at Allerton C of E Primary School be approved;
- (b) That expenditure of £650,000 from capital scheme 13767/CEN/000 be authorised.

LEISURE

27 Design and Cost Report - Improvements to Golf Courses

The Chief Recreation Officer submitted a report requesting authority to spend £589,400 on improvement works at Temple Newsam, Roundhay Park, Middleton Park and Gotts Park golf courses arising from the Capital Receipt from the long-lease of Oulton Park golf course to De Vere's Hotels, the funds from which were injected into the 2006/07 Capital Programme.

RESOLVED – That approval be given to incur expenditure of £589,400 on golf course improvement works.

ADULT HEALTH AND SOCIAL CARE

28 Capital Spending Plan - Improvements to Care Homes

The Director of Adult Social Services submitted a report on a proposal to inject £1,645,000 into the capital spending plan and to spend up to that amount on improvements to care homes. The report outlined that the injection would be made up of a £1,040,000 grant from the Department of Health alongside the £650,000 capital receipt from the sale of the Breece holiday home in Scarborough, designated for improvements to Local Authority care homes.

Both Local Authority and independent care homes had been asked to submit bids for funding for improvements, following which it had been agreed that £700,000 would be allocated to fifty six independent homes, with £327,000 to be spent within sixteen Local Authority facilities.

RESOLVED –

- (a) That approval be given for the remaining £650,000 of the capital receipt from the sale of the Breece be used to fund the capital scheme for improvements to care homes;
- (b) That approval be given for the injection of the scheme into the capital programme alongside authority to incur expenditure of £1,645,000;
- (c) That it be noted that the Director of Adult Social Services has delegated powers to vary individual awards and promote schemes from the reserve list.

CENTRAL AND CORPORATE

29 Revised Corporate Planning Framework

The Chief Officer (Executive Support) submitted a report on changes to the corporate planning framework for the city. The report identified a number of key changes including proposals to strengthen Elected Member involvement

in corporate planning and Local Area Agreement processes by means of a Member Reference Group.

It was proposed to merge the new Local Area Agreement and the Council's Corporate Plan into one single document entitled the Leeds Strategic Plan, which would sit alongside the Community Strategy, the Council Business Plan and the Annual Performance Plan. These documents were to be added to the Council's Budget and Policy Framework to reflect their status as part of the corporate planning framework for the city.

RESOLVED –

- (a) That the new corporate planning framework be adopted;
- (b) That the proposal to amend the Constitution to include additions to the Council's Budget and Policy Framework be referred to the Corporate Governance and Audit Committee for consideration;
- (c) That the Chief Executive be requested to develop a plan setting out the timetable for implementation of the new framework;
- (d) That the proposal to establish a Member Reference Group to oversee developments in relation to the implementation of the new framework be noted.

30 Progress Report on the PPP / PFI Programme in Leeds

The Deputy Chief Executive submitted a report providing a six-monthly update on the governance and management framework for the Authority's PPP and PFI projects. Appended to the report was a breakdown of the status of current Council projects.

RESOLVED – That the current status of the Authority's PPP and PFI projects and programmes be noted.

(During the discussion on this item Councillor Blake declared a personal interest as a governor of Otley Prince Henry's Grammar School).

DEVELOPMENT AND REGENERATION

31 Design and Cost Report - Proposed Arena Development

Further to minute 137 of the meeting held on 13th December 2006, the Director of City Development submitted a report on progress made in the operator procurement process for the proposed arena development.

Following consideration of the appendix to the report designated exempt under Access to Information Procedure Rule 10.4 (3), in respect of which members had no questions or comments, it was;

RESOLVED –

- (a) That the progress made to date in the operator procurement process be noted;
- (b) That the Director of City Development be requested to approve both the long list and shortlist of potential operators and developers during the Competitive Dialogue procurement process;

- (c) That the tender evaluation criteria to be used in the procurement process for the appointment of the preferred developer for the proposed arena be noted;
- (d) That an injection of funds (as detailed in the exempt appendix to the report) into Capital Scheme No. 12589/ARE/000 for the incurred expenditure of the appointment of consultants to provide specialist legal advice to the Council on the operator and development procurement processes through to contract award / financial close be authorised.

32 Design and Cost Report - Neville Street Environmental Improvements

The Director of City Development submitted a report on progress made on environmental improvements to the Neville Street area and a proposal to incur expenditure of £5,091,400, on the scheme of which £3,091,400 would be funded from third party sources. The report explained that the scheme had altered significantly since its inception in 2004 and no longer included Dark Neville Street. As such it was proposed to rescind all previous approvals relating to the original project.

RESOLVED –

- (a) That the scheme design proposals and brief as presented be approved;
- (b) That authority be given to rescind all previous approvals (scheme no. 01195;)
- (c) To approve the funding plan as presented and authorise an injection of £4,604,400 into Capital Scheme No. 13951 and scheme expenditure of that amount.

33 Leeds Local Development Framework - Local Development Scheme

Referring to minute 212 of the meeting held on 14th March 2007 the Director of City Development submitted a report indicating that the response of the Secretary of State had been received after the proposed date of introduction identified in that minute.

RESOLVED – That the Local Development Scheme be formally brought into effect from 5th July 2007.

NEIGHBOURHOODS AND HOUSING

34 Supporting People Programme - Audit Commission Inspection

The Director of Environment and Neighbourhoods and the Director of Adult Social Services submitted a report on the key findings and recommendations arising from the recent Audit Commission inspection of the Supporting People Programme. The report explained that the Council currently administered the programme which comprised the Local Authority, Health and Probation Services. As such, the inspection examined the overall capacity of the Council to administer the programme, for which it received a 'fair' one star rating, with 'promising prospects' for improvement.

RESOLVED – That the Board note the contents of the report and support the actions being undertaken to implement the Audit Commission’s recommendations.

35 Lease at Less Than Best Consideration - Agreement to Lease 12 Miscellaneous Properties to LATCH on a 25 Year Lease Agreement

The Director of Environment and Neighbourhoods submitted a report on a proposal to grant a long lease at less than best consideration for 12 Leeds City Council owned miscellaneous properties to Leeds Action To Create Homes Ltd (LATCH.) The report detailed how the proposals would ensure capital investment in the properties to bring them up to decency standard and contribute to the regeneration of the area.

Upon completion the flats would be let as affordable housing to tenants in line with the Council’s Housing Strategy, with LATCH assuming responsibility for the full maintenance and repair of the properties over the terms of the lease.

RESOLVED – That approval be given to the principle of a 25 year lease to LATCH at less than best consideration, subject to approval by the Director of City Development of the terms of the lease and a reasonable rental level to be payable during the term of the lease, having regard to the level of social rents receivable and costs of refurbishment, subsequent maintenance, management and other outgoings.

36 Disposal at Less Than Best Consideration - Waterloo Estate, Pudsey - For the provision of affordable housing

The Director of Environment and Neighbourhoods submitted a report on the proposed disposal of two areas of land on the Waterloo Estate at less than best consideration to the Yorkshire Housing Association, for the purpose of developing 30 new build affordable homes through the Housing Corporation’s Approved Development Programme.

The report outlined a number of options for the site which had been considered:

- 1 Disposal of sites A and C, as identified on the plan attached to the report, at less than best consideration to Yorkshire Housing for 30 affordable housing units;
- 2 Retention of land for two bungalows for supported housing under the city wide Independent Living Project;
- 3 Marketing of the remainder of the land within the pilot exercise for low cost home ownership, with the potential for a land swap to provide bungalows on the former Waterloo School site.

It was indicated during presentation of the report that 34 and not 30 units as stated in the report would be delivered, two being for social rent and two for shared ownership.

RESOLVED – That approval be given to the principle of disposal of the two subject sites on the Waterloo Estate to Yorkshire Housing Association at £5,000 per plot (less than best consideration) subject to approval by the Director of City Development, in order to deliver 34 new affordable homes, through the Housing Corporation Grant.

DATE OF PUBLICATION: 6TH JULY 2007
LAST DATE FOR CALL IN: 13TH JULY 2007

(Scrutiny Support will notify Directors of any items called in by 12:00 noon on Monday 16th July 2007.)

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EXECUTIVE BOARD

WEDNESDAY, 22ND AUGUST, 2007

PRESENT: Councillor M Harris in the Chair

Councillors A Carter, R Brett, J L Carter,
R Finnigan, R Harker, J Procter and
K Wakefield

Councillor J Blake –Non-voting advisory member

37 Exclusion of Public

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

- a.) The appendix to the report referred to in minute 41 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would, or would be likely to, prejudice the commercial interests of the Council by virtue of the fact that the information contained within the appendix was obtained through inviting of best and final offers for the property and therefore to disclose this information at this point in time could lead to random competing bids which would undermine this method of inviting bids and affect the integrity of disposing of land / property by means of this process in the future. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties about the nature and level of offers which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information would be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighed the public interest in disclosing the information at this point in time.
- b.) The appendix to the report referred to in minute 42 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure of the valuation of the site may be prejudicial to the commercial interests of the Council as it may prejudice the return that the Council may realise on a future sale of the site.

- c.) The appendix to the report referred to in minute 49 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would prejudice the Council's commercial interests as both the appendix and the outline business case include matters where negotiations of a confidential nature will ensue with the Local Education Partnership and Environments for Learning.
- d.) The appendix to the report referred to in minute 50 under the terms of Access to Information Procedure Rule 10.4 (1 and 2) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as Education Leeds has a duty to secure improvement and increased confidence in the schools concerned and this would be adversely affected by disclosure of the information.
- e.) The appendix to the report referred to in minute 51 under the terms of Access to Information Procedure Rule 10.4 (1 and 2) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as as Education Leeds has a duty to secure improvement and increased confidence in the schools concerned and this would be adversely affected by disclosure of the information.
- f.) The appendix to the report referred to in minute 53 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would prejudice the Council's commercial interests as the appendix details matters where negotiations of a confidential nature will ensue. In these circumstances it is considered that the public interest in not disclosing this commercial information outweighs the public interest in disclosure.
- g.) The appendix to the report referred to in minute 56 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would prejudice the Council's commercial interests as both the appendix and the outline business case include matters where negotiations of a confidential nature will ensue with the Local Education Partnership and Environments for Learning.

38 Declaration of Interests

Councillor J Procter declared a personal interest in the item relating to Leeds Grand Theatre as a Director of the theatre's Board and Councillor Blake as a Director of the theatre's and Opera North Boards.

Councillors Brett and Harker declared personal interests in the items relating to Children's Services PFI and re-provision of Holmfield Children's Home as Chair and as a member, respectively, of the Children Leeds Partnership.

39 Minutes

RESOLVED – That the minutes of the meeting held on 4th July 2007 be approved as a correct record.

DEVELOPMENT AND REGENERATION

40 Draft Leeds Girls High School Planning and Development Brief

The Director of City Development submitted a report on the outcome of the recent public consultation on the Leeds Girls High School Planning and Development Brief. The report also responded to the deputation made to Council in July 2007 on the same subject.

The report outlined a number of options for the site which were recommended for consideration:

1. For the brief to remain essentially the same, with a number of amendments as outlined at paragraph 9.3 of the report. These would include changes to affordable housing provision and the height and density of proposed buildings on the South West corner of the site;
2. To change the brief more radically to meet the wishes of the local community and Elected Members. This would include protecting the playing fields from development;
3. Recognition that the Council's efforts to meet a broad agreement with the school, local community and Elected Members had been unsuccessful and to withdraw the brief.

Documentation and correspondence from G Mulholland MP, Friends of Woodhouse Moor, Councillor Illingworth and a petition were circulated to members of the Board.

RESOLVED – That the planning brief be withdrawn and the future of the school site be determined through the planning process. Outside of the planning process the Council would facilitate further discussions on the future of the site should relevant parties request.

NEIGHBOURHOODS AND HOUSING

41 The former Royal Park Primary School

The Director of City Development and the Director of Environment and Neighbourhoods submitted a joint report on the disposal of the former Royal Park Primary School site. The report recommended the disposal, through the grant of a long leasehold interest, to the preferred developer with the required library and community space being the subject of a long sub-lease back to the Council at a peppercorn rent.

Further to a marketing exercise to identify proposals for the site, Members were informed that two such proposals were considered to be viable options for consideration. These were as follows:

1. That all of the school building, other than that given over to the Council's uses, be converted to residential use with around forty apartments and twenty seven car parking spaces, with a complete separation between the residential element and the Council's uses.
2. That more recent extensions to the school building be demolished and replaced with more sympathetic new-build elements. The main use of the building would then be given over to eighty age-related assisted living units with an on-site warden to be managed privately.

Documentation and correspondence from Councillors Hussain, Morton and Rhodes-Clayton, the Leeds Muslim Council, and Royal Park Community Consortium were circulated to members of the Board.

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

RESOLVED –

- a.) That a preferred developer be selected on the basis of the schemes described at section 3 of the report as recommended in the exempt appendix;
- b.) That the proposal that the disposal should be on the basis of less than best consideration exercising the Council's powers under the General Consent 2003 as set out in the report be approved;
- c.) That the disposal of a long leasehold interest in the property to the selected developer at the value set out in paragraphs 3.3 and 3.8 of the exempt appendix, subject to a requirement that the Council be granted a sub-leasehold interest at a peppercorn rent, be approved;
- d.) That the decision on any 'less than best' reduction in this disposal value which may arise as a result of the detailed negotiations be delegated to the Director of City Development in consultation with the Executive Member for Development and Regeneration;
- e.) That the consultation process described at 4.5 of the report to determine the precise nature and use of the community space be approved and that a report be brought back to the Board in this respect;
- f.) That the commencement of negotiations with the preferred developer for the undertaking of the fit-out of the library and community space as part of the main contract for the refurbishment with the costs of these works to be deducted from the capital receipt, subject to the Directors of Environment and Neighbourhoods and City Development being satisfied that these costs represent value for money, be approved.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he voted against this decision).

CHILDREN'S SERVICES

42 Deputation to Council - Lingfields and Fir Trees Residents Group re: Fir Tree Primary School Site

The Director of Environment and Neighbourhoods submitted a report on the deputation made by Lingfield and Fir Trees Residents Group to Council in June 2007 following the decision to close Fir Tree Primary School and to recommend that further work be undertaken to identify the most appropriate way to meet community needs.

It was reported that Education Leeds had need of the school site until 2010 however, so no new community facilities would be able to be developed before this time, giving an opportunity for a more in-depth analysis of the need for community facilities in the area.

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

RESOLVED –

- a.) That the North East Area Management Team work with partner agencies, through the Moor Allerton Partnership, (MAP) to lead on a programme of public consultation and partner agency work to consider the future needs of the area for community activities, provision and facilities;
- b.) That the Area Management Team and MAP also work together to facilitate the continuation of community activities and provision currently being accommodated at Fir Tree School.

LEISURE

43 Wharfemeadows Park Fencing Proposals - Recommendation of the Scrutiny Board (Culture and Leisure)

The Head of Scrutiny and Member Development submitted a report on the decision of the Scrutiny Board (Culture and Leisure) to request that work to erect a fence at Wharfemeadows Park be suspended whilst a scrutiny enquiry into the issue is undertaken. In conjunction with this the Assistant Chief Executive (Corporate Governance) submitted a report commenting upon the request.

RESOLVED – That the request of the Scrutiny Board be not acceded to and that the decision of 13th June 2007 (minute 9) be implemented.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this matter).

DEVELOPMENT AND REGENERATION

44 Deputation to Council - Representatives of the Leeds Licensed Taxi Trade Regarding Concerns Over Insufficient Taxi Ranks in Leeds

The Director of City Development submitted a report responding to concerns raised by a deputation to Council in July 2007 made by the Leeds Licensed Taxi Trade regarding the number of taxi ranks in Leeds. The deputation had raised concerns regarding the time taken to carry out a review of taxi rank provision in the city centre.

The report gave an update as to the status of the review. It was outlined that a draft Traffic Regulation Order was in the process of being drafted which would allow the Council to enforce the ranks and take action against those illegally parked within them. Progress was also being made towards the creation of additional 24-hour ranks.

RESOLVED – That the contents of the report in response to the deputation be noted.

45 Street Trading Act of Parliament

The Director of City Development submitted a report on the current arrangements for street trading in Leeds city centre and the district as a whole and proposing that approval be given to the promotion of a local Act of Parliament to deal with pedlars and street trading. As a core city with an attractive retail centre, Leeds would find itself increasingly at risk from unregulated street sellers unless a suitable solution was adopted.

RESOLVED –

- a.) That the possible benefits to the city of a local act and the estimated costs be noted;
- b.) That Council be recommended to authorise the promotion of a local Act of Parliament to deal with pedlars and street trading and to authorise the Assistant Chief Executive (Corporate Governance) to agree minor amendments to the Bill at any stage during its promotion.

46 Major Transport Schemes - Local Government Act Section 31 Grant Claim

The Director of City Development submitted a report on the terms and conditions of the Section 31 Grant Determination for major schemes in 2007/08 and requested that delegated authority be granted to the Director of Resources to accept and submit all future claims.

The report outlined that as part of the offer of a Section 31 Grant the Department for Transport apply a number of legally binding and financially significant terms and conditions which need to be agreed by Authorities. It was reported that none of the conditions were considered unacceptable or likely to cause the Council any difficulties.

RESOLVED –

- a.) That the acceptance of the Section 31 Grant offer to Leeds City Council for 2007/08 under the terms and conditions offered be approved;
- b.) That the Director of Resources be confirmed as having the delegated authority for the acceptance and submission of all future grant offers under the terms and conditions offered.

NEIGHBOURHOODS AND HOUSING

47 Design and Cost Report - Disabled Facilities Grants

The Director of Environment and Neighbourhoods submitted a report requesting an additional injection of £2m into the Capital Programme and seeking authority to spend an additional £4.5m on Disabled Facilities Grants for 2007/08. Such investment would represent significant additional investment for the purpose of altering dwellings in order to give increased independence for disabled residents.

RESOLVED –

- a.) That the injection into the capital programme of £2m be noted;
- b.) That scheme expenditure of up to £4.5m be authorised;
- c.) That officers be instructed to bring a report back in the future on the progress of the scheme.

CHILDREN'S SERVICES

48 Deputation to Council - Parents of Fountain Primary School regarding the loss of teachers at the school

The Chief Executive of Education Leeds submitted a report in response to the deputation to Council in June 2007 by the parents of Fountain Primary School regarding resources and staffing issues at the school following the opening of the school in September 2005 as the result of a merger.

RESOLVED –

- a.) That the concerns expressed by the deputation be noted;
- b.) That the establishment of a Scrutiny Board working group to undertake an independent inquiry into the matter be noted;
- c.) That Education Leeds' assurance that the comments received as part of the deputation be placed as part of the evidence for the inquiry be noted.

49 Leeds Building Schools for the Future Phases 2 and 3 - Submission of the Outline Business Case

The Director of Children's Services and the Chief Executive of Education Leeds submitted a joint report on the outline business case for phases 2 and 3 of the Council's wave one Building Schools for the Future programme, for the re-building and refurbishing of fourteen secondary schools in Leeds over three phases.

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

RESOLVED –

- a.) That the outline business case for phases 2 and 3 of the Council's Wave 1 Building Schools for the Future Programme be approved and that its submission to the Department for Children, Schools and Families and to the Partnerships for Schools be authorised;
- b.) That the capital expenditure and funding as set out in table 2 of the exempt appendix to the report be agreed;
- c.) That the affordability implications over the life of the proposed PFI contract for the new West Leeds High School, as summarised in the exempt appendix, be agreed;
- d.) That the comments in paragraph 2 of the exempt appendix, that the proposed West Leeds High School PFI will provide good value for money to the City Council and the public sector, be noted;
- e.) That the recommendations contained in the exempt appendix be approved and officers be authorised to issue the Council's affordability thresholds relating to both the PFI element and the design and build element to the LEP and Environments for Learning.

50 Termly Report on Standards in Leeds Primary Schools and Update on OfSTED Inspections and Schools Causing Concern

The Chief Executive of Education Leeds submitted a report on the outcome of recent OfSTED inspections in Leeds Primary Schools and an update on schools causing concern.

Following consideration of appendix 2 to the report designated as exempt under Access to Information Procedure Rule 10.4 (1 and 2), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That the report be noted together with the successes in primary schools and strategies for improvement that have been developed to support further increases in achievement for all pupils, groups and schools.

51 Termly Report on Standards in Leeds High Schools and Update on OfSTED Inspections and Schools Causing Concern

The Chief Executive of Education Leeds submitted a report on the outcome of recent OfSTED inspections in Leeds High Schools and an update on schools causing concern.

Following consideration of appendix 2 to the report and an addendum designated as exempt under Access to Information Procedure Rule 10.4 (1 and 2), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That the report be noted together with the strategies for improvement that have been developed to support further increases in achievement for all pupils groups and schools.

52 Allerton C of E Primary School - Additional Classroom Accommodation

The Chief Executive of Education Leeds submitted a report which sought authority to proceed with a proposed scheme to provide additional classroom accommodation at Allerton C of E Primary School. The report outlined that the school would open in September 2007 as a result of the merger of Archbishop Cranmer C of E Primary and Fir Tree Primary Schools.

The works were necessary as the new school had been identified as the location of a new Children's Centre facility, however the present building was not capable of housing the required number of children and therefore additional building work would need to take place.

RESOLVED –

- a.) That the design proposals in respect of the scheme to provide additional classroom accommodation at Allerton C of E Primary School be approved;
- b.) That expenditure of £1,220,000 from capital scheme 13767/EXT/000 be authorised;
- c.) That the reimbursement of the incurred expenditure against the scheme from the realisation of a future capital receipt be approved, to be injected into the Education capital receipt for reinvestment into the Education estate.

53 Children's Services Private Finance Initiative (PFI) Project

The Director of Children's Services submitted a report on the proposed Children's Services PFI project with the recommendation that it be included within the scope of the Independent Living PFI procurement. The report outlined a proposal to utilise PFI credits to build and equip a residential unit to offer short breaks for young people with learning disabilities and behavioural problems. This was part of the wider modernisation programme for Independent Living, which currently sought to improve housing, care and services for learning disabled adults in the city.

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

RESOLVED –

- a.) That the extension of the scope of the Independent Living Project to include the procurement of the Children's Services PFI Project be approved;
- b.) That the Children's Services PFI projects as outlined in the report be approved;
- c.) That the financial issues covered within appendix 1 of the report be noted;
- d.) That the affordability threshold for the first full year of the Unitary Charge 2010/11 as set out in appendix 1 be agreed;
- e.) That the agreed affordability threshold as set out in appendix 1 be issued to bidders.

- 54 Design and Cost Report - Improvement Works to Various Establishments to Reprovide for the Loss of Holmfield Children's Home**
The Chief Officer, Children and Young People's Social Care submitted a report on the decanting requirements after the closure of Holmfield Children's Home which also sought permission to release part of the future capital receipt to the value of £226,210. The report outlined a summary of proposed works to be undertaken to minimise the impact of the placement move for those children affected by the closure of Holmfield.

RESOLVED –

- a.) That £226,210 of the capital receipt from the sale of Holmfield be used to fund the relocation costs as outlined in the report;
- b.) That the injection of the scheme into the capital programme be approved and authority given to incur expenditure of £226,210.

LEISURE

- 55 Leeds Grand Theatre Refurbishment, Phase 2 Works**
The Director of City Development submitted a report on the final cost of phase one works for the refurbishment of the Grand Theatre and on proposals for phase two of the works to continue the refurbishment of the theatre and renovate the adjacent Assembly Room.

The Director of City Development reported that the estimated construction and total project costs for the phase 2 works were within the total budget provision.

In presenting the report the Executive Member (Leisure) reported because of timing arrangements in relation to the contract there could be significant cost implications if this decision was to be subject to Call In.

RESOLVED –

- a.) That the revised estimated final cost of the phase 1 works at £22,365,000 be noted;
- b.) That a fully funded injection of £19,605 into existing capital scheme no. 03611/PH1/000 and the incurring of expenditure on the phase 1 works to refurbish the Grand Theatre be authorised;
- c.) That the current position regarding the proposed phase 2 works to refurbish Leeds Grand Theatre and adjacent Assembly Room be noted;
- d.) That the Council be authorised to conclude a grant agreement with the Arts Council England for a grant of £2,200,000 towards the cost of refurbishing the Leeds Grand Theatre and adjacent Assembly Room;
- e.) That an injection of £400,000 into existing capital scheme no. 03611/PH2/000 to be funded from Leeds Grand Theatre and Opera House Ltd and the Opera North and Leeds Grand Theatre Development Trust;
- f.) That, subject to concluding grant funding agreements with Arts Council England and the Heritage Lottery Fund, authorisation be given to entering into a building works contract with the preferred participating

Draft minutes to be approved at the meeting
to be held on Tuesday, 11th September, 2007

- contractor and to authorise total expenditure of £10,459,000 from existing capital scheme no. 03611/PH2/000 on the proposed refurbishment of Leeds Grand Theatre and Assembly Room;
- g.) That it be noted that the Council will be responsible for any cost overruns that may occur on the project that cannot be contained within the phase 2 project budget of £10,664,000.
 - h.) That this decision be exempt from the provisions of Call In.

56 Leeds New Leaf Leisure Centres - Affordability Position

The Director of City Development submitted a report seeking agreement on the estimated affordability implications over the life of the proposed PFI contract for the new leisure centres in Armley and Morley. The report also requested permission to issue an outline proposal to the Department for Culture, Media and Sport (DCMS) regarding the potential to replace the existing leisure centre at Holt Park.

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

RESOLVED –

- a.) That the following recommendations from the exempt appendix be agreed:
 - i.) The funding of the annual revenue deficits set out in detail in the annexe to the exempt appendix and at paragraph 2.6 of the appendix;
 - ii.) The funding of the annual client contract management costs following the successful signing of the contract;
 - iii.) That the approvals in (i) and (ii) above be subject to a.) the subsequent successful conclusion of negotiations through the Leeds LEP Ltd; and b.) further reports being submitted to the Board at appropriate times during the procurement, culminating in the approval of the submission of the Final Business Case and appropriate authorities to enter into the Contract at Final Close.

- b.) That the following recommendations from the open report be agreed:
 - i.) That the recommendations to the confidential appendix to the report be agreed and officers be authorised to issue the City Council's affordability thresholds relating to the PFI project to the LEP and to Environments for Learning;
 - ii.) That an outline proposal be issued to the DCMS regarding the potential to replace the existing leisure centre at Holt Park and pump prime the regeneration of the district centre and linkages with the community theatre and library at Ralph Thoresby PFI school should additional PFI credits become available be agreed.

ADULT HEALTH AND SOCIAL CARE

57 Reprovision of Windlesford Green Hostel for adults with learning disabilities and site disposal at less than best consideration

The Director of Adult Health and Social Care submitted a report on plans to reprovide the Supported Living Service for twenty seven people with a learning disability at Windlesford Green and to dispose of the Windlesford Green site at less than best consideration to enable the construction of suitable accommodation that meets the needs of service users and care standards requirements.

Three options were identified in the report for Members' consideration, as outlined below:

1. Continue providing services in the current building. This would lead to the loss of Supporting People income and refurbishment capital costs, and would also result in the loss of benefit income for residents.
2. Provide the service in a dispersed model. This would increase service operating costs to an unaffordable £250,000 per annum.
3. Single site development. Whilst this involves some loss of gross income through housing benefit, this is significantly less than losses experienced under option 1. The sale of the site would also release a capital receipt. This option was identified as most favourable as it met the strategic need to provide services within individuals homes and carried the lowest level of capital risk and revenue liability for the Authority.

RESOLVED –

- a.) That option 3 (single site development) be approved for the reprovision of Windlesford Green;
- b.) That proposals for the disposal of the site at less than best consideration to a value forgone of £455,000 or less dependent on the success of the bid for a Housing Corporation Grant be approved.

CENTRAL AND CORPORATE

58 Capital Programme Monitoring Update 2007/08

The Director of Resources submitted a report giving an update on the resources and estimated spend on the Capital Programme between 2006 and 2009 and highlighting the success of the scheme in delivering investment across the city. The report outlined capital programme pressures and recommended injections into the programme to address these.

RESOLVED –

- a.) That the contents of the report be noted;
- b.) That the Capital Programme injections detailed in paragraphs 3.1.3 to 3.1.10 of the report and appendix A be approved;
- c.) That the Director of Resources be given delegated authority to release funds from a capital contingency scheme of £200,000 for expenditure towards the World Corporate Games;

- d.) That the key principles for managing and controlling the Capital Programme as detailed in paragraph 3.1.11 of the report be approved;
- e.) That the amendment to the capital strategy as outlined in paragraph 3.4 of the report and Appendix B be approved;
- f.) That the measures being taken by the Director of Resources, in liaison with other directors, to ensure the affordability and sustainability of the Capital Programme be endorsed.

59 Financial Health Monitoring 2007/2008 - Quarter 1 Report

The Director of Resources submitted a report on the financial health of the Authority following the first three months of the new financial year, in respect of the revenue budget for general fund services and the housing revenue account.

RESOLVED –

- a.) That the projected financial position of the authority after three months of the financial year be noted;
- b.) That the treatment of LABGI and capital finance savings be approved;
- c.) That the use of up to £195,000 to fund new year pressures being £150,000 for flood alleviation, £24,000 for the part year costs of increasing Youth Service budgets delegated to Area Committees, and £45,000 for the co-location of business and enterprise with the Chamber of Commerce.

60 Treasury Management Annual Report

The Director of Resources submitted a report on the Treasury Management Strategy and operations for 2006/07 as required under the Prudential Code introduced in April 2004. This lifted the restriction on local authority borrowing and created a mechanism to stimulate capital investment, encouraging authorities to borrow whilst interest rates were at a low.

The report outlined that due to long term low interest rates and the restructuring of market loans throughout the year, the Council had made £22.2m in revenue savings.

RESOLVED – That the Treasury Management outturn position for 2006/07 be noted.

DATE OF PUBLICATION: 24TH AUGUST 2007
 LAST DATE FOR CALL IN: 5TH SEPTEMBER 2007

(Scrutiny Support will notify Directors of any items called in by 12:00 noon on Thursday 6th September 2007.)

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Report of the Head of Scrutiny and Member Development

Overview and Scrutiny Committee

Date: 11th September 2007

Subject: Annual Audit and Inspection Letter June 2007

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 At the June meeting of the Corporate Governance and Audit Committee representatives from the Audit Commission, KPMG and council officers introduced the Annual Audit and Inspection Letter 2007.
- 1.2 Each year the Council receives a letter from our Relationship Manager at the Audit Commission and our Appointed Auditor (KPMG). The letter summarises the conclusions and significant issues arising from their audit and inspection programme over the previous year.
- 1.3 The Annual Audit and inspection letter is attached to this report. It covers: council performance; the accounts, data quality; and use of resources. An explanatory cover report is also attached.

2.0 COMMENTS FROM CORPORATE GOVERNANCE AND AUDIT COMMITTEE

- 2.1 At its meeting Corporate Governance and Audit Committee discussed the relationship between the Committee and Scrutiny Boards in monitoring performance. The Committee resolved to *“request Overview and Scrutiny Committee to consider the issues raised in the letter, particularly whether there is scope to consider those matters in relation to teenage pregnancy and worklessness”*

3.0 ROLE OF OVERVIEW AND SCRUTINY

- 3.1 Overview and Scrutiny Committee has an important role to play in monitoring Council performance, investigating areas of under achievement and recommending

actions for improvement. A discussion on the Annual Audit and Inspection Letter 2007 will provide that opportunity. In attendance at today's meeting will be representatives from KPMG and Council officers.

4.0 RECOMMENDATIONS

4.1 Members are asked to;

- (i) Consider the Annual Audit and Inspection Letter
- (ii) Consider the resolution made by the Corporate Governance and Audit Committee shown in paragraph 2.1 above
- (iii) Consider whether there are any other areas which require further Scrutiny.



Report of the Chief Officer (Executive Support)

Corporate Governance and Audit Committee

Date: 29th June 2007

Subject: Annual Audit and Inspection Letter June 2007

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose Of This Report

- 1.1 The purpose of this report is to introduce the Annual Audit and Inspection letter presented by Paul Lundy, the Audit Commission's Relationship Manager and the Council's appointed auditor Adrian Lythgo of KPMG LLP.

2.0 Background Information

- 2.1 Each year the Council receives a letter from our Relationship Manager at the Audit Commission and our Appointed Auditor (KPMG). The letter summarises the conclusions and significant issues arising from their audit and inspection programme over the previous year.

3.0 Main Issues

- 3.1 The Annual Audit and inspection letter is attached to this report. It covers; council performance; the accounts, data quality; and, use of resources.
- 3.2 In February 2007 Leeds City Council was designated as a 'Three Star' authority that is 'improving adequately'. Three Stars is the second highest level of performance under the CPA Harder Test methodology but represents a reduction in score from Four Stars in the previous year. The letter attributes this fall "almost entirely" to a drop (from 4 to 2) in the score for the Culture block which, in turn, was triggered by changes to the scoring system rather than by a significant deterioration in actual performance from the previous year

- 3.3 The annual audit of the accounts and financial systems was completed in line with national timescales. KPMG LLP issued an unqualified audit opinion on the 27 September 2006.
- 3.4 KMPG also completed the first review of data quality last year. The overall conclusion was that the Council has adequate arrangements for data quality.
- 3.5 The overall score under the auditor's Use of Resources assessment for 2006 was 3. This is the same as last year, although there have been some improvements in some of the elements that contribute to the overall score

4.0 Implications For Council Policy And Governance

- 4.1 Under its terms of reference the Corporate Governance and Audit Committee is responsible for considering the Authority's arrangements in relation to the accounts and external audit. Receipt of the Annual Audit and Inspection Letter contributes to the fulfillment of this obligation.

5.0 Legal And Resource Implications

- 5.1 None

6.0 Conclusions

- 6.1 The Annual Audit Letter is generally positive and reflects the overall assessment of the council being a Three Star authority that is 'improving adequately'.

7.0 Recommendations

- 7.1 Members are asked to agree the attached Annual Audit and Inspection letter.

Annual Audit and Inspection Letter

Leeds City Council

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high-quality local services for the public. Our remit covers around 11,000 bodies in England, which between them spend more than £180 billion of public money each year. Our work covers local government, health, housing, community safety and fire and rescue services.

As an independent watchdog, we provide important information on the quality of public services. As a driving force for improvement in those services, we provide practical recommendations and spread best practice. As an independent auditor, we ensure that public services are good value for money and that public money is properly spent.

Status of our reports

This report provides an overall summary of the Audit Commission's assessment of the Council, drawing on audit, inspection and performance assessment work and is prepared by your Relationship Manager.

In this report, the Commission summarises findings and conclusions from the statutory audit, which have previously been reported to you by your appointed auditor. Appointed auditors act separately from the Commission and, in meeting their statutory responsibilities, are required to exercise their professional judgement independently of the Commission (and the audited body). The findings and conclusions therefore remain those of the appointed auditor and should be considered within the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission.

Reports prepared by appointed auditors are:

- prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission; and
- addressed to members or officers and prepared for the sole use of the audited body; no responsibility is taken by auditors to any member or officer in their individual capacity, or to any third party.

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Our overall summary

- 1 This letter is presented by Paul Lundy, the Audit Commission's Relationship Manager and the Council's appointed auditor Adrian Lythgo of KPMG LLP. It provides an overall summary of the Audit Commission's assessment of the Council's performance and improvement, drawing on the audit and inspection work over the last year, together with information provided by other regulators and inspectorates, and from published performance indicators. The letter is later than in previous years to accommodate the national and local timescales for finalising inspection work.
- 2 It is addressed to the Council and is written, in particular, for councillors. It is also available as a public document for stakeholders, including members of the community served by the Council.
- 3 The main messages can be summarised as follows.

Council performance

- 4 The Council is continuing to improve in its priority areas, and has been marked as 'improving adequately' under the Audit Commission's annual 'Direction of Travel' assessment.
- 5 The Council's overall Comprehensive Performance Assessment (CPA) score for 2005/06 had reduced to 3 stars from the previous level of 4 stars. This reduction is almost entirely attributable to a drop (from 4 to 2) in the score for the 'Culture' block which, in turn, was triggered by changes to the scoring system rather than by a significant deterioration in actual performance from the previous year.

The accounts

- 6 The annual audit of the accounts and financial systems was completed in line with national timescales. KPMG LLP issued an unqualified audit opinion on 27 September 2006.
- 7 Only one of the issues arising from the accounts audit had a bottom line impact on the financial statements, namely a reduction of £¼ million in the housing revenue account reserves. Several reconciliations at the year-end did however have unidentified differences marked as 'requires further investigation'.

Data Quality

- 8 During May to July 2006, KPMG completed the first review of data quality at the Council, following a methodology developed by the Audit Commission. The overall conclusion was that the Council has adequate arrangements for quality - assuring the data that it collects and uses to inform management decisions about the Council's performance.

Use of Resources

- 9 As well as giving an opinion on the Council's accounts, the auditor also has to reach a conclusion on the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as 'the value for money (VFM) conclusion. KPMG reported on 27 September 2006 that their conclusion was unqualified, indicating that the Council has achieved the criteria specified by the Audit Commission.
- 10 Separate reports have already been issued, and summarised in KPMG's Annual External Audit Report (January 2007), on those parts of the Council's activities have been reviewed in depth, as determined by the risk assessment that supported the Annual Audit and Inspection Plan for 2005/06.
- 11 The overall score under the auditor's Use of Resources assessment for 2006 was 3. This is the same as last year, although there have been improvements in some of the elements that contribute to the overall score.

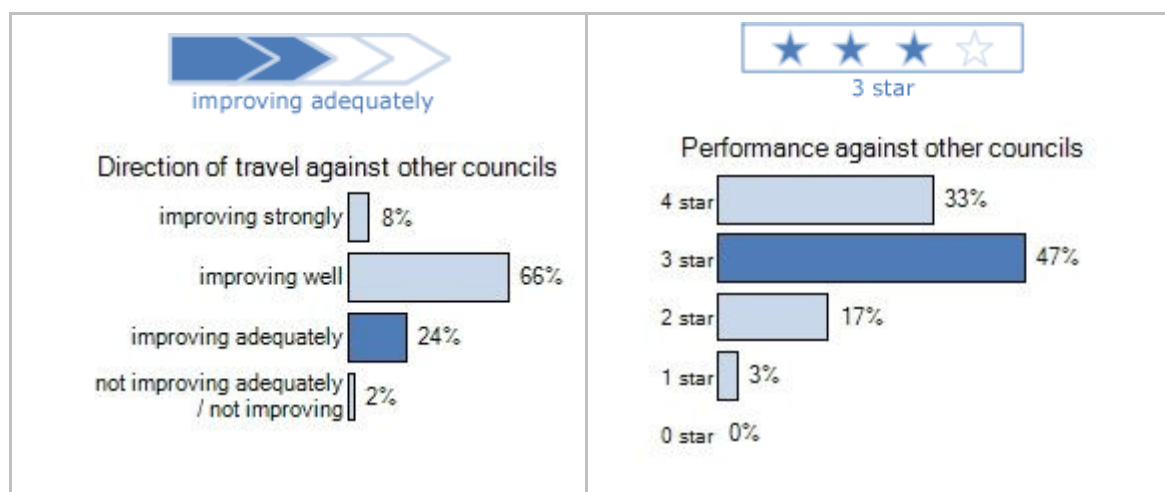
Action needed by the Council

- 12 The overall theme of this year's letter is that the Council has generally sustained or improved the good level of performance described in previous letters. The council has a clear understanding of the areas in which further improvements are possible or necessary to meet its own, or nationally prescribed, objectives. As such there are no specific actions that we need to recommend.

How is Leeds performing?

- 13 The Audit Commission’s overall judgement is that the Council is improving adequately, but that its performance classification under the Comprehensive Performance Assessment (CPA) framework will fall from four to three stars. These assessments have been completed in all single tier and county councils with the following results.

Table 1



Source: Audit Commission

- 14 The overall CPA assessment derives from various judgements made about the Council during the year, by the Commission and other inspectorates. These are shown in the following ‘scorecard’.

- 15 Our overall assessment - the CPA scorecard (NB will need to get final version inserted).

Table 2 CPA scorecard

Element	Assessment	
Direction of Travel judgement	Improving adequately	
Overall	3*	
Current performance	Out of 4	
	Last time	This time
Children and young people	3	3
Social care (adults)	3	3
Use of resources	3	3
Housing	3	3
Environment	3	3
Culture	4	2
Benefits	3	3
Corporate assessment/capacity to improve (assessed in 2004)	3 out of 4	3 out of 4

(Note: 1 = lowest, and 4 = highest)

The improvement since last year - our Direction of Travel report

What evidence is there of the Council improving outcomes?

- 16 We have assessed the Council as 'improving adequately'. This is a 'rounded judgement' that flows from a substantial volume of evidence provided by the Council or derived by the Audit Commission from nationally available data. The following paragraphs summarise briefly the information that we have taken into account in reaching the view that the Council is improving outcomes in a demanding local context.
- 17 The economic performance of the Leeds city area has continued to grow in recent years, largely as a result of investment and the strength of its commercial base. However, in common with other major cities in the UK, historically it does not compare well with cities in mainland Europe in terms of innovation, productivity, infrastructure or skills. It also suffers from great imbalance in the distribution of the benefits of the wealth that has been created. Nearly one fifth of the Leeds population lives in the 10 per cent most deprived areas of the country.

- 18 The principal challenges for the Council and its partners are therefore to improve its international competitiveness and to 'narrow the gap' between the most disadvantaged communities and the rest of the city. The Council has set its corporate and service priorities to address these challenges whilst reflecting what is important to local people. These priorities are:
- safe, green, clean and well maintained neighbourhoods;
 - communities that are thriving and harmonious places where people are happy to live;
 - children and young people who are healthy, safe and successful;
 - people who, at each stage of life, are able to live healthy, fulfilling lives; and
 - Leeds as a highly competitive, international city.
- 19 There has been a rise in the proportion of residents who think that the way the Council runs things has improved over the last three years. However, broadly in line with the national trend, overall satisfaction has declined and the Council's satisfaction level has dropped into the second 25 per cent (quartile band) of councils nationally.
- 20 Overall the national 'Best Value Performance Indicators' show a steady improvement. Comparing with 2004/05, 71 per cent of indicators improved whilst 21 per cent declined; 55 per cent of indicators either met or exceeded their target for 2005/06. There was success in important areas for local communities such as waste management, strategic housing, road safety and some aspects of crime. The Council is in the top 25 per cent nationally for the proportion of household waste recycled or composted and is achieving overall reductions in the amount of waste that households generate. Planning performance is in the lowest 25 per cent and only improving in part.
- 21 The Council with its partners is having a mixed impact on crime reduction. The historically high levels of burglary, vehicle crime and anti-social behaviour are being reduced, but the trends for robbery and violent offences are not improving. Many of the problems with violence are alcohol-related but, at the time of our fieldwork, a funded alcohol harm reduction strategy had still to be approved.
- 22 Community safety performance in some areas of greatest deprivation is, however, improving better than that of the city as a whole, with the exception of domestic burglary which, as a result of such measures as target hardening, is now broadly in line with the city generally. By effectively co-ordinating multi-agency approaches the Council is improving the overall performance in the most deprived wards. It is using intensive neighbourhood management to reduce crime, joy riding and vandalism which has led to corresponding improvements in voids, security costs, increased rental income and local house prices.
- 23 Other 'liveability' targets are well on the way to being met or have been achieved. Road safety conditions have improved, and fewer adults and children are now being killed or seriously injured. The cleanliness and appearance of the district is improving in line with projections.

- 24 Education attainment across Key Stages 1 to 4 continues to be variable. Standards at Key Stages 1 and 2 remain static but are broadly satisfactory. The Council has seen encouraging improvements in attainment at secondary level in line with, or better than, the national trend although these are still below national averages. In 2005 49.3 per cent of pupils achieved the equivalent of 5 GCSEs at grades A*- C although 4 schools (a proxy for priority neighbourhoods) fell below the 25 per cent target. The attainment of looked after children improved with 14 per cent gaining 5 or more GCSE A* to C grades and there was an increase from 18 per cent to 23 per cent for those pupils receiving free school meals. There are currently no schools in Leeds in special measures. Where the Council has focused its improvement efforts it has seen positive impacts, contributing to the Council's aim of reducing the variations in performance between different parts of the city.
- 25 In other areas that focus on children and young people the Council is contributing strongly to its priorities of being healthy, making a positive contribution and economic wellbeing. For example, the Council with its partners, is engaging with young people and encouraging their participation in areas that affect them. It is also assisting those who are in conflict with the law and reducing the impact of youth crime on communities. Youth offending rates have reduced, for first offences by 7 per cent and re-offending by 4.5 per cent. Numbers in full-time education have increased by 2 per cent over the period between 2004 and 2005. The numbers of children and young people not in education, employment or training reduced to 8.3 per cent. The Council has done some good work in combating exclusion and child poverty by supporting working parents in the areas of greatest disadvantage through childcare provision and an award winning early years service. Work is required to improve the safeguarding arrangements for children, which have only been judged as adequate. The Council continues to provide good social care support for children and families.
- 26 In adult social care the Council has again been rated as 'serving most people well', with 'promising' prospects for improvement. It has achieved good performance in promoting independence for older people, people with disability and with mental health problems. The Council is effective in supporting people at home. Admissions to long-term care are comparatively low for most service groups - older people, learning disabilities and for those people with sensory and physical disabilities or mental health problems. Services to support carers and to ensure that people are not unnecessarily delayed in hospital continue to be priorities for the Council and its partners.
- 27 Reductions in mortality rates from circulatory diseases broadly reflect the national trend and are showing positive progress. This is more so when comparing the ward with the highest rate and the city as a whole, where the margin has reduced by 21.7 per cent from the baseline year. Teenage pregnancy has reduced from the baseline period by 7.7 per cent but, if the current trend continues, the target reduction of 55 per cent by 2010 will not be met. The Council is performing well in comparison with similar councils in addressing the problems associated with drug misuse. The number of people accessing drug treatment services has doubled in last year.

- 28 The Council has recognised the contribution that improving the city's, and the city region's, transport infrastructure can make to competitiveness and international reputation. Following the government's rejection of Supertram in November 2005, a business case for a bus-based option has recently been submitted to the Department for Transport. The Council is also working with the West Yorkshire Passenger Transport Executive on the city region's long term transport investment plan.
- 29 Activity and investment to reduce overall worklessness have not produced significant results. On some indicators the gap between the priority neighbourhoods and the rest of the city appears to have increased slightly, although the picture is not conclusive.
- 30 The Council has maintained standards in its benefits service which is rated as good. It met 5 of the 12 performance measures, as last year. It reached performance levels in the top 25 per cent for processing new claims quickly, addressing problems it had had the previous year, and reduced the number of new claims outstanding over 50 days, demonstrating its commitment to tackling disadvantage.
- 31 The Council is improving access to services but the picture is not entirely consistent. Services for children are widely accessible, including to people from black and minority ethnic backgrounds. Harder to reach groups are well served, for example, the Council has established a dedicated team linked with the police and immigration services, to meet the increasing demands of unaccompanied and asylum seeking children. It has improved access to a wider range of benefits for more people. Benefit take-up has improved, increasing people's capacity to live independently. The proportion of older people receiving prompt delivery of services is improving, but there is room for further improvement in assessing their needs, and in providing a statement of their needs and how they will be met.
- 32 The Council has made infrastructure improvements that have led to better access for service users as well as generating efficiency improvements and savings for the Council's operations. Examples include the opening of the Corporate Contact Centre, and procurement practices that use technology to improve supplier and contract management.
- 33 The Council has kept council tax increases low, and compares favourably overall in terms of levels of spend whilst providing good standards of service. Areas of high spend are being reviewed and challenged in the light of the Council's priorities eg Social Services, Waste collection, Youth and Community. The Council has delivered cumulative efficiencies of £30.87 million against a target of £15.34 million and between 2003/04 and 2006/07 it had released £61 million for realignment to priorities. The Council introduced its service prioritisation model earlier this year under which it anticipates that further amounts will be made available on a systematic basis.

How much progress is being made to implement improvement plans to sustain future improvement?

- 34 The Council has a sustainable approach to future improvement.
- 35 It has a robust planning framework to deliver its community outcomes. Plans are aligned under the community strategy and are supported by detailed actions and measures extending over a three-year timescale to 2008. This enables the Council to maintain its focus on what is important to local people and to align resources and effort.
- 36 The Council takes a strategic view of its finances by linking financial plans to what the Council is trying to achieve. The medium term financial plan (MTFP) takes account of national and local priorities and reflects the strategic direction of the Corporate Plan. It sets out a clear financial strategy for the Council and its departments to follow. Business and financial planning is now more integrated. The financial strategy identifies cost pressures and strategies for dealing with them in order to maintain a balanced budget and appropriate levels of reserves. The budget allocates funding to support the priorities. THE MTFP also takes account of other strategies, eg IT and People Strategy, and is widely communicated amongst staff.
- 37 The Council has been effective in co-ordinating a multi-agency approach towards delivery of local priorities. It has a council-wide regeneration plan and has now developed its first district level plan to address issues of social cohesion in a key area of deprivation (east and south east Leeds). The plan is designed to support structured and more sustainable methods of communication and engagement with indigenous communities. By improving cohesion, intelligence and reassurance, and improving services the aim is to reduce tensions whilst being better able to respond to community concerns and hate crime.
- 38 The Council is performing well in meeting government targets for waste recycling but needs to make a step change to achieve target levels by 2010. It has approved a 30 year waste strategy (to 2035) and identified a preferred technical solution in the form of 'energy from waste'. In this respect the Council is ahead of the majority of waste disposal authorities in determining the technology which will treat and provide final disposal for Leeds' municipal waste.
- 39 The city's first Children and Young People's Plan was launched in July 2006. It recognises the gaps that the Council and its partners need to address and sets out agreed outcomes and priorities for involvement and service improvement. An already established 'Children Leeds' partnership, a strategic body of city-wide partners, gives vision for children and young people and focuses on improvement of services for them. Overall capacity to improve services for children and young people is good. The Council has established some interim structures that allow for implementation of the new agenda, and is considering ways to develop a strategic and commissioning approach with both its internal and external partners. Plans include proposals for Children's Trust arrangements.

- 40 The Council with its partners has a strategic approach to tackling health inequalities in the district and work is ongoing to develop meaningful targets. Under the LSP it has engaged relevant partners, whose medium term plans have a clear set of outcomes against priority action areas. Links are being established through other strategies eg Older People's strategy 2006/11. Whilst the focus and direction is clear, the absence of specified milestones or targets means that, at this stage, partners are not in a position to assess whether progress is being achieved at an acceptable rate and consequently whether performance needs to be addressed.
- 41 The Local Area Agreement (March 2006) provides a complementary delivery framework that brings together existing strategies and plans, and aligns funding streams towards the key goal of narrowing the gap between the city's most deprived communities and the rest. The LAA builds on well established partnership arrangements which have recently been strengthened through the formation of five district partnerships. These bring together public service agencies and representatives of voluntary and community organisations, to provide a more local focus to the city-wide priorities.
- 42 The Council is creating additional capacity at strategic and service manager level supported by coherent plans that are linked through to corporate objectives and other strategies. The next phase of its organisational change and development programme has been devised to improve empowerment and accountability and to re-orientate the culture to become more outcome focused. The People Strategy provides common priorities that are supported by appropriate plans, activities and concrete measures of performance that will enable the Council to monitor delivery.

Service inspections by the Audit Commission

- 43 As the Council had a 4-star CPA rating in 2005/06 it was exempt from any service inspections by the Audit Commission.

Financial management and value for money

- 44 The appointed auditor has reported separately to the Corporate Governance and Audit Committee, on the detailed issues arising from audit of the Council's 2005/06 accounts. They were able to give:
- an unqualified ('clear') opinion on the Council's accounts;
 - a conclusion that the Council has adequate arrangements to secure value for money; and
 - confirmation that the Best Value Performance Plan for 2006/07 had been audited.
- 45 The significant matters arising from that work were referred to in the 'Report to Those Charged with Governance' issued in September 2006. There are no further matters to draw to your attention in this letter.
- 46 The findings of the auditor are an important component of the CPA framework described above. In particular the Use of Resources score is derived from the assessments made by the auditor in the following areas.
- Financial reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
 - Financial management (including how the financial management is integrated with strategy to support council priorities).
 - Financial standing (including the strength of the Council's financial position).
 - Internal control (including how effectively the Council maintains proper stewardship and control of its finances).
 - Value for Money (including an assessment of how well the Council balances the costs and quality of its services).
- 47 The Council's arrangements in these five areas have been assessed as follows.

Table 3

Element	Assessment
Financial reporting	3 out of 4
Financial management	3 out of 4
Financial standing	3 out of 4
Internal control	3 out of 4
Value for money	3 out of 4
Overall assessment of the Audit Commission	3 out of 4

(Note: 1 = lowest, and 4 = highest)

- 48 The Council achieved a score of three for the second year running and there have been positive improvements in four of the sub-themes. The detailed findings of the assessment KPMG have already been reported separately to the Council.

Value for Money Conclusion

- 49 The appointed auditor also has to issue a conclusion on the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the value for money (VFM) conclusion. The judgement flows from consideration of the Council's arrangements for:
- monitoring and scrutiny of performance;
 - maintaining a sound system of internal control;
 - managing its significant business risks;
 - managing and improving value for money;
 - ensuring that its spending matches its available resources;
 - managing its performance against budgets; and
 - promoting and ensuring probity and propriety in the conduct of its business.
- 50 The Council has adequate arrangements in place in relation to all of the above criteria.

Audit of 2005/06 accounts

- 51 The Corporate Governance and Audit Committee approved the 2005/06 financial statements on 29 July 2006, and KPMG were able to give an unqualified ('clear') audit opinion on 27 September 2006. This was before the statutory deadline, and a month earlier than last year.
- 52 The key issues arising from the accounts audit included:
- only one of the audit differences had a bottom line impact on the financial statements. This had the effect of reducing the housing revenue account reserves by £¼ million;
 - several reconciliations at the year-end had unidentified differences marked as 'requires further investigation'; and
 - the quality of working papers provided by the Council has significantly improved from the previous year, both in quality and timeliness.

Conclusion

- 53 This letter was discussed and agreed with senior officers during May 2007. A copy of the letter will be presented at the Corporate Governance and Audit Committee in June 2007 and copies will be provided to all members.
- 54 Further detailed findings, conclusions and recommendations on the areas covered by our audit are included in the reports issues to the Council during the year. These are listed in the following table.

Table 4

Report	Actual date of issue
Audit Plan	June 2005
Risk Management	May 2006
Abby and St Ann's Mills Kirkstall	May 2006
Audit Memorandum – Report to those charged with Governance	September 2006
Area Based Working	November 2006
Use of Resources Auditor Judgements	November 2006
Data Quality Findings	January 2007
Annual External Audit Report	January 2007
e-Government Benefits	March 2007
Direction of Travel Assessment	April 2007
Building Capacity	May 2007
Annual Audit and Inspection Letter	May 2007

- 55 I would like to take this opportunity to thank the Council for its assistance and co-operation during the course of the audit.

Availability of this letter

This letter will be published on the Audit Commission's website at www.audit-commission.gov.uk, and also on the Council's website.

Paul Lundy
Audit Commission
Relationship Manager

Adrian Lythgo
KPMG LLP
Appointed Auditor

May 2007



Report of the Head of Policy, Performance and Improvement

Meeting: Overview and Scrutiny Committee

Date: 11th September 2007

Subject: Performance Report Quarter 1 2007/08

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

- 1.1 This report discusses the key performance issues considered to be of corporate significance identified for each of the Directorates as at 30th June 2007. In addition, the report also includes a predicted CPA score for 2007/08.

2 Purpose of the Report

- 2.1 The purpose of this report is to present the key areas of under performance at the end of Quarter 1 (1st April and 30th June 2007).

3 Background Information

- 3.1 This 'highlight report' has been prepared in readiness for the Accountability process, which includes the CMT meeting on 14th August, Leader Management Team on 23rd August and Overview and Scrutiny Committee on 11th September; separate reports will be prepared for each of the scrutiny boards in readiness for the September cycle of meetings.
- 3.2 The issues discussed in this report have been identified because performance in these areas impacts upon one or more of the following; the delivery of effective services, the delivery of our corporate priorities; our CPA score; or our ability to deliver efficiency savings. This report is supported by detailed PI information.
- 3.3 Any improvement in assessment scores should potentially have a positive impact on the council's Direction of Travel assessment and overall CPA Star Rating.

4 CPA Performance issues

4.1 The table below summarises our predicted CPA scores for February 2008.

	Direction of Travel	Star Category	Corporate Assessment	Level 1 Services			Level 2 Services			
				Use of Resources	Children & Young People	Social Care (Adults)	Benefits	Culture Service Assessment	Environment Service Assessment	Housing Service Assessment
CPA 2006	Improving Adequately	3 star	3	3	3	3	3	2	3	3
CPA 2007 (provisional)		4 star	3	3	3	3	3	3	3	3

4.2 The CPA 2007 provisional score is mainly based on the category scores allocated in 2006. Where this applies the cells are highlighted in grey. This information will be updated as and when assessment scores are confirmed during 2007/08.

4.3 The provisional CPA 2007 Service Assessment scores for Culture, Environment and Housing are included in each Accountability report. These are mainly based on 2006/07 year-end returns, however there are a number of instances where other methods are used.

4.4 The Audit Commission have confirmed the PIs which are to be included in the 2007 CPA Service Assessments and the thresholds to be used to calculate the scores. The above scores have been updated to reflect this, however it must be noted that there are still several outstanding issues which could result in the Culture service assessment score becoming a 2.

The Housing score also takes into account service inspections undertaken between 1 January 2005 and 31 December 2007.

4.5 At this stage we are unable to make an informed judgement as to our predicted Direction of Travel score.

4.6 For a more detailed breakdown of the CPA service assessment scores please see Appendix 1.

5 Scrutiny Board Performance Issues

5.1 City Development

5.1.1 **BV204 – The percentage of appeals allowed against the authority’s decision to refuse on planning applications.**

The performance against this indicator continues to be of concern in that the number of appeals allowed continues to rise. Training for both Elected Members and officers has taken place over previous months and continues; however the true impact of this training will be slow in coming through in the actual performance results. This is due to the length of time it takes for a final decision at appeal to be made against a planning application which is refused in the first instance on officer recommendation.

The performance against this PI impacts on the CPA score, and as such, any further drop in performance could result in this PI falling into the CPA lower threshold within the Environment block.

Performance against this PI will be closely monitored over the coming months. The expectation is that performance should start to improve in the autumn. If this does not happen then further action may be required.

5.1.2 **BV215a – The average number of days taken to repair a street lighting fault which is under the control of the local authority.**

BV215b – The average number of days taken to repair a street lighting fault, where response time is under the control of a DNO

The Street Lighting Contract started on 1st July 2006 and SEC is the contractor who has been appointed to deliver the street lighting PFI on behalf of the council.

Over recent months data quality issues have come to light which have led to questions being raised regarding the accuracy of information presented to LCC. Key concerns were the inaccurate recording of completion dates and the management of some processes within SEC.

In terms of general maintenance work, the inaccuracies have since been rectified and processes have been put in place to ensure that this does not happen again. This corrected data has been used to re-calculate the performance indicators and to impose performance penalties. There is still some further work required and Project Liaison Group meetings are being held to discuss progress. In addition, the City Services Performance Management Team and LCC Internal Audit are working with SEC to ensure the robustness of the SEC performance data in the future.

With regard to the installation programme, LCC officers will be seeking to gain agreement at the Project Liaison Group Meeting to the principle that an Independent Certifier will certify 100% of all installation work until LCC officers are satisfied that reporting failures have been eliminated.

The Director of City Services will continue to closely monitor and manage the contract and keep the Executive Member for Development and Regeneration and the City Services PFI Board apprised of progress.

5.2 **Culture and Leisure**

5.2.1 **BV170c – The number of pupils visiting museums and galleries in organised school groups.**

The closure of the Art Gallery has impacted adversely on the performance in the first quarter of this year. However, the gallery has now re-opened and the annual predicted result is expected to increase once the impact of the re-opened Art Gallery is better understood. Figures here have also been severely affected by the closure of Thwaite Mills due to flooding in June, in addition there has also been a number of vacant posts and sickness at other sites. The opening of the Art Gallery and the programme for the Leeds Museum Discovery Centre may help to improve visitor numbers during the course of the year.

5.3 **Environment and Neighbourhoods**

5.3.1 **Waste and Recycling**

The first three months performance for waste and recycling is very positive with our highest recycling and composting rate ever recorded. For the period from 1st April to 30th June 2007, 26.1% of Leeds' household waste was recycled or composted, an increase of 19% on the figure of 21.9% in the same period last year. The level of waste generate per household continues to fall with nearly 3kg per household less waste being generated compare to the same period last year.

The pilot of garden waste collection continues to yield higher than predicted volumes of garden waste, with over 1,300 tonnes being collection in the first quarter of the year. The tonnage of waste composted has risen by 9% compared to the same period last year.

Although our performance is better than ever, our aim is now to recycle over 50% of Leeds' waste by 2020. The environmental and financial pressures on the authority to reduce our reliance on land filling waste, coupled with the recent announcement of a 50% national target on recycling for 2020, mean that we need a step change in the way we deal with waste in the city. Over the last year we have been working to assess which kerbside waste schemes would help us to recycle as much as we can. Following widespread public consultation, we have put together a package of recycling services which, if implemented, should yield a recycling rate of over 50% by 2020. This Recycling Strategy for Leeds will be tabled for discussion at Executive Board in September.

We are also looking at the ways in which we deal with the waste that isn't recycled. We are looking at alternatives to landfill using cleaner, more environmentally friendly technologies to treat the waste that is not recycled and gain value from it. Several sites which may be used for these facilities, and for any facilities associated with the enhanced recycling services described above, will need to be located somewhere within the Leeds boundary. Several sites that could be used for this are identified in the Aire Valley Area Action Plan which will be tabled for consultation at Executive Board in September.

5.3.2 BV-203 (CPA): % change in families placed in temporary accommodation (reduction) - This indicator has been deleted by the CLG for 07/08.

The Directorate has continued to monitor this area through the more practical measure, of the numbers of households placed in temporary accommodation (LKI-HAS10). This indicator shows the progress the Directorate has made in tackling the numbers utilising temporary accommodation, despite the continuing scarcity of social rented housing options.

The numbers placed in temporary accommodation peaked at the end of the third quarter 06/07 (615 households) but, following development of a focused action plan, the homeless services has reduced this to the current figure of 469 households (end of 1st qtr 07/08). This represents a 24% reduction over this period. The reduction brings the volumes in temporary accommodation back on target with the overall goal of reducing temporary accommodation usage by 50% by 2010, and year end performance predicted as being better than the 07/08 target of 410 units. Alongside this the Homeless service has continued to provide a reduction in the overall number of households accepted as homeless.

Housing Services has achieved this very significant reduction through a combination of: more focused prevention work in partnership with other public and private partners improvements in prevention outcomes, maximising accommodation options in the public and private sector and ensuring that housing support services deliver their expected outcomes.

There will be a continued focus in 07/08 on the ability of the service and its partners to prevent homelessness, within a context of dwindling housing supply. However the focus on prevention and the reduction in supply does create tensions between customers' expectations and the waiting time for a social housing outcome which has risen from 27 weeks at the end of 05/06 to 37 weeks currently. Alongside the development of prevention services and alternative housing options, the development of the Affordable Housing Plan and the welcome support from Government for increasing the supply in this sector are key to sustaining the overall service improvements.

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
LKI-HAS10	Number of households placed in temporary accommodation.	410	469	400

5.4 **Children's Services**

5.4.1 **Data quality**

The main issue raised by the Q1 performance report is the important task of improving the accuracy and reliability of some aspects of data relating to children and young people. The main concerns focus on youth service indicators.

These concerns are being addressed in two ways. Firstly the new Integrated Youth Service is now in the process of completing implementation of a new management information system that will enable better collection, collation and analysis of data. Secondly the Integrated Youth Service is working with the former Learning and Leisure Policy and Performance Team and the Corporate Performance Team on a range of projects to look in more detail at data quality and associated business processes.

5.4.2 **Updating and improving performance measures**

The second issue that the Q1 performance report highlights is the need to update the set of performance measures reported through this process. This is needed in response to ongoing changes in sets of performance measures - both locally through the review of the Children and Young People's Plan, and nationally through changes to inspection and central government. Children's Services, Learning and Leisure Policy and Performance Team and the Corporate Performance Team will be working together over the next month to produce an updated suite of indicators that provides better information, reflecting the priorities from amongst the statutory indicators reported to the Audit Commission, measures that OfSTED use for inspection and those in the Leeds Children and Young People's Plan and Local Area Agreement (LAA).

It is the aim of the project to identify where these overlap to ensure the information being reported within different forums is accurate and consistent. The project will also help to strengthen the Accountability process by providing a suite of indicators that are of corporate importance and need to be monitored on a regular basis. The remaining indicators will be monitored throughout the year and reported via the Accountability process on an annual basis. Should performance start to decline a provision will be made for these indicators to be included on an exceptions basis.

The work on aligning the indicators will aim to be completed in time for the quarter two reporting deadlines.

5.5 **Health and Adult Social Care**

5.5.1 **BV 201/CP-SSA51/C51 The number of adults and older people receiving direct payments at 31 March per 100,000 population aged 18 years or over (age standardised by age groups)**

This indicator has been rebanded by national government in order to reflect their higher expectations about the implementation of this national policy to increase the level of choice available to people requiring social care services. Consequently, current performance would fall in the lowest banding and would fail to meet the key threshold set of 60 per 100,000 population.

The service has reflected the higher national expectations and the need to meet service users' expectations for greater levels of choice, by setting a very challenging and demanding target for performance. Current performance for quarter 1 and into quarter 2 suggests that the service is on an appropriate trajectory to meet this target and should surpass the key threshold before quarter 2 ends.

The Service has extended availability to service users requiring small items of equipment and is currently exploring the possibility of applying the approach to the meals service. It has revised its business processes to better support this approach.

5.5.2 BV-56/CP-SSA50/D54 Percentage of items of equipment delivered within 7 working days.

Performance in relation to this indicator has been previously obscured by difficulties in appropriately recording performance within the precise terms of the guidance accompanying this indicator. These recording issues have now been resolved following issuing of new guidance. As a consequence it is likely that the top rated CSCI banding (85 or higher) will be achieved this year.

5.5.3 LKI-SS23/ D39 Percentage of people receiving a statement of their needs and how they will be met

Significant achievements were made in previous years against this indicator, in consequence performance is already banded as 'good' and current evidence indicates that the reported performance target will be met.

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
LKI-SS23	Percentage of people receiving a statement of their needs and how they will be met.	99%	98.4%	99%

5.5.4 BV-195/D55 Acceptable (DH) waiting times for assessment

Although performance appears to have remained constant during this quarter, revised business processes especially relating to Disability Service Teams and the recording of their data, will result in improved performance during the rest of the year.

5.5.5 BV-196/ D56 Acceptable (DH) waiting times for care packages

Poor performance is traceable to individual Disability Service Teams. The service is currently establishing revised assessment and care service arrangement processes which, when fully completed, will improve the timeliness of service delivery and the accuracy of recording.

There are uncertainties about recording which are likely to lead to reports which under present social care activity. New guidance has recently been produced which will improve this through the course of this year.

Adult Social Care has recently undergone its annual performance assessment conducted by the Commission for Social Care Inspection; the outcome of this assessment will not be made known until November this year. However, the process of self – assessment has led to Adult Social Care comparing its performance to the best performing Authorities and through that process, identifying additional areas of activity where improvements need to be made to deliver excellent performance. These are:

- **Prevention** - describing and quantifying shifts to non (or self) assessed primary preventative services against an apparently declining 'helped to live at home' indicator relating only to assessed services.
- **Personalisation** – as previously indicated this requires significantly increasing the numbers of people using Direct Payments to purchase their own care, but will also require this will require other changes in service configuration to accommodate much greater self-direction within care services. Considerable service re-engineering and leadership will need to be demonstrated to achieve the necessary cultural shifts.

- **Protection** – the Authority must satisfy itself and the Inspectorate that its approach to adult safeguarding is sound and that current recording of low numbers of safeguarding referrals is not reflective of poor levels of understanding and practice within care services.
- **Partnership** – finally, care services planned and delivered in partnership with other statutory agencies, notably the NHS must deliver evidence of their impact in relation to improving outcomes for vulnerable adults. Again, this will require focussed and determined leadership.

5.6 Resources

5.6.1

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
LKI-EO1	The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce (excluding school based staff).	5.15	5.03	5.03

Current variation – 0.12% below target (likely to achieve target by year end)

Proposed action:

New employment strategy for disabled people to be introduced from September to address under representation of disabled people within the Council's workforce. Work being undertaken surrounding Workstep and LEODIS to more closely align activity to needs of disabled people, both currently working for the Council and prospective employees and more closely allied to other initiatives around addressing all areas of under representation. Currently there are a range of initiatives to help many disadvantaged/under represented groups often competing for same 'entry level posts'. Better coordination of this activity could assist with overall aims to address areas of concern. Discussions taking place with Legal Services concerning the possibility of 'reserving' posts for disabled applicants only. DDA allows for positive discrimination for disabled people but this conflicts with Local Government and Housing Act provisions whereby local authorities are required to appoint on merit. Currently discussion also taking place with specific agencies that only have disabled people on their books. Slivers of Time initiative may prove to be a further method to help disabled people into work and lead to permanent appointments with the Council. Specific disabled Talent Pools may also be a further way to address this issue and all of these initiatives will be pursued. Not declaring a disability because of perceived stigma or potential for discrimination may well have led to under reporting and actually representation may well be higher. Revised monitoring data to be sought to increase recording rates

5.6.2

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
LKI-EO2	Minority ethnic community staff as a percentage of the total workforce (excluding school based staff)	9.40%	9.33%	9.33%

Current variation – 0.07% below target (likely to achieve target by year end)

Proposed action:

HR Strategy Group and Corporate Chairs of departmental BME Groups have had an away day and an action plan has been drawn up to address jointly agreed areas of concern. Employee SAP records to be updated by asking staff to provide monitoring information. The Council has a percentage of staff who have not declared an ethnic origin and it is quite possible that if 100% recording can be achieved it is more than likely that the target will be reached and possibly exceeded. Under reporting of ethnic origin extremely unlikely to be as low as 0.07% and more likely to occur among BME staff because of concern declaring could be held against them. If assume a Council workforce of 17,000 (excluding Schools based staff) 0.07 equates to 12 members of staff. It is very unlikely that there are only 12 staff amongst the Council's

workforce who have not declared their ethnic origin. Recently the Council has established a Diversity Staff Forum with representatives from the Chairs of all the Staff Groups, i.e., Women's Group, BME Group, Disabled Group and Lesbian Gay and Bi-sexual Group which meets regularly and has a standing Corporate HR presence at these meetings. It is intended to use this Group as a consultation forum for revised and proposed HR Policies and Procedures to allow for consideration of areas of concern the Group may have and to allow for these to be taken on board as part of the policy review process. Particularly in relation to the concern of under representation HR are currently reviewing the Council's Recruitment and Selection Policy and Procedure and it is intended to seek the views of the Diversity Staff Forum to ensure areas of concern are raised and addressed where appropriate.

Also Neighbourhoods and Housing and Development (as were) have been piloting development centres for BME staff.

5.6.3

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-11a	The percentage of top 5% of earners that are women	38.00%	36.18%	36.18%

Current variation: - 1.82% under target (likely to achieve target by year end)

Proposed action:

Council change programme may give opportunities as new posts are advertised and filled in the Chief Officer cohort.

Issue of Diversity Staff Forum as mentioned above also likely to further assist in addressing current under achievement of the target set and provides a means to consider issues of gender inequality and what action needs to be taken. Equal Pay and Job Evaluation exercises may well go some way to addressing this issue. More considered workforce and succession planning will also assist with ensuring women are better able to progress through the organisation and attract and promote the Council as an employer of choice to Women in senior positions from outside of local government. Just short of half of the Council's Officer Senior Management Team are Women and this needs to be promoted and celebrated.

ICT have been running a Women's development programme in line with the national programme for senior Women in ICT, Environment also had Women's groups and looking at introducing mentoring. Corporately we are now looking to pull together a talent management approach/strategy.

5.6.4

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-11b	The percentage of top 5% of earners from black and minority ethnic communities	6.0%	6.2%	6.2%

Current variation: 0.2% above target

Proposed action:

Council change programme may give opportunities as new posts are advertised and filled in the Chief Officer cohort to maintain achievement over target.

To continue to monitor progress against target to ensure it remains above or take remedial action if future figures start to show a downturn. Focus to be given to consideration of more stretching target for future years. Analysis of initiatives that have been successful in ensuring target has been achieved and learning lessons to deal with under representation among BME staff elsewhere within the organisation and applying these to other under represented groups where appropriate. It has to be borne in mind that with such small numbers it only takes one or

two BME staff to leave to have a significant impact on the overall percentage and, therefore, consideration also needs to be given to actual numbers of people as well.

5.6.5

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-11c	Percentage of top 5% of earners that are disabled (excluding schools)	4.00%	3.60%	3.60%

Current variation – 0.4% below target (likely to achieve target by year end)

Proposed action:

Council change programme may give opportunities as new posts are advertised and filled in the Chief Officer cohort.

Issues to be addressed similar to actions to be taken for under representation of Women as percentage of top 5% of earners. Also consideration needs to be given to revisiting monitoring data to pick up under reporting where this may be a cause of the apparent failure to meet the target.

5.6.6

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-16a	The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce	4%	3%	3%

Current variation – 1% below target (likely to achieve target by year end)

Proposed action:

As per comments under LKI-EO1. Processes need to be put in place to ensure employee records are up dated to cover instances where existing staff become disabled, and then meet the DDA definition, arising from changes in health during their time in employment with the Council. Also potential issue of under reporting needs to be addressed to ensure more accurate data is available. Closer working with Education Leeds needed to see what lessons can be learnt from the Council as LKI-EO1 higher than BV16a

5.6.7

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-17a	Minority ethnic community staff as a percentage of the total workforce	8%	7%	7%

Current variation – 1% below target (likely to achieve target by year end)

Proposed action:

As per action to be taken under LKI-EO1. Closer working with Education Leeds to establish what initiatives need to be implemented to improve overall figures as the Council's figure under LKI-EO1 is higher than BV-17a.

5.6.8 CP-AS51: % of public telephone calls to the council that are answered.

This indicator now has three sub-indicators, agreed at Customer Strategy delivery programme Board:

- CP-AS51 a), covering the performance of the corporate contact centre;
- CP-AS51 b), covering the performance of other identified high volume telephone lines outside of the corporate contact centre; and
- CP-AS51 c), covering the overall performance across the council.

Performance on CP-AS51 a) is currently at 92% (1 April – 31 July 2007) continues to improve, and has remained above the Council Plan target of 90% since April 2006. The comparative result for previous years is 84% in 2005/06, and 91% in 2006/07, using the previous bundle of 25 telephone lines.

Performance on CP-AS51 b) is currently at 49% (1 April – 31 July 2007), and has been lower than that in the corporate contact centre over the past two years, at around 75%, using the previous bundle of 25 telephone lines. The reported figure has fallen to currently around 50% as the higher volume services have moved in to the contact centre, and lower-performing lines have a greater impact on the indicator.

Performance on CP-AS 51 c) is currently reported at 79% (1 April – 31 July 2007), the comparative result for previous years is 81% in 2005/06 and 85% in 2006/07, using the previous bundle of 25 telephone lines.

The comparative result for previous years is 81% in 2005/06 and 85% in 2006/07. This indicator was adjusted in April 2007 to cover the same range of services as other Customer Strategy indicators and be more representative of high volume contact across the council. In previous years, the council based this indicator on a bundle of 25 telephone lines, taking 1.8m recorded calls a year, it now under the new definition covers 43 telephone lines, taking over an estimated 2.2m recorded calls a year.

The results in 2007/08 superficially appear worse even though performance in key areas continues to improve, via ongoing improvements to services already in the corporate contact centre (which has improved overall call answer rates from 60% to 92% in the past three years), and by improving services once they move into the corporate contact centre (such as Choice Based Lettings, approximately 70,000 calls offered a year, call answer rate increased from 30% in 2006 to 95% for 2007-08 year to date)

This change in definition has brought within the scope of this indicator some previously overlooked high volume lower performing telephone lines, such as Registrars (approximately 100,000 calls offered, 16% answered). The definition has also brought within scope some telephone lines for which data relating to volumes and performance information is not yet available, although work is ongoing to improve data quality as a precursor for future performance improvement.

Improvement against this indicator is being managed by migrating currently poorly performing high volume telephone services to the corporate contact centre for improvement. The Chief Customer Services Officer (Acting) will continue to work to improve performance on this indicator with client services, and through Customer First Board and Customer Strategy Delivery Board.

5.6.9 CP-AS52: % of enquiries to the council (in person and by telephone) that are resolved at the first point of contact (FPOC).

This indicator continues to raise problems in definition and measurement, which makes genuine performance difficult to identify. The indicator's denominator and numerator come from the Contact Leeds CRM (Siebel) system, so only services which use Contact Leeds for handling customer contact are covered by this indicator, all of which are in Customer Services. Customer Services have made some improvements in April 2007 to the enquiry substatus field in Siebel to improve the consistency and reliability of management information on FPOC resolution, however, this has had the effect of making current performance appear worse, because previous years' performance was over inflated.

The council remains on track to achieve the target of 80% FPOC.

The value of this indicator will be reviewed as part of the Customer Strategy review. The review will also take into account that there is the prospect of a national PI on first point of contact resolution for 2008 onwards.

Recommendations

It is recommended that the Overview and Scrutiny Committee considers the Quarter 1 performance information and highlight any areas for further scrutiny or referral to Scrutiny Boards as appropriate.

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**Leeds City Council
Quarter One Performance Report
2007/2008**

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Accountability Reporting Guidance

Column No.	Column Title	Description
Indicator Explanations		
		The reference column describes which basket each indicator belongs to. A basket is a set of indicators which we use to report on progress relating to different plans or frameworks, such as Best Value or BV which we report to the Audit Commission. We have listed below the initials we use to refer to these different baskets. CPA - These indicators are part of our Comprehensive Performance Assessment BV - We report these indicators to the Audit Commission LKI - These are local key indicators for Leeds CP - These indicators show what progress we are making against the Corporate Plan LAA - These indicators show progress on the Local Area Agreement PAF - We report these indicators to the Commission for Social Care Inspection (CSCI) as part of the Performance Assessment Framework.
1	Reference	
2	Title	The title column describes the indicator. The Audit Commission provides the description for the Best Value indicators and CSCI sets the description for PAF indicators.
3	Service	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
4	Frequency & Measure	The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March). The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes.
5	Good Performance	The good performance column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.
Targets and Results		
Column No.	Column Title	Description
9	Predicted Full Year Result	Directorate uses this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance of the indicator. We use this figure as one of the green lights to show how well they expect to do at the end of the year. The Directorate uses current performance information to make this forecast. An amber traffic light shows that the Directorate predicts this indicator WILL meet its target. The Directorate uses current performance information to make this forecast. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast. The red lights shows that the Directorate predicts this indicator WILL NOT meet its target at the end of the year. The Directorate uses current performance information to make this forecast.
10	Year on Year Improvement	This compares how we expect to perform this year compared to last year. We use this section to explain whether the indicator is getting better, getting worse or staying the same as last year. You need to read this section together with column 9 to understand how we are performing. The Directorate predicts that this indicator will DO BETTER than in the last financial year. They are using current performance information (column 9) to make this forecast. The Directorate predicts that this indicator will BE THE SAME as in the last financial year. They are using current performance information (column 9) to make this forecast. The Directorate predicts that this indicator will BE WORSE as in the last financial year. They are using current performance information (column 9) to make this forecast.
Information for Comparisons		
11	All England Top Performance Range	The Council compares its performance against the performance of all councils in England (known as All England). The Council also take the Core Cities benchmarking group and we compare our performance against these cities of a similar size. The Core Cities are Birmingham, Bristol, Leeds, Liverpool, Manchester, Nottingham and Sheffield. The Audit Commission audits the year end results and provides information for the public to compare. This comparison information is only available for Best Value indicators (see 1). The Audit Commission only provide the comparison information for 2006/07 at the end of December, so we are currently comparing performance against the 2006/07 end position for All England and the Core Cities. The Directorate predicts that this indicator will be in the TOP performance range. They are using current performance information (column 9) to make this forecast. The Directorate predicts that this indicator will be in the MIDDLE of the top and bottom performance range. They are using current performance information (column 9) to make this forecast. The Directorate predicts that this indicator will be in the BOTTOM performance range. They are using current performance information (column 9) to make this forecast.
11a	All England Bottom Performance Range	This column shows the All England Bottom performance range. The traffic light in column 11, to the right highlights the predicted Leeds position.
12	Core Cities Average	This column details the average result of the Core Cities for each indicator.

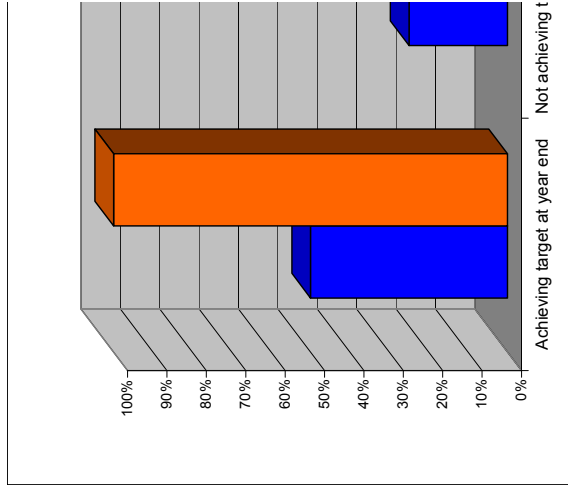
6	2006/07 Year End	This column displays the result at the end of the previous financial year (31 March 2007)
7	2007/08 Target	This column shows the target we have agreed for this financial year.
8	Current Position	The current position identifies the result at the end of each quarter. We include the month we stop reporting on this in the heading of this column.

13	Core City Position	This column details the Leeds position for each indicator compared to the eight Core Cities.
		To know we can rely on the information in these reports, it has to be of good quality. Directorates use column to identify indicators where they have concerns about the quality of the information or data. If a Directorate has Some or Significant concerns regarding Data Quality there will be an explanation in the comments field.
14	Data Quality Issues	No Concerns indicates that the Directorate has signed off the data as accurate. If Some Concerns has been chosen, the Directorate has concerns about the data and are working to ensure it is accurate and reliable. If Significant Concerns has been chosen, the Directorate thinks that the quality of the data may not be good or that maybe they have not got the correct data. Directorates add a comment here to explain what their concern is, if they have any.
Comments		The comments for each indicator should explain why performance varies. They should also highlight any problems with the quality of the data and what steps the Directorate is taking to improve it. This also focus on what will be done to improve the actions and state what outcomes they have achieved.

Adult Social Services Quarter 1 Performance Report

	07/08 Result to Date	2006/07 Result
Percentage of indicators achieving target at year end based on Predicted Full Year Result	100%	Greater Than 50%
Percentage of indicators not achieving target at year end based on Predicted Full Year Result* (This includes any amber traffic lights due to a tolerance level being set)	0%	Less Than 25%
Percentage of indicators showing a year on year improvement based on Predicted Full Year Result*	100%	Greater Than 75%
Percentage of indicators showing a year on year decline based on Predicted Full Year Result*	0%	Less Than 25%
Percentage of indicators in All England Top Performance Range based on Predicted Full Year Result*	25%	Greater Than 0%
Percentage of indicators in All England Bottom Performance Range based on Predicted Full Year Result*	0%	Less Than 50%

Please note predicted performance can change each quarter*



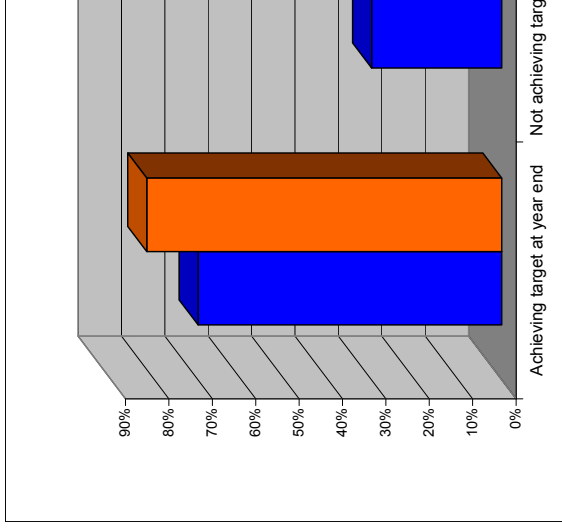
1	2	3	4	5	6	7	8	9
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 30 June 07	Predicted Full Year Result
BV-201 CP-SSA51 C51	The number of adults and older people receiving direct payments at 31 March per 100,000 population aged 18 years or over (age standardised by age groups)	Social Services for Adults	Quarterly Numerical	Rise	40.00	95.00	44.93	95.00

Comments	This indicator has been rebanded by national government in order to reflect their higher expectations about the implementation of this national policy to increase the level of cho the lowest banding and would fail to meet the key threshold set of 60 per 100,000 population. The service has reflected the higher national expectations and the need to meet se target for performance. Current performance for quarter 1 and into quarter 2 suggests that the service is on an appropriate trajectory to meet this target and should surpass the t small items of equipment and is currently exploring the possibility of applying the approach to the meals service. It has revised its business processes to better support this appr						
BV-56 CP-SSA50 D54	Percentage of items of equipment delivered within 7 working days.	Social Services for Adults	Quarterly %	Rise	89.00	89.91	89.91
Comments	Evidence of recording issues now resolved following issuing of new guidance. Likely to achieve top rated CSCI banding (85 or higher).						
BV-195 D55	Acceptable (DH) waiting times for assessment	Social Services for Older People	Quarterly %	Rise	82	85	85
Comments	Although performance appears to have remained constant during this quarter, revised business processes especially relating to Disability Service Teams, will result in improved						
BV-196 D56	Acceptable (DH) waiting times for care packages	Social Services for Older People	Quarterly %	Rise	77	85	85
Comments	Poor performance is traceable to individual Disability Service Teams. The service is currently establishing revised assessment and arrangement processes which when fully con There are uncertainties about recording which are likely to lead to reports which generate under presenting social care activity. New guidance has recently been produced which						

City Development Quarter 1 Performance Report

	07/08 Result to Date	2006/07 Result
Percentage of indicators achieving target at year end based on Predicted Full Year Result	82%	70%
Percentage of indicators not achieving target at year end based on Predicted Full Year Result* (This includes any amber traffic lights due to a tolerance level being set)	18%	30%
Percentage of indicators showing a year on year improvement based on Predicted Full Year Result*	64%	50%
Percentage of indicators showing a year on year decline based on Predicted Full Year Result*	36%	40%
Percentage of indicators in All England Top Performance Range based on Predicted Full Year Result*	33%	33%
Percentage of indicators in All England Bottom Performance Range based on Predicted Full Year Result*	11%	11%

Please note predicted performance can change each quarter*



1	2	3	4	5	6	7	8	9
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 30 June 07	Predicted Full Year Result
BV-170a	a. The number of visits/enquiries/website hits to museums per 1,000 population.	Museums and Galleries	Quarterly Numerical	Rise	942	935	185	1,156

Comments	<p>The Service is going through profound change through to August 2008 when the new museum opens. Target setting is very difficult in this period of transition, but the ambition c raising the figures.</p> <p>The quarter 1 result demonstrates how the closure of the Art Gallery for redevelopment throughout this quarter has reduced the number of physical visits. The result has also b varying periods of time. In relation to internet visits, the websites are also of poor quality and the service is working with the council web team to pilot a completely new approach user experience.</p> <p>The predicted annual result exceeds the target and upper tolerance, taking account of increased uptake at the Art Gallery from the end of quarter 1.</p> <p>Data quality has been set to amber for this indicator to reflect the difficulty in accurately measuring footfall at cultural facilities, many of which are free of charge. The service is c</p>
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BV-170b	<p>The number of those visits that were in person per 1,000 population</p> <p>Museums and Galleries</p> <p>Quarterly Numerical</p> <p>Rise</p> <p>534</p> <p>530</p> <p>85</p> <p>646</p>
Comments	<p>The closure of the Art Gallery during this period, which normally sees high numbers of visitors, has had a major impact in lowering the result for this indicator in quarter 1. Loss of activities very difficult.</p> <p>It is anticipated that the reopening of the Art Gallery and the opening of the Discovery Centre will mean that the visitor figures will recover by the end of the year, and on this basis the floods may make it more difficult for the service to achieve this level.</p> <p>Data quality has been set to amber for this indicator to reflect the difficulty in accurately measuring footfall at cultural facilities, many of which are free of charge. The Service is conducting an annual sample of physical visitor numbers.</p>
BV-170c	<p>The number of pupils visiting museums and galleries in organised school groups</p> <p>Museums and Galleries</p> <p>Quarterly Numerical</p> <p>Rise</p> <p>26,151</p> <p>27,900</p> <p>5,595</p> <p>26,026</p>
Comments	<p>Q1 figure demonstrates the problems caused by the restructure which has been heavily delayed. This has resulted in vacancies not being replaced, with only one Education Of</p> <p>The restructure has now commenced, however due to the length of time it may take to recruit into the vacant educational posts, the process is not likely to be complete until Spring annual performance falls below the target and lower tolerance.</p> <p>In relation to target setting, it should be noted that there is a maximum number of school groups that can be accommodated due to the number of school days available in the year each site.</p>
LKI-MG1	<p>Total number of visits to museums & galleries</p> <p>Museums and Galleries</p> <p>Quarterly Numerical</p> <p>Rise</p> <p>384,346</p> <p>383,000</p> <p>61,523</p> <p>462,343</p>
Comments	<p>The quarter 1 figure takes account of the closure of a number of facilities due to flooding, including Thwaite Mills where one of their four major annual events was cancelled.</p> <p>The quarterly result also reflects the closure to general visitors of the Art Gallery which re-opened towards the very end of the quarter, and the new Discovery Centre which has anticipated, and it is expected that the remainder of the year will show the full effects of both of these new openings. Annual predicted results are expected to increase once the target and upper tolerance.</p> <p>Data quality has been set to amber for this indicator to reflect the difficulty in accurately measuring footfall at cultural facilities, many of which are free of charge. The Service is conducting an annual sample of physical visitor numbers.</p>
BV-106 CPA-E23	<p>Percentage of new homes built on previously developed land</p> <p>Planning</p> <p>Monthly %</p> <p>Rise</p> <p>96.92</p> <p>92.00</p> <p>95.00</p> <p>95.02</p>

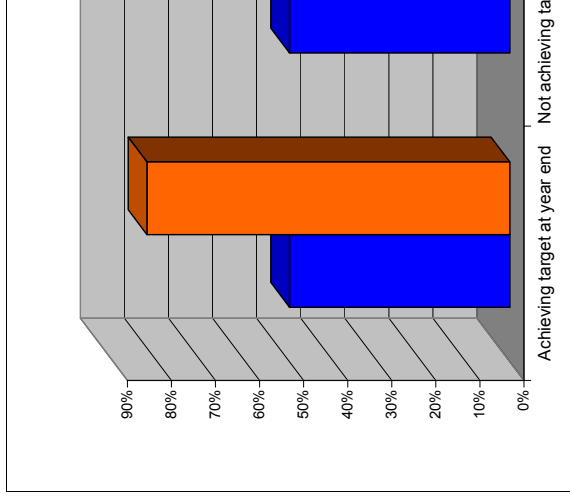
Comments	Figures to end of quarter 1 are 915 out of 963 brownfield housing completions (gross) Brownfield completions continue to run at a high level in line with UDP policy which is to							
BV-109a CP-PL50 CPA-E2	Percentage of planning applications determined in line with the Government's new development control targets to determine a) 60% of major applications in 13 weeks	Planning	Monthly %	Rise	61.01	60.00	62.50	63.00
Comments	Targets have been set to match the Government's published targets and performance management measures are in place to ensure targets are met whilst at the same time, en and will undertake the complex major casework supported by some outsourcing, employment of freelance planners and overtime arrangements and providing administrative sup							
BV-109b CP-PL50, CPA-E2	Percentage of planning applications determined in line with development control targets to determine b) 65% of minor applications in 8 weeks.	Planning	Monthly %	Rise	69.89	65.00	82.09	70.00
Comments	Targets have been set to match and maintain the Government's published targets.							
BV-109c CPA-E2	Percentage of planning applications determined in line with development control targets to determine c) 80% of other applications determined within 8 weeks	Planning	Monthly %	Rise	83.58	80.00	88.51	85.00
Comments	Targets have been set to match and maintain the Government's published targets.							
BV-204 CPA-E42	The percentage of appeals allowed against the authority's decision to refuse on planning applications	Planning	Monthly %	Fall	37.4	30.0	44.7	40.0
Comments	In the last month 12 out of 19 appeal decisions were allowed, contrary to the Council's decision to refuse. The continued performance of this indicator represents the significant time delay inherent within the appeals process. There is a six-month period after a decision for an appeal decision can vary from a number of weeks to a number of months, depending on the complexity and form of the appeal (there may be a public enquiry, or written representation: will be a significant timelag after the compulsory training for members and officers before these cases filter to the Planning Inspectorate. At this point, it is anticipated that perfor							
BV-205 CP-PL51 CPA-E43	Quality of the planning services checklist	Planning	Quarterly %	Rise	N.A.	N.A.	See Comments	See Comments

Comments	<p>It is not currently possible to set a target for or report the progress of this indicator because guidance has not yet been issued by the Audit Commission. This will clarify what sh Planning Service accessibility against a pre-defined list). A charter for major development applications, currently in draft, will be implemented by March 2008, focusing on the m this indicator.</p> <p>Resourcing issues mean that we cannot provide pre application advice for every application type and size in all forms. The electronic scanning project has been delayed due to progressed.</p> <p>If the existing methodology is used the result for Quarter One is 77.7% and the 06/07 Year End Result would be 72.2%, these results will be confirmed when the guidance has be</p>							
CP-CU50b LKI-SP9c LAA EDE23b	Visits to the City Council's cultural facilities - Sport & Active Recreation	Sport	Quarterly Numerical	Rise	4,152,075	4,100,000	1,042,318	4,130,000
Comments	<p>In 2006/07 the service achieved a result of 4,152,075 visitors to sports facilities against a target of 3,950,000. This exceptional performance was based on a high take up of Boc 4,100,000 is higher than the previous years target but lower than the actual result to account for the fact that it is likely that Bodyline take up will level off in the face of competitive caution regarding the service's ability to maintain the exceptional levels of Bodyline subscriptions seen in 2006/07 through to the 2007/08 year end.</p>							
BV-165 CPA-E16	The percentage of pedestrian crossings with facilities for disabled people	Traffic Management	Quarterly %	Rise	77.3	82.1	77.3	84.0
Comments	<p>In light of the current audit of BV-165, there are still some concerns about the quality of the data informing this indicator. There is an amount of remedial work required on some complete this work. Additional funding will be required to increase the percentage of crossings that comply with BV165 performance indicator.</p> <p>The 2006-07 year-end figure has recently been changed after the recent audit. The 2007-08 target, and predicted year-end performance have also been amended as the servic next three quarters.</p>							

City Services Quarter 1 Performance Report

	07/08 Result to Date	2006/07 Result
Percentage of indicators achieving target at year end based in Predicated Full Year Result	82%	50%
Percentage of indicators not achieving target at year end based on Predicated Full Year Result* (This includes any amber traffic lights due to a tolerance level being set)	18%	50%
Percentage of indicators showing a year on year improvement based in Predicated Full Year Result**	71%	63%
Percentage of indicators showing a year on year decline based in Predicated Full Year Result*	29%	32%
Percentage of indicators in All England Top Performance Range based in Predicated Full Year Result*	19%	11%
Percentage of indicators in All England Bottom Performance Range based in Predicated Full Year Result*	13%	21%

Please note predicted performance can change each quarter*



1	2	3	4	5	6	7	8	9
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 30 June 07	Predicted Full Year Result
BV-82a(i) CP-RC50 CPA E6	Percentage of household waste arisings which have been sent by the authority for recycling	Refuse Collection & Waste Management	Quarterly %	Rise	15.83	18.07	17.37	18.07

Comments	The increase in tonnage can be attributed to an increase in timber tonnes on the previous year as a result of a new timber contract, and an increase in the amount of glass being							
BV-82a(ii) CPA-E6	Total tonnage of household waste arisings which have been sent by the authority for recycling	Refuse Collection & Waste Management	Quarterly Numerical	Rise	53,486.00	61,435.00	15,463.00	61,435.00
Comments	The increase in tonnage can be attributed to an increase in timber tonnes on the previous year as a result of a new timber contract, and an increase in the amount of glass being							
BV-82b(i) CP-RC51 CPA E6	The percentage of household waste sent by the authority for composting or treatment by anaerobic digestion	Refuse Collection & Waste Management	Quarterly %	Rise	6.47	7.39	8.74	7.39
Comments	The amount of waste composted is increasing due to the garden waste pilot currently underway. Overall, the authority has recycled and composted over 26% of its waste during							

BV-82b(ii)	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion	Refuse Collection & Waste Management	Quarterly Numerical	Rise	21,845.00	25,125.00	7,785.00	25,125.00
Comments	The amount of waste composted is increasing due to the garden waste pilot currently underway. Overall, the authority has recycled and composted over 26% of its waste during							
BV-82c(i)	Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	Refuse Collection & Waste Management	Quarterly %	Rise	0.53	0.02	0.44	0.44
Comments	The slight increase in the amount of waste disposed of in this way is due to a particular contractor who obtains energy from waste through the re-processing of SORT rejections.							
BV-82c(ii)	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources	Refuse Collection & Waste Management	Quarterly Numerical	Rise	1775.00	72.00	392.00	392.00
Comments	The slight increase in the amount of waste disposed of in this way is due to a particular contractor who obtains energy from waste through the re-processing of SORT rejections.							
BV-82d(i) CP-RC52	Percentage of household waste arisings which have been landfilled	Refuse Collection & Waste Management	Quarterly %	Fall	77.09	74.52	73.45	74.52
Comments	The reduction in the amount of waste landfilled compared to the same period last year can be attributed to the increase in the amount of composting and recycling undertaken a							
BV-82d(ii)	The tonnage of household waste arisings which have been landfilled	Refuse Collection & Waste Management	Quarterly Numerical	Fall	260,416.00	253,357.00	64,401.00	253,357.00
Comments	The reduction in the amount of waste landfilled compared to the same period last year can be attributed to the increase in the amount of composting and recycling undertaken a							
BV-84a CPA-E26	Number of kilograms of household waste collected per head of population	Refuse Collection & Waste Management	Quarterly KG	Fall	467.2	467.2	123.1	467.2
Comments	YTD Leads is generating less waste whilst increasing the amount of recycling and composting undertaken.							

BV-84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population	Refuse Collection & Waste Management	Quarterly %	Fall	1.08	0.01	-1.39	0.01
Comments	YTD Leeds is generating less waste whilst increasing the amount of recycling and composting undertaken.							
BV-91 CPA-E7A	Percentage of population resident in the authority's area serviced by a kerbside collection of recyclables	Refuse Collection & Waste Management	Quarterly %	Rise	92.4	95.0	92.7	92.7
Comments	The service is currently investigating why some households do not have access to kerbside collection of recyclables to assess what alternatives are available however, there is a concern over the move from Superbase to a new GIS based system. However it is expected that these concerns will be addressed.							

BV-91b	Percentage of households resident in the authority's area served by a kerbside collection of at least two recyclables	Refuse Collection & Waste Management	Quarterly %	Rise	92.4	95.0	92.7	92.7
Comments	<p>The service is currently investigating why some households don't have access to kerbside collection of recyclables to assess what alternatives are available however, there is no data available for this indicator.</p> <p>With regard to data quality issues, currently there are concerns over the move from Superbase to a new GIS based system. However it is expected that these concerns will be resolved by the end of the financial year.</p>							
BV-199a	CP-SC50 CPA-E4 LAA-SSC4	Street Cleansing	Quarterly %	Fall	17.3	16.0	See Comments	See Comments
Comments	<p>The surveys conducted to calculate this performance indicator are performed every 4 months. As such, the first survey during this financial year will be completed in July and the second in October.</p>							
BV-199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	Street Cleansing	Quarterly %	Fall	6	7	See Comments	See Comments
Comments	<p>The surveys conducted to calculate this performance indicator are performed every 4 months. As such, the first survey during this financial year will be completed in July and the second in October.</p>							
BV-199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	Street Cleansing	Quarterly %	Fall	1	1	See Comments	See Comments
Comments	<p>The surveys conducted to calculate this performance indicator are performed every 4 months. As such, the first survey during this financial year will be completed in July and the second in October.</p>							
BV-199d	The year-on-year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with fly tipping	Street Cleansing	Quarterly Level	Fall	3	2	1	2
Comments	<p>The council's performance on this indicator has improved from 'good' to 'very effective'. This is due to a reduction in the number of fly tips reported via the contact centre and an increase in the number of enforcement actions taken to deal with fly tipping.</p> <p>Comparing Q1 2006/07 to Q1 2005/06, this year the council has reduced the number of fly tipping incidents by 21.15% (350 incidents) whilst increasing the number of enforcement actions taken to deal with fly tipping by 25% (100 actions).</p>							
BV-218a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	Street Cleansing	Quarterly %	Rise	92.54	92.50	86.24	92.50

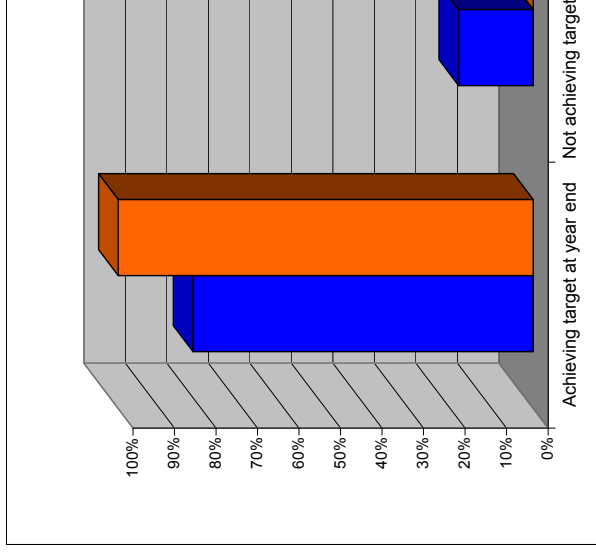
Comments	In terms of data quality, there are concerns with regard to the way Insight reports on this performance indicator, the number of administration errors occurring, and the way some and it is expected that these concerns will be resolved shortly.							
BV-218b LAA-SSC57	Percentage of abandoned vehicles removed within 24 hours from the point at which the authority is legally entitled to remove the vehicle	Street Cleansing	Quarterly %	Rise	92.17	90.00	72.73	90.00
Comments	Performance on this indicator has been affected by the recent floods. Doncaster Auto Spares who are under contract to pick the vehicles up are located in Tollbar, South Yorkshire sharp increase in urgent work. The service is currently working with them to address these issues. Data Quality issues in terms of admin errors and reporting on Insight as mentioned in the BV-218a commentary are also applicable to this indicator. As mentioned in 218a, we e							

BV-215a	The average number of days taken to repair a street lighting fault which is under the control of the local authority	Street Lighting	Quarterly Days	Fall	12.11	5.00	4.77	5.00
Comments	<p>Reported performance on this indicator should be considered in relation to the work currently being undertaken by the Performance & Communications Team, Internal Audit, the Concerns regarding the calculation of this indicator and the supporting documentation used have been raised previously and the work required to resolve these issues is ongoing June's figures are complete.</p> <p>We aim to move from 'significant concerns' to 'minor concerns' by Q3.</p>							
BV-215b	The average time taken to repair a street lighting fault where response time is under the control of a Distribution Network Operator (DNO)	Street Lighting	Quarterly Days	Fall	27.87	14.00	24.48	14.00
Comments	<p>The high number of days is due to a number of jobs that had been logged onto the system some time ago and, for various reasons, were not closed off. SEC have worked with next quarters performance should improve significantly.</p> <p>Reported performance on this indicator should be considered in relation to the work currently being undertaken by the Performance & Communications Team, Internal Audit, the Concerns regarding the calculation of this indicator and the supporting documentation used have been raised previously and the work required to resolve these issues is ongoing</p>							

Children and Young People Quarter 1 Performance Report

	07/08 Result to Date	2006/07 Result
Percentage of indicators achieving target at year end based on Predicated Full Year Result	100%	82%
Percentage of indicators not achieving target at year end based on Predicated Full Year Result* (This includes any amber traffic lights due to a tolerance level being set)	0%	18%
Percentage of indicators showing a year on year improvement based on Predicated Full Year Result*	75%	83%
Percentage of indicators showing a year on year decline based on Predicated Full Year Result*	17%	17%
Percentage of indicators in All England Top Performance Range based on Predicated Full Year Result*	50%	17%
Percentage of indicators in All England Bottom Performance Range based on Predicated Full Year Result*	0%	33%

Please note predicted performance can change each quarter*



1	2	3	4	5	6	7	8	9
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 30 June 07	Predicted Full Year Result
BV-22 1a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area.	Early Years and Youth Service	Quarterly %	Rise	N.A.	54	See Comments	See Comments

Comments	<p>Performance has not been reported for quarter 1 as data quality issues relating to the year end 2006-07 actual are outstanding and currently being resolved. There is some detail based on the guidance from the Audit Commission and from consultation with youth work colleagues, however, there is still some work to do to embed this definition across all on recorded outcomes, and therefore the service is reliant upon manual counts to calculate this PI, with a significant amount of duplication likely to have affected the result in 2006-07.</p> <p>In order to establish a realistic final result for year end 2006-07, the corporate Policy and Performance Improvement Team are undertaking a sample audit which will produce the results and help the service further develop the processes of recording youth work activity, some work will be undertaken with the Policy and Performance Unit for the Learning and Leisure.</p>							
BV-221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work.	Early Years and Youth Service	Quarterly %	Rise	22	30	2	30
Comments	<p>The result for this indicator is calculated using information from the Youth Service Management Information System (MIS) and a manual count from the Youth Service Projects a that have yet to be entered onto the system coupled with a seasonally low trend of accreditation during the quarter one months. It is anticipated that quarter two will see an increase addressed in Quarter two with the introduction of a new MIS in quarter 3, which will help to review the validity of performance recorded to date and predicted annual result.</p>							
CP-EY50a LKI-EY3a	Number of families supported with childcare, including before and after school clubs where parents are in work	Early Years and Youth Service	Quarterly Numerical	Rise	1,724	2,140	1,174	2,140
Comments	<p>As agreed with the Performance Team, the reported figure represents two months returns for April and May. The increase in families accessing the centres across the city during through extra capacity being made available with 8 new centres due to open before April 2008. A review of procedures will be completed to enable future reporting of 3 months</p>							
CP-EY50b LKI-EY3b	Number of families supported with childcare including before and after school clubs where parents are in work based learning, training or further education.	Early Years and Youth Service	Quarterly Numerical	Rise	470	583	321	583
Comments	<p>As agreed with the Performance Team, the reported figure represents two months returns for April and May. The increase in families accessing the centres across the city during through extra capacity being made available with 8 new centres due to open before April 2008. A review of procedures will be completed to enable future reporting of 3 months education/training.</p>							
CP-EY51a LKI-EY2a	Number of places in children's centres	Early Years and Youth Service	Quarterly Numerical	Rise	1796	2231	1796	2231
Comments	<p>At present there have been no changes to the number of children centre places since the end of Q4 2006-07. Some concerns have been raised regarding the definition of the indicator to be carried out during Q2/Q3.</p>							
CP-EY52 LKI-EY6	Percentage of schools offering FFIP (Fully Flexible Integrated Provision)	Early Years and Youth Service	Quarterly %	Rise	N.A.	60	28	60

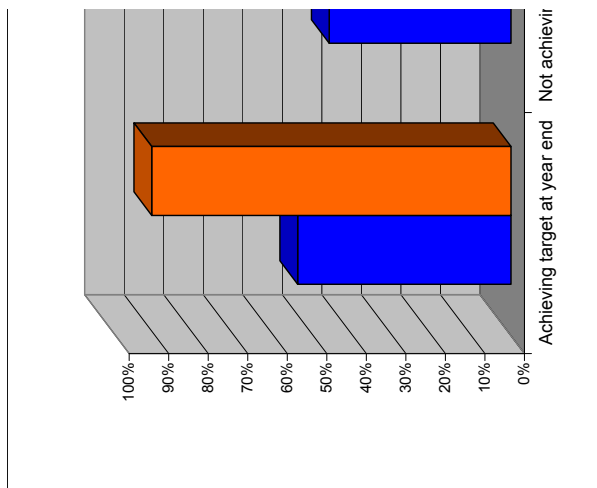
Comments	This continues at a high level of success, however, there are problems with offenders who get custodial sentences, and young people who were in care in their 17th year but we more, so at the time, were not eligible for Pathway Planning. Problems also occur where contact is not maintained, as these young people can be difficult to trace.
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BV-162 CP-CF55 LAA CYP13 C20	The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year. The Child Protection Team have put a number of new systems in place more than a year ago to ensure better compliance with this indicator e.g. ensuring Reviews are booked & the day asking that core group members send deputies if unable to attend to ensure meetings are quorate and can proceed.	Social Services for Children & Families	Quarterly %	Rise	98	100	99	100
Comments	These have been very largely successful, and any exceptions have been essentially attributable to human error or extremes of staff unavailability. At the end of the first quarter of the year (3 children are in one family). The delay of the reviews were by 10 working days.							
BV-163 CP-CF56 C23	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day.	Social Services for Children & Families	Quarterly %	Rise	7.9	8.0	6.8	8.0
Comments	This is an ambitious target but if successful will help towards the Department's aspirational rating of "good" next year. A projected achievement of around 90 adoptions and special guardianship orders have been made for this group of children thus projecting an annual number of 88. This number will increase in the numbers of LAC since this time will reduce the percentage which this indicator measures. This keeps us on target for achieving the higher indicator of 8%. Temporary increased staffing to clear waiting lists for assessments (which we have now achieved) and the filling of vacancies will help towards the higher indicator of 8%.							
CP-CSP52b	Increase the take up of cultural and sporting opportunities amongst 5-19 year olds - S&AR	Sport	Quarterly Numerical	Rise	1031050	1000000	276597	1030000
Comments	The result for Q1 06/07 was 257,298, this years result for Q1 was 7.5% higher. This is mainly attributable to consistent performance at the majority of sites and an extra 11,985 visits, taking into account seasonality.							

Environment and Neighbourhoods Quarter 1 Performance Report

	07/08 Result to Date	2006/07 Result
Percentage of indicators achieving target at year end based on Predicated Full Year Result	91%	54%
Percentage of indicators not achieving target at year end based on Predicated Full Year Result* (This includes any amber traffic lights due to a tolerance level being set)	9%	46%
Percentage of indicators showing a year on year improvement based on Predicated Full Year Result*	82%	68%
Percentage of indicators showing a year on year decline based on Predicated Full Year Result*	9%	24%
Percentage of indicators in All England Top Performance Range based on Predicated Full Year Result*	19%	19%
Percentage of indicators in All England Bottom Performance Range based on Predicated Full Year Result*	25%	19%

Please note predicted performance can change each quarter*



1	2	3	4	5	6	7	8	9
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 30 June 07	Predicted Full Year Result
BV-126	Domestic burglaries per 1,000 households	Community Safety	Monthly Numerical	Fall	25.40	22.30	6.10	24.30

Comments	<p>YTD=1974 up 6.9% against previous year, equivalent to 127 more offences. The reasons for the rise in domestic burglary are unclear but appear to have followed national trend in the community. What can be evidenced is a rise in community penalty sentences and early prison releases. This has required the Police and the Probation Service to manage Integrated Offender Management process and aligned with the Drug Intervention Programme begins to show a marked impact on performance. The All England Top Quartile trend historical (05/06). Analysis of data for Q1 (2007/08) shows that Leeds is ranked 6th in the core city position.</p>							
BV-127 a	Violent crime per year, 1000 population in the Local Authority area.	Community Safety	Monthly Numerical	Fall	23.80	22.90	5.60	22.60
Comments	<p>YTD=4083 down 13.8% against previous year, equivalent to 654 fewer offences. Violent crime is reducing, illustrated by the effect of the police policy for early intervention to prison Programme in the city centre - examples of good practice from this Programme will be rolled out during 07/08. Analysis of data for Q1 (2007/08) shows that Leeds is ranked 3rd</p>							
BV-127 b	Robberies per year, per 1000 population in the Local Authority area.	Community Safety	Monthly Numerical	Fall	2.30	2.20	0.50	2.20
Comments	<p>YTD=382 up 31.7% against previous year, equivalent to 92 more offences. Current performance can be partially explained by the impact of the National Crime Recording Standard accordance with Home Office counting rules, to demonstrate an offence of robbery is now wider than previously and as a consequence the Police now record more offences as young people on young people robberies (mobile phones and portable electronic goods). The Youth Offending Service and Education Leeds are working on embedding a comparison (2007/08) shows that Leeds is ranked 3rd in the core city position.</p>							

BV-128	Vehicle crimes per 1,000 population	Community Safety	Monthly Numerical	Fall	17.30	16.50	3.70	14.70
Comments	YTD=2658 down 15.6% against previous year, equivalent to 490 fewer offences. Theft of Motor Vehicles (TOMV) =700 down 20.8% (184 fewer offences) Theft from Motor Veh partially be explained by improvements to vehicle security and the trend in stealing Satellite Navigation systems declining. Analysis of data for Q1 (2007/08) shows that Leeds is							
BV-174 CP-CS1	The number of racial incidents recorded by the authority per 100,000 population	Community Safety	Quarterly Numerical	Rise	183.10	256.94	See Comments	See Comments
Comments	YTD: CED=46, CityS=32, CorpS=0, Dev=3, L&L=2, N&H=0, SS=1, West North Homes=11, East North Homes= 24, Aire Valley Homes=0, Dept.unknown=3 Total=122. Awaiting are low and a rate would be misrepresentative. A year end prediction will be provided in Q2. Currently LCC is developing a multi-agency hate crime reporting form and developing a business case for introducing a hate crime database. An improvement plan to ensure th action taken is being put in place. Targets for each department will be set and reported corporately.							
BV-175 CPA-H19	The percentage of racial incidents that resulted in further action	Community Safety	Quarterly %	Rise	93.96	98.00	See Comments	See Comments
Comments	YTD = Of the 122 incidents reported to LCC departments, 100% have resulted in further action. Awaiting summer term submission from Education Leeds. A Q1 figure has not end prediction will be provided in Q2. A target of 98% has been set to allow for a low level of administrative error within a large organisation.							
BV-225	Action against domestic violence (DV) provision and effectiveness of LA services designed to help victims of DV and prevent DV	Community Safety	Quarterly %	Rise	100.0	100.0	100.0	100.0
Comments	All actions have been achieved - by the end of 2006/07							
CP-CS50 LAA-SSC8 PSA1	Reduce overall crime levels in Leeds by 35% by 2008	Community Safety	Monthly %	Fall	-23.60	-35.00	-25.50	-27.50
Comments	YTD=-25.5% (13572) down 10.1% against previous year, equivalent to 1532 fewer offences. Criminal damage is reducing, particularly offences committed to houses and premises centre - examples of good practice from this Programme will be rolled out during 07/08. Burglary is an area of concern as detailed under BV126. Safer Leeds has set an interim							
BV-217 CP-EN51	Percentage of pollution control improvements to existing installations completed on time.	Environmental Health	Quarterly %	Rise	99	90	94	90
Comments	Central Government set a target of achieving 90% pollution controls, which Leeds adopts as its target. Currently we are performing above target and expect to perform well again therefore not necessarily a good measure of our performance. We are therefore being cautious in predicting that performance will be in line with the year end target despite current							

LKI-EH8 CPA-H18	Percentage of private sector homes vacant for more than 6 months	Environmental Health	Quarterly %	Fall	2.39	2.69	2.34	2.14
Comments	CPA indicator Mid threshold. (When the deprivation adjustment is applied result is 0.68). Internal audit are currently auditing this indicator and have identified some reporting issues.							
BV-183b CPA-H15	The average length of stay in hostel accommodation of households which include dependant children or a pregnant woman who are unintentionally homeless and in priority need	Homeless and Advisory Service	Monthly Weeks	Fall	0	0	0	0
Comments	CPA - Upper threshold. No temporary accommodation provision in Leeds that meets the definition of hostel accommodation for families, therefore performance will remain the same.							
BV-213 CPA-H24	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.	Homeless and Advisory Service	Monthly Numerical	Rise	1	3	1	3
Comments	On target - Preventions including Assured Shorthold Tenancies (ASTs) - above target of 40 per month in June to 62. Ongoing work being done to reduce parental evictions.							

CP-HAS50	Reduce the number of homeless people in Leeds per 1000 households, as defined by the Council.	Homeless and Advisory Service	Monthly Numerical	Fall	5.30	5.23	1.17	5.23
Comments	On target - Focussing service on Prevention and Options will enable further achievement.							
BV-184a CP-HM51 CPA-H1	The proportion of local authority homes which were non-decent at 1st April 07.	Housing Management	Monthly %	Fall	39	33	35	33
Comments	Performance is currently being reported from Manifold, PIMMs and LEH database. Progress has been slow during quarter 1, but is expected to improve during 07/08 as scheme by 2010, and any decency gap - the outcome of this exercise is due at the end of September. CPA Mid threshold position.							
BV-184b CPA-H2	The percentage change in the proportion of non-decent LA homes which are not decent between 1st April 2007 and 1st April 2008	Housing Management	Monthly %	Rise	14.1	40.0	0.6	40.0
Comments	As BV184a							
BV-212 CPA-H8	Average time taken to re-let local authority housing.	Housing Management	Monthly Days	Fall	41 - Provisional	32	28	32
Comments	KPMG are currently in the process of auditing this indicator. A few minor issues have been identified and further testing is scheduled to take place. Performance has improved on this indicator to increase over the year. The ALMO Performance and Policy Team will discuss performance on relet times in detail with ALMOs at the Q1 Quarterly Review Meeting.							
BV-63 CP-HM52 LAA-HCOP21	Energy Efficiency - the average SAP rating of local authority owned dwellings	Housing Management	Quarterly Numerical	Rise	65	67	65	67
Comments	There has been a change to SAP 2005 calculation methodology using table 16 Guidance. When this methodology comes in fully in October it will see many local authorities losing using this new methodology now to avoid a significant impact later in the year.							
BV-66a CPA-H6	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	Housing Management	Monthly %	Rise	96.7	97.0	94.4	97.0
Comments	Trend analysis shows that performance tends to improve during the year, therefore it is anticipated that the year end target will be met. Performance in Q1 is adversely affected by direct debit payments were not received in time for meeting the Q1 reporting date. Running the BV66a report at week 14 (after the direct debit payments were processed) gave :							
BV-66b	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	Housing Management	Monthly %	Fall	7.29	7.00	6.57	7.00

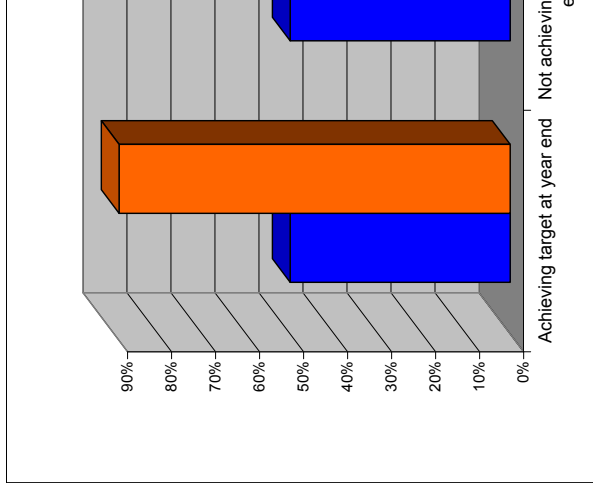
Comments	This indicator is affected by the processing of Housing Benefit claims which has recently improved. So we expect to meet the year end target of 7.0%.							
BV-66c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served	Housing Management	Monthly %	Fall	24.93	23.50	4.68	23.50
Comments	There has been a reduction in the number of NISPs served at the beginning of the year compared to last year. This is in part as a result of arrears prevention action been taken August & September and January & February so whilst we are currently ahead of the year end target, we are still predicting to meet the target.							
BV-66d	Percentage of local authority tenants evicted as a result of rent arrears.	Housing Management	Monthly %	Fall	0.29	0.26	0.06	0.26
Comments	Performance is currently operating in the Mid quartile against 'All England' authorities and is on target.							
LKI-HMA4 CPA-H5	The average time taken to complete non-urgent responsive repairs	Housing Management	Monthly Days	Fall	12.7	11.0	8.3	11.0
Comments	CPA Upper threshold performance. While performance is well within target for the start of the year this is because only orders raised within the current financial year are include							

LKI-HMA7 CPA-H4	The percentage of urgent repairs completed within Government time limits	Housing Management	Monthly %	Rise	97	97	99	97
Comments	CPA Upper threshold performance. While performance is well within target for the start of the year this is because only orders raised within the current financial year are included.							
BV-64 CP-PSH2 CPA-H23	The number of private sector dwellings that are returned into occupation or demolished as a direct result of action by the local authority	Private Sector Housing Strategy	Monthly Numerical	Rise	2377.00	1500.00	685.00	2000.00
Comments	There is an ongoing downward trend for long term empty properties throughout the city so our work within this area can be seen to be having a positive effect. However, with a c circumstances the target of 1500 is being kept under review but current projections are that we will be well above target. The Revenues Division has advised that the charging of 100% council tax on all long term empty property (which was adopted in support of the Corporate Empty Property Strate KPI performance.							

Policy, Planning and Improvement Quarter 1 Performance Report

	07/08 Result to Date	2006/07 Result
Percentage of indicators achieving target at year end based on Predicated Full Year Result	89%	50%
Percentage of indicators not achieving target at year end based on Predicated Full Year Result* (This includes any amber traffic lights due to a tolerance level being set)	11%	50%
Percentage of indicators showing a year on year improvement based on Predicated Full Year Result*	30%	63%
Percentage of indicators showing a year on year decline based on Predicated Full Year Result*	60%	38%
Percentage of indicators in All England Top Performance Range based on Predicated Full Year Result*	N.A.	N.A.
Percentage of indicators in All England Bottom Performance Range based on Predicated Full Year Result*	N.A.	N.A.

Please note predicted performance can change each quarter*



1	2	3	4	5	6	7	8	9
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 30 June 07	Predicted Full Year Result
CP - AS 51 a)	Percentage of public telephone calls to the council that are answered (corporate contact centre).	Customer Services	Quarterly %	Rise	91.00	90.00	92.00	92.00

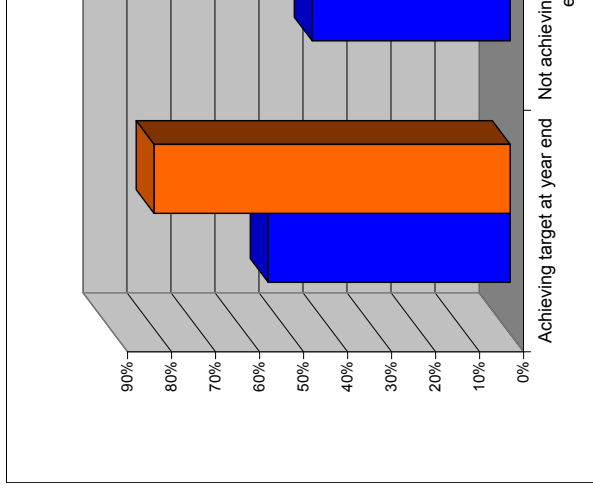
Comments	The comparative result for previous years is 84% (1.16m calls answered out of 1.38m offered) in 2005/06, and 91% (1.3m calls answered out of 1.41m offered) in 2006/07, using the following data:						
CP - AS 51 b)	Percentage of public telephone calls to the council that are answered (other high volume telephone contact).	Customer Services	Quarterly %	Rise	67.00	49.00	50.00
Comments	The comparative result for previous years is 75% (675k calls answered out of 901k offered) in 2005/06 and 76% (323k calls answered out of 482 offered) in 2006/07, using the following data:						

Comments	<p>The top quartile score is for 95% of businesses visited during the year to be compliant by the end of the year and this is the Trading Standards Service annual target. It is the se At the Beginning of the year the Business compliance Section collates a list of High Risk premises which are based on the LACORS risk assessment methodology. High Risk Pr visited and that sufficient time is built in to carry out follow up visits prior to the year end for any non compliant premises.</p> <p>This performance indicator is considered a key indicator for Joint Services and is subject to close monitoring at Monthly monitoring meetings to ensure that both 100% Inspectio</p>							
TS-E33b	Trading Standards - levels of business compliance - medium risk premises	Trading Standards	Quarterly %	Rise	100.00	95.00	60.20	95.00
Comments	<p>The top quartile score is for 95% of businesses visited during the year to be compliant by the end of the year and this is the Trading Standards Service annual target. It is the se businesses are visited late in the year and found to be non-compliant there may not be sufficient time for Trading Standards Officers through their actions to bring all business b:</p> <p>This performance indicator is considered a key indicator for Joint Services and is subject to close monitoring at Monthly monitoring meetings to ensure that both 100% Inspectio</p>							
TS-E33c	Trading standards - levels of business compliance - low risk premises	Trading Standards	Quarterly %	Rise	97.10	95.00	69.00	95.00
Comments	<p>The top quartile score is for 95% of businesses visited during the year to be compliant by the end of the year and this is the Trading Standards Service annual target. It is the se businesses are visited late in the year and found to be non-compliant there may not be sufficient time for Trading Standards Officers through their actions to bring all business b:</p> <p>This performance indicator is considered a key indicator for Joint Services and is subject to close monitoring at Monthly monitoring meetings to ensure that both 100% Inspectio</p>							

Resources Quarter 1 Performance Report

	07/08 Result to Date	2006/07 Result
Percentage of indicators achieving target at year end based on Predicated Full Year Result	81%	55%
Percentage of indicators not achieving target at year end based on Predicated Full Year Result* (This includes any amber traffic lights due to a tolerance level being set)	19%	45%
Percentage of indicators showing a year on year improvement based on Predicated Full Year Result*	67%	71%
Percentage of indicators showing a year on year decline based on Predicated Full Year Result*	29%	19%
Percentage of indicators in All England Top Performance Range based on Predicated Full Year Result*	19%	19%
Percentage of indicators in All England Bottom Performance Range based on Predicated Full Year Result*	6%	19%

Please note predicted performance can change each quarter*



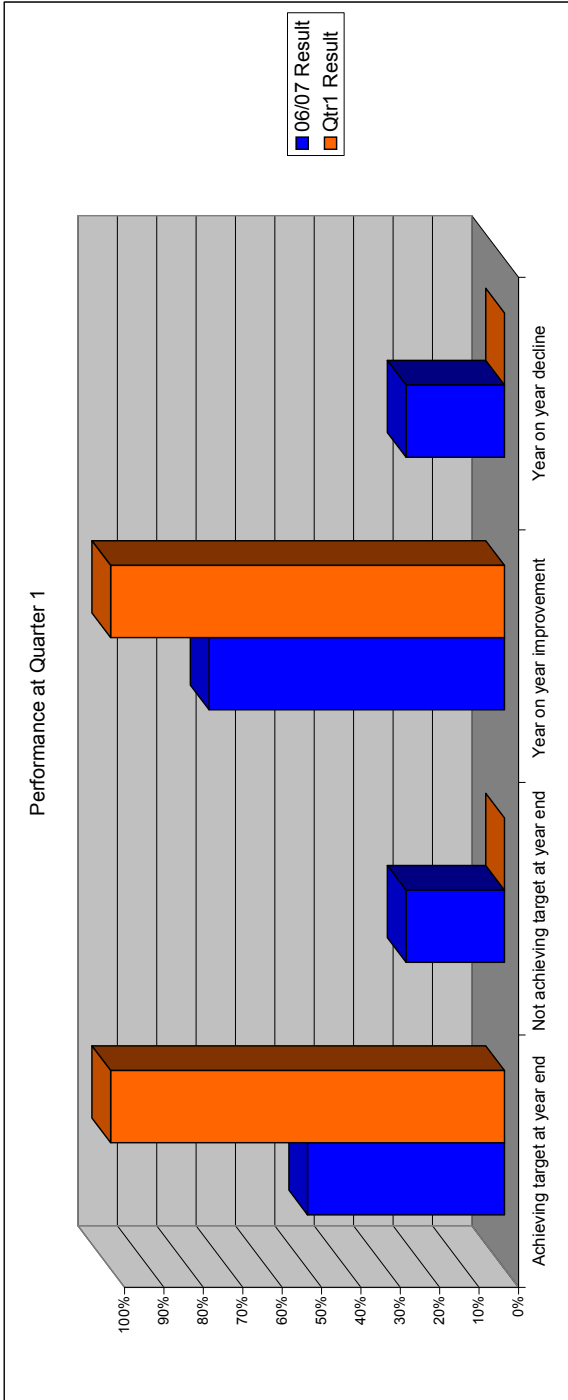
1	2	3	4	5	6	7	8	9
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 30 June 07	Predicted Full Year Result
BV-76b	The number of fraud investigators employed by the local authority per 1,000 caseload	Benefits	Monthly Numerical	Rise	0.25	0.23	0.24	0.24

Comments	<p>Leads City Council and Jobcentre Plus are investigating the feasibility of working together to provide a single-managed counter fraud service dealing with allegations of fraud in the proposal recognises the substantial overlap in casework that currently exists between the two organisations and the positive history of joint working between the organisation in respect of public perceptions around fraud investigation, consistency of outcome for similar benefit frauds, the scope for sharing best practice and the additional capacity members and senior officers and will lead on matters of strategy, policy, performance monitoring and high-level resource allocation.</p>							
BV-76c	The number of housing benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the local authority per year, per 1,000 caseload	Benefits	Monthly Number	Rise	30.89	29.00	74.39	29.00
Comments	<p>LBS are sifting out more of the cases which tend to result in no proof of fraud to provide a better focus on cases where fraud is more likely. The cases that do not get investigated changes are aimed at continuing to improve the success rate for fraud investigations.</p>							
BV-76d	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the local authority area	Benefits	Monthly Numerical	Rise	4.26	4.30	4.04	4.30
Comments	<p>Where we are able to investigate more cases within 76c then this also means that the Service will achieve more sanctions, this indicator measures the number of sanctions the investigations are closed quicker and therefore this means that more cases come through for a sanction.</p>							
BV-78a	Speed of processing: Average time for processing new claims	Benefits	Monthly Days	Fall	31.00	28.00	30.80	28.00
Comments	<p>New Workflow software has been introduced to run alongside our Document Imaging Processing system. Workflow will assist with the allocation of new claims for processing and information needed to support the processing of their new claim. Workflow is basically designed to stop "bottlenecks" and to ensure new claims run smoothly and timely through</p>							
BV-78b	The average processing time taken for all written notifications to the local authority of changes to a claimant's circumstances that require a new decision on behalf of the authority	Benefits	Monthly Days	Fall	23.9	16.0	22.0	16.0
Comments	<p>Due to the April uprating of social security benefits and annual rent increases the trend is that more changes of circumstances are reported and received in the first quarter. Further addresses. In any case of a change of circumstances where there is missing information required to verify and support the change this information must be gathered from the claimant which to provide this information.</p>							
BV-79a	Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision.	Benefits	Quarterly %	Rise	99.0	98.6	98.4	98.6
Comments	<p>No Comments Supplied</p>							

BV-79bi	The amount of housing benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period	Benefits	Monthly %	Rise	72.68	73.50	74.30	73.50
Comments	At this point (end of quarter 1) it is difficult to predict whether year end targets will be met on collection. However, performance at the end of quarter 1 2007/08 is up on quarter 1							
BV-79bii	Housing benefit overpayments recovered during the period as a percentage of the total amount of housing benefit overpayment debt outstanding at the start of the period plus the amount of HB overpayments identified during the period	Benefits	Monthly %	Rise	33.17	33.20	12.30	33.20
Comments	At this point (end of quarter 1) it is difficult to predict whether year end targets will be met on collection. However, performance at the end of quarter 1 2007/08 is up on quarter 1							
BV-79biii	Housing benefit overpayments written off during the period as a percentage of the total amount of housing benefit debt outstanding at the start of the period plus the amount of housing benefit overpayments identified during the period	Benefits	Monthly %	Fall	7.17	7.00	2.80	7.00
Comments	Quarter 1 performance is running ahead of last years performance (which as this is the level of write off is not good). We are currently analysing the reason for the increase in the adjustment to the expected out turn.							
BV-10	The percentage of non-domestic rates due for the financial year which were received by the authority (2003/2004)	Collection of Council Tax and Business Rates	Monthly %	Rise	98.58	98.60	33.50	98.60
Comments	At this point of reporting (end of quarter 1) it is difficult to predict whether year end targets will be met on collection. However, performance at the end of quarter 1 2007/08 is ve							

BV-9	Percentage of Council Tax due for the financial year which were received in the year by the Authority (2003/04)	Collection of Council Tax and Business Rates	Monthly %	Rise	96.38	96.50	28.40	96.50
Comments	At this point of reporting (end of quarter 1) it is difficult to predict whether year end targets will be met on collection. However, performance at the end of quarter 1 2007/08 is ve							
BV-8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority.	Corporate Financial Services	Monthly %	Rise	91.65	92.00	91.30	92.00
Comments	On track to meet target. Creditor functions have been transferred from departments to the new shared service in the Business Support Centre. The transfer of staff had little imp will further improve this performance target.							
CP-FS50 LKI-F3	Achieve greater than 2.5% efficiency savings year on year	Corporate Financial Services	Quarterly £m	Rise	22.20	17.93	3.22	12.90
Comments	The target for the Authority for 05/6 to 07/8 totals £51.2m. To the end of 06/7 the Authority has achieved efficiencies totalling £53.3, already in excess of the 3 year target. Plan these during the year.							
BV-11a	The percentage of top 5% of earners that are women	HR	Quarterly %	Rise	36.47	38.00	36.18	36.18
Comments	See attached report.							
BV-11b	The percentage of top 5% of earners from black and minority ethnic communities	HR	Quarterly %	Rise	5.75	6.00	6.15	6.15
Comments	See attached report							
BV-11c	Percentage of top 5% of earners that are disabled (excluding schools)	HR	Quarterly %	Rise	3.60	4.00	3.60	3.60
Comments	See attached report.							
BV-12	The proportion of working days/shifts lost to sickness absence	HR	Monthly Days	Fall	12.00	11.50	2.70	10.80
Comments	Quarter 1 shows a reduction in working days lost due to sickness absence. Sickness absence rates do usually show some seasonal variation so there could be some increase							
BV-14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	HR	Quarterly %	Fall	2.21	1.50	0.27	1.08

Comments	Major reduction due to bedding in of a new policy - likely to increase as more staff go through new arrangements.							
BV-15	The percentage of employees retiring on grounds of ill-health as a percentage of the total workforce.	HR	Quarterly %	Fall	0.31	0.30	0.04	0.16
Comments	No Comments Supplied							
BV-16a	The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce	HR	Quarterly %	Rise	3.16	3.50	3.15	3.15
Comments	See attached report.							
BV-17a	Minority ethnic community staff as a percentage of the total workforce	HR	Quarterly %	Rise	7.00	7.50	7.19	7.19
Comments	See attached report.							



10	Year on Year Improvement Trend	↑	
11	All England Top Performance Range (Based on 2005/06 Year-End data)	99.00	
11a	All England Bottom Performance Range (Based on 2005/06 Year-End data)	58	
11b	All England Quartile Position	Middle	
12	Core City Average (Based on 2005/06 Year-End data)	71.58	
13	Core City position 1 = Top 8 = Bottom (Based on 2005/06 Year-End data)	8	
14	Data Quality Issues	No concerns	

ice available to people requiring social care services. Consequently, current performance would fall in service users expectations for greater levels of choice, by setting a very challenging and demanding key thresholds before quarter 2 ends. The Service has extended availability to service users requiring each.

↑	91.00	82	Middle	85.32	3	No concerns
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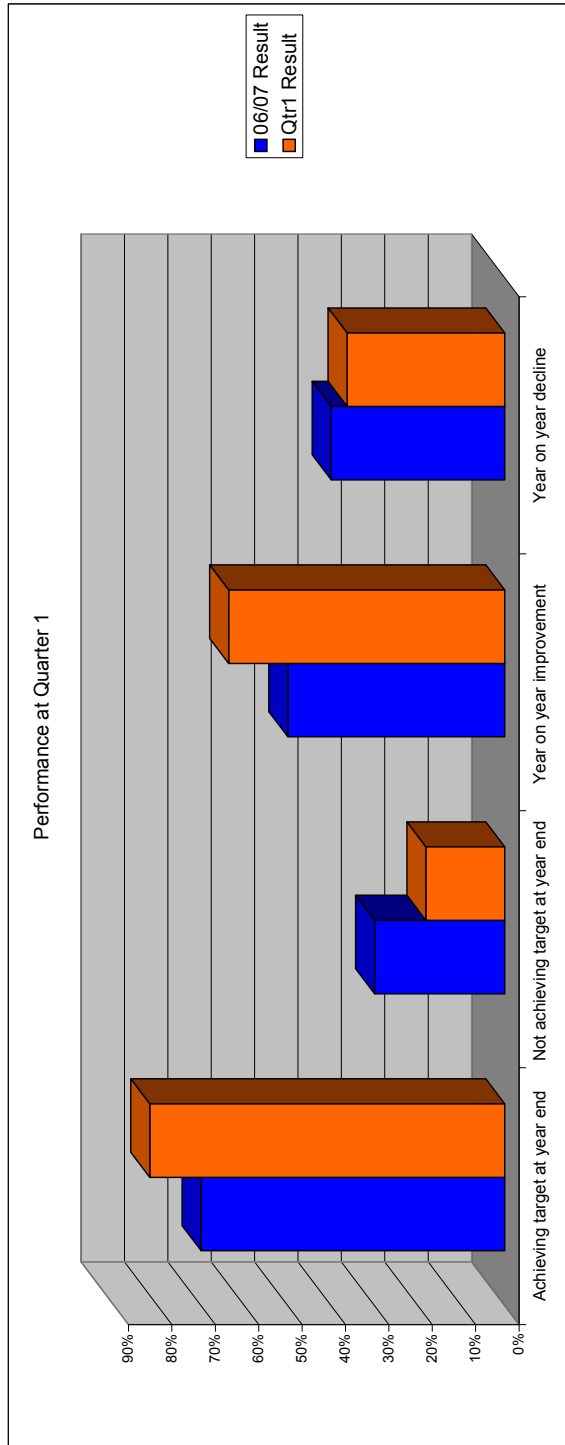
↑	84	72	Top	71	6	Some concerns
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performance during the rest of the year.

↑	92	83	Middle	83	4	Some concerns
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pleted will improve the timeliness of service delivery.

1 will improve this.



10	Year on Year Improvement Trend	↑				
11	All England Top Performance Range (Based on 2005/06 Year-End data)	958				
11a	All England Bottom Performance Range (Based on 2005/06 Year-End data)	133				
11b	All England Quartile Position	Top				
12	Core City Average (Based on 2005/06 Year-End data)	2,093				
13	Core City position 1 = Top 8 = Bottom (Based on 2005/06 Year-End data)	8				
14	Data Quality Issues	Some concerns				

of the service is to limit and manage the inevitable decline before improvements can have an impact in been affected by flooding which has meant that all of the Museum and Gallery sites were closed for h to websites for services. This is due to be launched later in 2007-08, and is expected to improve the considering options to improve confidence in the results.

↑	523	87	Top	1,330	6	Some concerns
<p>of opening hours due to flooding has further exacerbated this reduction, particularly at Thwaite Mills. Furthermore, the land and building have been badly contaminated by sewage, making the outdoor area unusable. This is the predicted annual result exceeds the annual target and upper tolerance. However the impact of considering options to improve confidence in the results recorded, including the possibility of</p>						
↓	8,156	641	Top	34,406	5	No concerns
<p>ificer now remaining which significantly reduces the service's capacity to engage school groups. ing 2008. As a result, and even taking into account of the recently re-opened Art Gallery, predicted ar and the number of spaces for learning that can be offered on each visit according to the capacity of</p>						
↑	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
<p>been open for pilot workshop sessions only. As such, performance in the first quarter is as : impact of these openings are better understood, and current forecasted annual performance exceeds considering options to improve confidence in the results recorded, including the possibility of</p>						
↓	96.74	62.52	Middle	95.05	4	No concerns

prioritise developments on brownfield sites.						
↑	74.90	57.08	Middle	64.73	7	No concerns
abling us to deliver high quality development for the city. Senior Technical Officers are to be appointed upport to maximise the capacity of professional officers.						
↑	81.07	69.00	Middle	75.36	5	No concerns
↑	91.39	83.37	Middle	85.46	7	No concerns
↓	25.0	36.1	Bottom	28.5	2	No concerns
to be lodged. Following this, the length of time taken by the Planning Inspectorate to come to a final s made for example). This, therefore, has a direct impact on the performance of this indicator; there mance will begin to improve.						
	100.0	83.3	Blank	90.7	8	No concerns

ould be included in the count for this indicator, especially as regards the Pendleton Survey (survey of
 ost complex and large-scale developments. This will also have a bearing on future performance of
 technical and resourcing issues and other improvements outlined in the strategic review are being

een received.

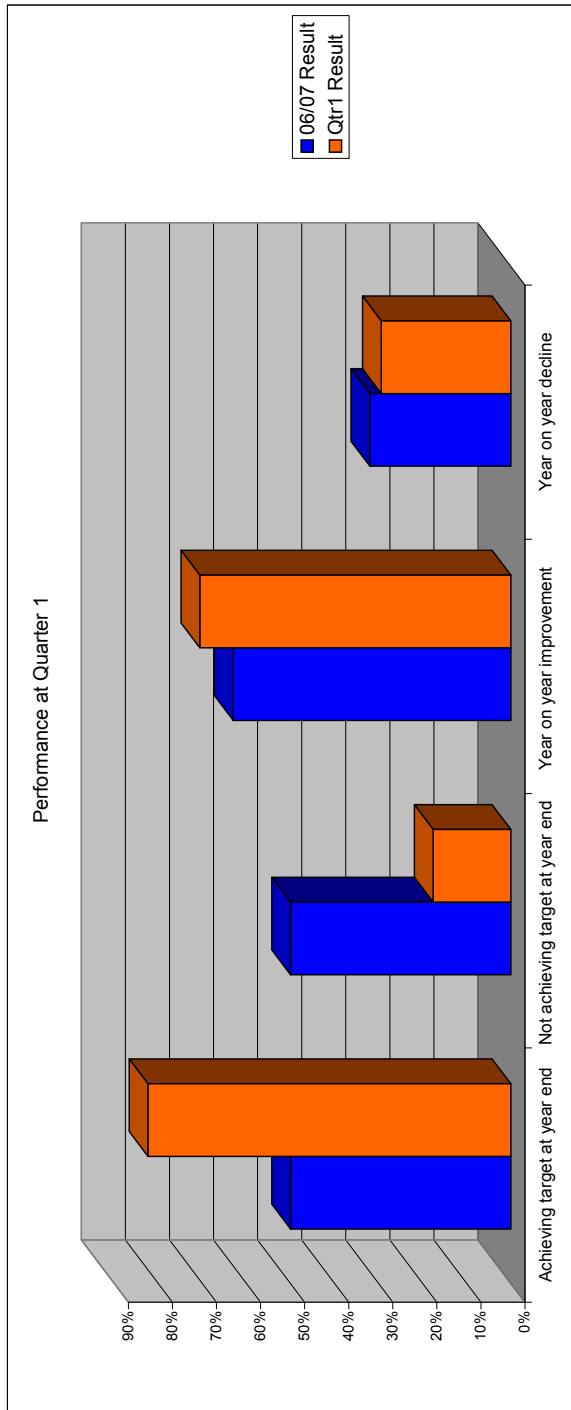
↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
---	------	------	-------	------	------	-------------

chedule memberships for the City Council's gym and swimming facilities. The target for 2007/08 of
 on in the City. The predicted performance for the year reflects good performance in the first period but

↑	99.6	75.6	Middle	72.5	4	Some concerns
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crossings, and this is ongoing. It is anticipated that current funding secured will be sufficient to

is confident that an agreed programme of works will show an improvement in performance over the



10	Year on Year Improvement Trend	↑	
11	All England Top Performance Range (Based on 2005/06 Year-End data)	20.87	
11a	All England Bottom Performance Range (Based on 2005/06 Year-End data)	14.25	
11b	All England Quartile Position	Middle	
12	Core City Average (Based on 2005/06 Year-End data)	13.75	
13	Core City position 1 = Top 8 = Bottom (Based on 2005/06 Year-End data)	1	
14	Data Quality Issues	No concerns	

3 recycled.						
↑	15,126.10	6,140.14	Top	32,330.58	1	No concerns
3 recycled.						
↑	13.05	3.55	Middle	4.22	5	No concerns
1 the last quarter compared to 21.91% during the same period last year.						

↑	8,770.30	1,823.31	Top	9,767.06	3	No concerns
↓ the last quarter compared to 21.91% during the same period last year.						
↓	6.72	0.00	Middle	24.98	5	No concerns
. The service will continue to monitor this.						
↓	13174.00	0.00	Middle	73265.76	5	No concerns
. The service will continue to monitor this.						
↑	59.41	77.40	Middle	55.36	4	No concerns
s well as the fact that YTD the amount of waste arising has reduced.						
↑	53,892.20	187,764.00	Bottom	121,763.00	6	No concerns
s well as the fact that YTD the amount of waste arising has reduced.						
↓	394.0	480.0	Middle	458.7	4	No concerns

↑	-3.79	1.01	Middle	-2.99	5	No concerns
↑	100.0	93.5	Bottom	90.2	4	Some concerns

no provision in the budget for a further increase in access to recycling, based as the project progresses.

↑	100.0	90.1	Middle	64.3	3	Some concerns
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provision in the budget for a further increase in access to recycling, based as the project progresses.

	8.8	21.0	Blank	18.1	5	No concerns
--	-----	------	-------	------	---	-------------

results will be available in mid August.

	1	6	Blank	11	6	No concerns
--	---	---	-------	----	---	-------------

results will be available in mid August.

	0	2	Blank	3	1	No concerns
--	---	---	-------	---	---	-------------

results will be available in mid August.

↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
---	------	------	-------	------	------	-------------

increase in the number of enforcement actions undertaken.

ent actions by 454.20% (2866 actions). This has been possible through the additional funding

↓	96.64	73.00	Middle	75.93	3	Some concerns
---	-------	-------	--------	-------	---	---------------

e calls reported by LCC to the police call centre have been handled. Each issue is being investigated						
↓	95.00	61.11	Middle	74.22	5	Some concerns
<p>ire and have struggled to achieve the service levels agreed due to their depot being flooded and a</p> <p>xpect concerns to be eased within the next quarter.</p>						

↑	3.43	6.69	Middle	5.03	7	Significant concerns
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↳ LCC Contracts Team and SEC.

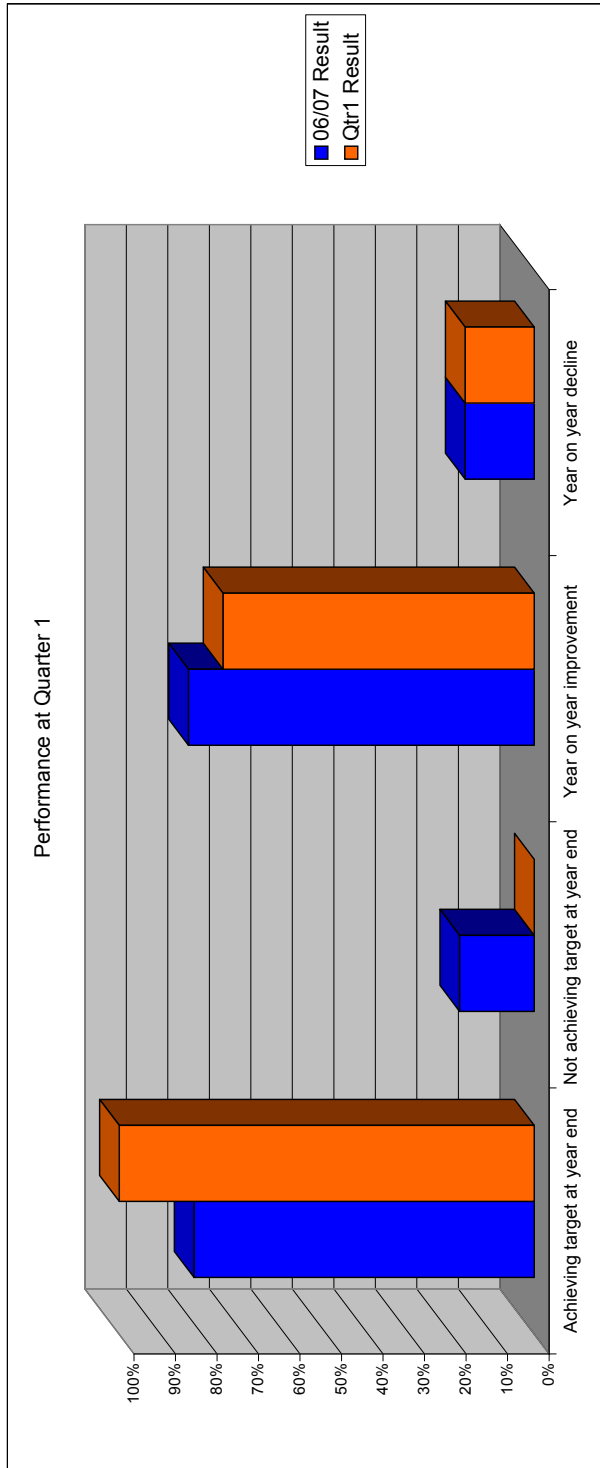
g. The performance figures reported may be subject to minor change once the auditing of May and

↑	14.03	33.77	Top	28.71	1	Significant concerns
---	-------	-------	-----	-------	---	----------------------

YEDL to put processes in place to ensure that this doesn't happen again and as such, we expect that

↳ LCC Contracts Team and SEC.

g.



10	Year on Year Improvement Trend		
11	All England Top Performance Range (Based on 2005/06 Year-End data)	59	
11a	All England Bottom Performance Range (Based on 2005/06 Year-End data)	29	
11b	All England Quartile Position	Blank	
12	Core City Average (Based on 2005/06 Year-End data)	47	
13	Core City position 1 = Top 8 = Bottom (Based on 2005/06 Year-End data)	6	
14	Data Quality Issues	Significant concerns	

<p>ate about the definition of a recorded outcome. The Youth Service has developed a definition which ll the youth work providers for the Leeds area. Furthermore, the current MI system is unable to report 06-07.</p> <p>actual to be published in the Council Plan Addendum. In the medium term, to address these issues sure Services, the corporate Data Quality Matters Sub Group and the Authority's internal auditors.</p>						
↑	25	10	Top	16	1	Significant concerns
<p>nd Youth Work Partnership. The low result for quarter one may be due to a backlog of accreditations ase in accreditation for the summer months. The significant concerns regarding data quality are to be</p>						
↑	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
<p>g 2007-08 is due to the successful self promotion and publicity of the centres themselves, as well as data in line with performance deadlines.</p>						
↑	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
<p>g 2007-08 is due to the successful self promotion and publicity of the centres themselves, as well as data in line with performance deadlines. This is also a time of year when parents are leaving</p>						
↑	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
<p>ndicator, which informs the calculation of the quarterly result. Consequently, a data quality review will</p>						
	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns

3 days by 2010. To this end, it is expected that at least 70 out of the current 136 school nurseries will cease of the next academic year beginning in September, as well as work undertaken by the service such to change their provision, which will be reflected in quarter 2 results. Data Quality has been set to 1 points in gathering, recording and reporting data in order to reassure ourselves that the way

↓	N.A.	N.A.	Blank	N.A.	N.A.	Significant concerns
---	------	------	-------	------	------	----------------------

and Youth Work Partnership. It is anticipated that at quarter two we will see an increase in view the validity of performance recorded to date and predicted annual result.

↔	100	95.7	Top	90.2	5	No concerns
---	-----	------	-----	------	---	-------------

ements for the year to date.

↑	95.4	72.5	Middle	79.3	6	No concerns
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ements for the year to date.

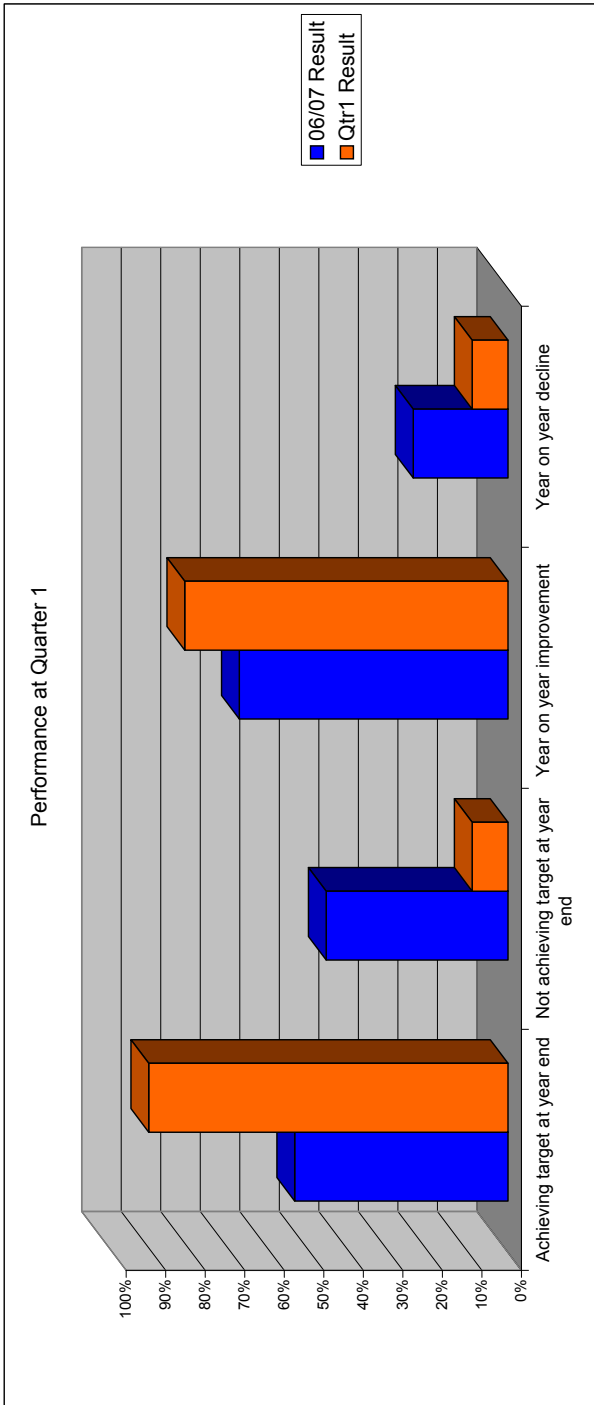
↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
---	------	------	-------	------	------	-------------

number of inspections will be around 100, current performance is therefore unlikely to be representative of performance to 61.1%. This judgement is the overarching judgement on individual school improvement policy sets the framework for working in partnership with schools according to their need for schools likely to be inspected; additional adviser time to support schools during an inspection, targets and underachieving groups.

↑	1	0.65	Middle	0.69	4	No concerns
---	---	------	--------	------	---	-------------

are not referred on to Pathway Planning. This could be due to them not been in care for 13 weeks or

↑	100	100	Top	99	3	No concerns
at 5 month rather than 6 month intervals, to allow leeway for rearrangements if there are problems on						
of this year failures were 4 children, which represented 2 meetings out of more than a thousand over						
↑	9.5	5.6	Middle	7.5	5	Some concerns
ial g.o. in the year.						
I achieve the target of 8% if the numbers of LAC remained at the 31st March 07 level. However						
g of staff vacancies (which are now completed) continue to contribute towards.						
↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
visits created by the new John Smeaton Leisure Centre. In terms of the end of year position current						



10	Year on Year Improvement Trend	↑	
11	All England Top Performance Range (Based on 2005/06 Year-End data)	6.40	
11a	All England Bottom Performance Range (Based on 2005/06 Year-End data)	13.70	
11b	All England Quartile Position	Bottom	
12	Core City Average (Based on 2005/06 Year-End data)	27.45	
13	Core City position 1 = Top 8 = Bottom (Based on 2005/06 Year-End data)	4	
14	Data Quality Issues	No concerns	

<p>ds and are seen to be linked to increased prison releases and the number of prolific burglary offenders je more offenders resident and active within the community. More time is required to ensure that the affic light score is not an appropriate comparison as it does not compare like with like and the data is</p>						
↑	12.45	22.90	Middle	33.49	3	No concerns
<p>event low level violence escalating to more serious attacks and the work of the Tackling Violent Crime i in the core city position.</p>						
↑	0.30	1.30	Bottom	3.94	3	No concerns
<p>ard which is having an adverse effect on the number of robberies recorded. This is because, in robbery and fewer offences as theft from the person. In addition, there has been a growing trend of non policy. In addition, a Youth Crime Strategy is being development. Analysis of data for Q1</p>						

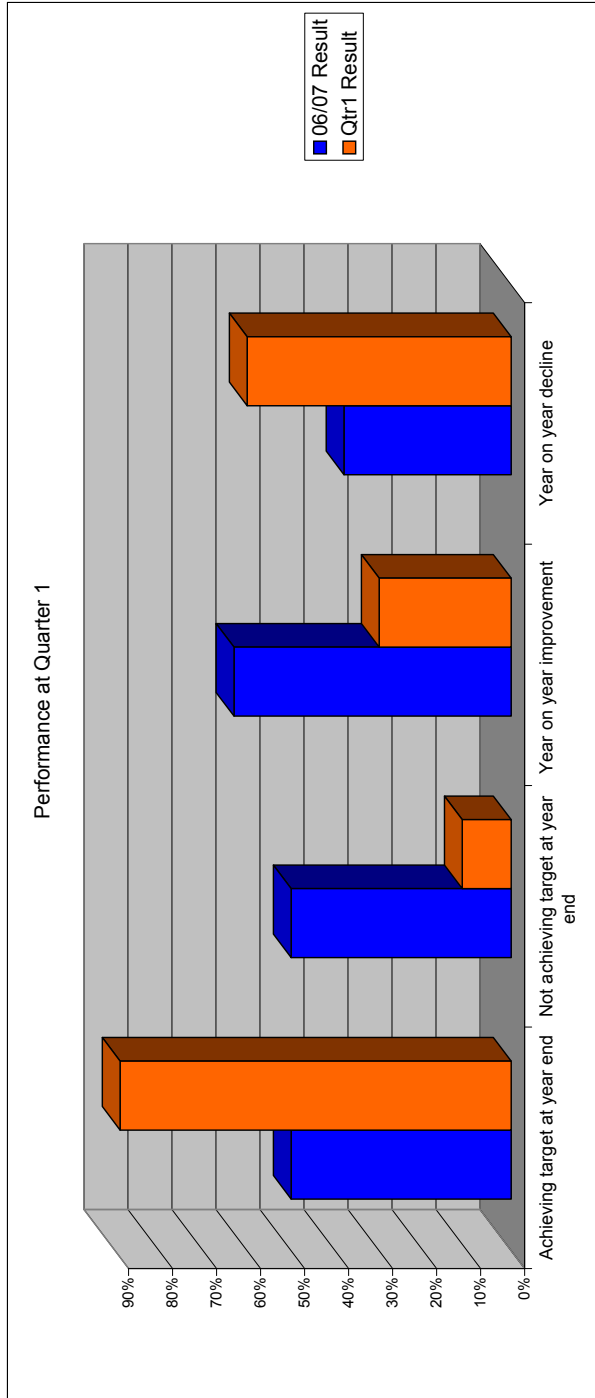
↑	7.33	14.60	Bottom	25.25	2	No concerns
<p>icles (TFMV) =1958 down 0.1% (306 fewer offences). Both TOMV and (TFMV) has reduced this can s ranked 3rd in the core city position.</p>						
	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
<p>g summer term submission from Education Leeds. A Q1 figure has not been supplied as the numbers at departments understand and fulfill the corporate requirements for recording incidents and further</p>						
	100.00	100.00	Blank	84.80	2	Some concerns
<p>t been supplied as the numbers are low and a percentage figure would be misrepresentative. A year</p>						
↔	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
<p>ises. Violent crime is reducing, partially due to the Tackling Violent Crime Programme in the city at target of -27.5% for 07/08, this is still a stretching but more realistic target.</p>						
↓	100	83	Middle	82	2	No concerns
<p>in this year, however, the result is dependent on a number of factors outside our control and is recently performing above the target. Performance will be reviewed at Q2.</p>						

↑	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
ues, which have now been addressed. Further testing is ongoing.						
↔	0	17	Top	8	1	No concerns
↑	5	1	Middle	5	5	No concerns

↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
↑	16	47	Middle	56	3	No concerns
is complete. An exercise is underway for ALMOs to identify the investment needed to achieve decency						
↑	28.3	4.1	Top	9.6	3	No concerns
↑	29	51	Middle	59	5	Some concerns
in the previous year end position and is currently better than target, however there is a tendency for						
tings to establish what work is underway to improve performance.						
↑	69	63	Middle	62	4	No concerns
sing 4 to 5 SAP points. To off set this impending negative performance shift BV63 has been calculated						
↑	98.59	97.1	Bottom	95.4	3	No concerns
by Arrears which are brought forward from the previous year, and there was a further issue whereby						
a result of 95.52% which is broadly in line with meeting the year end target.						
↑	4.12	8.53	Middle	10.40	1	No concerns

↑	17.06	35.18	Middle	33.16	3	No concerns
by the ALMO's. Trend analysis shows there are two periods when NISP activity increases these are						
↑	0.21	0.58	Middle	1.00	1	No concerns
↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
d in the calculation.						

↑	N.A.	N.A.	Blank	N.A.	N.A.	N.A.	No concerns
d in the calculation.							
↓	76.50	7.00	Top	498.88	1	No concerns	
<p>diminishing target area the number of eligible BVP164 hits will probably reduce accordingly. In the (egy) is proving difficult to collect in many instances and this is having a detrimental effect upon their</p>							



10	Year on Year Improvement Trend	↑	N.A.	
11	All England Top Performance Range (Based on 2005/06 Year-End data)	N.A.		
11a	All England Bottom Performance Range (Based on 2005/06 Year-End data)	N.A.		
11b	All England Quartile Position	Blank		
12	Core City Average (Based on 2005/06 Year-End data)	N.A.		
13	Core City position 1 = Top 8 = Bottom (Based on 2005/06 Year-End data)	N.A.		
14	Data Quality Issues	No concerns		

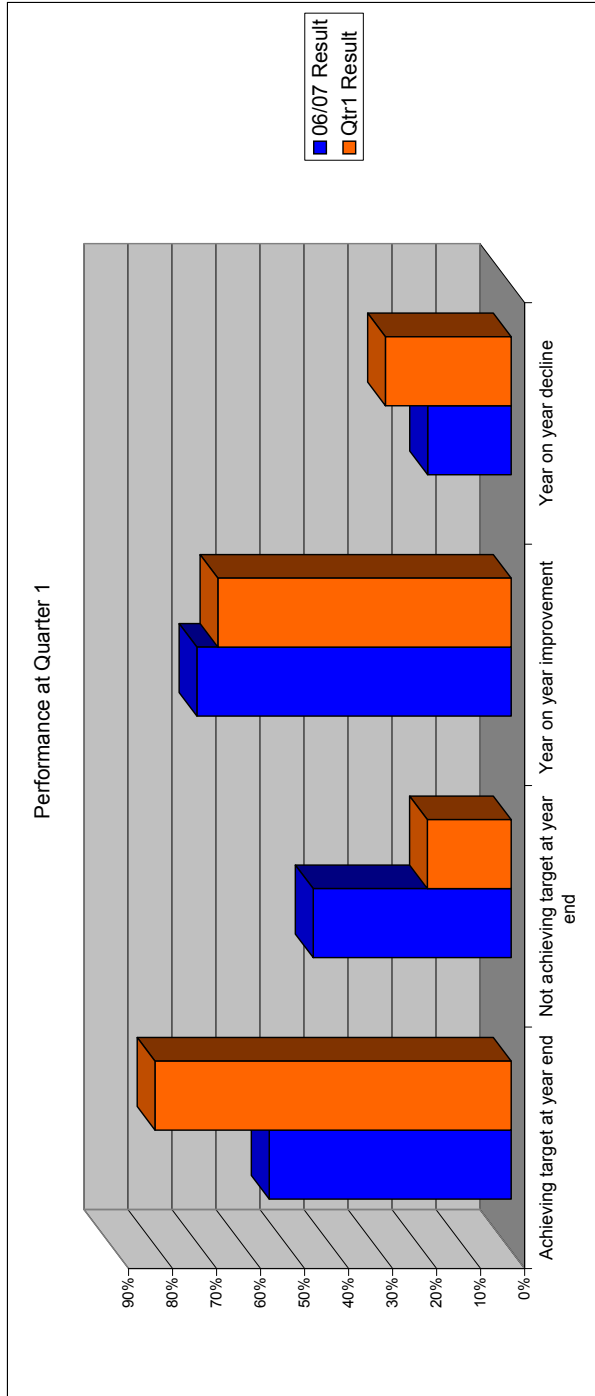
g the previous bundle of 25 telephone lines. Year to date is 92% (376k calls answered out of 407k

↓	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
---	------	------	-------	------	------	---------------

previous bundle of 25 telephone lines. Year to date is 49% (91k calls answered out of 186 offered).

↓	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
<p>ner Strategy indicators and be more representative of high volume contact across the council. In making over an estimated 2.2m recorded calls a year.</p> <p>contact centre (which has improved overall call answer rates from 60% to 92% in the past three years), ed from 30% in 2006 to 95% for 2007-08 year to date)</p> <p>ately 100,000 calls offered, 16% answered). The definition has also brought within scope some rformance improvement.</p> <p>The Chief Customer Services Officer (Acting) will continue to work to improve performance on this indic</p>						
↓	N.A.	N.A.	Blank	N.A.	N.A.	Significant concerns
<p>act (FPOC). The Q1 result has therefore been calculated for the period 26-Apr-07 to 30-Jun-07 to e this year than last year because our methodology for 2006/07 over-inflated the results. We believe</p>						
↑	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
<p>in this bundle as some of these services are Featurenet or BT lines where reporting is charged for. For e lines, because this PI is calculated on 'calls answered' by the contact centre, this has a positive effect</p>						
↑	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
<p>ne's data for online council tax registration supplied on 31 July 2007, so was not included in the Q1</p>						
↔	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns

<p>Service's aim for 100% of businesses to be compliant. Premises are programmed for inspection during the course of the year to ensure that all premises are in and end of year compliance targets are achieved.</p>					
↓	N.A.	N.A.	Blank	N.A.	No concerns
<p>Service's aim for 100% of businesses to be compliant, however the target recognises that where lack into compliance by the end of the year.</p>					
<p>in and end of year compliance targets are achieved.</p>					
↓	N.A.	N.A.	Blank	N.A.	No concerns
<p>Service's aim for 100% of businesses to be compliant, however the target recognises that where lack into compliance by the end of the year.</p>					
<p>in and end of year compliance targets are achieved.</p>					



10	Year on Year Improvement Trend	↓	N.A.	N.A.	N.A.	N.A.	No concerns
11	All England Top Performance Range (Based on 2005/06 Year-End data)	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
11a	All England Bottom Performance Range (Based on 2005/06 Year-End data)	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
11b	All England Quartile Position	Blank	Blank	Blank	Blank	Blank	Blank
12	Core City Average (Based on 2005/06 Year-End data)	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
13	Core City position 1 = Top 8 = Bottom (Based on 2005/06 Year-End data)	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
14	Data Quality Issues						No concerns

relation to the full range of benefits administered by the two organisations.

ans. Importantly the proposal recognises the significant benefits of establishing a single-managed / for tackling fraud by the generation of efficiencies and improved access to data and intelligence.

and Jobcentre Plus officers. The Joint Management Board will provide accountability to elected

↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
---	------	------	-------	------	------	-------------

ed will still be looked into thoroughly but these will not count towards this Best Value Indicator. The

↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
---	------	------	-------	------	------	-------------

section achieves as a proportion of the caseload. Streamlining the investigation process means that

↑	78.00	68.00	Top	69.00	3	No concerns
---	-------	-------	-----	-------	---	-------------

nd will also automate the production of letters to citizens to gather and/or remind them of the missing n the process by setting target dates throughout the end to end process.

↑	9.1	18.8	Middle	22.0	7	No concerns
---	-----	------	--------	------	---	-------------

thermore, since April 2004 the definition of this performance indicator has also included change of itizen before the change can be processed. The rules prescribe that the citizen has one month in

↓	99.0	96.6	Middle	98.3	5	No concerns
---	------	------	--------	------	---	-------------

↑	79.39	58.98	Middle	58.23	1	No concerns
I 2006/07, and should this trend continue the performance targets for the year should be met.						
↑	39.69	27.35	Middle	29.99	4	No concerns
I 2006/07, and should this trend continue the performance targets for the year should be met.						
↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
the first quarter to determine whether it is likely to continue through the rest of the year, and require an						
↑	99.26	98.10	Middle	97.78	4	No concerns
ry similar to quarter 1 2006/07 and the target for 2007/08 is only 0.1% higher than last years outturn.						

↑	98.40	96.39	Middle	94.02	1	No concerns
<p>ry similar to quarter 1 2006/07 and the target for 2007/08 is only 0.1% higher than last years outturn.</p>						
↑	96.71	89.24	Middle	90.32	4	No concerns
<p>act on the target and it is expected that new working procedures and the introduction of best practices</p>						
↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
<p>ned efficiencies totalling £12.9m have been identified for 07/8 and progress will be monitored against</p>						
↓	42.45	22.22	Middle	42.38	8	No concerns
↑	4.33	0	Top	6.39	4	No concerns
↔	4.83	0	Middle	2.98	2	No concerns
↑	8.34	10.94	Middle	11.07	8	Some concerns
<p>later in the year.</p>						
↑	0.17	0.78	Bottom	0.56	8	No concerns

↑	0.10	0.37	Middle	0.31	4	No concerns
↓	3.89	1.86	Middle	3.29	5	No concerns
↑	4.80	0.90	Top	9.99	5	No concerns



Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Overview and Scrutiny Committee

Date: September 11th 2007

Subject: Consultation on Leeds Strategic Plan

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

This report briefly outlines the implications for Scrutiny as a result of the approval by Executive Board to introduce a new corporate planning framework. The report specifically focuses on the Scrutiny role in relation to the introduction of the major change concerning the introduction of the Leeds Strategic Plan 2008-11. It recommends that Overview and Scrutiny Committee agree one of three options about how Scrutiny might consult on the policy content of this Plan as well as providing overall feedback on the full draft document.

1.0 Purpose Of This Report

1.1 The key purpose of this report is to seek views on the appropriate approach for Scrutiny to consult on the policy content of the Leeds Strategic Plan and the overall draft plan.

2.0 Background Information

2.1. On July 4th 2007, the Executive Board agreed to adopt a new corporate planning framework for the Council. This is attached at Appendix 1. A major change introduced is the merger of the Local Area Agreement and the Council's Corporate Plan into a single document called the 'Leeds Strategic Plan' to cover the period 2008-11. This will be supported by a separate Council Business Plan to guide business development, transformation and financial planning activity.

2.2. The introduction of a Leeds Strategic Plan reflects the need to respond to greater expectations from citizens and new policy requirements. These are briefly summarized below:

- **Outcome based approach** - better results are being sought for Leeds citizens and stakeholders through the development of an outcome based approach to prioritise our improvement activity.
- **Local Government as a Strategic Leader and Place Shaper** - the draft Local Government and Public Involvement in Health Bill emphasises the legitimate leadership

role of local authorities, providing the vision and leadership for the local partnership and their communities. The 'new' Leeds Strategic Plan reflects this by focusing on both what the local authority is "either doing on its own" or "in partnership with others".

- **Scrutiny Involvement** - the Local Government and Public Involvement in Health Bill will give new powers to Scrutiny Committees to review and scrutinise the actions of key named partners. This means that the contributions and accountability of partners will now be clearly identified in plans at the strategic level.

- 2.3. The Leeds Strategic Plan and the Council Business Plan will form part of the Budget and Policy Framework and must be formulated and approved in accordance with the Budget and Policy Framework Procedure Rules. These rules require that once the plan / policy has been formulated there must be consultation with Scrutiny, prior to consideration by Members of the Executive Board and final approval by Members of full Council.

3.0. Main Issues

- 3.1. The Leeds Strategic Plan 2008 – 11 will set out the overall strategic outcomes and key improvement priorities to be delivered either by the Council on its own or in partnership with others. This plan will incorporate the requirements of the Council's duty to consult with named partners to draw up improvement priorities for the Leeds as outlined in the draft Local Government and Public Involvement in Health Bill due to gain Royal Assent in autumn 2007. The Leeds Strategic Plan will elevate the role of the current Corporate Plan to a broader level in the city and so replace the existing plan.

- 3.2. Consultation with Scrutiny on the Leeds Strategic Plan can take place at two main stages: the first is to comment on the formulation of the policy content of the plan; the second is to comment on the overall draft plan. These two stages are treated separately below.

3.3. Consultation on Policy Content

- 3.3.1. Draft strategic outcomes and improvement priorities are currently being developed based on evidence about which aspects of the eight themes of the Vision for Leeds have not yet been fully met either in terms of the City's ambition related to 'Going up a League' or in addressing disadvantage with regard to 'Narrowing the Gap'. The draft strategic outcomes and improvement priorities focus on the areas of activity delivered by the Council on its own or in partnership with others.

- 3.3.2. It is intended that the consultation will take the form of seeking views on whether the right priorities have been highlighted; to identify any gaps and to explore views on how delivery can be best achieved over next three years.

- 3.3.3. Key stakeholder representatives to be engaged in the consultation are:

- Elected Members
- Statutory Partners (designated by the draft Local Government and Public Involvement in Health Bill)
- Voluntary, Community and Faith Sector
- Leeds Initiative Going Up a League and Narrowing the Gap Executives and Strategy and Development Groups
- Equality Groups
- Leeds City Council Trade Unions
- Citizen Focus Groups (as appropriate)

- 3.3.4. Consultation with Scrutiny could take a number of forms. The options are outlined below:

- 1) Overview and Scrutiny Committee could provide feedback on the draft strategic outcomes and improvement priorities on behalf of all Scrutiny Committees.
- 2) Specific Scrutiny Boards could provide feedback on draft strategic outcomes and improvement priorities relevant to their remit.
- 3) Overall feedback could be sought from Overview and Scrutiny Committee and on specific draft strategic outcomes and improvement priorities from relevant Scrutiny Committees.

If Option 2 is pursued, it would need to be presented to all Scrutiny Boards in the October cycle of meetings.

3.4. Consultation on draft Leeds Strategic Plan

- 3.4.1. Overview and Scrutiny feedback on the full draft version of the Leeds Strategic Plan will be required in the January 08 cycle of meetings prior to the consideration by Members of the Executive Board at their February 08 meeting and final approval by Members of full Council at the April 08 meeting

4.0. Implications For Council Policy And Governance

- 4.1. The Budget and Policy Framework forms Article 4 of the Constitution which is a key part of Leeds City Council's governance arrangements. Leeds Strategic Plan must be formulated and approved in accordance with the Budget and Policy Framework Procedure Rules that require consultation with Scrutiny, prior to consideration by Members of the Executive Board and final approval by Members of full Council.

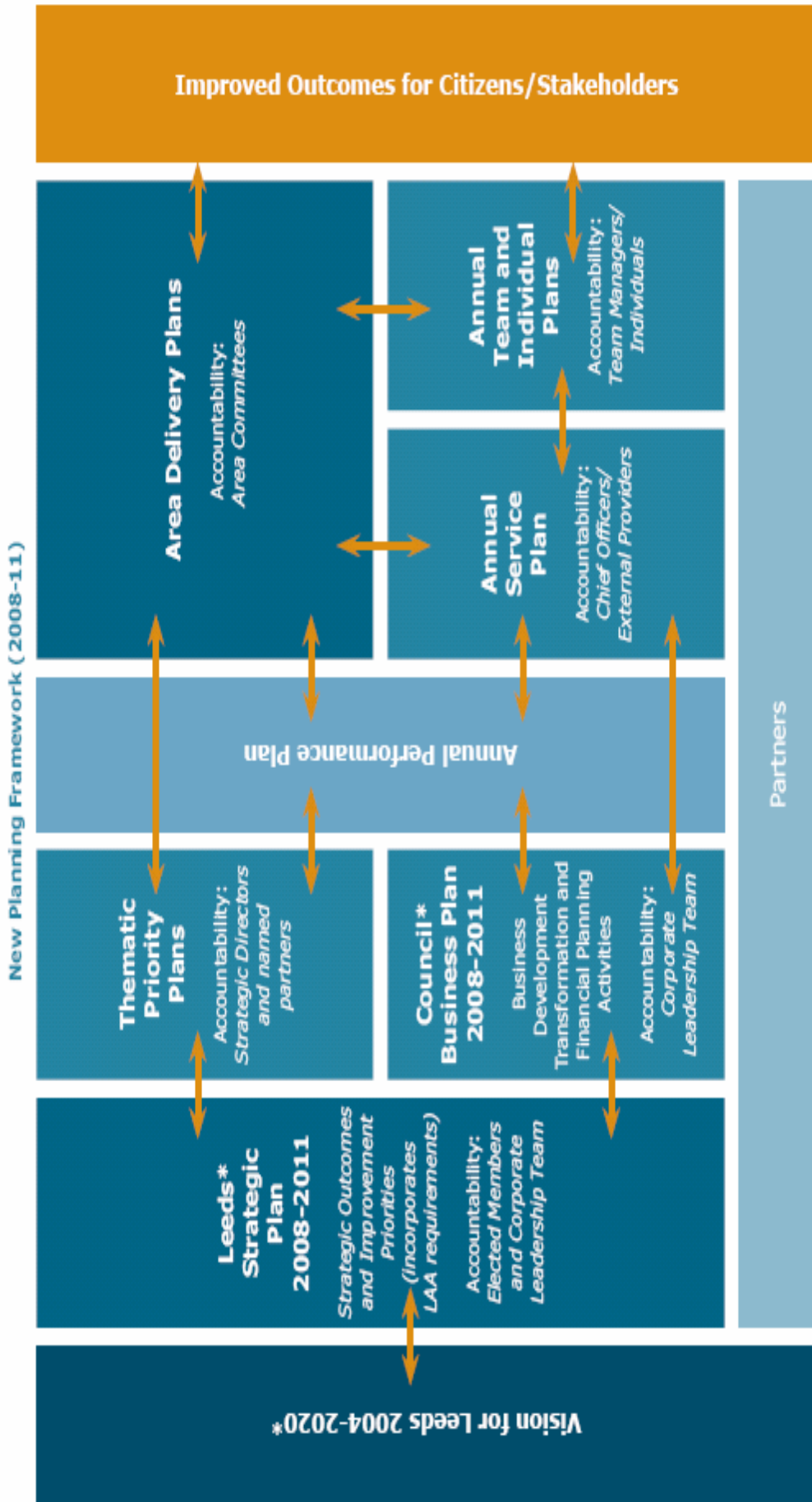
5.0. Legal and Resource Implications

- 5.1. The Assistant Chief Executive (Corporate Governance) keeps under review any legislative changes which may impact on the Constitution generally.
- 5.2. There are no significant resource implications to the selection of the different consultation options by Overview and Scrutiny Committee.

6.0. Recommendations

- 6.1. The Overview and Scrutiny Committee is requested to:
 - i) Select the appropriate option for consultation on the policy content of the Leeds Strategic Plan as outlined in 3.3.4. to be enacted in the September/October 07 cycle of meetings.
 - ii) Agree to providing feedback on the overall draft Leeds Strategic Plan at its January 08 meeting.

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* forms part of the council's Budget and Policy Framework

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Originator: P N Marrington

Tel: 39 51151

Report of the Head of Scrutiny and Member Development

Overview and Scrutiny Committee

Date: 11th September 2007

Subject: Protocol between Scrutiny and Statutory Public Sector Partners in Leeds

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 The Local Government Act 2000 brought in new arrangements that clearly defined a scrutiny role for elected members in holding executives of councils to account.
- 1.2 One of the most interesting aspects of a local authority's scrutiny powers is their ability to consider matters that are not the responsibility of the local authority, but which affect the authority's area or its population. An extension of this scrutiny power was introduced by the Health and Social Care Act 2001, enabling local government scrutiny of local health services.
- 1.3 The previous agenda item refers in paragraph 2.2 to the Local Government and Public Involvement in Health Bill extending the powers that local authorities already have to scrutinise health services within their areas to the activities of a number of named public sector partners, as part of their wider community leadership role for the city.
- 1.4 The purpose of the attached protocol is to provide guidance and a common understanding for how scrutiny of named public sector partners will operate in Leeds. The protocol has been drawn up during the early stages of the new arrangements and may be amended and further developed as the relationship between scrutiny and public sector partners develops. The aim is for all parties to help ensure that scrutiny remains a positive and challenging process.
- 1.5 The protocol is based on a similar one drawn up for Health Services in Leeds which has proved to be very useful.

- 1.6 Councillor Anderson has suggested that Scrutiny Board (Environment and Neighbourhoods) test out the protocols with an Inquiry into an area of Police activity. This is being pursued by officers on his behalf.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to;

- (i) Consider and comment on the draft protocol.



LEEDS
CITY COUNCIL

Overview and Scrutiny Committee

**Protocol between Scrutiny
and Statutory Public Sector Partners in Leeds**

Agreed by the Overview and Scrutiny Committee XXXXXXXX

Background

The Local Government Act 2000 brought in new arrangements that clearly defined a scrutiny role for elected members in holding executives of councils to account, and in scrutinising the work of other agencies providing local services. The overview and scrutiny function of a local authority has the power to summon members of the executive and officers of the authority to answer questions, and can invite other persons to attend meetings to give their views or submit evidence.

One of the most interesting aspects of a local authority's scrutiny powers is their ability to consider matters that are not the responsibility of the local authority, but which affect the authority's area or its population. An extension of this scrutiny power was introduced by the Health and Social Care Act 2001, enabling local government scrutiny of local health services.

The Local Government and Public Involvement in Health Bill extends the powers that local authorities already have to scrutinise health services within their areas to the activities of a number of named public sector partners, as part of their wider community leadership role for the city.

The purpose of this protocol is to provide guidance and a common understanding for how scrutiny of statutory public sector partners will operate in Leeds. The protocol has been drawn up during the early stages of the new arrangements and may be amended and further developed as the relationship between scrutiny and public sector partners develops. The aim is for all parties to help ensure that scrutiny remains a positive and challenging process.

Scrutiny in Leeds

The overview and scrutiny function in Leeds is carried out through Scrutiny Boards, each with its own remit, covering the work of all the Council directorates and Elected Member portfolios.

Scrutiny of the public sector partners named in the Local Government and Public Involvement in Health Bill will be undertaken by the Scrutiny Boards.

Scope

The public sector partners covered by this protocol are:-

Environment Agency
Natural England
Fire and Rescue Authorities
Jobcentre Plus
Health and Safety Exec
National Park Authorities
Youth Offending Teams
Police authorities
Chief Officer of Police
Local Probation Boards

Joint Waste Disposal Authorities
Regional Development Agency
Learning and Skills Council
Sport England
English Heritage
Highways Agency
Metropolitan Passenger Transport Authorities

A separate protocol exists for the scrutiny of health.

Scrutiny of the named public sector partners in Leeds will cover activities undertaken by them to deliver improvement targets in the local area agreement. This includes the planning, provision and operation of services commissioned and provided by the named public sector partners.

Scrutiny Boards will not inspect, audit or manage the performance of the named public sector partners in the city, although performance information may be requested by a Board to inform a scrutiny inquiry. Arrangements for inspection, audit and performance management of the named public sector partners will continue to be carried out by the appropriate regulatory bodies or agencies and will not be affected by the scrutiny function of the City Council.

Scrutiny Boards will not duplicate advocacy arrangements on behalf of customers, clients, or other service users for the named public sector partners.

Scrutiny Board composition

Scrutiny Boards are composed of Elected Members selected to represent the political balance of Leeds City Council. The Scrutiny Boards which cover education matters and health matters also include co-opted members from outside the council. Elected Members are selected to serve for a period of 12 months. Only Elected Members, and Church and Parent Governor co-optees on the Scrutiny Board which covers education matters, have the right to vote.

Members of Scrutiny Boards seek to avoid conflicts of interest and where potential for this exists, interests of those members will be declared and subject to the Council's procedures on these matters¹.

In addition, a Scrutiny Board may seek nominations from other representative groups to be members of the Board. These nominations may be for a year or on an inquiry by inquiry basis.

Responsibilities

Scrutiny Boards

Scrutiny Boards do not have decision-making powers but are able to make recommendations to the council, public sector partners and other organisations.

¹ Leeds City Council Constitution - Scrutiny Board Procedure Rules Section 2

Scrutiny Boards monitor the decisions made by the Council's Executive Board and Officers, contribute to the development of policies and scrutinise the work of the council, public sector partners and local NHS bodies. They have an important function in providing checks and balances on performance and decision making. Scrutiny Boards therefore can be seen as having both a "watchdog" and a "think-tank" role.

A separate Member/Officer protocol ² has been agreed by the City Council. This will be used as the basis for the conduct of Scrutiny Board Members in their dealings with officers from named public sector partners.

Named public sector partner officers

Officers of the named public sector partners are responsible to a range of bodies. The Government sees the extension of scrutiny powers to the named public sector partners as a way of enhancing community leadership and improving outcomes in local areas.

In order to facilitate this, representatives of the named public sector partners will answer questions openly and honestly and provide all information that will assist Scrutiny Boards in their consideration of issues under scrutiny.

Information to be supplied to Scrutiny Boards

The work of the Scrutiny Boards will involve a combination of maintaining an overview of developments within the city; being aware of the activities of the named public sector partner bodies and undertaking in-depth scrutiny inquiries.

To support and enable this work, Scrutiny Boards will require information from the named public sector partners. The information expected by the Scrutiny Board will need to be of sufficient detail to enable the Board to discharge its scrutiny duties. Some of this may include information currently covered by the Freedom of Information Act 2000. Usually a written report will be required by the Board. This will provide a basis for discussion between officers from the named public sector partners and members of the Board. The Scrutiny Support Unit will advise on the particular information required.

Where confidential information has been requested by a Scrutiny Board, it will be incumbent upon named public sector partners to take all reasonable steps to anonymise this information. Where this is not possible the public will be excluded from the meeting whilst the Board considers the confidential information provided.

Scrutiny Boards will not publish confidential information in its reports or information which is exempt under Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. Where exempt information has been used in the preparation of a report by a Scrutiny Board the report, if published, will list the exempt information referred to in the preparation of the report but not reproduce it in the report.

² Leeds City Council Constitution - Section 5

Notice

Although matters sometimes arise at short notice, each Scrutiny Board publishes a forward work programme. These programmes are revised and widely circulated on a monthly basis.

Where information or attendance of a named public sector partner at a Scrutiny Board meeting is requested, the Scrutiny Support Unit will make every effort to provide a reasonable notice period. Where attendance will require the public sector partner to produce a report, sufficient notice will be given for the preparation of that report to comply with the publication deadline of the Board's public agenda.

Attending Scrutiny Board meetings

Public sector partners may be invited to attend a meeting when a Scrutiny Board wishes to receive information about their service, or as a witness as part of the information-gathering process during a Scrutiny Board inquiry. Inquiries may not always be directly scrutinising their services. Partner agencies may be asked to attend to as a witness during an inquiry into the services of another agency.

Scrutiny Boards are scheduled to meet approximately once a month, although Boards may arrange additional meetings at any time if they need to. Meetings normally take place in the Civic Hall and, with limited exceptions, they are open to the public. From time to time, meetings are arranged at different venues in Leeds, often dictated by the nature of the inquiry taking place. Most meetings are audio taped so that the Board can make sure that it has noted all the points made at the meeting.

The Scrutiny Support Unit will try to give approximate times for items to be discussed. However, as items sometimes overrun, there may be a short waiting time.

Prior to a Scrutiny Board meeting, the Chair receives a briefing on items to appear on the forthcoming agenda from officers in the Scrutiny Support Unit. On occasion, officers from the named public sector partners may be requested to attend this briefing, or a separate session, to enable the Chair of the Scrutiny Board to be briefed ahead of the scrutiny meeting.

Conduct of Scrutiny Board inquiries

The role of terms of reference

The majority of scrutiny inquiries have agreed terms of reference, identifying the subject areas members of the Board wish to pursue. These will be used to inform departments of the Council and named public sector partners of the emphasis of a particular inquiry.

Officers from the Scrutiny Support Unit will liaise with named public sector partners during the preparation of terms of reference to ensure that the focus of the inquiry is relevant and the timing of it appropriate.

Gathering evidence

The evidence to be gathered will be detailed in the inquiry's terms of reference. This material may be considered at a scrutiny meeting which is open to the public or by a small working group of Board members deputed to undertake a specific evidence gathering task. In the latter case, working group members will report back to a full meeting of the Scrutiny Board on their findings.

The Scrutiny Support Unit will try to give guidance on what will be asked and sometimes possible question areas will be passed on to named public sector partners to allow some time for preparation before the meeting. However, members may follow a related line of discussion and ask other questions on the day.

Preparation of reports

At the conclusion of an inquiry, Scrutiny Boards usually produce a preliminary report. These reports are drafted by the Scrutiny Support Unit in conjunction with the Scrutiny Board Chair and agreed by the Scrutiny Board. They contain a summary of the evidence submitted and the Board's conclusions and recommendations. Where a Scrutiny Board is considering making recommendations to a named public sector partner it will invite advice from the relevant Chief Executive prior to finalising its recommendations.

Publication of report findings

Once a Scrutiny Board has completed its inquiry, it may make reports and recommendations to the executive of the named public sector partner(s) scrutinised. In addition, the Scrutiny Board may publish and circulate its report and make it available to the public.

Where a Scrutiny Board has published a report and recommendations directed to the executive of a named public sector partner, it will give the executive notice in writing, of two months in which to respond.

Response to reports

The named public sector partner will set out, in response to the recommendations made:-

- the views of the named public sector partner; and
- proposed action and timescales; or
- reasons for inaction.

The response of the named public sector partner will be published by the Scrutiny Board.

The implementation of any agreed scrutiny recommendations will be monitored by the Scrutiny Support Unit and progress recorded at regular intervals.

Scrutiny Support Unit

In summary, the work of the Scrutiny Support Unit entails:

- Providing a research and intelligence function to Scrutiny Boards (each of which has been allocated a different area of specialism)
- Managing programmes of inquiries for each of the Scrutiny Boards
- Managing the presentation of witnesses, research and reports to Scrutiny Boards and/or carrying out research and reports “in house” as appropriate
- Assisting Scrutiny Boards to prepare reports of their inquiries and steering recommendations through the Council’s decision making arrangements
- Monitoring and tracking the implementation of scrutiny recommendations
- Leading the continuing development of the Overview and Scrutiny function

For further information or advice, public sector partners can contact the Scrutiny Support Unit at scrutiny.unit@leeds.gov.uk

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Originator: P N Marrington

Tel: 0113 39 51151

Report of the Head of Scrutiny and Member Development

Overview and Scrutiny Committee

Date: 11th September 2007

Subject: CALL IN ARRANGEMENTS

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose

1.1 At the request of the Chair and following discussion in full Council the purpose of this report is to consider whether there is a case to alter current arrangements with regard to "Call In" and in particular the trigger required to initiate a "Call In".

2.0 Introduction

- 2.1 The Local Government Act 2000 requires that Overview and Scrutiny Committees *be given the power to recommend that a decision made but not implemented, be reconsidered.*
- 2.2 The Act gives local authorities considerable discretion over the detailed operation of such a "Call In" mechanism. In particular the trigger required to initiate a "Call In" is left to local choice.
- 2.3 However, as the Calling In of a decision will inevitably give rise to a period of delay before the decision can be implemented, it is envisaged that the mechanism will be used sparingly.

3.0 Background in Leeds

3.1 From 2001/2002 until 2003/4 Leeds required two members of the relevant Scrutiny Board representing two political groups to sign a pro forma to trigger a "Call In".

- 3.2 In municipal year 2004/2005, in recognition of the fact that the Council was to be led by a coalition of three parties, leaving only one opposition party on some boards, the trigger was altered to two members of the relevant Scrutiny Board representing two political groups or any three Members in the case of Scrutiny Boards which only had Members from one opposition group.
- 3.3 In 2005/2006 the mechanism was altered again to two elected Members of the Overview and Scrutiny Committee from any two different political groups. This system is currently still in operation.
- 3.4 It has since been argued by some members of the Labour Group that the current system puts the Labour Group at a disadvantage. This was raised by Councillor Wakefield at the Corporate Governance and Audit Committee in May 2007 and by Councillor Minkin, a member of this Committee, in the July Council.
- 3.5 The argument put forward by the Labour Group is based on the premise that the Morley Borough Independents will side with the Administration and not support a Call In triggered by the Labour Group.
- 3.6 This argument a) implies that the Morley Borough Independents form part of the administration and b) that those elected Members from the Administration Groups, sitting on the Overview and Scrutiny Committee, are 'whipped' by their Groups. Hitherto this has not been the practice in Leeds.
- 3.7 There have been seven "Call Ins" since the start of the municipal year 2004/2005, five of which were signed by a Morley Borough Independent.

4.0 Other authorities

- 4.1 An investigation into the "Call In" procedure across English local authorities undertaken by the Centre for Public Scrutiny discovered a great deal of variation in interpretation. The investigation included information from 97% of the 388 local authorities in England.
- 4.2 Headline findings were as follows:
- 14% of authorities require cross, or multi-party support for a decision to be called in
 - 47% of authorities allow only scrutiny board members to "Call In" a decision
 - 37% of authorities allow the Chair of a scrutiny board to "Call In" a decision alone
 - 51% of authorities allow non-executive councillors who are not members of a scrutiny board to "Call In" a decision
 - 35% of authorities require at least 3 authorised signatories to "Call In" a decision
 - 2% of authorities allow the public to "Call In" a decision
- 4.3 Of our neighbouring authorities and the core cities, 5 out of 10 have no overall political control. In each case their "Call In" procedure either does not require cross party support, or has provision for "Call In" without it. See Appendix 1.

5.0 Options

- 5.1 It is acknowledged that Members from all Groups have, in the past, favoured a cautious approach in terms of relaxing who can and cannot trigger a "Call In".

Essentially there has been a concern that a more open trigger mechanism would encourage the politicisation and abuse of “Call In”. Committee is reminded therefore that any system adopted by Council is in effect ‘on trial’ and can be rescinded in favour of a more strict approach.

- 5.2 With this in mind the Committee could recommend the adoption of one of the options outlined below, a variation on any particular option (see Appendix 1) or a combination thereof.

Option 1

The status quo, ‘two elected Members of the Overview and Scrutiny Committee from any two different political groups’.

Option 2

Any two (or three) members of the Overview and Scrutiny Committee

Option 3

Any three members of the Council’s scrutiny boards

Option 4

Any five non-executive members of Council

6.0 Comments from Group Leaders

- 6.1 To assist the Committee in its deliberations the Chair has sought the Views of Group Leaders. These are attached as Appendix 2.

7.0 Recommendation

- 7.1 That the Committee considers current arrangements for “Call In” and decide whether it wishes to recommend to the Corporate Governance and Audit Committee an alternative “Call In” trigger mechanism.

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Core Cities

Birmingham *

The Chairperson (or in their absence the vice-chairperson) of the relevant Overview and Scrutiny Committee

Any two Members of the relevant Overview and Scrutiny Committee if they are members of different party groups

Any three members of the Overview and Scrutiny Committee

Newcastle

7 non-executive members

The Chair and Vice Chair of a relevant scrutiny committee and one other non-executive member

In the case of education matters, a majority in number of the members of the scrutiny committee with responsibility for the scrutiny of education matters including any non-Council members with voting rights in respect of the matter in question

Sheffield

Five member of the Council, including two from the appropriate Scrutiny and Policy Development Board

Manchester

The Chair of the Committee or any five members of the Council

Liverpool

For a city wide issue – any five Members of the Council

For an issue affecting one specific area – any three voting members of the relevant Neighbourhood Committee

For an issue affecting a single ward – one member for that ward

For decisions relating to a specific portfolio area – the chair or any three voting members of the relevant select committee

Bristol *

Two non-executive members

Neighbouring Authorities

Bradford *

Two members of the Committee or two members of another committee. A member for this purpose includes a voting co-opted member but not an Alternate Member.

Calderdale *

any three Members of the Council, one of whom must be a member of the scrutiny panel within whose remit the decision falls

Kirklees *

Either, 5 non executive Councillors

Or 2 members of the Overview and Scrutiny Management, one of whom should be the Chair

Or 2 Members of the relevant Overview and Scrutiny Panel, one of whom should be the Chair

Wakefield

The Chair or any three voting members of the Committee within whose remit the decision falls

NB Councils with no overall political control are marked with an *

APPENDIX 2

CONFIDENTIAL

Councillor Grahame
4th Floor East
Civic Hall

Councillor Mark Harris

Leader of the Council
2nd Floor East
Civic Hall
LEEDS LS1 1UR
Tel: (0113) 2474444
Fax: (0113) 2343640
Email: mark.harris@leeds.gov.uk
Our Ref: MH/SCR1/sb8

20th August 2007

Dear Councillor Grahame

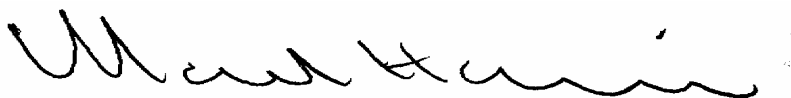
Thank you for your recent letter regarding "Call In" arrangements.

This issue was raised at the last Council meeting and I made it clear then that we were not tied to any particular position. I did agree on behalf of the administration that whips would monitor the position.

I feel it is inappropriate to interfere now, during the monitoring period. If at the end of the whip's monitoring the system is not working, that's the time to look at the alternatives.

I can assure you that I have no wish or intention of stifling scrutiny.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Mark Harris', written in a cursive style.

Councillor Mark Harris
Leader of the Council

cc. Sandra Newbould

CONFIDENTIAL

Councillor Grahame
4th Floor East
Civic Hall

Councillor Andrew Carter
Deputy Leader of the Council
2nd Floor East
Civic Hall
LEEDS LS1 1UR
Tel: (0113) 2474444
Fax: (0113) 2343640
Email: andrew.carter@leeds.gov.uk
Our Ref: AC/SCR1/sb7

22nd August 2007

Dear Councillor Grahame

With regards to your letter requesting my comments which will be attached at appendix 2, I welcome the opportunity to make my comments. It is my understanding that the whips have been asked to monitor the situation regarding the current arrangements for "Call In". I would prefer to see what their comments are following their monitoring period, before I see changes made at this early stage.

You have my assurance that members on OSC are not "whipped" by me and are free to support any "Call In".

I am more than happy to look at this again when the whips have completed their monitoring and it is proved conclusively that the scrutiny process is grinding to a halt.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andrew Carter', with a stylized flourish at the end.

Councillor Andrew Carter
Deputy Leader of the Council

cc. Sandra Newbould.

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**Councillor Keith Wakefield
Leader of the Labour Group
Kippax & Methley Ward
Civic Hall
Leeds. LS1 1UR**

Cllr Pauleen Grahame
Chair, Overview and Scrutiny

**Telephone: (0113) 247 4163
Fax: (0113) 247 4046
Email: keith.wakefield@leeds.gov.uk**

Our ref: KW/TB

20 August 2007

Dear Pauleen

As you may know I have raised the issue of “call-in procedures” on a couple of occasions, and I have a number of concerns about the current procedures we employ. I believe these procedures should be reviewed and as such I welcome the opportunity to provide you with my comments on this subject.

I read with interest your report on this subject and found of particular interest the analysis of other Local Authorities. All of whom it seems to me have better systems in place than ours in Leeds. I think that the first piece of information presented at point 4.2 might more accurately state that 86% of authorities do not require cross, or multi-party support for a decision to be called-in rather than saying that 14% do. Why is Leeds in of this minority of Authorities? I also see from your analysis that we are alone in the Core Cities in requiring cross party support for a call-in. I think this alone is compelling evidence for a change in our procedures.

My interest in this issue is two fold and is far from being a desire to “whip” the scrutiny process as you state at 3.6 of your report. In fact I believe that our current systems reliance on cross-party support does itself imply that members act along party lines and are “whipped” to do so by excluding an action from one party alone.

Firstly, I would like to see an empowered scrutiny process which all members value and which Executive Members feel accountable to. Secondly, I am concerned that the opportunities to call-in decisions are limited because of the current political composition of the council. It is a fact that all political groups apart from the Labour Group are in support of the Lib Dem Conservative coalition in that they voted for the continuance of the coalition at this annual meeting.

It is interesting to note that the Centre for Public Scrutiny in their report “An investigation into the call-in procedure across English Local Authorities” state that “it could equally be argued that due to the nature of Local Authority Politics, securing cross-party support for a call-in request effectively prevents the use of the procedure.” I would tend to agree with them.

This Centre for Public Scrutiny report also contains an analysis of the amount of decisions “called-in” across the country. Metropolitan councils on average “call-in” just less than 4 decisions a year, and unitary authorities average around 8 a year. There have only been 7 “call-ins” in Leeds in total since the start of the municipal year 2004 – 5. This is substantially below the national average and I would suggest this reflects the difficult and inflexible nature of our current system.

I believe therefore and I have consulted with members of the Labour Group that we should move to a system which is more open, accessible and flexible and allows backbench members to participate in the “call-in” process along the lines of option 4 in your report. I am sure that individual Labour Group members of OSC will offer their comments either in the OSC meeting which discusses this issue or in writing.

Local member involvement in this very important scrutiny function would I believe improve it. For example Cllr Ted Hanley’s desire to call-in the delegated decision relating to car parking charges came about in no small measure because of concerns expressed by Cllr Brian Selby. Wouldn’t a system where Cllr Selby himself could have participated in calling-in this decision not have been better? He would then have been able to discuss with the Overview and Scrutiny committee what his local concerns were.

The procedures that we currently employ in Leeds although they may appear to work on the surface do so only because of the goodwill and flexibility of a couple of members of the Morley Borough Independents notably Cllrs Leadley and Gettings. What we require are procedures that work despite the people involved, we must not rely on goodwill alone, especially now we are in the era of coalition and minority rule.

What I want as I have said before is to make sure that the scrutiny processes we have in place in Leeds are robust and defensible and ensure that all decisions are taken in an open, transparent and accountable way.

I hope you find my comments helpful.

Yours sincerely



COUNCILLOR KEITH WAKEFIELD
Leader of the Labour Group

From Cllr Robert Finnigan
Leader - Morley Borough Independents

I have been asked to comment on the report to be considered by Overview and Scrutiny on 11th September.

No cogent argument has been put that change is necessary.

The suggestion made that present arrangements might not work because the MBIs will always side with the Administration does not stand up to any vigorous analysis. The MBIs will take independent lines on many issues, often in isolation, such as opposition to Supertram, Super Casino proposals or finance of the proposed Leeds Dance School. It would be an absurd argument to suggest we should change the Call In arrangements on the basis that all the other Groups on the Council don't support our position on these matters.

The MBIs have never refused any reasonable request to call in a decision and this is confirmed within the report at paragraph 3.7. Indeed we would argue that with 3 groups outside the Administration, the ability to call in a decision has become easier as both the Greens and the MBIs could be party to a call in request.

This request appears to have more to do with political posturing than any evidence based representation which shows that present system is working unreasonably or unfairly. We do not support any change to the Call In arrangements at this time.

Cllr Robert Finnigan
Leader - Morley Borough Independents

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Comments from Councillor David Blackburn – Green Group

We would not favour a system that removed the need for two Members from two political Groups having to sign a Call In.

However we acknowledge that a system should be in place which is fair to all Groups.

Currently the Green Group does not sit on the Overview and Scrutiny Committee and therefore can not Call In a decision.

Of the options highlighted in the report we would favour option 3, 'any three members of the Council's Scrutiny Boards' provided that the signatures came from at least two political Groups.

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Report of the Head of Scrutiny and Member Development

Overview and Scrutiny Committee

Date: September 11th 2007

Subject: Recommendation Tracking

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Executive Summary

- 1.1 This report provides Members with a summary of the progress made in implementing the Committee's recommendations.
- 1.2 This report includes information on the recommendations arising from the following inquiries:
- 1) When Contracts Go Wrong (Appendix 2)
 - 2) Think Big Act Local – Narrowing the Gap (Appendix 3)
- 1.3 Members are asked to consider the information provided, assess the progress made in implementing the recommendations and identify and record any areas of concern.
- 1.4 The recommendation tracking process is intended to apply only to those recommendations which are accepted, and does not preclude any other forms of recommendation monitoring which Board members wish to undertake.

2.0 Purpose of the Report

- 2.1 The purpose of the report is to provide members with an update on how the recommendations they produced have been implemented.

3.0 Background Information

- 3.1 Members introduced a formal recommendation tracking system in December 2006. This report is the first in a series of quarterly monitoring reports aimed at informing

members of progress made in implementing their recommendations. Information is provided by the Director of (department) and (any others)

3.2 This recommendation tracking report provides updates on the implementation of the following inquiries:

- 1) When Contracts Go Wrong
- 2) Think Big Act Local – Narrowing the Gap

3.3 The progress information includes information on:

- Whether the recommendation was accepted
- Progress made on implementing each recommendation
- Timescale for implementing the recommendations and completion
- Who is responsible for implementing the recommendation
- Implications for budgets.

3.4 A number of witnesses are attending the meeting to talk through the information provided in the appendices and answer any questions. The witnesses are:

- 1) When Contracts Go Wrong – Wayne Baxter – Chief Procurement Officer
- 2) Think Big Act Local – Narrowing the Gap -

4.0 Process of assessing progress

4.1 Members are asked to assess the progress made with implementing recommendations, and whether it is acceptable, following the flowchart at Appendix 1. Members are asked to classify the response, using the following classifications (see Appendix 1):

- 1 – Stop monitoring
- 2– Achieved
- 3 – Not achieved (obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 – Not achieved (progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

It would be appropriate to use category 6 if the timescale was not yet reached for completion of the recommendation.

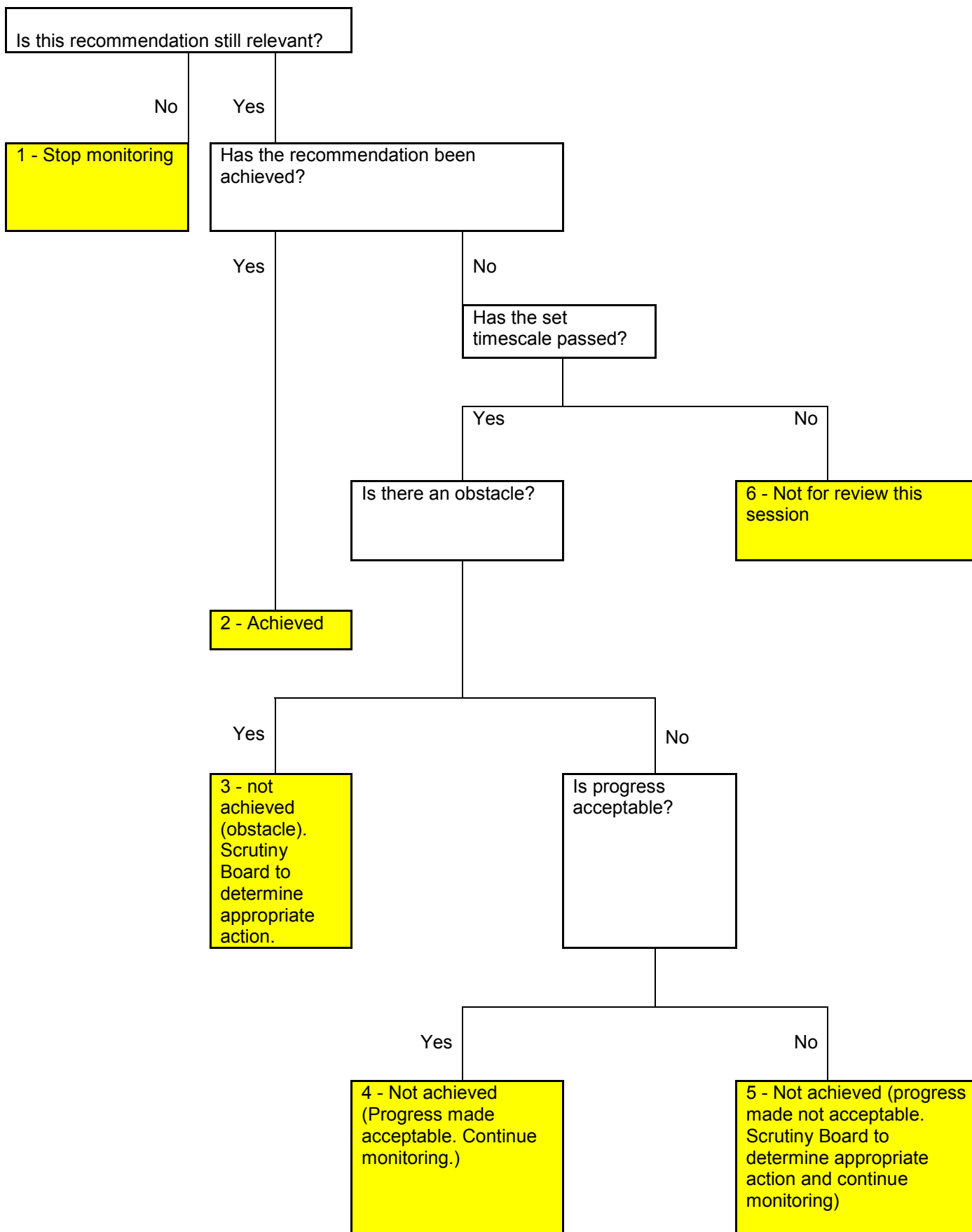
4.2 Members may choose to discontinue monitoring certain recommendations if they have been completed or if sufficient progress has been made. Members may also express concerns about the progress made with implementing recommendations.

5.0 Recommendations

5.1 Members are asked to:

- 1) assess the progress made on their inquiry recommendations
- 2) classify the progress made on implementing the recommendations
- 3) identify any recommendations they no longer wish to monitor

Recommendation tracking flowchart and classifications:
Questions to be Considered by Scrutiny Boards



General Introduction

There are a number of initiatives currently underway which cut across two or more of the following recommendations. Where this occurs, the update text cross references to the appropriate recommendation(s).

	Recommendation	Where we are up to	Stage	Cont'
1	<p>That departments, Education Leeds and ALMOs with the Chief Procurement Officer continue to develop a corporate approach in order to ensure clarity and understanding of roles and responsibilities and consistency in approaches to project and risk management.</p>	<p><u>Corporate Approach Across LCC/ALMOs/Education Leeds</u></p> <p>Procurement Unit have introduced two corporate electronic procurement systems over the last 12 months. The Contract Information System (CIS) and the Supplier and Contract Management System (SCMS)</p> <p>The CIS is aimed primarily at non-procurement staff, and holds information on all the Council's corporate contracts and how they should be used. The purpose of this system is to ensure that all officers know what Contracts the council has in place, and also how to those contracts. This reduces off contract spend which in turn contributes to efficiency savings. The system includes feedback and performance monitoring features so that Officers can comment on their experiences of using a contract arrangement or on a particular supplier's performance [Links to Recommendation 2]. This information contributes to improved contract management.</p>		
		<p>The SCMS is a procurement management system and is therefore aimed a procurement officers. The system is used to manage the procurement process for all Council contracts over £100k. Direct access to the system is currently being rolled out to Directorates. The system incorporates 'workflow' which introduces consistency in the way procurement projects are managed. The system has standard templates, milestones, timetables and checklists which can be adapted and improved in response to lessons learned on earlier projects. The SCMS also has supplier performance and contract management modules</p>		

Procurement Unit has recently revised the Council's Contract Procedure Rules (CPRs) in consultation with Directorates. These rules, which were also adopted by the ALMOs, have also recently been adopted by Education Leeds. Having consistent procurement rules across the Council, the ALMO's and Education Leeds helps when working on joint projects, developing training and implementing new systems and procedures.

The Council's current 3 Year Corporate Procurement Strategy 2005-08 ends next year. Development of the next 3 year Corporate Procurement Strategy is underway and will pick up the issues highlighted in this, and all the other recommendations.

Clarity and Understanding of Roles and Responsibilities

Having shared rules and shared procurement systems as detailed above, contributes to better understanding around roles and responsibilities of the parties involved in the procurement process.

The recent changes to Council Directorates brought about by the Council's change programme has presented an opportunity to review the way we work together across teams and Directorates.

There are a number of examples of specific areas of improvement between Procurement Unit and other areas of the Council. Including:

- Service Level Agreements and service improvement action plans agreed with Education Leeds.
- Regular meetings with Education Leeds Service Advice Team
- Working with the Commission team in Children and Adult Services to identify and agree roles and responsibilities.

		<p><u>Consistency in Approach to Project and Risk Management</u></p> <p>This element of this recommendation is addressed through the Council's 'Delivering Successful Change' project management methodology. Project and risk management are the main features of that methodology.</p>	
2	<p>That the Chief Procurement Officer develops a corporate communication strategy to ensure that greater emphasis is placed on obtaining the views of end users, including Ward Members, when services are being designed and specified in service specifications.</p>	<p>The electronic procurement systems outlined above, have the facility to record user feedback.</p> <p>The refresh of the Council's Corporate Procurement Strategy will provide the vehicle to deliver this recommendation. The Strategy will include the requirement for Directorates to involve end users and ward members to a greater extent when designing and specifying services. This strategy requirement will be backed up with training and guidance on how this can be achieved. The strategy will be published Spring 2008.</p> <p>The recent revisions to the Councils Contracts Procedure Rules and Code of Practice state that consideration should be given to including service users on the tender evaluation team where possible.</p>	
3	<p>That the Chief Procurement Officer works closely with the team responsible for developing the 'Delivering Successful Change' initiative to ensure that the use of procurement 'Gateway Reviews' is included in the final proposal, as recommended by the IDeA and the Office of Government Commerce and the Council's Risk Management Framework.</p>	<p>Both Procurement Unit and the Public Private Partnerships Unit use the 'Gateway Review' methodology mandated by the Office of Government Commerce and recommended by IDeA.</p> <p>Procurement Unit has been briefed on the Delivering Successful Change methodology and the Gateway Review process has been incorporated.</p>	
4	<p>That the Chief Procurement Officer analyse the outcomes of the initial contracts using the new approach to</p>	<p>It is still relatively early days in terms of the 'Delivering Successful Change' project methodology, with the formal training for officers planned for Autumn 2007. However, a number of projects are currently</p>	

	<p>“Delivering Successful Change” and report the results to a future meeting of this Scrutiny Board.</p>	<p>being managed using the project methodology principles.</p> <p>It is proposed that this recommendation be implemented next year when the project methodology is established and the contracts currently being procured using the methodology are awarded and operational.</p>	
<p>5</p>	<p>That the Chief Procurement Officer submit a half yearly report to the appropriate Scrutiny Board on the Council’s corporate performance indicators for contracts and procurement.</p>	<p>Procurement Unit currently have three performance indicators linked to the Council's Corporate Plan. Progress against the three indicators has been reported periodically to Legal and Democratic Services Departmental Management Team.</p> <p>The first indicator was to achieve all the milestones set out in the Government's National Procurement Strategy for Local Government by their due dates. This has been achieved.</p> <p>The second two indicators relate to measuring the level of spend through collaborative arrangements, and measuring the level of spend through 'approved' arrangements. Both of these indicators presented problems in establishing the baseline levels upon which realistic and accurate targets could be set. Work in relation to these two indicators has therefore concentrated on amending information systems so that the level of spend in each are can be measured. The recently implemented electronic procurement system referred to above, together with developments to the Council's finance system mean that we should be able to identify baseline figures for these indicators by Spring 2008.</p> <p>There are currently no mandatory indicators for procurement. However, the Council has recently agreed to subscribe to a CIPFA Benchmarking Exercise to look at a set of indicators developed by the UK's Public Sector Audit Agencies. These indicators set out to measure the value for money performance of finance, HR, ICT, estates management and procurement. Procurement Unit, together with Resources are reviewing the indicator sets.</p>	

6	<p>That the Chief Procurement Officer ensures that the initiatives being undertaken in “Delivering Successful Change” incorporate safeguards to manage potential conflict with contractors at an early stage.</p>	<p>The Delivering Successful Change methodology includes mechanisms to identify and manage potential conflict arising during the project, for example - highlight reports, issue logs, risk logs, etc.</p> <p>For conflict arising during a contract, the Council's standard contractual terms and conditions include an 'Alternative Dispute Resolution' clause which requires the parties to seek mediation and similar forms of dispute resolution without recourse to the Courts.</p> <p>Procurement Unit is preparing guidance and training on contract management issues which will include advice on managing contractual relationships and negotiation. The Unit recently ran a Master class for Council Officers on Dispute Mediation.</p>	
7	<p>That the Chief Procurement Officer submits a report on training packages which have been put in place for staff with procurement responsibilities to ensure effective participation in “Delivering Successful Change”.</p>	<p>Procurement Unit has appointed a dedicated Procurement Training and Development officer, resulting in a number of training initiatives being introduced. These should improve the general procurement skills of staff across the council who are involved in procurement activities.</p> <p>In addition, the Unit provides training to Directorates, Education Leeds and the ALMOs on all aspects of the procurement process - including: Contracts Procedure Rules, EU Procurement Directives, TUPE protocol, Supplier and Contract Management System, etc. [Links to Recommendation 1]</p> <p>All appropriate staff within the Procurement Unit have attended a briefing session on the use of the DSC methodology and will attend the formal training when it is introduced in the Autumn of 2007. Other staff across the authority who have procurement responsibilities will be encouraged to attend these training sessions.</p> <p>Procurement Unit has worked with the Delivering Successful Change team to ensure the guidance notes on Delivering Successful Change include references to the role of procurement .</p>	

Overview and Scrutiny Committee – When Contracts Go Wrong - Inquiry (2005/2006) - Recommendation Monitoring

		<p>General procurement training programmes that have been or are being introduced that impact on other issues raised in these recommendations include - general procurement skills, tender evaluation, specification writing, contract management skills, members briefing on procurement, etc</p>		
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	Recommendation	Where we are up to	Stage	Cont'
1	<p>That a work programme be developed by the Department of Neighbourhoods and Housing setting out a systematic and robust approach to community engagement in the Intensive Neighbourhood Areas in the first instance.</p> <p>That this be reviewed to assess its effectiveness and then rolled out</p>	<p>Work has commenced on identifying and sharing good practice with officers leading on community participation activities in the INM areas.</p> <p>It is planned to build on this work to develop a framework that promotes a more systematic approach to community participation and engendering good community relations. To take this forward a workshop is planned for early autumn with key service providers including Area Management Teams, ALMOs, Police, Primary Care Trusts and others to determine the key elements of the framework and minimum standards of activity. This will then support a consistency of approach to implementation across areas and partners through a menu approach of practical actions that will enable and support community participation and building positive community relations.</p> <p>As part of the Council's change programme a stronger focus is proposed on the delivery of key outcomes to build stronger communities. The Director of Environment and Neighbourhoods proposes establishing a corporate grouping of Chief Officers to work collectively to deliver this. This development and implementation of the above framework in INM areas will be monitored and reviewed by this group.</p> <p>The Leeds Initiative framework for effective participation will be presented to the Narrowing the Gap Executive for approval at its September meeting and will be published and widely circulated by the end of the calendar year.</p> <p>The framework for effective participation has been produced jointly with Leeds City Council and Leeds Voice and is linked to work being developed in the department of Environment and Neighbourhoods with area management teams and in the intensive neighbourhood management areas.</p> <p>Work is yet to be done on agreeing monitoring processes, it is</p>		

Overview and Scrutiny Committee – Narrowing the Gap Inquiry (2006/2007) - Recommendation Monitoring

		<p>anticipated that this will be completed in the last quarter of this financial year – Jan – March 2008</p>	
<p>2</p>	<p>That the Regeneration Team adopt the model of data analysis and presentation used by the Overview and Scrutiny Committee during this inquiry.</p> <p>That the draft Neighbourhood Improvement Plans developed in the Intensive Neighbourhood Management Areas are reviewed against the data profiles.</p>	<p>Neighbourhood profiles were produced for each of the INM areas adopting the format used for the Overview and Scrutiny Narrowing the Gap inquiry.</p> <p>The Neighbourhood Improvement Plans have been reviewed against the neighbourhood profiles. The review revealed that issues and areas highlighted in the profile were identified for action in the plans. Where plans had not been completed, the profiles have proved useful in providing an evidence base for their further development. The profiles will be updated annually and will continue to provide useful baseline evidence against which plan priorities and actions can be checked and change tracked over time.</p> <p>Neighbourhood Management activity is primarily resourced through the Safer and Stronger Communities Fund (DCLG) and therefore the programme's key objectives to create safer and cleaner neighbourhoods underpinned by effective community engagement are central to the Neighbourhood Improvement Plans. The profiles do cover a broader range of issues than those eligible for SSCF grant funding but provide a robust evidence base that can be employed to inform the targeting of resources by other service providers to improve the quality of life in the target areas.</p> <p>The plans are also informed by direct input from local residents and residents' perception surveys to ensure that the key issues identified reflect their needs and aspirations for the neighbourhood. It is hoped that this element will grow stronger over time.</p> <p>It is planned to further develop the neighbourhood profiles to capture residents' perceptions of the area, the quality of services delivered and how these change in quality and importance over time and present this</p>	

		<p>alongside the existing quantitative information.</p> <p>The Narrowing the Gap executive continues to be concerned about the deficit in monitoring equalities against key targets recognising that national monitoring requirements are unhelpful in gaining a consistent approach in Leeds.</p> <p>Issues about equality monitoring were raised again in the 2006/07 LAA performance report. Action has been taken by the policy and performance team in Leeds City Council in partnership with the central equalities team to:</p> <ul style="list-style-type: none"> - ensure that all partners have an up to date list of equality categories against which to monitor - the LAA monitoring template specifically requests equality monitoring information against each target. <p>It will not be possible to know how successful these actions have been until information is gathered for the 2007/08 monitoring report.</p>	
3	<p>That Leeds Initiative undertakes a review of the district partnership structure alongside appropriate consultation with partners in order to mirror other existing administrative boundaries.</p> <p>We would also recommend that the connectivity and relationships between the Vision for Leeds, the Local Area Agreement and the Regeneration Plan is explored, thus making possible an integrated framework geared to tackling neighbourhood needs and priorities.</p>	<p>The Council's Executive Board has agreed a new corporate planning framework that clarifies the connectivity and relationships between the key strategies and plans of the Council and partners.</p> <p>The new framework integrates the Local Area Agreement and the Council's Corporate Plan into a single document - The Leeds Strategic Plan 2008-2011 - which becomes the key delivery plan for the Vision.</p> <p>The Regeneration Plan will be replaced by a Regeneration Programme to ensure the effective resourcing and management of all the Council's major regeneration schemes. Regeneration objectives will be incorporated within the Leeds Strategic Plan by means of key indicators and targets that aim to narrow the gap between localities, communities and key groups.</p>	

<p>The Executive Board also made provision for a Member Reference Group to oversee the Leeds Strategic Plan and to facilitate greater elected member involvement. This will ensure that the planning framework promotes the delivery of improved outcomes for all neighbourhoods and that members are able to deliver on their leadership and extended scrutiny responsibilities across key partner agencies.</p> <p>Revised operational boundaries adopted by partners prompted a review of the existing arrangements for District Partnerships by the Narrowing the Gap Executive. A number of stakeholders have been consulted including Area Committee and District Partnership Chairs and further consultation will take place over the coming weeks and will be reported to the Narrowing the Gap Executive at the end of September 2007.</p> <p>A review of district partnerships began in May 2007 requested by the Narrowing the Gap Executive. The review remains underway and is considering how we:</p> <ul style="list-style-type: none"> • Respond to changing boundaries • Respond to external factors – including those outlined in the white paper and to meet the requirements of the LAA • Balance thematic structures and district/locality working • Consider resources and co-ordination • Develop the “locality working” agenda <p>A workshop was held in August 2007 to consult with area managers; chairs of district partnerships and area committees; and other officers from the Environment and Neighbourhoods Directorate and Leeds Initiative Office. The workshop forms part of the consultation process on the review of the district partnership structure and will form part of thinking on future structures. A report with recommendations will be presented for approval at the September meeting of the Narrowing the Gap Executive</p> <p>Proposals outlining changes to the DP structure will be presented to Leeds City Council Corporate Management Team and Leadership</p>	
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		<p>Management Teams with a view to including them in a report to the Executive in October 2007.</p> <p>The June meeting of the Narrowing the Gap Executive received reports on performance from both the Leeds Regeneration Plan (LRP) and the Local Area Agreement (LAA)</p> <p>This pattern of information sharing will continue until January '08 by when all performance reporting will be through the LAA, thus realising integration of the LRP and LAA performance frameworks.</p> <p>The next meeting of the Narrowing the Gap Executive on 28 September will focus on integrating the governance structures. The meeting will include key people from the LAA to ensure that changes to the future structure are owned to key stakeholders.</p> <p>It is anticipated that future meetings will reflect the changes agreed at the meeting, thus achieving the integration the Overview and Scrutiny Committee was seeking.</p>	
4	<p>That Leeds Initiative considers how strategic leadership is manifested and whether a more robust leadership model is required, taking into account the distinction between political and operational leadership.</p>	<p>A review of the Leeds Initiative strategy and development groups has concluded and recognised the need to enhance strategic leadership across all themes of the Vision for Leeds and the LAA. New groups are currently being established to oversee the ongoing delivery of the Vision priorities and outcomes set out in the LAA.</p> <p>It has been agreed that all eight of the strategy and development groups should comprise all-party member representation and nominations have been made. It is hoped that the new arrangements will contribute to more robust political leadership and engagement as well as providing a distinction between political and operational leadership.</p> <p>The review of the corporate structures of the Leeds Initiative remains</p>	

		<p>underway with the intent to enhance and make more robust political and partnership leadership in driving forward the narrowing the gap and going up a league aims of the Vision for Leeds, as well as in overseeing the LAA delivery.</p> <p>A report with recommendations will be considered at the next meeting of the Leeds Initiative Board to be held in October 2007. Four options have been considered widely with the strongest support for option 2 which proposes:</p> <ul style="list-style-type: none"> • evolving the existing Leeds Initiative Board into a broader Assembly to meet twice yearly to consider issues of particular interest in driving progress within the city, in particular, issues which provide an interface between the going up a league and narrowing the gap agendas; • evolving the existing two executives into boards – a Narrowing the Gap Board and a Going up a League Board; • a chair’s liaison group to reinforce connectivity 	
5	<p>That Executive Board have a debate on the levels of devolving services to area management, including the corresponding capacity of area management and District Partnership arrangements.</p>	<p>Councillor Chapman, Lead Member, Environment and Neighbourhoods portfolio, has completed her report on area management and this is due to be considered by Executive Board in October 2007, alongside a report from officers to further develop the role and responsibilities of Area Committees.</p>	
6	<p>That Leeds Initiative reviews its own structures to respond to the themes of the local area agreements.</p>	<p>The review of the L.I. structure has been undertaken in two phases:</p> <p>Phase 1 – strategy and partnership groups Changes to this part of the structure were agreed by the Leeds Initiative Board in April 2007. The new structure is currently being implemented and will be complete by September `07.</p>	

		<p>Changes to the strategy and partnership groups concentrate on emphasising the role of strategy groups in leadership and in delivering the vision for Leeds/LAA improvement targets.</p> <p>The new strategy and development groups incorporate the themes of the LAA. Additionally delivery/commissioning partnerships are being established in partnership with the LAA team to give a particular focus to delivery/commissioning issues.</p> <p>Phase 2 – Corporate level; board and 2 executives Review of the corporate level of the Leeds Initiative structure was started in April 2007.</p> <p>The preferred option identified through the review is outlined in recommendation 4.</p> <p>Now complete, the preferred option is for an assembly, 2 boards (Narrowing the Gap Board and Going Up a League Board) and chairs liaison group to reinforce connectivity between narrowing the gap and going up a league.</p> <p>Of most significance to the Overview and Scrutiny Committee is the future of work to narrowing the gap and therefore of the narrowing the gap executive, which will become the Narrowing the Gap Board, increasing the authority and influence of the current executive.</p> <p>Discussions will be held by end of 2007 to discuss the future synergy of the executive and the LAA Strategy Group. Members of the executive and the LAA Strategy Group will be involved in these discussions.</p> <p>The revised top level structure of the Leeds Initiative will be implemented by January 2008.</p>	
7	<p>That the Narrowing the Gap Executive draws together the most influential partners and</p>	<p>Changes to the narrowing the gap executive from executive to board will include a review of the executive’s terms of reference and</p>	

	<p>council service providers to plan, monitor and bring coherence and connectivity to the numerous activities that take place at a local level.</p>	<p>membership to ensure the most influential partners are engaged.</p> <p>This development will add coherence and connectivity to links between the LAA strategy group and the executive.</p> <p>The chairs liaison group will reinforce connectivity between the NtG and Going Up a League agendas.</p> <p>The neighbourhood policy strategy and development group will provide a focus for work at the local level to bring connectivity at the local level.</p>	
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Report of the Head of Scrutiny and Member Development

Overview and Scrutiny Committee

Date: 11th September 2007

Subject: Overview and Scrutiny Committee – Work Programme and Draft Terms of Reference

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

1.1 At the July meeting of Overview and Scrutiny Committee Members established a Working Group to draft Terms of Reference for a series of Inquiries. The purpose of this report is to report back to the full Committee the deliberations of the Working Group.

Membership

1.2 The Working Group consisted of Councillor Grahame, Councillor W Hyde, Councillor Pryke and Councillor Hanley. It met on 20th July 2007 to discuss terms of Reference for the following Inquires;

- Support to Group Offices
- Responding to the needs of migrants and their families
- ALMO structure
- Direct Payments

1.3 The conclusions of the Working Group are detailed below.

Support to Group Offices

1.4 Terms of Reference have been drafted and are presented to Committee as Appendix 1.

- 1.5 In line with the Constitution comments on the proposed Inquiry have been sought from the relevant Director and Executive Member. These are detailed below.

Comments from the Chief Democratic Services Officer.

I can fully understand the interest of the Committee in staffing arrangements within Group Offices as I acknowledge that there have been a number of recent difficulties, notably that we have not yet fully addressed the impact on staffing resources of the 2007 elections. However, we have recently been in dialogue with all of the groups regarding their staffing requirements and I am very hopeful of being able to effect a package of appropriate staffing adjustments in the near future. I am a little concerned that the planned timetable for the Inquiry might in fact delay this process (exacerbated by the fact that I will have some personal difficulty in meeting one of the planned Inquiry dates)

In addition, I understand that there has been concern expressed from a number of staff about the impact of any review on the introduction of job evaluation process. There is a degree of unease both amongst staff involved in phase 1 of the process (outcomes of which are, I understand, likely to be made known in around September/October) and phase 2 of the process (work on which is currently underway with results to be known next year). I have to say that, in my view, we could if necessary integrate a more fundamental review of staffing arrangements with the implementation of job evaluation but, clearly, I am sensitive to the views of staff and would wish, if possible, to avoid any additional pressures on them at this time.

I am not sure of the Overview and Scrutiny Committee's other priorities but, in the light of the above, it may wish to consider not proceeding with the proposed Inquiry at this time. However, should it wish to pursue such an Inquiry then I would, of course, be more than happy to assist the Committee as detailed in the proposed terms of reference. I would, however, have some difficulty in meeting the timetable as set out because I will be on leave for a little over two weeks in October and will not therefore be able to attend the rearranged October meeting of the Overview and Scrutiny Committee.

Comments from the Councillor Mark Harris - Central and Corporate Executive Member.

I should advise you that I have asked officers to review staffing levels in the Group Offices and to bring forward recommendations at the earliest opportunity. In the light of this, the Overview and Scrutiny Committee may like to consider whether it wishes to postpone or proceed with the planned Inquiry into Group Office staffing

However, as the Central and Corporate Executive Member, I should stress that I am of the view that I should not seek to influence the scrutiny process in any way and am therefore in the hands of the Overview Scrutiny Committee as to whether this Inquiry should go ahead or not.

Responding to the needs of migrants and their families

- 1.6 Terms of Reference have been drafted and are presented to Committee as Appendix 2. In line with the Constitution comments on the proposed Inquiry have been sought from the relevant Director and Executive Member. These were not available at the time of agenda dispatch.

ALMO structure

- 1.6 It was agreed that there were a number of preliminary questions in relation to the decision to reduce the number of ALMOs which required answering prior to the final

the drafting of Terms of Reference. It was agreed that this would be best done in a Working Group. It is recommended therefore that a Working Group is established.

Direct Payments

- 1.7 The Working Group recommends that prior to agreeing Terms of Reference; the Committee should receive a briefing on Direct Payments. The Working Group is of the view that such a briefing may influence whether the Committee considers an Inquiry worthwhile or not. This has been arranged for the October meeting.

2.0 WORK PROGRAMME

- 2.1 The Committee's current Work Programme is attached as Appendix 3. The Forward Plan of Key Decisions is attached as Appendix 4

3.0 RECOMMENDATIONS

- 3.1 Members are asked to;

- (i) Consider the draft Terms of Reference shown at Appendix 1 and 2 and confirm whether these Inquiries are to take place.
- (ii) Establish a working group to progress the ALMO Inquiry
- (iii) Receive a presentation on Direct Payments before consideration of any Terms of Reference for an Inquiry
- (iv) Consider the Committee's work programme as a result of decisions made today.

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OVERVIEW AND SCRUTINY COMMITTEE
INQUIRY INTO SUPPORT TO GROUP OFFICES
TERMS OF REFERENCE

1.0 INTRODUCTION

- 1.1 Underpinning much of the Local Government and Public Involvement in Health Bill is an enhanced recognition of the role that frontline councillors play in engaging local citizens, advocating for them, brokering effective service delivery and holding local public services to account. This is proposed through 'Community Calls for Action', 'area scrutiny' and increased partnership working. This raises the question of the level of day-to-day support members will require and where that support is located.
- 1.2 At its meeting on 2nd July 2007, the Overview and Scrutiny Committee resolved to undertake an Inquiry into the officer support given to elected members through the Group Offices. The driving force behind the need for an Inquiry was the afore mentioned increase of demands placed on elected Members but also a view that there did not exist an agreed formula for the allocation of staff which was transparent and robust enough to respond to changes of numbers between Groups.

2.0 SCOPE OF THE INQUIRY

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:

The allocation of staffing to Groups and Independent Members.

- Historical basis of allocation and rationale
- What factors affect the allocation of staff
- Weaknesses (if any) in the way staff are allocated – e.g. is the allocation process 'future proof'.
- Management controls and processes, personnel issues

The links between Group office staff and departmental officers providing support to elected Members

- Understanding respective roles
- Identification of any efficiencies

Location of Group Support Staff

- Do current arrangements meet the changes and challenges identified in the Local Government Bill

Future formula for the allocation of staff

- An assessment of options for the future allocation of staff

3.0 TIMETABLE FOR THE INQUIRY

3.1 To be determined by the Committee.

4.0 SUBMISSION OF EVIDENCE

4.1 The following evidence will be considered by the Committee

- A statement on the legal position of support to Groups, including an analysis of the different types of officer appointment that can be made within Group Support Offices and, in particular, the appointment of “assistants for political groups” as defined within the Local Government and Housing Act 1989.
- An analysis of arrangements in the Core Cities and West Yorkshire Metropolitan Councils
- The current allocation of resources across the Groups including revenue budget, accommodation.
- A Statement on the historical basis and rationale behind the current allocation of resources
- A statement on what factors which might change the allocation of staff to Groups
- A statement on the perceived weaknesses of the current process of allocation
- A statement on the respective roles of Group Support Officers and departmental officers

- A discussion paper on current management arrangements and the location of support to elected Members.
- Options for the future allocation of officer support to political Groups

5.0 WITNESSES

5.1 The Committee is likely to seek evidence and views from a number of sources. These will include:

- The Chief Democratic Services Officer
- Chair of the Member Management Committee
- A political spokesperson from the political Groups

6.0 POST INQUIRY REPORT MONITORING ARRANGEMENTS

6.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored. The Committee will determine those arrangements at the end of the Inquiry.

6.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

7.0 MEASURES OF SUCCESS

7.1 It is important to consider how the Committee will deem if its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.

7.2 The Committee will look to publish practical recommendations.

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OVERVIEW AND SCRUTINY COMMITTEE

INQUIRY INTO RESPONDING TO THE NEEDS OF MIGRANTS AND THEIR FAMILIES

TERMS OF REFERENCE

1.0 INTRODUCTION

- 1.1 Migration for work is not new but it is increasing. Foreign nationals made up 3.5 per cent of the workforce in 1996, but 6 per cent in 2006. The accession of ten new states to the European Union in 2004 greatly increased both the scale and pace of change. The size and speed of change was not predicted, and so local authorities and their partners were not all well prepared.¹
- 1.2 Local authorities cannot control migration but they do have an important role in managing the consequences of change, for the benefit of the whole community.
- 1.3 In Leeds the scale of recent increases in migration potentially brings pressures on the local economy, housing, the jobs market and local public services. Given its role in community leadership, the City Council needs to with other partners to respond to the City's changing needs.
- 1.4 The Overview and Scrutiny Committee resolved at its July meeting to undertake an *Inquiry into how the City is making this response*.

2.0 SCOPE OF THE INQUIRY

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
- The sufficiency of intelligence available to Leeds City Council and its partners to understand local changes in the community profile.
 - The ability for services to respond to a changing community profile
 - The organisational structure in which services are planned and co-ordinated

¹ <http://www.audit-commission.gov.uk/migrantworkers/>

- The effect on the ability of services to maintain levels of services
- The budgetary consequences of providing services

3.0 COMMENTS OF THE RELEVANT DIRECTOR AND EXECUTIVE MEMBER

TO BE RECEIVED

4.0 TIMETABLE FOR THE INQUIRY

4.1 The Inquiry will take place between December and February, with a view to issuing a final report in March 2008.

5.0 SUBMISSION OF EVIDENCE

5.1 The following evidence will be considered by the Committee

- Statistical evidence of the extent of migration in Leeds including trends
- A statement on the planning framework for services in Leeds
- Relevant officer/external organisations which cant be captured through the LAA

6.0 WITNESSES

6.1 The Committee is likely to seek evidence and views from a number of sources. These will include:

Local Area Agreement Strategy Group/Leeds Initiative

Faith groups

Voluntary Sector

7.0 POST INQUIRY REPORT MONITORING ARRANGEMENTS

7.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored. The Committee will determine those arrangements at the end of the Inquiry.

7.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

8.0 MEASURES OF SUCCESS

- 8.1 It is important to consider how the Committee will deem if its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.
- 8.2 The Committee will look to publish practical recommendations.

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Item	Description	Notes	Type of item
Meeting date – 9th October 2007			
Planning Performance	To receive and update on progress made on the Planning Review following the OSC Inquiry.		PM/RSR
Scrutiny of the Budget	To receive and consider quarter 1 financial report.		PM
Recommendation tracking	To receive information from other Scrutiny Boards relating to progress on meeting recommendations made in 2006/07		MSR
Direct Payments	To receive a briefing on Direct Payments		B
Meeting date – 6th November 2007			
Disability Equality Scheme	To receive a progress report on the implementation of the action plan.	The Committee has been reviewing the scheme. The Committee endorses the Council's approach to a combined equality scheme.	PM
Performance Management Information	The Committee will receive performance management information covering all departments.	Following receipt of this information the Committee may recommend areas for further Scrutiny.	PM

Key:

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

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME - SEPTEMBER 2007

Recommendation tracking	Scrutiny Boards will track recommendations made in 2006/07	Recommendations tracked will be those made in the 'Narrowing the Gap' report.	MSR
Meeting date – 11th December 2007			
Scrutiny of the Budget	To receive and consider quarter 2 financial report.		PM
Recommendation tracking	To receive information from other Scrutiny Boards relating to progress on meeting recommendations made in 2006/07		MSR
Meeting date – 8th January 2008			
Meeting date – 5th February 2008			
Performance Management Information	The Committee will receive performance management information covering all departments.	Following receipt of this information the Committee may recommend areas for further Scrutiny.	PM
Scrutiny of the Budget	To receive and consider quarter 3 financial report.		PM
Recommendation tracking	Scrutiny Boards will track recommendations made in 2006/07	Recommendations tracked will be those made in the 'Narrowing the Gap' report.	MSR
Meeting date – 11th March 2008			

Key:

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

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME - SEPTEMBER 2007

Scrutiny of the Budget			PM
Recommendation tracking	To receive information from other Scrutiny Boards relating to progress on meeting recommendations made in 2006/07		MSR
Meeting date – 8TH April 2008			
Annual Report			PM
Unscheduled Items			
Direct Payments			
Inquiry - Support to Group Offices			
Inquiry – Responding to the needs of Migrants and their Families			
Working Groups			
Working group	Membership	Progress update	Dates of meetings
Terms of Reference Scoping Group	Cllr Grahame, W Hyde, Pryke, Hanley	Report back to September OSC	20 th July

Key:

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

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

Key:
CCFA / RFS – Community call for action / request for scrutiny
RP – Review of existing policy
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MSR – Monitoring scrutiny recommendations
PM – Performance management
B – Briefings (Including potential areas for scrutiny)
SC – Statutory consultation
CI – Call in

APPENDIX 4

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 September 2007 to 31 December 2007

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Contract for the Recycling of Street Arisings To award the contract.	Director of City Services	1/9/07	Market, Department, CPU and Legal Services	Award Report	Director of City Services
Single Homeless Provision (Hollies and Pennington Place Hostels) To award the contract to the preferred bidder.	Director of Environment and Neighbourhoods	1/9/07	Undertaken at early stages of procurement timetable. Leeds Housing Services Joint Consultative Committee (JCC), Portfolio holder for Housing Services.	The report and tender documents	Director of Environment and Neighbourhoods

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
<p>Waste Strategy - Recycling Service Developments To agree the future kerbside recycling strategy for Leeds to achieve local and statutory recycling and composting targets.</p>	<p>Executive Board (Portfolio: Environmental Services)</p>	<p>11/9/07</p>	<p>Extensive public consultation has taken place on the Integrated Waste Strategy for Leeds during 2006, and further consultation is being completed on specific recycling collection proposals. An extensive programme of public and Elected Member consultation will be delivered as specific service implementation proposals are developed.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods</p>
<p>City Centre Improvements To refurbish the retail pedestrian area of the City Centre</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>11/9/07</p>	<p>Retailers and other city centre stakeholders.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Holt Park District Centre - Potential Regeneration To note the contents of the report and agree continuation of the project	Executive Board (Portfolio: Development and Regeneration)	11/9/07	Cabinet, Executive Member and Ward members	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Headingley Primary School 1. Refusal to extend negotiation period with HDT 2. Marketing the site	Executive Board (Portfolio: Development and Regeneration)	11/9/07	Ward Members	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Extending opening hours at Kirkgate Market To extend opening hours at Kirkgate Market to include Wednesday afternoon and to investigate the feasibility of evening shopping Monday-Friday.	Executive Board (Portfolio: Development and Regeneration)	11/9/07	Market traders, city centre users and residents	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Leeds Town Hall as a First Class Concert Hall To consider the feasibility of Leeds Town Hall as a first class concert hall	Executive Board (Portfolio: Leisure)	11/9/07	Consultation with the public, interested groups and partners within Leeds City Council	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Elland Road Master Plan To advise Members of the outcome of public consultation on the draft masterplan proposals for Elland Road	Executive Board (Portfolio: Development and Regeneration)	11/9/07	Asset Management Group, Leader of the Council, Executive Board Members	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
The London 2012 Olympics - Opportunities for Leeds To approve an outline programme of activity 2007-2012, a structure to deliver the programme and funding for the structure and programme.	Executive Board (Portfolio: Leisure)	11/9/07	Leeds 2012 Task Group , Yorkshire Committee for 2012 and Council Departments.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Primary Review-Proposals for Swarcliffe Primary Planning Area To consider statutory representations received, and if necessary, make a determination on the closure of St Gregory's Catholic Primary School with effect from 31 August 2008.	Executive Board (Portfolio: Children's Services)	11/9/07	Six weeks public consultation took place as a consequence of the published Statutory Notice on the proposal. This started on 15 June and ended on 27 July 2007.	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
<p>Primary Review-Proposals for Harehills/Gipton Primary Planning Area Permission to issue a Statutory Notice following formal consultation to permanently increase the Admission Number at Harehills Primary school from 2FE to 3FE.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>11/9/07</p>	<p>Formal consultation took place with the staff, parents and governors of Harehills Primary School, neighbouring schools, elected members for the area, representatives of the Community and the general public. The 6 week formal consultation took place between 1 May – 11 June 2007.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Harehills Middle School To approve the scheme to release an additional £500,000 to Harehills CIC towards the purchase and refurbishment of Harehills Middle School and provision of start up capital. This will bring the total level of support for this project up to £900,000.	Executive Board (Portfolio: Development and Regeneration)	11/9/07	None	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
TIGER 11 - Hillside School, Beeston To approve the scheme to release an additional £400,000 to TIGER 11 towards the purchase and refurbishment of Hillside School and provision of start up capital. This will bring the total level of support for this project up to £600,000.	Executive Board (Portfolio: Development and Regeneration)	11/9/07	None	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Council Property Disposals and Restrictions Over Future Use Executive Board is requested to instruct officers with regard to whether property disposals should be conditioned so as to restrict future use.	Executive Board (Portfolio : Development and Regeneration)	11/9/07	None	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
"WykeBECC" - Seacroft To approve the scheme to release £1,295,000 to Leeds City Council (Environment and Neighbourhoods) towards establishment of WykeBECC, Seacroft.	Executive Board (Portfolio : Development and Regeneration)	11/9/07	None	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Mansion House, Roundhay - Third Party Operator To consider the nine options outlined in the report and to agree which option should be progressed further.	Executive Board (Portfolio : Leisure)	11/9/07		The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Beeston Hill and Holbeck Housing PFI Scheme To support the submission of the Outline Business Case to CLG	Executive Board (Portfolio : Development and Regeneration)	17/10/07	Ward Members, Aire Valley Homes Leeds, Residents (completed)	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Phase Two Children's Centres in Gipton Obtain authority to incur expenditure	Executive Board (Portfolio : Children's Services)	17/10/07	Full local consultation has been going on for 2 years	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Framework Arrangement for the Spot hire of Vehicles without Drivers To approve the use of a framework arrangement for the spot hire of vehicles without drivers.	Director of City Services	1/10/07	Procurement and Transport Services.	Tender Documents	Director of City Services
Framework Arrangement for Long Term Contract Hire of Vehicles To approve the use of a framework arrangement for the long term contract hire of vehicles	Director of City Services	1/10/07	Procurement and Transport Services	Tender Documents	Director of City Services

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Contract for the Mixed Paper & Cardboard Collection & Recycling To award the Contract	Director of City Services	1/10/07	Market , Department , CPU and Legal Services	Award Report	Director of City Services
Contract for the Recycling of Scrap Metal and Lead Acid Batteries To award the Contract	Director of City Services	1/10/07	Market , Department , CPU and Legal Services	Award Report	Director of City Services
Leeds Sports Trust Approval to proceed with the Leeds Sports Trust project and the transfer of the current Sport and Active Recreation Service.	Executive Board (Portfolio: Leisure)	17/10/07	Considerable consultation already undertaken and ongoing with key stakeholder groups including - Service staff; Service users; the Unions; the general public; various LCC Members/ officers.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Horsefair, Wetherby Permission to implement the scheme known as 'Pedestrian Improvements to Horsefair, Wetherby'.	Executive Board (Portfolio: Development and Regeneration)	17/10/07	Public consultation in support of the outline proposals was completed May 2006. Statutory consultation during detailed design.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Social Service Charging Review To consider a request for further consultation on the options for charging for social care services	Executive Board (Portfolio: Adult Health and Social Care)	17/10/07	Service user and carers groups/forums, voluntary organisations representing service users and carers. Briefings for members and staff.	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services
Contract to allow advertising on a number of strengthened street lighting columns in Leeds The letting of a contract for advertising on a number of strengthened street lighting columns in Leeds(excluding the City Centre) 2007-2022.	Director of City Services	14/11/07	Legal and Democratic Services, PPU and all affected Members	Report to Executive Board 15 November 2006	Director of City Services

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
<p>Formation of the Garforth Schools Trust To note the formation of the Garforth Schools Trust and approve the transfer of land and premises assets from Council to Trust ownership.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>14/11/07</p>	<p>These proposals have been developed and pursued by the schools concerned, led by Garforth Community College. As part of the statutory process required for the change of school status and formation of the Trust, a detailed programme of consultation has been undertaken with (amongst others) local schools/educational establishments, the local authority, Diocesan representatives, staff, unions, LCC Scrutiny Board, Local Councillors and Members of Parliament. Responses were fed back to governing bodies and were overwhelmingly positive. Further details on the consultation process can be made available upon request. Proposals for asset transfer will be discussed by Education Leeds Capital Projects Board and LCC Asset Management Group prior to Executive Board discussion. The Councils Property and Finance Legal team and Asset Management team have been involved in the process throughout.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
<p>Otley - Heavy Goods Vehicle Traffic To seek approval for proposals for HGV Management in the Otley area.</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>14/11/07</p>	<p>Ward Members, Neighbouring Local Authorities</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development</p>

NOTES

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £500,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

Executive Board Portfolios

Executive Member

Central and Corporate	Councillor Mark Harris
Development and Regeneration	Councillor Andrew Carter
Environmental Services	Councillor Steve Smith
Neighbourhoods and Housing	Councillor John Leslie Carter
Leisure	Councillor John Procter
Children's Services	Councillor Richard Brett
Learning	Councillor Richard Harker
Adult Health and Social Care	Councillor Peter Harrand
Leader of the Labour Group	Councillor Keith Wakefield
Leader of the Morley Borough Independent Group	Councillor Robert Finnigan
Advisory Member	Councillor Judith Blake

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer

NOTES:

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council (a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.