



SCRUTINY BOARD (CENTRAL AND CORPORATE)

Meeting to be held in Civic Hall, Leeds on
Monday 9th June 2008 at 10.00 am

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

MEMBERSHIP

Councillors

M Dobson (Chair)	-	Garforth and Swillington
B Atha	-	Kirkstall
P Davey	-	City and Hunslet
G Latty	-	Guiseley and Rawdon
A Lowe	-	Armley
A Ogilvie	-	Beeston and Holbeck
B Selby	-	Killingbeck and Seacroft
P Wadsworth	-	Roundhay
Whip's nominee	-	Conservative
Whip's nominee	-	Liberal Democrat
Whip's nominee	-	Liberal Democrat
Whip's nominee	-	Liberal Democrat
Whip's nominee	-	Liberal Democrat

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p>No exempt items identified on this agenda.</p>	

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3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF INTEREST</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> <p>To receive any apologies for absence.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
6			<p>INPUT INTO WORK PROGRAMME 2008/09 - SOURCES OF WORK AND ESTABLISHING THE BOARD'S PRIORITIES</p> <p>(a) To hear from the Director and officers on current issues and ask questions</p> <p>(b) To consider a report of the Head of Scrutiny and Member Development providing information to assist the Board to develop its work programme for 2008/09 on:-</p> <p>(i) Board's Terms of Reference.</p> <p>(ii) Core information on relevant aspects of the:</p> <ul style="list-style-type: none"> • Corporate Assessment Report • Corporate Assessment Actions 2008 • Draft Council Business Plan 2008-11; • Corporate performance management information (PIs) and any identified areas for improvement; • Details of any forthcoming external audit reviews; • Outstanding Issues from Scrutiny Board (Resources) <p>(iii) Referred Items from previous Board.</p> <p>(iv) Current Forward Plan and minutes of last Executive Board meeting.</p>	1 - 88
7			<p>DETERMINE WORK PROGRAMME 2008/09</p> <p>To consider the Board's formal conclusions and recommendations arising from consideration of the previous item.</p>	89 - 94

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8			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>Monday 7th July 2008 Monday 1st September 2008 Monday 6th October 2008 Monday 3rd November 2008 Monday 1st December 2008 Monday 5th January 2009 Monday 2nd February 2009 Monday 2nd March 2009 Monday 6th April 2009</p> <p>All at 10.00 am (Pre-Meetings 9.30 am)</p>	

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Report of the Head of Scrutiny and Member Development

Scrutiny Board: Central and Corporate Function

Date: 9th June 2008

**Subject: Input to the Work Programme 2008/09 - Sources of Work and
Establishing the Board's Priorities**

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 Report

1.1 This report provides information and guidance to assist the Board develop its work programme for 2008/09 that is focused on strategic issues.

2.0 Introduction

2.1 Members will aware that the most recent Comprehensive Performance Assessment (CPA) for the Council identified the following area for improvement.

CPA Area for Improvement

“While scrutiny has improved with the introduction of seven new Scrutiny Committees these still remain inconsistent in their approach to challenging policy development. As a consequence effective challenge to the Council through overview and Scrutiny remains inconsistent. Further development is required to ensure a robust approach for all Scrutiny Boards.”

3.0 Background Information

3.1 It is important for Scrutiny Boards in developing their work programme in 2008/09 to have regard to the CPAs concerns and focus more on the Council's corporate strategic priorities.

3.2 Relevant core information from the following key sources have been extracted appropriate to this Board's responsibilities and attached to this paper to assist Members in this process (Appendix 1):

- Local Area Agreement
- Leeds Strategic Plan & Council Business Plan 2008-11
- Corporate Performance Management Information
- Corporate Assessment Report
- Corporate Assessment Actions 2008
- Details of any forthcoming external audit reviews
- Outstanding issues from Scrutiny Board (Resources)

3.3 Other sources of work will continue to be 'requests for scrutiny' and corporate referrals.

3.4 A copy of the Board's terms of reference is attached for reference purposes. (Appendix 2)

3.5 The relevant extract from the latest forward plan, the most recent Executive Board minutes and outstanding issues referred from 2007/08 are also attached for consideration. (Appendix 3)

4.0 Guidance

4.1 Over the last few years of Scrutiny Board work, experience has shown that the process is more effective if the Board seeks to minimise the number of substantial inquiries running at one time.

4.2 The Board is advised to consider the benefits of single item agendas (excluding miscellaneous information and minutes) in order to focus on all the relevant evidence and complete the inquiry in a shorter period of time. There are various mechanisms available to assist the Board in concluding inquiries quickly whilst the issues are pertinent, such as working groups and site visits.

4.3 The agreed Memorandum of Understanding between Executive Board and Overview and Scrutiny which now sits within the Council's Constitution states;

"The responsibility of those setting scrutiny work programmes is, therefore, to ensure that items of work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

It is recognised that Scrutiny Boards have a 'watching brief' role. In addition information is required for members' own development process, particularly as membership of the Boards is changed annually.

However, it is also recognised that agendas are often filled up with reports for this purpose, which takes up time for both officers and Members. Where Scrutiny Boards wish to ask questions at a general or more strategic level and/or be updated on issues already considered in detail, the facility of Members' Questions – where a verbal exchange replaces written reports - should be used.

It is expected that where ever possible prior notification is given of the likely questions to be asked".

4.4 For the past couple of years the Children's Services Board in particular has developed the approach of devoting one meeting per quarter to overview and performance management. This includes receiving reports and scrutinising executive members and officers on relevant issues.

5.0 Work programming

- 5.1 The Director of Resources, Alan Gay, the Assistant Chief Executive (Corporate Governance) and James Rogers, Assistant Chief Executive (Planning, Policy and Improvement) have been invited to attend this meeting of the Board to contribute to discussions about the Board's work programme.
- 5.2 Following those discussions, the Board is asked to agree an outline work programme that prioritises the issues to be investigated.

6.0 Recommendations

- 6.1 Members are requested to use the attached information and the discussion with officers to inform the development and approval of its work programme under the next agenda item.

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Scrutiny Board (Central and Corporate Functions)

1. In relation to matters concerning **Central and Corporate Functions**¹, to exercise the functions of a Scrutiny Board including the following:
 - (a) to review or scrutinise the exercise of any council or executive function or any other related matter²;
 - (b) to make reports or recommendations to Council or the Executive in connection with the exercise of any functions of the Council or the Executive, including proposals for changes to policies and practices;
 - (c) to receive and review external audit and inspection reports;
 - (d) to act as the appropriate Scrutiny Board³ in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework⁴;
 - (e) to review corporate performance indicators and to make such reports and recommendations as it considers appropriate;
 - (f) to review outcomes, targets and priorities within the Leeds Strategic Plan and to make such reports and recommendations as it considers appropriate;
 - (g) to review or scrutinise executive decisions made but not implemented;⁵ and
 - (h) to monitor the implementation of the capital programme⁶.

2. To receive and monitor formal responses to any reports or recommendations made by the Board.

¹ These are the functions delegated under the officer delegation scheme (council functions) and the officer delegation scheme (executive functions) to:

- the Chief Executive;
- the Deputy Chief Executive;
- the Assistant Chief Executive (Corporate Governance);
- the Assistant Chief Executive (Planning, Policy and Improvement); and
- the Director of Resources.

² including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority

³ under the Budget and Policy Framework Procedure Rules

⁴ including in relation to the Budget

⁵ which have been called-in under Rule 22 of the Scrutiny Board Procedure Rules.

⁶ Each Scrutiny Board may consider individual capital schemes that fall within its terms of reference.

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Corporate Assessment

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.

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Introduction

- 1 Comprehensive Performance Assessment (CPA) is the means by which the Audit Commission fulfils its statutory duty under section 99 of the Local Government Act 2003 to make an assessment, and report on the performance, of local authorities. Corporate assessment is one element in the overall assessment that leads to a CPA score and category.
- 2 The purpose of the corporate assessment is to assess how well the Council engages with and leads its communities, delivers community priorities in partnership with others, and ensures continuous improvement across the range of Council activities. It seeks to answer three headline questions which are underpinned by five specific themes.

What is the Council, together with its partners, trying to achieve?

- Ambition
- Prioritisation

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- Capacity
- Performance management

What has been achieved?

- Achievement

Considered against the shared priorities of:

- sustainable communities and transport;
- safer and stronger communities;
- healthier communities;
- older people; and
- children and young people.

- 3 Corporate assessments are normally aligned with a joint area review of services for children and young people (JAR). In practice this means that the Council's achievements in relation to children and young people are assessed using the evidence provided from the JAR. In addition, examples of outcomes and activity, which are relevant to the other themes and which are identified through the JAR, are considered within the corporate assessment.

- 4 The JAR covers specific services for children and young people that are directly managed or commissioned by the Council, as well as relevant health and youth justice services provided by other bodies. It focuses on the contributions made by services to improving outcomes especially concerning safeguarding; services for looked after children; and services for children with learning difficulties and/or disabilities. The separate JAR report also covers the leadership and management of services for children and young people and, in particular, the way that such services work together to improve outcomes. The description and judgement in respect of children and young people in this report is summarised from the JAR report and the most recently published Annual Performance Assessment from Ofsted which covers all of the Council's children services.

Executive summary

- 5 Overall, the Council is performing well. Leeds City Council, with its partners, has a clear and challenging long term vision to improve the economic prosperity and the quality of life for all in Leeds. Key challenges facing the city in achieving this vision are meeting the needs of a growing and increasingly diverse population and in particular narrowing the gap for those living in the more deprived areas. This includes reducing worklessness, developing improved city and regional transportation links, providing enough affordable housing, maintaining improvements in educational attainment, further reducing criminal activity and improving the relatively poor health of the population. The Council has developed a clear longer term vision with partners which provides a strategic approach to these challenges. The Council and partners are utilising the considerable inward investment and regeneration of the city to narrow the gap in inequalities and meet demands caused by demographic changes. This vision is based on a good understanding of the national and regional context.
- 6 There has been investment in organisational development to improve the Council's capacity to deliver its ambitions. It has improved its performance management arrangements and political governance. It has streamlined and focused managerial capacity and works effectively and invests strongly in partnerships to support shared delivery of its ambitions for the city. Success is demonstrated by good community outcomes and performance against national performance indicators compared with other core cities. There are improvements in educational attainment which is now rated as good compared with other core cities, adult social care is rated as good and there have been significant reductions in criminal activity. The Council has improved its Corporate Performance Assessment (CPA) score to four-star as ranked by the Audit Commission. However, some areas of performance are poor when compared nationally. Overall satisfaction with the Council, as measured by the Best Value General Survey 2006, fell between 2003 and 2006, although the Council's own annual residents' satisfaction survey undertaken in 2007 is showing an improvement in overall satisfaction.
- 7 The Council provides strong leadership particularly at a regional level where it has developed a clear city region business case focused on improving prosperity. It has shown strong leadership in both shaping the vision for the City and delivery through the Local Area Agreement (LAA). The corporate plan translates this vision into clear priorities and ambitious targets for action. Partners are involved in setting targets within the LAA, ensuring they are both challenging and realistic. For example, significantly reducing crime levels or getting long term unemployed people back into employment. At the same time the Council is focusing service delivery more closely to community needs through the city regeneration strategy, area plans and good use of community intelligence. However, it has yet to embed some strategic agendas including those for climate change and the over 50s and it has had only limited progress in its strategic approach in partnership to health. Overall, this sets an ambitious framework for action to balance the social, economic and environmental needs of the city.

- 8 The Council effectively engages with local people and partners to ensure that it is meeting the diverse needs of the whole community. A key strength is that this engagement is ongoing; the Council regularly consults and seeks people's views through effective working with local communities which contributes to a good shared understanding of what the Council is trying to achieve. There is a strong strategic approach to diversity and this is being built upon to further embed the Council's strong approach to customer focused services.
- 9 The Council is clear and explicit about the challenges it faces in delivering its ambitions for the area. Priorities are robust and consistent with the overall vision, although links through service planning until recently have been inconsistent. It is able and willing to make difficult decisions to achieve a balance between meeting community needs and providing value for money for example, in closing residential and nursing homes for the elderly which were not providing effective care or reducing the number of schools to provide better education facilities. Effective leadership - both internally and in the community - means that partners understand and generally support what the Council is trying to do.
- 10 Council services provide value for money. While delivering many high quality services, council tax rises are below the national average and council tax levels remain at a low level. It has also worked within budget settlements by focusing resources on priorities and identifying efficiency savings. A corporate approach to achieving value for money is supported by good medium term financial planning and notable practice in its approach to procurement. Close monitoring allows early intervention and action to be taken on predicted budgetary pressures. Financial standing and management are good.
- 11 There is good capacity to deliver priorities through effective strategic staff management, supported by employee development and training to ensure that staff are focused and committed to providing customer focused services. However, while there is good departmental workforce planning this has yet to be developed corporately. Corporate governance is sound and there is good political leadership and good investment in councillor development. Political decision-making is transparent and effective, but challenge through scrutiny and scrutiny boards remains inconsistent.
- 12 Strong and highly effective partnership working in most areas is increasing capacity and providing services that are focused on user needs. The Local Strategic Partnership (called the Leeds Initiative) is a mature partnership which is effective and supported by a strategic approach to managing partnerships within the Council. As a result significant outcomes have been achieved with effective strategic and operational partnership working across most sectors.
- 13 The Council has created a robust approach to performance management with partners which is most developed in the monitoring and performance management arrangements for the Leeds Initiative and LAA. Data sharing is effective and one notable success is in the joint use of data in the Leeds Safety Partnership. However, there is an inconsistent focus on performance at team and individual level within the Council. Overall the performance framework supports improvement and enables the Council to maintain high standards of service delivery in many areas.

- 14 The Council, with its partners, can demonstrate consistent and significant achievement against its own priorities. Together they have made good progress against social, economic and environmental agendas - though progress against some targets has been slower for example, in improving worklessness and in some areas the gap around health inequalities is not being narrowed. There is a coherent corporate approach to achieving a better quality of life for all that responds to the planned regeneration agenda and the diverse nature of the population. These achievements demonstrate a proactive approach and a willingness to work in partnership to achieve real community outcomes.

Areas for improvement

- 15 The Council does not have a strategic approach to supporting the over 50s and although it supports older and vulnerable people effectively there is no coordinated approach to the delivery of services by the Council and its partners. To ensure consistently high levels of service provision for all older people the Council needs to develop and embed a coordinated approach to supporting all over 50s.
- 16 The health of the city remains poor in some areas in comparison to other areas of the country. While there has been some progress in improving health in some targeted areas this remains inconsistent while health inequalities are also not significantly reducing. The Council needs to strengthen its strategic approach in partnership to ensure it has a greater impact on reducing health inequalities and improving the health and wellbeing of the local population.
- 17 While scrutiny has improved with the introduction of seven new Scrutiny Committees these still remain inconsistent in their approach to challenging policy development. As a consequence effective challenge to the Council through overview and scrutiny remains inconsistent. Further development is required to ensure a robust approach for all scrutiny boards and call-in arrangements need to be reviewed to support a fair and effective approach.
- 18 There is no consistent approach to individual performance management. While most staff receive appraisals these are not consistent across the Council and mainly focus on development needs. The Council needs to introduce target setting and review for all staff. Workforce planning is not developed corporately and does not yet involve partners fully and therefore the Council cannot be sure it is using its capacity as effectively as it could and ensure the organisation is fit for purpose in meeting its long term ambitions. The Council should develop a corporate approach to workforce planning.

Summary of assessment scores

Headline questions	Theme	Score*
What is the Council, together with its partners, trying to achieve?	Ambition	4
	Prioritisation	3
What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?	Capacity	3
	Performance management	3
What has been achieved?	Achievement	3
Overall corporate assessment score**		3
*Key to scores		
1 – below minimum requirements – inadequate performance 2 – at only minimum requirements – adequate performance 3 – consistently above minimum requirements – performing well 4 – well above minimum requirements – performing strongly		

**Rules for determining the overall corporate assessment score

Scores on five themes	Overall corporate assessment score
Two or more themes with a score of 4 None less than score of 3	4
Three or more themes with a score of 3 or more None less than score of 2	3
Three or more themes with a score of 2 or more	2
Any other combination	1

Context

The locality

- 19 The City of Leeds is in West Yorkshire and is the second largest local authority in England covering an area of 552 square kilometres. The city is the regional capital of Yorkshire and the Humber and comprises of three distinct areas. The inner city which has the business and commercial sector, the suburban ring which comprises of densely populated housing and some of the more deprived areas and a large sparsely populated rural hinterland with small market towns. Geographic and transport links between these areas are difficult and delivering accessible services in these distinct environments is a major challenge to the Council and its partners.
- 20 Leeds has a population of around 750,000 people which has rapidly grown over the past decade and is becoming more diverse with over a 130 nationalities represented. There is an increasing elderly population which is projected to significantly increase over the next 20 years, especially in the over 85s. In response, the Council has developed a strategic approach to targeting service to the elderly and frail but this will still place further challenges for the delivery of services to support independent living and provide social and nursing care. Ethnic diversity is relatively high for the region at just under 11 per cent but is around 17 per cent for primary school children. Although increases are projected for this sector of the community there are also marked increases in migrant workers and asylum seekers which are starting to impact on the community and the delivery of services.

- 21** Overall, Leeds ranks 63rd out of 149 in terms of the government indices of deprivation (where 1 is the most and 149 the least deprived). As a result, it now only receives limited European and transitional funding from Government. However these figures disguise the fact there are areas of deep seated deprivation in certain parts of the city with 21 per cent of super output areas in the 10 per cent most deprived and 32 per cent are in the 20 per cent most deprived when compared nationally. In contrast there is also a large and relatively prosperous rural area which has the affect of mitigating the impact of the deprived areas on the city's overall deprivation ranking. Leeds has developed a generally thriving economy with large amounts of economic regeneration and investment of over £3 billion over the last decade. The area has benefited from its location as a regional centre to produce higher average income levels than many cities in England. Investment has ensured a diverse economy based on retail and service industry together with manufacturing and small businesses. Many businesses have located to the area increasing the demand for skilled labour. One significant issue is reducing barriers for getting people from long term unemployment and on benefits into work. The thriving economy has helped drive population growth, counter to the position in other parts of northern England and this has put pressure on the provision of new and affordable housing requiring many workers to live outside the city and commute. There has been significant growth in housing resulting in 319,000 homes currently in the city, 60,000 Council owned, and this is projected to rise by a further 12 per cent by 2021.
- 22** Some education levels are improving at higher than the national average with 56 per cent of pupils achieving five or more grade A-C at GCSE level in 2007 which is amongst the best when compared to other core cities. The number of schools below the national floor target has fallen from 33 per cent to 5 per cent since 2003. The health of the city is comparatively poor, linked to areas of deprivation including comparatively high mortality rates and teenage conceptions. There have been significant improvements in recent years in reducing criminal activity but incidents in many areas and the fear of crime remain above the national average. Although economic activity is increasing there are significant pockets of worklessness but employment levels are high relative to other core cities.
- 23** The area's proximity to major road networks, rail links and Leeds/Bradford airport ensures that the area has good transport links to the rest of the country. However, there is demand for good citywide affordable transport to increase access. Delivering growth and providing appropriate infrastructure while protecting the environment and improving the quality of life for all are key challenges facing the Council.

The Council

- 24 Leeds City Council is long established and is one of the Government's defined core cities. A Joint Conservative/Liberal Democrat administration took control in 2004 that resulted from no overall political majority for a single group. Formal leadership is rotated every six months. Of the 99 council seats Labour holds 44, Conservatives 23, Liberal Democrats 22, Morley Borough Independents 5, Green Party 3, BNP 1 and Independent 1. Political direction is provided by an Executive of 10 councillors who, together with the Leaders share responsibility for the Council's work. There are a number of Policy (scrutiny) Boards whose chairs constitute the overview and scrutiny committee enabling a broader range of councillors to get involved in policy making decisions. There is also a range of non-executive and regulatory committees, for example, covering development control, standards and appeals and complaints.
- 25 The Council employs 35,000 staff (including school based), making it one of the largest employers in the area. Staff leadership is provided by the Chief Executive, Deputy Chief Executive supported by two Assistant Chief Executives and five Strategic Directors while responsibility for service delivery is delegated to Heads of Service. The Council has structured its services into four thematic directorates and a central functions directorate.
- 26 The Council plans to spend (gross) £2.8 billion, including Dedicated Schools Grant, on services in 2007/08, with a capital programme of £3.98 billion. The council tax band D level is £1,182 which is one of the lowest nationally.
- 27 The Council was assessed under the Audit Commission's corporate performance assessment process in 2002 and 2003 as 'good' and as 'excellent' in 2004. Under the revised CPA methodology the Council was judged as; four-star which has been maintained in 2007'.

What is the Council, together with its partners, trying to achieve?

Ambition

- 28 The Council is performing strongly in this area. It has very clear ambitions for the city and region and demonstrates strong leadership in meeting international, national, regional and local challenges through a well developed strategic planning and delivery framework. It has developed a clear and challenging long term vision for the future, based on strong and ongoing engagement with partners and local communities. The LSP (called Leeds Initiative) is very well established and has extensive participation by senior partners. It shows strong ownership of the vision, and has developed a long term community strategy with a clear agenda for action. Overall the Council has a clear understanding of the underlying needs of the region and its role in meeting them.
- 29 The Leeds Initiative has two complementary ambitions in its vision and community strategy. 'Going up a league', which focuses on further improvements to the city's economy, and 'narrowing the gap', which focuses on ensuring everyone in Leeds benefits from economic success and good quality of life. These ambitions reflect challenges relating to Leeds which are to maintain a thriving economy and regeneration of the city, reduce crime, improve education, provide new and affordable housing while reducing inequalities. Its 20-year vision, developed to meet these challenges, states that in 2020, 'Leeds will be an internationally competitive European city at the heart of a prosperous region where everyone can enjoy a high quality of life'. To achieve these ambitions the Council and partners have already attracted £3.2 billion of investment and a further £7.2 billion is planned.
- 30 The community strategy sets out a clear agenda for action. To support the two main ambitions there are eight key themes which are that by 2020 Leeds will be an internationally competitive city and region, have a reputation for environmental excellence, be a centre of excellence for cultural activity, be a fair city where people from all backgrounds take part in community life and be a healthy city. These themes are supported by clear objectives that set an agenda for action. To support these objectives are action plans with medium and long term priorities which are supported by measurable targets. These action plans reflect the views of partners and local communities. Priorities are annually reviewed and set a clear framework for action to meet the social, economic and environmental needs of the area.

- 31 The achievement of this vision is supported by highly effective partnership working and a good framework for delivery within the Leeds Initiative. This is based on a mature partnership formed in the early 1990s which has received external accreditation 'green light' awards for the past three years. Senior councillors provide support and leadership to the partnership while there has been significant funding provided by the Council exceeding £600,000 a year. This has helped develop a strong recognisable and independent brand for partnership working in Leeds. There has been significant improvement in sharing data with partners which is helping reduce duplication and focus attention on areas for improvement. A particularly strong example is the integrated work of the Safer Leeds partnership in reducing crime.
- 32 The Council is recognised by partners and increasingly by Government as a strong regional leader where it effectively champions the development of the wider city region. It has, with its partners, developed the 'Leeds' brand for this region which it is using to champion the region as an area for investment not only nationally but from Europe. Over, 75 per cent of jobs in Yorkshire and Humber in the next decade are expected to be generated in Leeds city region. However, the Council and its partners have not developed clear measurable outcomes relating to their ambition of becoming a successful European city. Following the success of its first Local Public Sector Agreement (LPSA 1) the Council is providing strong leadership in developing the second Local Area Agreement (LAA). Responsibility for delivering the many targets across the Government's shared priority areas are clearly allocated and effective monitoring arrangements are in place. This provides a good basis for developing a shared understanding, pooling of resources and a collective focus on meeting regional and local needs.
- 33 Partnership ambitions have significant breadth covering international, national, regional and local aspirations. To achieve this, the Council has effectively translated the 20-year vision and strategy for Leeds into its own plans and strategies. The corporate plan 2005-2008 establishes a three year vision that directly outlines how it will deliver its responsibilities within the community strategy through seven high level ambitions which are reviewed annually. This sets out what the Council intends to do each year with specific priorities and targets identifying how success will be measured. Underpinning this are key strategies such as the children's and young people's plan, and the plan to regenerate the city, which are well aligned with the corporate plan and community strategy. For example, the City has established the Strategic Affordable Housing Partnership to deliver 1,100 affordable homes each year until 2020, including 335 each year on Council owned land. The Council is developing a joint community strategy, LAA and corporate plan to be implemented in April 2008. This will streamline strategic planning and further integrate the Council's ambitions and priorities with those of the Leeds Initiative which has supported clear understanding of Council and community priorities by stakeholders.

- 34 The Council's ambitions are based on a good understanding of need through extensive engagement with stakeholders and local people. Effective use of different methods of consultation is supported by good use of community intelligence which is delivered through a corporate engagement policy and toolkit. This has helped inform the ambitions of the Council and its partners for example, on the need to reduce worklessness, reorganise health data to neighbourhood levels and target activity to reduce crime. Activity is targeted to areas of most need as a result of good use of local intelligence for example, the regeneration of areas in the east of the city which are more deprived. Consultation on the community strategy and various Council strategies have also informed and shaped these documents. Consultation is ongoing in local communities through area forums and there are targeted approaches to what is perceived as hard to reach groups. Policy changes as a result of consultation are evident, and good feedback is given to those who have been consulted. This level of engagement and the clarity of presentation of Council plans contribute to good shared understanding among partners and stakeholders of what the Council is trying to achieve and their role in delivery.
- 35 The Council is ambitious for itself as well as the region and city it serves. It aims to be a more efficient and effective Council with two of its seven ambitions focused on improving services and staff performance. All its stated high level ambitions require effective cross-cutting action both across the Council and with its partners which is clearly understood by councillors and staff. Ambitions are realistic and have to be delivered within the budgetary constraints imposed by the corporate drive to secure annual efficiency savings and maintain low levels of council tax. These are key challenges for the Council and its partners but do ensure that its ambitions are challenging, but realistic.
- 36 The Council has demonstrated good community leadership in balancing the needs of the business sector in regenerating the city together with the supporting infrastructure. It is also ensuring the needs of its more deprived communities are addressed through social regeneration projects. Through the Leeds initiative and active involvement in area forum, councillors have helped shape the vision for the city and also been involved in making difficult decisions. These have included residential and nursing homes for the elderly closures, school closures, rebuilding programmes and changing the eligibility criteria for adult services. Overall these decisions have been managed well and have resulted in better services. There are good outcomes including the provision of many regional facilities in the city and the recent sale of the Leeds/Bradford airport to attract suitable investment for the expansion of facilities and the financial benefits this brought partners. Other regional agencies regard the Council as providing good regional leadership including Government Office and the Regional Development Agency. Overall the Council is effectively helping to shape the future of the city and region while ensuring it has the infrastructure to support planned regeneration that the whole city benefits from.

Prioritisation

- 37 The Council is performing well in this area. It has established priorities that reflect local needs, support the Council's ambitions and respond to regional and national agendas. A robust delivery framework is in place to ensure that resources are allocated to priority areas. There is a strategic approach to diversity and vulnerable people and hard to reach groups are effectively engaged. Overall the Council knows what matters most to local people and concentrates its efforts accordingly.
- 38 Priorities clearly reflect the key challenges, needs and context of a large and diverse area. These priorities are outlined within the current corporate plan (2005-2008) and support the ambitions contained in the community strategy. Priorities are grouped under seven themes and include creating a leading city in Europe with an international reputation, reducing health inequalities and the impact of poverty on health and targets for reducing unemployment to groups receiving benefits or living in deprived areas. Priorities are reviewed through the annual council plan to reflect changing community needs while councillors are involved in reviewing priorities within their own portfolio areas and strategically through the executive. The Council's localised approach through good use of neighbourhood intelligence, area forums and ongoing targeted engagement is a notable strength. At a strategic level regional partners are effective in ensuring a coordinated approach to regional prioritisation. This allows the Council to remain focused on issues such as regional housing growth or transport infrastructure and more local issues including breaking down barriers to get people into employment.
- 39 Priorities reflect local needs. In addition to the seven corporate priorities there are five specific priorities which local communities have identified as areas for improvement. These include repairing roads and pavements and creating more activity for teenagers. Priorities are effectively publicised with outcomes reflecting key community and internal interests including value for money. Each priority area is well defined and has a series of measurable short and medium term targets and outcomes which are regularly monitored and translated into the Council's strategies.
- 40 There is effective engagement with most sectors and stakeholders to ensure that priorities meet the diverse needs of different communities. For example, effective dialogue with specific local communities enabled them to generate suggestions to improve their neighbourhoods which were then actioned. Other more strategic examples include dialogue with the business, environmental, voluntary sectors and local communities on regenerating east and south east Leeds which will bring investment of an estimated £1 billion over the next 20 years. Ongoing engagement with all sectors and levels within the community using different mechanisms is a particular strength. This has resulted in good action planning, stronger networks and improved results such as implementing local projects that are having a real impact in improving local communities.

18 Corporate Assessment | What is the Council, together with its partners, trying to achieve?

- 41 The Council has a strong strategic approach to equalities. It has a well established corporate equalities board supported by an equalities team. Engagement takes account of the need to target hard to reach groups for example with disabled people on the provision of adaptations to Council services to meet their specific needs. Effective engagement with some groups including older people and migrant workers has informed the Council and its partners on further actions required to support these sectors of the community. There is a clear and comprehensive equalities strategy with action plans to improve its approach externally but also internally in raising a wider awareness with staff of dealing with customers from diverse backgrounds. Overall, there is an integrated approach to targeting diverse groups and individuals and involving them in shaping services which more closely reflect individual needs.
- 42 Partners and stakeholders are effectively engaged in setting priorities and realistic but challenging targets. Through the Local Area Agreement (LAA), good and sustained focus is placed on tackling both local and national issues and partners work together to drive solutions through setting targeted outcomes. For instance, criminal activity has been high in Leeds and as a result of targeted activity in partnership there has been significant reduction in recent years. The Council has led engagement with the community and partners to develop priorities for negotiations with Government Office on targets for the new LAA. Stakeholders have also contributed to other strategies and plans to develop realistic, outcome based targets, for example, to reduce health inequalities. Staff are also involved in target setting at a service level, ensuring realistic service targets are set based on the knowledge and experience of those delivering services. Priorities are clearly understood by external stakeholders and staff and are reinforced through effective communication. This contributes to a shared ownership of what the Council is trying to achieve.
- 43 Robust financial, planning and performance management frameworks are used to maintain a strong focus on delivery of priorities. The medium term financial strategy is aligned with the current corporate plan with intention to update this to support the new combined community and corporate plan. Through an effective approach to value for money and efficiency savings the Council has focused resources towards priority areas including reducing criminal activity, creating a better environment for people to live in and targeting frail and vulnerable older people to receive higher levels of care. Performance management also supports the delivery of priorities through effective monitoring of progress and target setting. As a result there is a clear framework and understanding to ensure effective allocation of resources to priority areas.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

Capacity

- 44 The Council is performing well in this area. There is strong corporate governance, effective financial management and staff and councillor capacity is good, enhanced by a strategic approach to project management and notable practice in procurement. Risk management and ICT are supporting the delivery of customer focused services. Partnership working is strong in most areas. There are some weaknesses including the lack of consistent challenge through scrutiny and the lack of a developed corporate approach to workforce planning. However, overall the Council uses its resources very effectively and is seeking to further increase capacity through an internal modernisation agenda.
- 45 Councillors and officers are clear about their roles and responsibilities. This is enhanced by good and effective working relationships. The Council's joint leadership approach works well with clear internal and external leadership and decision making which is based on community outcomes and not along political lines. Portfolio holders provide good leadership in their areas of responsibility and champion some cross-cutting areas, including diversity. This enables effective engagement of councillors in making strategic and policy decisions, allowing officers to focus more on operational issues. The Council has transparent and broadly effective decision-making processes. Portfolio holders are openly accountable for the delivery of service and cross-cutting targets. There are sound arrangements for ethical governance with an active standards committee which is promoting greater awareness of governance and standards at its meetings. Councillor skills are developed through induction, specific targeted training and the Council has achieved charter mark status for its training framework including personal development plans for portfolio holders. This is building on the already strong capacity of councillors to play an active part in the decision the making process.
- 46 Overview and scrutiny is improving but not delivering a consistent and effective challenge. Call in arrangements are not as effective as they could be, which has resulted in few call ins in recent years. While scrutiny has been enhanced by using policy boards which allow a broader range of councillors to get involved in policy making decisions these are currently operating inconsistently. Some boards effectively challenge at a policy development stage while others are not challenging at this stage which has resulted in scrutiny not providing consistent challenge in this area.

20 Corporate Assessment | What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 47** There is a very strong focus on financial management and financial control is good. Councillors, managers and staff give high priority to balancing budgets and achieving value for money (VFM). The Council is aware of its relative costs and performance. Activity-based budgeting focuses managers' attention on delivering VFM in their services and achieving substantial efficiency savings of around £70 million over the past two years. Costs are low for some services, complemented by good and improving performance. Where the Council has increased costs this is commensurate with improving services. The Council ensures that its resources are used cost effectively.
- 48** The Council's financial plan is robust and underpinned by effective management and control. The medium-term financial planning process ensures resources are linked to current priorities and that the Council is aware of potential future funding shortfalls. The Council is developing longer term financial planning to support the longer term community strategy and align with the revised priorities. Effective monitoring ensures that resources support priorities and areas of underperformance, for example, reducing criminal activity or improving planning services. No significant departmental overspends have occurred in recent years and the Council has been very successful in leveraging external funding particularly through PFI schemes. For example, in the building of new schools to support improved educational attainment and street lighting which is impacting on reduced crime and fear of crime. The Council is managing its risks through a strategic approach and service risk registers which identify key operational and generic risks. A corporate approach to project management and notable practice in the Council's regional approach in procurement is further enabling it to make best use of capacity. This helps the Council focus its resources on areas of greatest need and maximise outcomes for the community.
- 49** Staff capacity is good and supported by a strategic approach to human resource (HR) management which links to the Council's priorities. The Council has a people strategy and action plan to ensure a more strategic and consistent approach to personnel policy. It achieved organisation wide investors in people (IIP) in 2001 and then also attained the IIP Leadership and Management Standard in 2005 demonstrating a strong commitment to developing its staff supported by effective internal communications. Management capacity is being increased through a more structured approach to management based competency and leadership training. A recent staff survey indicates high levels of staff satisfaction while good progress is being made on the implementation of the new single status job evaluation scheme. Capacity is further supported through flexible working policies, reduction in sickness absence and generally effective recruitment and retention which enhances the Council's capacity to deliver its priorities.

- 50 Some aspects of corporate personnel policy and workforce planning are not consistently implemented. In some departments the implementation of personnel policies has been inconsistent through local interpretation. This is being strengthened through personnel department restructuring which is already impacting on a more consistent approach. There are departmental workforce plans but the Council has yet to implement a corporate approach to workforce planning across the organisation or externally with partners. As a result the Council cannot be sure that it is shaping its staffing resources to meet its long term ambitions.
- 51 The Council makes good use of IT, particularly to improve customer access to services. This is guided by a highly effective strategic approach and a considerable investment improving the functionality of internal systems. Key elements are the customer contact centres and interactive website which has been externally accredited. Use and satisfaction with the telephone contact centre has steadily increased and face to face service centres enable good access across the city to a wide range of services. IT systems are used effectively to support performance management information through an accessible system and also through systems to share partner information on performance. Access to IT is improving for all sectors of the community and is resulting in greater take up of services via the website. This helps users to access services remotely, which is particularly relevant for people living in outlying areas or in deprived communities where local access reduces the need to travel.
- 52 Strong and well developed partnership working is a particular strength and is central to delivery of the Council's aims across all sectors. The Council seeks to work and engage with partners in all areas of its activities and is considered as an effective partner by most external stakeholders. Of the many examples, there are notable achievements in the integration of services in the Leeds safer partnership or the maturity and effectiveness of the Leeds Initiative. Other notable areas are the Council's partnership working with neighbourhoods through area forums and plans, and the joint working on the redevelopment of the city which is resulting in large amounts of inward investment. The Council has developed a strategic approach to partnership working through use of service level agreements (SLAs) while capacity is being built in the voluntary sector through direct Council support enabling the delivery of many services, particularly for older people through this sector. This demonstrates commitment to build stronger and effective arrangements that are responsive to local needs and increase capacity both for the Council and its partners.

Performance management

- 53 The Council is performing well in this area. A clear, open culture of performance is in place engaging partners, councillors, senior managers and understood by key staff. This is supported by an effective performance management framework which enables the Council to focus not only on service improvements and performance indicators but cross-cutting issues including diversity and customer focus. Monitoring is systematic and focussed with appropriate involvement of councillors and senior managers with the Council making good use of customer feedback to drive improvement. Performance management with partners is strong, supported by the alignment of Council and partners' plans and a clear approach to monitoring outcomes led by the Council. There is not yet a consistent approach to managing the performance of individuals in the Council. Overall performance is improving in most priority areas and where it is not, action is being taken to address it.
- 54 Performance management with partners and data sharing is strong and is part of the performance culture. At a strategic level the LAA and performance group on the Leeds Initiative manage performance against agreed targets and challenge areas of underperformance. The Council uses detailed information on its most deprived neighbourhoods to target resources, in partnership, to reduce inequalities. A good example is in Community Safety where there is integrated working and use of performance systems with West Yorkshire Police which has helped to significantly reduce crime levels and improve community safety. This model of working is beginning to take effect in other areas of the Council including children and younger people's health.
- 55 There is a strong performance culture in the Council which is supported by robust performance management and reporting arrangements. The Corporate plan and LAA provide a focus, setting priorities for action and monitoring performance against these. Quarterly reports provide very clear data on areas of poor performance or exceptions and describe action that has been taken. These reports include helpful trend information and data quality indicators which help drive improvement in poorer performing areas and enable councillors and managers to take appropriate actions. There is clarity on responsibilities for tackling under-performance through the LAA code of governance and within the Council. As a consequence performance is reviewed at the appropriate stage within a clear internal framework and at a wider partnership level. Under-performance has been targeted in key areas such as street cleanliness where LAA and corporate plan targets were set for improvement, additional resources allocated and performance has improved which has been recognised by residents.

- 56** Councillors are effectively engaged in performance management. Performance reports are considered by the executive, overview and scrutiny and relevant scrutiny boards, which are increasingly able to demonstrate their impact in some areas. Scrutiny does appropriately challenge poor performance in key areas. A recent example is the children and young people's scrutiny board's investigation into adoption. This focused on speeding up the process and increasing the pool of people willing to adopt which has resulted in a marked increase in adoption rates. Other examples of using performance information to improve outcomes include the use of road casualty information in specific neighbourhoods and the use of local data to reduce deprivation particularly around crime and grime. There is regular performance review between portfolio holders and the appropriate corporate or operational directors enabling councillors to challenge performance across the Council effectively.
- 57** Senior managers have clear targets and these are regularly reviewed to ensure progress but this is not consistently in place throughout the organisation. Appraisals for front line staff are more focused on development needs and there is a lack of consistency for the review and setting of individual targets and objectives. Target setting is predominantly SMART but there are a limited number of areas where this is not the case. In addition, the presentation of service plans was up until this year inconsistent. Inconsistencies in target setting and presentation of service plans do not support the embedding of a performance culture to all areas of the Council.
- 58** The Council uses intelligence and customer feedback to improve performance. Good use is made of benchmarking with similar organisations to drive improvement while performance is effectively reported to the public through Council publications, the website and other media. Customer feedback is used to improve performance corporately and departmentally. For example, customer feedback has been used in city services to improve performance of bulky waste collections resulting in a significant fall in complaints. Complaints are logged centrally and recurring themes are identified and addressed. Yearly comprehensive satisfaction surveys are carried out with residents which allow a detailed analysis of responses down to a neighbourhood level, analysis of trends and assessment of the impact of initiatives. There is effective use of external challenge to drive improvement through use of consultancy and effectively responding to recommendations contained in inspection and audit reports. This has included using consultancy to help create a service prioritisation model and Leeds University to measure deprivation trends to help target resources and drive improvement.

What has been achieved?

- 59 The Council is performing well in this area, and can show significant achievement across the shared priority areas. Key achievements, linked to local ambitions of 'going up a league' and 'narrowing the gap' include raising economic prosperity, reducing inequalities in specific communities, improving housing, improving educational attainment and significantly reducing crime levels. Other achievements include supporting independent living for the elderly with high standards of social care, and a regional approach to promoting cultural activities with nationally and regionally important facilities including the relocation of the Royal Armouries to the city. However the Council has not achieved all it wants in some areas, for example, there has been a widening of the gap in some communities around health inequalities and although there has been significant investment in the planning service, performance remains below average, although improving. Achievements show a regional focus but also reflect local need and this is a significant strength of the approach taken by the council.
- 60 Partnership working to improve community cohesion is successful with reductions in anti social behaviour and the fear of crime. Customer contact centres and an accessible web site are improving access to services for all areas of the community. There have been notable developments in some areas around healthier communities where there are good examples of partnership working and successful outcomes including smoking cessation. However, a strategic approach for reducing health inequalities has yet to be implemented. The delivery of services to older people has improved with innovative approaches in partnership, improving the quality of life for the over 65s but the Council has yet to implement a strategy of supporting the over 50s. Overall, the Council is performing well to meet the needs of children and young people and the capacity of the Council to improve based on its track record is good.
- 61 A strong approach to working in partnership has meant that many of the achievements are jointly owned. There are very strong links with the voluntary sector and the Council is using its expertise and experience to further promote capacity-building and target consultation to diverse communities. This has resulted in greater accessibility and more focused service delivery to meet the needs of particular communities. The Leeds Initiative is particularly strong and achieving real outcomes for the community supported by improved joint performance management and data sharing. Joint working and the introduction of some integrated budget arrangements are delivering more efficient joint service delivery particularly around community safety. The achievements testify both to the Council's effective work in partnership and to its own efforts.

Sustainable communities and transport

- 62 The Council has a good strategic approach to sustainable communities, focussing with its partners on moving up a league economically and narrowing the gap between its best performing and most deprived areas. This is consistent with the long-standing 'Vision for Leeds'. It has set ambitious targets for moving its already thriving economy up a league and taking its place amongst the top performing European cities; although how this will be measured has yet to be defined. At a national and regional level, the Council is helping to develop the profile of the region and it has gained support with partners for Leeds as the driver and focus of the city region's economy with successful outcomes including the sale of the Leeds/Bradford airport.
- 63 Employment levels in Leeds are high with 59,000 new jobs created in Leeds in the last decade. This reflects a 15 per cent increase which is above the national average. Income levels are high relative to other core cities and increasing. This reflects the strong record of the city in attracting new employers in both the public and private sectors. Gross Value Added to the economy has increased above national average levels, and levels of multiple deprivation are also reducing as a result.
- 64 The Council and partners have not yet made a significant impact on their target to reduce worklessness. The number of people on key working age benefits has not come down in the most deprived areas. The Council has established commissioning arrangements with partners to target the key groups and areas, based on shared detailed analysis. There are examples of best practice of working with the private sector such as the job guarantee scheme agreed with retail employers. The Council has shown leadership through initiatives such as the Contact Leeds Academy which trains and employs long-term unemployed people in its call centre. Actions such as these are starting to have an impact but long term worklessness remains a key issue for the city.
- 65 The Council has made good progress towards the decent homes standard, and is being proactive in addressing the needs of a growing and increasingly diverse population. The Arms Length Management Organisations (ALMOs) for housing are working well with the Council on ambitious regeneration schemes such as the East and South East Leeds project (EASEL). Although the Council is achieving targets in line with its housing and planning strategies, affordable housing remains a challenge, particularly in the more prosperous areas of the city. The Council has revised its Supporting People strategy to ensure the needs of vulnerable people can be met. However, progress in moving people from temporary accommodation is slow. Residents' satisfaction with the Council on housing remains in the bottom quartile and satisfaction has declined steeply amongst the BME community. However, overall the Council is meeting need for most.

- 66 The Council recognises the importance of the private sector to the continuing prosperity of the city. The stock of businesses registered for VAT increased by 4.7 per cent and has played a significant role in attracting new businesses to invest. It has also recognised the role it can play in reducing burdens on business, for example by procurement geared to local businesses. While its own planning performance has been significantly below average it has recently invested in this area and performance has improved to just below the national average. The majority of private sector investment has been in the city centre, and this has not always benefited more deprived communities. However, over the past two years this has changed, through the City Growth Initiative, and now through the Local Enterprise Growth Initiative programme. These programmes target investment in enterprise at the most deprived communities across the city for example, in Gipton. The Construction Leeds Partnership has helped train over 250 local people with 56 being placed into jobs, and over 650 local people have been helped into work in the health sector by the Council and NHS Trusts working in partnership.
- 67 Public sector investment in Leeds is helping to reshape communities affected by deprivation. Six primary care schemes have been completed under local improvement finance trust arrangements (LIFT) across the city with a further six to be completed in 2008. The Council is working closely with Yorkshire Forward on major housing, transport and business developments in Holbeck Urban Village and Aire Valley.
- 68 The Council is making adequate progress on environmental issues and climate change. It is developing a strategic approach to creating a sustainable environment in the city but this is at an early stage. It has a waste strategy in place, an approach to climate change is being developed and it signed the Nottingham Declaration in June 2006. However, it has not yet embedded sustainability into its planning processes. There has been good impact on reducing waste and steady progress with recycling but this still remains bottom quartile when compared to other councils. Green spaces in the city have received significant investment, particularly parks, resulting in increased visitor numbers and improved satisfaction. Air quality has improved.
- 69 There is a good focus on cultural activity and facilities. This builds on established venues and events with a national reputation such as the West Yorkshire Playhouse and Leeds International Pianoforte Competition, and now reflects the diversity of the city's population. Over £150 million in capital investment is now underway, including the refurbishment of the City Museum and plans for an Arena while the relocation of the Royal Armouries was the first by a major national collection. Marketing Leeds is the city's destination marketing agency, created by a partnership between the public and private sectors and it is achieving success in marketing the city on the basis of its cultural and leisure attractions, as well as its retail strength. As a result, the city is increasingly seen as an attractive destination for visits and stays.

- 70 The Council has worked well with partners to integrate its planning around transportation with some good outcomes. It has secured private sector investment for the East Leeds link road, and has an effective private sector partnership for highway design. Over 100,000 people commute into the city each working day, and there has been a good focus on improving their journey by the city and neighbouring councils. The inner ring road is now nearing completion. There has been significant investment in Leeds Central Station. Use of bus priority lanes is extensive on key routes. As a result, there has been improvement in the use of public transport, although there remains a recognised need to develop the public transport strategy further in the wake of the bid for a 'Supertram' being rejected. The Council has further plans developed to meet these future challenges, for example by bus-only routes to link the Aire Valley with neighbouring deprived areas, and through giving priority to multi-passenger car use on the East Leeds Link.

Safer and stronger communities

- 71 The Council and its partners have made significant progress in the reduction of crime and the fear of crime. There is a strategic approach to safer and stronger communities which is clear and outlined in community and Council priorities. The Council has taken a leading role in helping to reduce crime. This has resulted in 86 per cent of crime indicators improving and overall crime has reduced by 23.6 per cent over the last three years, although crime still remains high when compared nationally. This is reflected in the fear of crime which although reducing remains slightly above the national average.
- 72 The Council and its partners understand the impact of its services on the delivery of community safety priorities and outcomes. This has been achieved by targeting resources to specific areas and effective integrated working with police and other agencies. The Leeds Safety Team is an integrated team of Council and police staff which focuses resources, effectively sharing data while ensuring all Council and police services work together to support community safety. Another example is Operation Champion which targeted high priority areas and local communities in reducing criminal activity and antisocial behaviour by addressing key environmental issues over a three day period in a partnership. This has resulted in a reduction in criminal activity in all the 17 community areas targeted.

- 73 Partnership working and a targeted approach have resulted in reductions in crime and increase in reassurance. The latest residents' survey shows that people feel safer with a seven per cent increase in people feeling safer walking alone at night and less people are concerned with anti social behaviour. The city centre is covered by a comprehensive CCTV system which has contributed to a reduction in incidents while many of the city's car parks meet the safer car parks standard. Responding to residents' consultations, the Council has worked closely with the police introducing Police Community Support Officers (PCSOs). There are currently 392 PCSOs of which 170 are funded by the Council. They have been involved in dealing with 3,175 incidents, spending 85 per cent of their time working in local communities. The Council has implemented a scheme which has helped support the victims of crime, reduce burglary and identified vulnerable people. A dedicated officer has given practical support and advice on replacing locks and improving security to almost 3000 properties. These schemes not only support the victims of crime but also helped reduce burglary by 50 per cent since 2003/04.
- 74 The Council and its partners have good arrangements in place to deliver initiatives to reduce antisocial behaviour (ASB) which is a clear priority in the Safer Leeds strategy and is resulting in positive outcomes. The most recent residents' survey indicates that residents feel the level of ASB is reducing after a number of years of increases. Good partnership working and community engagement was recognised when Leeds became a Respect Action Area in 2006 giving the Council more resources to increase enforcement and family support. A dedicated antisocial behaviour unit has led and developed extensive partnership working and community engagement. Activities are based around prevention, enforcement and victim support which demonstrates that a rounded approach to ASB is in place illustrated by the effective use of ASBOs. There is also a range of prevention schemes for example, an alley-gating scheme and investment in improved street lighting. The Council have an ASB dedicated hotline which has received 6,500 calls since April 2005 and is helping to target activity and provide effective response to individuals, partner agencies and local communities. Acceptable behaviour contracts are also used avoiding the need for further action in many cases.

- 75 The Council has introduced several initiatives which are having a positive impact for those effected by drug and alcohol abuse. There is a good understanding of local needs and partners in the Drug and Alcohol teams to co-ordinate activity in line with clear targets set out in the Safer Leeds strategy. A Drug Intervention Programme was set up in 2003 and over 3,800 people have accessed the programme with 79 per cent retained in treatment for over twelve weeks. There is specific targeting of vulnerable groups such as fast tracking prostitutes into the programme. Access to intensive support from a support worker and offender manager is available for those who continue to commit crime and this is reducing re-offending. The Council and partners have targeted alcohol related violence in the city centre including extending the existing pub watch scheme, taxi marshals and better late night transport resulting in a 19 per cent reduction in alcohol related violent crime. The Council has recently developed an alcohol misuse strategy for 2007-2010 which ensures that the existing multi agency approach which articulates the Prevention, Control and Treatment strategy and delivery mechanisms and links to 'well being' strategies integrating the activities of the Council and its partners.
- 76 Good progress is being made on improving road safety. The number of people killed or seriously injured on Leeds' roads is the lowest since 1987 and has reduced by 22 per cent since 2001. The Council through a variety of schemes has succeeded in reducing child casualties and is on track to achieve its 2010 target. The targeted campaign in primary and secondary schools where accident rates were particularly high has been successful and has reduced by around 50 per cent with the programme now being taken up by other schools in the city.
- 77 Up to date and well resourced emergency arrangements are in place working across the Council and partners, which were fully tested in recent flooding. There are good co-ordinating activities and evacuation arrangements with the business community as part of its voice alert system to avoid traffic build up during an emergency. The Council published award winning guidance which resulted in a good response during the floods. It works with other partners in West Yorkshire in developing the Community Risk Register. This is backed up by a Leeds-wide register which links directly to the Council's operational and strategic risk register and ensures an integrated approach to Council and community risk.
- 78 The Council has a strong and progressive approach to building community cohesion. There are policies and procedures in place for addressing disadvantage and the Council uses community engagement to inform its approach to building stronger communities. The Council is developing its approach to monitoring and measurement and has published a report on progress in strengthening community cohesion illustrating many positive outcomes. Other positive outcomes include the Community and Civic Pride awards, the streets are cleaner with one disadvantaged local community winning Silver Gilt Award in the 2007 Britain in Bloom. There is a positive response to safer communities with the Council and its partners' approach to arrests connected with the London bombings with public reassurance, communication and positive engagement with local communities. This has had an ongoing positive impact and there were no major public order/racial incidents after the arrests.

Healthier communities

- 79 There is not a consistent approach to reducing health inequalities across the city. Whilst there are good plans in place services are not consistently provided across the city, partnership working at a strategic level is under developed and there has yet to be an impact on reducing health inequalities. For example the gap in life expectancy between the wealthiest and poorest communities has slightly widened over the last ten years. Overall many health indicators are average when compared nationally but this disguises significant inequalities in the most deprived areas. Priorities are focussed on tackling these inequalities and are reflected in the Leeds Health and Well being plan, Council's corporate plan and LAA. Specific vulnerable groups have been identified in areas of deprivation and although there are many initiatives these have yet to show a significant impact.
- 80 The Council and its health partners are currently developing their strategic approach to partnership working. The city is now served by one primary care trust (PCT), replacing five, which is now facilitating interagency working and starting to develop from a low base a strategic and consistent city wide approach to health care. The Healthy Leeds partnership provides strategic direction and shared priorities are clear. These are articulated in the Leeds Health and Well being plan which is linked to the Council's corporate priorities and the vision for Leeds. Plans are based on a detailed assessment of needs, shared data and research which is targeting action. There are five clear priority areas supported by detailed strategies linking both to the Council's and partnerships' detailed plans. The Council and PCT have recognised the need to strengthen commissioning and a new joint commissioning approach not possible under the previous configuration of PCTs is planned. This is intended to re-focus services and better target resources to those in need in the future.
- 81 There is a range of initiatives to promote healthy lifestyles which is improving the health of some targeted groups. The Council has developed capacity in the voluntary sector supporting a network of 43 neighbourhood schemes across the city many with a specific health improvement focus. There are good examples where hard to reach groups including BME are targeted using these schemes which is starting to impact on better health. The Council is working with the PCT to produce a unified approach to community development, so services are consistent and are provided where needed. It is taking a systematic approach to promoting healthy lifestyles in its children's services with positive outcomes. It is also improving decent homes, participation in physical activity by children and access to better heating for vulnerable elderly residents.

- 82 There is a proactive approach to improving some areas of poor health including smoking cessation. There has been significant progress with 31 per cent increase in people quitting smoking and there is a high degree of compliance with the Health Improvement and Protection Bill. There has also been good progress in reducing obesity in children and young people. However, there are some areas of health where progress has been slow; for example, there is limited success in reducing teenage pregnancies which are higher than the national average. There is a strategic approach to mental health with good engagement with users in developing a shared vision and planning service delivery but this has yet to be embedded.
- 83 Partnership working is good in many operational areas. There are a number of new co-located teams and joint posts in children's services to support joint working and policy development while adult services are moving towards a similar model. There are a range of services provided in partnership including mental health services for children which has had positive outcomes and good links to the Youth Offending Service to facilitate prompt referral. There are 23 Children's centres with a further 27 planned to be completed in 2008 providing multi disciplinary family support with centre based and outreach services. The Council has been pro-active in using the voluntary sector to increase capacity such as the eight dementia cafes which enable better access to health and social care. This demonstrates a commitment by the Council and its partners to a shared agenda to tackling health issues in a co-ordinated way.

Older people

- 84 There is good provision of adult social care with the service rated as two-star (good) by the social care inspectorate. With specific reference to older people, the primary focus has been targeted at care for the most vulnerable older people, and this has been enhanced by the necessary, but difficult decision to re-assess the eligibility criteria in order to use available resources for this group more effectively.
- 85 The consequence of this is that the Council and its partners have not developed a strategic approach to people over 50 years which goes beyond health and social care. Consequently, much of the very good work which is currently benefiting older people is having less impact than it could. Although it is encouraging that there are three older people's champions representing the three main political groups, their impact is also reduced because there is no agreed strategy to guide their respective roles. The Council has not evaluated the cover provided by the voluntary sector and other partners and is therefore not in a position to know if provision is consistent across the city. This is also hindering negotiations over financial support for the sector and highlights the lack of a strategic approach for older people.

- 86 The Council and its partners have delivered good outcomes against its ambitions to promote and support the independence of older people. In the city, 99.5 per cent of service users are supported and maintain independent living. Stretching targets to improve the take up of direct payments from a low base have been built into the new business plan. The Keeping House project, involving older people, has resulted in over 2000 older residents receiving practical support for basic domestic chores such as shopping and gardening, from a range of voluntary and quality assured private providers. The number of supported housing units has increased, increasing access to independent living.
- 87 Partnership working, especially with the voluntary sector, is a key strength and is playing a full role in supporting older people through a range of services. Examples include the neighbourhood networks, which are supported by £1.7 million investment by the Council. There are lunch clubs and cultural and social activities to support older people in the community and improve their quality of life.
- 88 The Council has a good approach to engagement with older people and involving them in service development through various means such as the Older People's Forum and the Older People's Reference Group. A significant investment, in excess of £300,000 over three years, has enabled older people to provide the Council with feedback on issues which are important to them. This involved using a range of consultation methods which led to the Council being part of the Link Age pilot programme providing good access to information. As a result the Council knows what is important to older people and is shaping its service around effective engagement. For example, the Leeds Dignity Campaign used inputs from older residents in its successful bid to access £1 million of dignity in care funding for older residents in care homes with the condition that residents decide how the money is spent.
- 89 Services provided through partnership with the health sector are improving and the primary care trust now employs a health specialist for older people which is helping integrate service provision. The Heart Watch scheme is embedded in some of the Council's leisure centres which has resulted in four million visits last year. Healthy Being Centres have been placed in community centres and there is joint commissioning for the Cardiac Phase 3 preventative project, mainly for males aged 50+ at risk of myocardial infarction.
- 90 There has been an increase in the range of intergenerational activities through the Neighbourhoods for all Ages project which has largely been driven by older people's groups and particularly in BME groups where actions are supporting community cohesion. The Council has developed the 'Building Bridges' intergenerational programme in twenty of its schools - recognition of which has resulted in it winning a 2007 Euro-cities award.

Children and young people

- 91** Outcomes for children and young people in Leeds are good because of the impact of recent and rapid improvements. Standards at Key Stages 1 and 2 are in line both with similar authorities and national averages. There were considerable improvements in attainment at Key Stage 3 in 2006, and the average points score in all three core subjects increased. GCSE results continue to improve. The proportion of students achieving five or more GCSEs at grades A* to C is increasing faster than nationally and is now in line with that found in similar authorities. However, despite this, many young people are still leaving school without any GCSE passes. Attainment at AS and A-level is low in around half of schools with sixth forms and in the tertiary college.
- 92** Service management in Leeds is good. Recently introduced innovative Children's Trust arrangements have stepped up the pace of change and improvement. The team of senior leaders and managers is determined and energetic, with a clear shared vision and long-term strategy. Services are characterised by high levels of staff commitment. A significant number of new strategies have been introduced. These are being implemented effectively and good early progress is being made. Key joint appointments, between health and children's services, have strengthened joint working and 'locality enablers' are supporting multi-disciplinary arrangements on a more local level. Good performance management systems are being developed that align with those of partner agencies. Effective joint commissioning strategies are ensuring value for money.
- 93** The combined work of all local services in securing the health of children and young people is good overall. CAMHS offer good support to vulnerable groups, including looked after children and those with learning difficulties and/or disabilities. Good links between CAMHS and the youth offending service facilitate prompt referral and treatment of young offenders with mental health needs. An effective Healthy Schools programme has achieved Beacon status. Most schools provide a good range of sports activities. National targets to reduce the number of mothers smoking at the time of delivery have been met. Rates of teenage pregnancy are high.
- 94** Children and young people appear safe and arrangements to ensure this are adequate and improving. The LSCB is developing well and partnership working is increasing. All children on the child protection register are allocated qualified social workers. The quality of reviews varies and some core assessments are not produced within the required timeframes. The number of looked after children and young people has remained steady following a significant earlier increase in unaccompanied asylum seeking children. Placement stability for looked after children is good. The number of children in residential care is low and compliance with national standards in children's homes has improved recently.

- 95 The impact of all local services in helping children and young people to enjoy their education and to achieve well is good overall. School improvement work is effective and focused. Early years provision continues to be a strength. There has been a considerable reduction in the number of permanent exclusions from school. A wide range of innovative strategies have been introduced to improve attendance and there is evidence of improvement, although the number of unauthorised absences in secondary schools remains too high. There is a very good range of recreational activities and voluntary learning provision for young people to enjoy.
- 96 The impact of all local services in helping children and young people to contribute to society is good. Leeds has been at the forefront of a number of initiatives to support the personal and social development of young people. A well-established and effective mentoring scheme is in place to support children and young people from disadvantaged areas and from minority ethnic backgrounds. The Investors in Pupils Award and the Stephen Lawrence Educational Standard both originated in Leeds and are nationally recognised for developing engagement and supporting cultural change. Very good efforts are made to involve young people who are traditionally hard to reach. The number of anti-social behaviour orders has been more than halved over the last three years. The number of first-time offenders is falling, but there is still a high proportion of looked after children and young people involved in the youth justice system.
- 97 The impact of all local services in helping children and young people achieve economic well-being is adequate. There are clear signs of improvement in some areas of work. There is very good support for families. Childcare provision is expanding at a faster rate than in comparable authorities. Partnership working and collaboration is very good at 14 to 16 but less well developed at 16 to 18. Good progress has been made with the online prospectus and common applications. The integrated youth service is re-engaging many young people in education, employment and training, improving attendance and raising attainment. The proportion of young people aged 16 to 18 in education, employment and training improved by 5 per cent in 2007, a figure greater than the national average. The proportion of young people not in education, employment and training whilst reducing is high for 19 year olds, young people with learning difficulties and/or disabilities, and for some Black and minority ethnic groups. Good progress has been made on providing decent housing for children and young people, and Leeds has an excellent record for providing suitable accommodation for care leavers.
- 98 The capacity of council services to improve is good. The council made a bold but considered decision in creating innovative management arrangements for children's services. These arrangements are strong and are beginning to have a positive impact so that, although many outcomes for children and young people are currently at or below national expectations, the overall trajectory is very positive. Recent improvement rates have been rapid and are better than those of statistical neighbours in many areas of service provision.

Appendix 1 – Framework for Corporate Assessment

- 1 This corporate assessment was carried out under section 10 of the Local Government Act 1999, under which the Audit Commission has power to inspect local authorities' arrangements for securing continuous improvement. The results of the corporate assessment contribute to the determination of the overall CPA category for an authority, which the Audit Commission is required to assess and report on under section 99 of the Local Government Act 2003.
- 2 The Council's self assessment provided a key resource in focusing the assessment activity which included consideration of:
 - key documentation, including the Council's improvement plan;
 - updated performance indicators and performance data; and
 - interviews and meetings attended.
- 3 The assessment for Leeds City Council was undertaken by a team from the Audit Commission and took place over the period from 3 to 14 December 2007.
- 4 This report has been discussed with the Council, which has been given the opportunity to examine the Audit Commission's assessment. This report will be used as the basis for improvement planning by the Council.

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Corporate Assessment Actions 2008

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
<p>Ambition</p> <p>No clear measurable outcomes relating to ambition of becoming a successful European city.</p>	<p>Vision for Leeds, Leeds Strategic Plan 2008-11 supported by Leeds Economic Development Strategy</p>	<p>We have set up a new Leeds Initiative Going up a League Board whose remit is to drive forward outcomes which meet our aim to become a successful European city. The Board met for the first time in March 2008 chaired by Councillor Andrew Carter, Leader, Leeds City Council. It has on it representation from all three main political parties; the Chief Executive and Director of the council's City Development Directorate; representatives of the private sector; and the Vice Chancellors of both universities.</p> <p>The Board and its members will champion this agenda and in driving the city's approach to going up a league and becoming a successful European city. It will provide challenge and support to the council and other partners in achieving measurable outcomes</p>	<p>Kathy Kudelnitzky</p>	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
Prioritisation				
No issues identified				
Capacity				
<ul style="list-style-type: none"> • Inconsistency of Scrutiny Committees and their challenge role. • Call-in arrangements are not as effective as they could be. 	All actions reside within the Council Business Plan 2008-11	<p>Programme of external training for Scrutiny Board Members to be undertaken during 2008/09</p> <p>Revised Call In and Scrutiny arrangements agreed for 2008/09</p>	Nick De La Taste	
Lack of developed corporate approach to workforce planning. No links with partners workforce planning.	Council Business Plan 2008-11	<p>Corporate Workforce Planning framework and guidance developed and linked to new service planning approach. Workforce plans being developed locally and collated to provide corporate workforce development plan.</p> <p>Chief Officer (Resources and Strategy) to take Directorate overview, followed by corporate overview and further report back to Resources and Performance Board in June. This will include joined up resource planning to link to ICT Blue print and Financial Planning.</p>	Lorraine Hallam	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
Personnel policies are sometimes locally interpreted	Council Business Plan 2008-11	<p>The following new policies and procedures have been completed:</p> <ul style="list-style-type: none"> • Improving Performance Policy • Managing Attendance Policy • Probationary Periods • Pre-employment medicals • Smoking Policy • HIV and Aids Policy • Domestic Violence <p>The Grievance, Disciplinary and Recruitment policies are nearing completion and sign off with the Trade Unions.</p> <p>The HR Intranet Page has been updated to ensure single version and version control polices and all HR teams have been trained in the new policies and are rolling out to managers.</p> <p>One HR restructure will be complete for June 08 following interviews of all HR staff. This includes the development of HR Admin in Business Support Centre to ensure consistent approach. An HR induction and development programme will commence summer 08.</p>	Lorraine Hallam	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
<p>Performance Management Lack of consistency for review and setting of individual targets and objectives.</p>	<p>Council Business Plan 2008-11</p>	<p>New Senior Manager appraisal scheme based on core competencies and greater accountability piloted with Directors now being rolled out to Chief Officers. Middle Manager scheme being developed for Autumn 2008.</p>	<p>Lorraine Hallam</p>	
<p>Presentation of service plans was inconsistent up until this year, therefore embedding of performance management culture is yet to happen.</p>	<p>Council Business Plan 2008-11</p>	<p>Corporate Service Planning workshops held Feb/March 08. Quality assurance review in May 08 with report to CLT</p>	<p>Steve Clough</p>	
<p>Achievement in Sustainable Communities and Transport</p>				
<p>Not yet made significant impact on our target to reduce worklessness.</p>	<p>Leeds Strategic Plan 2008-11 supported by Leeds Economic Development Strategy*</p>	<p>City partnership group on worklessness established. Targets to reduce worklessness included in LAA. Strategy and action plan being developed through partnership group to deliver LAA targets</p>	<p>Stephen Boyle</p>	
<p>Affordable housing remains a challenge, particularly in the more prosperous areas of the city.</p>	<p>Leeds Strategic Plan 2008-11 supported by Leeds Housing Strategy 2005/06 – 2009/10</p>	<p>Emerging RSS is setting more challenging affordable housing targets.. The Council is looking to introduce informal planning policy reflecting this, once RSS adopted. Supplementary Planning Guidance which provides the basis for negotiating with developers is under review.</p>	<p>Paul Langford</p>	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
<p>Progress in moving people from temporary accommodation is slow.</p>	<p>Leeds Strategic Plan 2008-11 supported by Leeds Housing Strategy 2005/06 – 2009/10</p>	<p>Target in place to reduce by 50% the number of households in temporary accommodation by March 2010. Temporary accommodation providers are invariably commissioned through the Supporting People programme. NI141 included within the LAA with a stretch target of 76% positive moves by 2010/11 – baseline position 60%. Intensive contract management work through the Supporting People programme has improved performance against NI141 from 55% in Q1 07/08 to 64% in Q4 07/08 and it is believed that this progress will continue in the next three years. The housing support service attached to the private sector leased temporary accommodation, TEAS, has been subject to competitive tender and an emphasis has been placed on the successful contractor being able to demonstrate how they will contribute to the target to reduce temporary accommodation placements.</p>	<p>Paul Langford</p>	<p style="background-color: red; color: black;">Red</p>
<p>Residents' satisfaction with the Council on Housing is bottom quartile and satisfaction has fallen steeply</p>	<p>Leeds Strategic Plan 2008-11 supported by Leeds Housing Strategy 2005/06 – 2009/10</p>	<p>As a result of decreased BME tenant satisfaction as measured by the BV User Satisfaction Survey 2006, a more detailed survey on BME tenants</p>	<p>Paul Langford</p>	<p style="background-color: red; color: black;">Red</p>

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
amongst the BME community.		satisfaction has been commissioned reporting in Aug 08. The council will be undertaking a further tenants satisfaction survey in 2008, reporting in early 2009.		
Planning performance is below average but has recently improved.	Leeds Strategic Plan 2008-11 supported by Local Development Framework	We have introduced performance management procedures and reduced the backlog of old applications. We have introduced 'standard' performance targets for major applications and a Planning Performance Charter for major development proposals. Performance against all BV109 indicators improved: 2007/08 compared with the previous year.	Phil Crabtree	
Sustainability is not yet embedded in planning processes.	Leeds Strategic Plan 2008-11 supported by Climate Change Strategy* and Local Development Framework	A process has been established for undertaking Sustainability Appraisal of new planning policy documents. This should ensure that the policies against which applications are judged are inherently sustainable. A Sustainable Design and Construction SPD is nearing completion. A range of information is required from developers to support their planning applications that address sustainability issues e.g. transport assessments and green travel plans	Phil Crabtree	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
<p>There remains a recognised need to develop the public transport strategy further.</p>	<p>Leeds Strategic Plan 2008-11 supported by West Yorkshire Local Transport Plan 2006-11</p>	<p>The following core strategy approaches are identified in the West Yorkshire LTP in relation to public transport.</p> <ul style="list-style-type: none"> • Improve physical accessibility by making public transport more accessible. • Maintain and develop public transport networks through our bus and rail strategies. • Raise awareness of public transport and improve and target information and marketing. • Encourage modal switch to public transport by encouraging more travel by bus and rail and improving ticketing and information. <p>Measures to address the issues related to buses are taken forward in partnership with Metro and the bus operators and coordinated by the Leeds Bus Partnership Group. A programme of interventions has been identified through to the end of LTP2 in March 2011 and this is monitored by</p>	<p>Steve Speak</p>	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
		<p>the partnership group.</p> <p>Rail measures are led by Metro and involve partnership working with the rail industry. Bids are made to the Regional Transport Board for funding to support selected rail improvements.</p>		
Achievement in Safer and Stronger Communities				
<p>Crime, and fear of crime, remains high when compared nationally.</p>	<p>Leeds Strategic Plan 2008-11 supported by Safer Leeds Partnership Plan 2008-11</p>	<p>Safer Leeds has developed its partnership plan 2008/11 with specific improvement priorities for 2008/9. These include delivery activity to reduce serious acquisitive crime and violent crime whilst improving community confidence and public satisfaction.</p>	<p>Richard Jackson</p>	
Achievement in Healthier Communities				
<p>Inconsistent approach to reducing health inequalities across the city.</p>	<p>Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11</p>	<p>The Strategic Plan sets out clear improvement priorities for reducing health inequalities in the city. Targets for key priorities have been set to reflect improvements in the worst 10% SOA's. New strategic leadership and performance management arrangements are built into the Healthy Leeds Strategic Commissioning Board.</p>	<p>Ian Cameron Sandie Keene Rosemary Archer</p>	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
Partnership working at a strategic level is under-developed.	Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11	The agreement to establish the Joint Strategic Commissioning Board, and associated sub-groups covering the span of health and social care commissioning, reflects partner's prior assessment of this need. The first meeting of the board is scheduled for June 2008, whilst several preparatory workshops have been held and a Board constitution developed. The Programme Management arrangements for the JSNA also reflect significant progress towards strengthened strategic partnership arrangements.	Ian Cameron Sandie Keene Rosemary Archer	
Services not provided consistently across city	Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11	The agreement to establish the Joint Strategic Commissioning Board, and associated sub-groups covering the span of health and social care commissioning, reflects partner's prior assessment of this need. The first meeting of the board is scheduled for June 2008, whilst several preparatory workshops have been held and a Board constitution developed. The Programme Management arrangements for the JSNA also reflect significant progress towards strengthened strategic partnership	Ian Cameron Sandie Keene Rosemary Archer	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
Limited success at reducing teenage conceptions	Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11	arrangements. All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Ian Cameron Rosemary Archer	
Achievement in Older People				
No strategic approach to people over 50.	Leeds Strategic Plan 2008-11 supported by Cohesion and Integration priorities and delivery plan 2008 – 2011*	<p>“The Time of Our Lives” - the draft Strategy for Older People's in Leeds - to be published July 08 - recognises this issue and focuses on greater engagement and action for this group</p> <p>'The Work streams within Older Better; Tackling Poverty, Access to Information, Tackling Social Isolation, are being examine in relation to their impact on 50+ and action plans developed accordingly.</p> <p>The Intermediate Tier Strategy is aiming to eradicate the 65+ existing age barrier for many services and will make these available to all adults Inc. 50+</p> <p>Work on Falls Prevention has been extended to those under 65</p>	Sandie Keene	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
<p>Council has not yet evaluated the cover provided by the voluntary sector and other partners and therefore we do not know if provision is consistent across the city.</p>	<p>Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and Cohesion and Integration priorities and delivery plan 2008 – 2011*</p>	<p>The Dignity in Care campaign is being extended to those under 65</p> <p>Emerging consultation structures in Leeds: LINKs, and the Councils equalities Assembly will specifically take account of the views of those 50 and over</p>		
		<p>A joint ASC & PCT engagement with the 42 voluntary sector Neighbourhood Network Schemes (NNS) for OP began in February. All stakeholders are involved in a comprehensive consultation programme to agree future outcomes & models for more equitable and transparent joint funding arrangements.</p> <p>Our objective is to establish clear ASC/PCT joint voluntary sector commissioning practice and mechanisms and have new joint contracts in place by April 09, to deliver improved consistency across the city in terms of funding levels and services provided as well as an improved evidence base to</p>	<p>Dennis Holmes</p>	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
		demonstrate the effectiveness of these preventative services.		
Achievement in Children and Young People				
Too many young people leave school without any GCSE passes.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	
Pass rates at AS & A2 are low in some schools.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	
Quality of children's reviews varies and some core assessments are not produced within required timescales.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Edwina Harrison	
Number of unauthorised absences in secondary schools remains too high.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
There is still a high proportion of looked after children and young people involved in the youth justice system.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Edwina Harrison	
NEET is high for 19 year olds, young people with learning disabilities and for some BME groups.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	

* Plans in development

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Appendix 1 - Business Plan Draft Performance Indicators and Targets

Ref - see key below	Indicator	Purpose/Notes	Baseline Info		Targets			
			2006/7 Year End	2007/08 Forecast	2008/09	2009/10	2010/11	
NI 185	CO2 emissions from Local Authority operations	This is an indicator for the LSP but also aligns closely to the Business Plan outcomes and improvement priorities.	New indicator - no historical information. Guidance states to use 2008 (Jan - Dec) as a				tbc	tbc
EMAS	Maintain our external EMAS accreditation	Leeds City Council operates a 'management system' to EC Eco-Management and Audit Scheme (EMAS) standards No. 761/2001. This is to make sure that environmental issues are identified and addressed in a consistent and efficient manner. EMAS is a much wider measure of our environmental impact than the CO2 emissions and includes biodiversity, waste management, water usage etc. It is externally accredited every 6 months	Yes	Yes	Yes	Yes	Yes	Yes
New	Delivery of Medium Term Financial Plan	Overall indicator which tracks progress in achieving the MT financial plan and the resource re-allocation within this - this overall measure would also track delivery of efficiencies which have been written into the plan. The exact measure is still to be developed.	New indicator - no historical information					
CAA	Use of Resources Score	The scope and standard for this assessment are significantly changing in 2009 to include how well we manage the business and all our resources as well as financial management and internal control. The new framework does cover a number of areas within business plan however there is a risk that under the new framework our score will go down as the bar has been raised.	3 (2006)	3 (2007)	3 (2008 - old framework)	3 (2009 new framework)	4 (2010 new framework)	
	Out-turn of corporate budget	Measure of whether managers are keeping to their budget and for monitoring any over or under spends. Budget holders should get accurate financial forecast within 5 working days of month end. Reviewed by Finance Performance Group, CLT on a monthly basis and Executive Board on a quarterly basis. It can also be used to challenge budgets.			0%	0%	0%	
New	% income collected by authority in year through: a) Council Tax (BV 9) b) Non-domestic rates (BV 10) c) Housing rents (BV 66a) d) Sundry Debtors (% debts collected within 30 days of invoice issued)	Overall indicator to track how much of our major sources of income we collect to ensure we are maximising our income.	96.38%	96.50%	96.65%	96.70%	96.75%	
			98.56%	98.60%	98.60%	98.65%	98.70%	
			96.69%	96.70%				
NI 179	Value for money total net value of on-going cash releasing value for money gains that have impacted since the start of the 2008-9 financial year	Overall measure of whether we are meeting our efficiency targets. Whole public sector has been set a target of achieving at least 3% per annum value for money gains during CSR 07 period all of which should be cash releasing	New indicator - no historical information		£28,759 k (3%)	£58,476 k (6.1%)	£89,152 k (9.3%)	
CP-P51	Assess and increase % of our total budget spent through corporate framework agreements and corporate contracts	Minimise level of off contract spend to maximise our buying power and value for money gains. Within our framework contracts we can define key parameters eg quality, equality, environmental performance etc and can select suppliers which meet these standards but off-contract spend is uncontrolled. We need to know why it is happening - is it spend on things that are not covered by current contracts or is it lack of management awareness, poor service etc etc.	3.73%		3.86%	4.00%	4.17%	
New	% debt recovered (cumulative)	Overall indicator to track how much of our debt we collect to ensure we are maximising our income.						

V a l u e f o r M o n e y / R e s o u r c e s

Appendix 1 - Business Plan Performance Indicators and Targets

Ref - see key below	Indicator	Purpose/Notes	Baseline Info		Targets		
			2006/7 Year End	2007/08 Forecast	2008/09	2009/10	2010/11
NI 14	Avoidable customer contact - the proportion of customer contact that is of low or no value to the customer	New national indicator which seeks to ensure that contacts between local authorities and citizens/businesses are responsive timely and efficient. Looks across all contact channels and seeks to measure those contact that are avoidable for various reasons including lack of info on website, repeat contacts chasing up service delivery etc. There are currently technical issues with measuring this indicator and further guidance is due in June 08.	New indicator - no historical information		Baseline	tbc	tbc
Annual Survey	Overall Satisfaction levels	Gives an overall measure of effectiveness of service delivery and whether we are meeting the expectations of our customers - measured through the LCC annual survey	55% (2005)	61% (2007)	n/a		n/a
NI 140	Fair treatment by local services	Overall measure of perception of fair access to services - via place survey	New indicator - no historical information		Baseline	n/a	tbc once baseline established
CP-AS54	Increase the volume of total transactions delivered through customer self service	Increase the availability and uptake of self service so that customers can access these at any time and also providing services through more efficient means	317,954	475,166			
LK1-CUS15a	Increase % complaints responded to within 15 days	Suggested to be retained to complement other customer indicators but we are currently not able to measure this due to data quality issues. Workshops planned in March to further define and develop this indicator.					
LK1-CUS17a	% letters from the public that are responded to within 10 working days	Suggested to be retained to complement other customer indicators but we are currently not able to measure this due to data quality issues. Workshops planned in March to further define and develop this indicator.					
LK1-CUS17b	% emails from the public that are responded to within 10 working days	Suggested to be retained to complement other customer indicators but we are currently not able to measure this due to data quality issues. Data gaps in almost all services. Workshops planned in March to further define and develop this indicator.					
	% those making a complaint who are satisfied with the handling of their complaint	This was s best value survey indicator but it is no longer measured as part of the place survey - we can define and measure through our annual survey or could do more targeted follow up work with those who have actually made complaints. To be further developed with Customer Services					
	Accessibility of council buildings	Previously measured through BV 156 but there are significant concerns over the methodology of this indicator and the robustness of the data. It is felt that we should continue to measure this but discussion are on-going with asset management and corporate landlord about how best to achieve this. Proposals under discussion include perception measures through the annual and staff surveys.					

C u s t o m e r s F i r s t

Appendix 1 - Business Plan Draft Performance Indicators and Targets

Ref - see key below	Indicator	Purpose/Notes	Baseline Info		Targets		
			2006/7 Year End	2007/08 Forecast	2008/09	2009/10	2010/11
BV 12	Number of working days lost to the authority due to sickness absence (average per FTE)	Sickness levels are a good general indicators of health safety and well being, staff satisfaction, strength of our staff management procedures etc. We currently perform very poorly in this area as picked up during the Corporate Assessment.	12.00 days	12.44 days			
LKI PE2	Voluntary leavers as a percentage of staff in post	A high level of turnover can indicate problems with organisational leadership culture and management and can have an impact on performance. Could be seen in another way that we are developing our staff so well that they leave to get better paid jobs elsewhere eg Finance training accountants and getting them qualified and they then go on to private sector for more money. However high turnover is costly for the organisation. The impact of job evaluation and equal pay will need to be accounted for when target setting - benchmarking might be more appropriate.	9.61%	8.69%	9%	9%	9%
CP-ES51	Increase % staff who feel valued as an employee	Headline indicator of staff satisfaction and feeling valued - felt that this wrapped up a number of issues into one measure.	61% (from 2007 staff survey)		n/a	63%	65%
CP - PE59	% staff who have had an appraisal	This measures the process only and not the quality of the appraisal. Currently measured through the staff survey but in the future we may be able to measure this as recorded on SAP but currently this gives a much lower result which is probably due to under-recording on SAP.	70% (from 2007 staff survey)		n/a	72%	74%
CP-PE54	Increase % staff who feel they are involved in contribution to the direction of the organisation	Again this wraps up a number of issues into one indicator but gives an indicator of staff satisfaction and being valued and whether we are making the most of our staff.	70% (from 2007 staff survey)		n/a	74%	76%
CP-ES 54	% of staff who feel that the council communicates well with them	Direct measure of effectiveness of internal communication	59% (from 2007 staff survey)		n/a		
BV 17a	% local authority staff from BME communities - compared to local community	Shows whether we are recruiting and retaining a staff group which is representative of the local community	7.0%	7.5%	8.0%	8.5%	9.0%
BV 16a	% local authority staff with disability - compared to local community	Shows whether we are recruiting and retaining a staff group which is representative of the local community	3.2%	3.5%	3.6%	3.7%	3.8%
BV11 a-c	% of top earners who are: a) women b) From BME communities c) Disabled (excluding maintained schools)	To show that we are empowering supporting and developing all our staff and providing equal opportunities through our recruitment policies	36.47%	38.00%	39%	40%	41%
			5.75%	6.02%	6.25%	6.5%	6.75%
			3.60%	4.00%	4.2%	4.4%	4.6%
IIP	Maintain our IIP accreditation across whole organisation	Shows good (best) practice across the organisation on all people management issues. Mainstreams IIP into our performance management framework - need to discuss further how well this lines up with Cultural change programme?	N/A	N/A	Level 1	N/A	Level 2

V a l u i n g o u r C o i l i e a g u e s

Appendix 1 - Business Plan Draft Performance Indicators and Targets

Ref - see key below	Indicator	Purpose/Notes	Baseline Info				Targets			
			2006/7 Year End	2007/08 Forecast	2008/09	2009/10	2010/11			
BV2a CP-E050	Equality standard level	Continue to measure achievement against the equality standard framework. We do need to develop an additional measure of overall achievement against our own equality strategy - this will be developed as part of the work to develop this document.	Level 3	Level 3	Level 4	Level 5	Level 5	Level 5	Level 5	
CP-LE50	Voter turn out in local elections	This is an overall indicator on public engagement levels in the political process	37.52%							
Annual Survey	% people who are satisfied that they think LCC allows residents a say in what it does	Overall perception measure of our engagement work	36% (2005)	43% (2007)						
Annual Survey	% people who think the council keeps them well informed about services and benefits it supplies	Overall perception measure of our communications work	48% (2005)	51% (2007)						
New	% of major projects assured by the Project Assurance Unit which are being delivered: a) on time b) on budget c) realised benefits	Ideally we would measure all major change projects but currently this is not possible. In the interim we can measure this indicator as the Project Assurance Unit are involved in providing independent assurance on a number of projects across the council although their coverage is patchy. Effectively a & b - shows efficiency of project management and delivery of projects and c measure the return on the original investment.								
CAA	Direction of Travel Score	External assessment of the rate of our improvement and implementation of the Leeds Strategic Plan and Council Business Plan. Forms part of CAA	Improving Adequately (2006)	Improving Well (2007)	Improving Well (2008)	Improving Well (2009)	Improving Well (2010)	Improving Well (2010)	Improving Well (2010)	
New	Delivery of TO programme through % project milestones achieved vs those planned	Provides an overall monitor of the delivery of the Intelligent Organisation programme								
New	% staff who feel they have access to the information and systems to do their job efficiently	General perception measure around the impact of the IKM agenda and it delivering benefits to staff and making it easier and more efficient to do their job - measured through staff survey. Next survey would set baseline	New indicator - no historical information		n/a	Baseline		tbc	tbc	
New	Data Quality measured by: a) number of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality b) % strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality	Measure whether we are using reliable and good quality data to make key decisions. This is a key element of our information, knowledge management agenda. This requires us to ensure that we have embedded data quality into our performance systems and processes - starting with those indicators we use to measure our strategic outcomes. Effectively this is a self assessment - might we have problems proving its robustness? To develop further.								
New	% of eligible decisions available for call in	As many decisions as possible should be open for call in to that elected members can fulfil their democratic role effectively. Shows we have effective corporate governance in place.	n/a	100%	100%	100%	100%	100%	100%	
New	% key decisions which did not appear in the forward plan	Decisions not in forward plan cannot be give full consideration and elected members do not have the opportunity to gather views. Shows we have effective corporate governance in place	n/a	1%	1%	1%	1%	1%	1%	

Reference Key

NI	Part of new National Indicator set
CAA	Assessment which forms part of the new Comprehensive Area Assessment process
CP	Indicator already measured as part of our current Corporate Plan 2005-8
New	New indicator
LKi	Indicator already in use locally
BV	Best value performance indicator



Report of the Head of Policy, Performance and Improvement

Meeting: Scrutiny Board (Central and Corporate Functions)

Date: 9th June 2008

Subject: Performance Report Quarter 4 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 31st March 2008.

2 Purpose of the Report

- 2.1 The purpose of this report is to highlight key performance issues at the end of Quarter 4 (1st January to 31st March 2008) and to provide additional contextual information where relevant.

3 Background Information

- 3.1 This 'highlight report' has been prepared following the Accountability process, which includes the CLT meeting on 20th May and Leader Management Team on 22nd May 2008. Separate reports have been prepared for each of the scrutiny Boards.
- 3.2 Scrutiny Board arrangements have been slightly amended this year which has meant that performance information has had to be split differently between Boards. For some PI's this split is not straightforward, for example, is teenage conception a health issue or a children's issue? For this reason we have decided for quarter 4 to report such indicators to both relevant Boards. As the new arrangements bed-in greater clarity may emerge, although in theory there would appear to be no reason why dual reporting could not continue.
- 3.3 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.

4 Directorate Performance Issues

4.1 Customer Services

CUS 17a - % of letters from the public that are responded to within 10 working days

CUS 17b - % of customer emails sent to publicly advertised email addresses that are responded to within 10 working days

CUS 20 – Percentage of emails received via publicly advertised email addresses acknowledged within one working day

These indicators measure our performance and ability to handle written correspondence and e mails effectively.

“Our Standards” of performance, which cover written correspondence and e mails together with other forms of customer contact, were fully endorsed by the Corporate Leadership Team in October 2007, mandating all directorates to report on performance against the targets, either holistically or by sample.

These indicators have been included in the new Council Business Plan. CLT have recognised that data quality in this area is currently lacking and that arrangements will be put in place for the robust measurement of these indicators from now on.

In addition, CUS 20 – acknowledging e mails – can now be carried out electronically and automatically, using a toolkit available to all services. Customer Services will be engaging with services to aim to get full sign up to the electronic acknowledgement over the next few months.

4.2 Managing Attendance

This year the council has seen a slight increase on its 2006/07 position, from 12 to 12.18 days, missing the target of 11.5 days. This is a disappointing result but it is important to consider this in the context of the improvements that have been made from an out-turn of 13.9 days in 2000/01, and that some stability in the level of sickness absence has been achieved during a time of change. In addition, it was positive to note that in 2007/08 35% of LCC employees had no absence and that health and safety incidents have fallen by 3%.

To secure further improvements in this area a range of interventions have been put in place including :

- Stress Management: there will be a new, cross-council approach to preventing and reducing absence related to stress, utilising the Health and Safety Executive’s Stress Management Standards. This will address one of the main causes of sickness absence across the council
- Occupational Health Service: a new Occupational Health Service is currently being scoped based on an independent study of LCC’s exact needs. This will help prevent absence and more effective management of cases
- Rehabilitation and Return to Work: a specific programme will concentrate on helping employees back to work after sickness absence much sooner. Over two thirds of sickness absence is long-term.

4.3 Equality indicators

Overall the BV equality targets are showing an upward trend on previous years. Although in 2007/08 the targets for the percentage of top 5% earners for women and BME and the overall target for disabled representation were not met.

Work is progressing to develop a more representative workforce at all levels and ensure continued improvements in these areas. Specific work activities include;

- Leadership Development through the Good to Great Leadership Challenge

- Developing new approaches to succession planning and talent management that will provide greater support and opportunities for BME staff and women to move into senior management roles
- Refreshing employee personal data to provide an up to date picture of our current work force profile
- Improving access to employment for the disabled through 'entry level' opportunities and tailored employment days.

4.4 Council Tax and Benefits

Council Tax and Benefits have either met or exceeded 9 of their 12 performance indicators (this includes BVPI's: BV78b and BV9 where tolerance levels have been set so are indicated as amber on the performance report). Targets for the remaining 3 indicators were not achieved.

- BV-76c (number of housing benefit and council tax benefit fraud investigations carried out by the local authority per year, per 1,000 caseload)
- BV-79bii (housing benefit overpayments recovered during the period as a percentage of the total amount of housing benefit overpayment debt at the start of the period plus the amount of HB overpayments identified during the period) and
- 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).

The performance of BV-76c is mainly attributed to the issues around data being lost in transit between the DWP and HMRC, this led to a cessation of referrals to investigate from the DWP in November 2007 and for the remainder of the year.

In terms of BV-79bii, A pro-active programme of reviews to identify claims with potential changes to their entitlement, coupled with improved publicity on the need for customers to report change of circumstances and the speed in which reported change of circumstances were actioned, meant that fewer housing benefit overpayments were raised in 2007/08 when compared to the previous year - £4.4million against £5.0million.

The result for BV79biii was affected by the deferral of write-offs during 2006/7 (pending the introduction of additional debt recovery methods) which, inevitably, led to the increase in write-offs during 07/08.

New systems that were introduced in 2006/7 (additional checks and more debts going to external recovery agencies) meant that a number of debts remained uncollected and now have to be written off in 2007/8. In addition case cleansing work has identified a small amount of irrecoverable debt which has also been written off during 2007/8.

5 Recommendation

That Members note the content of this report and comment on any particular performance issues of concern.

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Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

1	2	3	4	5	6	7	8	9	9a	10	11	11a	11b	12	13	14
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
1	BV-76b	The number of fraud investigators employed by the local authority per 1,000 caseload	Monthly Numerical	Rise	0.25	0.23	0.23	0.23	Green	↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target met.															
2	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	Monthly Number	Rise	30.89	29.00	24.26	24.26	Red	↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Performance against target was not achieved largely as a consequence of the data referrals from the DWP, a significant source of investigation work, being suspended from November 2007 and not being resumed for the rest of the year. This suspension caused the number of investigation referrals received during the second half of the year to decline. The decline in referrals in comparison to the first half of the year has been identified at 35%.															
3	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	Monthly Numerical	Rise	4.26	4.30	4.67	4.67	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target exceeded. The target of 4.30 per 1,000 cases was exceeded as the number of Sanctions & Prosecutions increased from 300 in 2006/07 to 328 in 2007/08. This increased success rate should be viewed in comparison to the decrease in the actual number of investigations undertaken, as identified in BVPI76c, and is indicative of improving processes when identifying which cases it is appropriate to take forward for Sanction or Prosecution.															
4	BV-78a	Speed of processing: Average time for processing new claims	Monthly Days	Fall	31.0	28.0	26.8	26.8	Green	↑	24.5	33.8	Middle	38.3	4	No concerns
Comments	Target exceeded. The 28 day target was to the standard set by the DWP in their Performance Standards Framework. The target was met through effective performance management of housing and council tax benefits administration.															
5	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	Monthly Days	Fall	23.9	16.0	17.2	17.2	Amber	↑	7.8	15.6	Bottom	23.8	5	No concerns
Comments	Performance was lower for the 1st quarter of 2007/08 due to the high volumes of changes received during that period - the factors for this were explained in the commentary for the quarter 1 result as follows : "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. Furthermore, since April 2004 the definition of this performance indicator has also included change of 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 citizen before the change can be processed. The rules prescribe that the citizen has one month in which to provide this information". Thereafter performance improved quarter on quarter with performance exceeding the target for quarter 4 which demonstrates that overall, the target whilst over by 1 day was met through effective performance management of housing and council tax benefits administration for the majority of 2007/08.															
6	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.	Quarterly %	Rise	99.00	98.60	99.00	99.00	Green	↔	99.20	97.00	Middle	97.28	1	No concerns
Comments	Target exceeded. Outcome derived from checking 125 cases each quarter with any financial error, no matter how small, counting as an error.															
7	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	Monthly %	Rise	72.68	73.50	77.81	77.81	Green	↑	80.61	63.01	Middle	65.10	2	No concerns
Comments	Target exceeded.															

Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
8	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 Collection of overpayments from Council Tenants has continued to improve during 07/08, however collection from Private tenant cases has dropped and an important factor in this change is that the value of invoices which are raised to Landlords rather than tenants has fallen in comparison to 06/07. This makes the debt harder to collect. Collection in March was also adversely affected by Easter falling in the last week.	Benefits	Monthly %	Rise	33.17	33.20	31.82	31.82	Red	↓	38.38	26.80	Middle	28.93	2	No concerns
Comments																
9	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	7.80	7.80	Red	↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	The increase in write-offs in 07/08 is mainly due to the deferral of write-offs in 06/07 pending the introduction of additional methods to help recover debt. New systems were introduced in 06/07 which saw additional checks to trace debtors and which also saw more debts go to external debt recovery agencies than previously. Inevitably, a number of debts remained uncollectible and they now fail to be written off in 07/08. Some case cleansing work has also been carried out in 07/08 and this has identified a relatively small amount of irrecoverable debt that has been written off in 07/08. This amount of write off that exceeds the 7% target equates to £90K, this is in the context of annual payments during 07/08 of almost £170M.															
10	The percentage of non-domestic rates due for the financial year which were received by the authority	Collection of Council Tax and Business Rates	Monthly %	Rise	98.58	98.60	98.72	98.72	Green	↑	99.30	98.43	Middle	98.51	3	No concerns
Comments	Target exceeded.															
11	Percentage of Council Tax due for the financial year which were received in the year by the Authority	Collection of Council Tax and Business Rates	Monthly %	Rise	96.38	96.50	96.41	96.41	Amber	↑	98.48	96.49	Bottom	93.96	1	No concerns
Comments	The collection performance of 96.41% is a slight increase on last year. Although we did not achieve the target of 96.5%, a number of initiatives were introduced to improve collection : - the introduction of a 12 monthly direct debit - more targeted recovery action against some of the more difficult to collect cases - change to the payment date for accounts issued after the 1st January to allow for quicker recovery action. In addition there were difficulties in gathering the necessary details on students to enable an exemption to be awarded, plus the review of single person discount, both of which had an impact on collection.															
LKI-F2	The net cost of collecting council tax per chargeable dwelling	Collection of Council Tax and Business Rates	Annually £	Fall	15.84	15.84	15.00	15.00	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target exceeded.															
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	91.50	91.50	Amber	↓	97.00	91.00	Middle	87.59	3	No concerns
Comments	Additional resources have been allocated to ensure that incomplete / incorrect invoices are returned to directorates prior submission to the Business Support Centre for processing.															
CP-FS50 LKI-F3	Achieve greater than 2.5% efficiency savings year on year	Corporate Financial Services	Quarterly £m	Rise	22.20	17.93	8.60	11.79	Red	↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Q4 results not available until early July - submission to DCLG before 8th July 08. Departments have not indicated any significant change from Q3 therefore the Q3 results have been rolled forward until final outturn figures are available. While the in year result is below target, the result is a cumulative 3 year one and this we had delivered in full by the end of 2006/07. Therefore there are no issues arising from lower performance in 2007/08.															
LKI-F1	Average External Borrowing Rate	Corporate Financial Services	Monthly %	Fall	4.78	4.90	4.45	4.45	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target exceeded. Treasury Management have taken proactive steps to take advantage of economic and market conditions that has resulted in lowering the average external borrowing rate.															

Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
16	BV-16b Percentage of economically active disabled people in the authority area.	Equal Opportunities	Annually %	Rise	14.54	14.00	14.54	14.54	Green	↔	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
Comments	The result is a proxy measure and provides context for 16a (the number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce) and is extracted from the Office of National Statistics Census table. The next Census is due to be completed in 2011.															
17	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)	Equal Opportunities	Quarterly %	Rise	5.04	5.15	9.7	5.20	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target exceeded. During 2007/08 the Disability Employment Strategy was launched, it aimed to improve the recruitment and retention of disabled people within our workforce, an action plan has been developed which will be reported to Scrutiny in June 2008. In addition, data held on the Council's SAP system will be refreshed during 2008/9 (The 2007 staff survey showed that 7% of employees classed themselves as disabled, the details held on SAP indicate a much lower percentage).															
18	LKI-EO2 Minority ethnic community staff as a percentage of the total workforce (excluding school based staff)	Equal Opportunities	Quarterly %	Rise	9.11	9.40	9.70	9.70	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target exceeded.															
19	CP-ES50 Increase to 80% the percentage of staff who feel they know and understand the council's values	Executive Support	Survey %	Rise	N.A.	80	85	85	Green		N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
Comments	Target exceeded. Work has been ongoing to embed the councils values, for example; the review of key employment policies (recruitment), Senior Managers appraisals, promotional materials and the launch of new behaviours linked to our values. In terms of data quality issues it should be noted that the data is based on a sample survey of around 40%.															
20	BV-11a The percentage of top 5% of earners that are women	HR	Quarterly %	Rise	36.47	38.00	36.83	36.83	Red	↑	43.56	24.11	Middle	44.99	8	No concerns
Comments	<ul style="list-style-type: none"> - Target of 38% not met - BV11a at a 7 year high in Leeds City Council - Indicator has increased in Leeds for the last four years but rate of improvement has been relatively slow in Leeds. - Leeds is performing higher than national average but below the levels of most Core Cities - A full report outlining initiatives to improve performance went to Scrutiny in April 2008. - Key initiatives included joined up working between HR and Equalities to improve diversity profile of the council, continued Leadership Development and new approaches to succession planning and talent management. 															
21	BV-11b The percentage of top 5% of earners from black and minority ethnic communities	HR	Quarterly %	Rise	5.75	6.00	5.96	5.96	Amber	↑	4.53	0.00	Top	6.86	4	No concerns
Comments	<ul style="list-style-type: none"> - Target of 6% not met but was only 0.04% off the target - Trend figures have shown a year on year improvement over last 3 years - Performance has improved through initiatives such as development centres for BME staff piloted in City Development and Environmental Services 															
22	BV-11c Percentage of top 5% of earners that are disabled (excluding schools)	HR	Quarterly %	Rise	3.60	4.00	4.05	4.05	Green	↑	5.49	0	Middle	3.46	4	No concerns
Comments	Target exceeded. Employment initiatives planned for 2008/9 will strive to further improve performance															

Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
23	BV-12 The proportion of working days/shifts lost to sickness absence - The target of 11.5 days has not been met; - There has been an increase of 0.18 days on the previous year; - 35% of LCC staff took no sickness at all during 2007/08; - Two thirds of the total days lost are due to long term sickness absence; - The main categories/causes of sickness absence are Stress/Depression/Mental Health and Musculo Skeletal Disorders. The contribution these conditions make to the total days lost has not increased in comparison with last year. - The Directorates which contribute most significantly to the total days lost are Adult Social Services, Environment and Neighbourhoods, Children's Services and Resources. Specific services within these Directorates that contribute a high proportion of the total days lost are Health and Environmental Action Services, Adult Provider Services and Commercial Services. Schools and City Development are performing relatively well; - At this time it is not possible to compare LCC with other local authorities as their 2007/08 out-turns are not available; - Demographics only age is significant with employees over 46 taking proportionately more sickness absence.	HR	Monthly Days	Fail	12.00	11.50	12.18	12.18	Red	↓	8.09	10.73	Bottom	11.07	8	Some concerns
24	BV-14 The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force. - Target of 1.50% was met with a fall of 0.82% since 2006/07 - Fall in part due to new regulations in April 07 for early retirement resulting in fewer people taking up early retirement options - But Leeds is currently bottom of the core cities - This is likely in part due to the use of VER to help manage change e.g. the early leavers initiative - It is likely that this trend will also continue into 2008/09	HR	Quarterly %	Fail	2.21	1.50	1.39	1.39	Green	↑	0.18	0.97	Bottom	0.77	8	No concerns
25	BV-15 The percentage of employees retiring on grounds of ill-health as a percentage of the total workforce. Under current regulations on ill-health retirement, a high level of incapacity has to be demonstrated. This accounts for the relatively few retirements which fall under our target. From April 2008, however, new regulations offering two-tier benefits depending upon the degree of incapacity will mean it is likely that this figure may increase.	HR	Quarterly %	Fail	0.31	0.30	0.21	0.21	Green	↑	0.00	0.32	Middle	0.31	4	No concerns
26	BV-16a The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce - Target of 3.5% not met but 2007/08 has seen an upturn in the % of disabled staff - This has reversed the downward trend of the previous three years - There is also evidence of under reporting as the 2007 staff survey showed that 7% of employees classed themselves as disabled. Over the next 12 to 18 months the employees personal data is to be refreshed and will provide a more accurate picture - A new Disability Equality Strategy was launched in December 2007 to improve the recruitment and retention of disabled people in the council - Key actions include improving access to employment through 'entry level' opportunities and tailored recruitment employment days.	HR	Quarterly %	Rise	3.16	3.50	3.20	3.20	Red	↑	4.43	1.9	Middle	3.64	6	No concerns
27	BV-17a Minority ethnic community staff as a percentage of the total workforce Target exceeded. Initiatives that have assisted these are as per 11b return. In addition, ongoing improvements to the Council's e-recruitment website have made Council vacancies more accessible to disadvantaged groups than was previously the case and assisted in promoting the Council as an employer of choice. Linked to this is the current review of the Council's Recruitment and Selection Policy and Procedure which places greater emphasis on non traditional recruitment methods to enable the Council to promote its job opportunities to hard to reach groups and use differing methods of recruitment to encourage greater numbers of potential applicants from BME backgrounds.	HR	Quarterly %	Rise	7.0	7.5	7.7	7.7	Green	↑	5.2	1.0	Top	10.2	4	No concerns
28	CP-ES51 Increase to 58% the percentage of staff who feel valued as an employee Target exceeded.	HR	Annually %	Rise	N.A.	58	61	61	Green		N.A.	N.A.	Blank	N.A.	N.A.	No concerns
29	CP-ES56 Increase the percentage of colleagues that are satisfied with the conditions of their employment (including physical, financial and psychological factors) The 2007/08 Staff Survey measured this indicator through three separate questions relating to; physical factors, psychological factors and financial factors. Previously all three factors were measured through one question. The results are as follows; physical factors 65% satisfaction, financial factors 58% satisfaction and psychological factors 75% satisfaction.	HR	Survey %	Rise	N.A.	66	66	66	Green		N.A.	N.A.	Blank	N.A.	N.A.	Some concerns

Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
30	Increase the level of staff satisfaction to 70%	HR	Annually %	Rise	N.A.	69	76	76	Green		N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target exceeded - see indicator CP-ES56 commentary.															
31	Increase the level of response to the staff survey to above 30%	HR	Annually %	Rise	N.A.	40	42	42	Green		N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target exceeded. The outcomes of the evaluation of the 2006 survey helped to improve the methods of communication and promotion of the staff survey.															
32	Increase the percentage of managers who achieve an average score of 2 or above (out of 4) in their 360 degree feedback	HR	Annually %	Rise	3.50	N.A.	See Comments	See Comments			N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	The 360 degree feedback process was carried out as part of the Leeds Leadership 2 programme which has now been completed. The Council has developed new leadership and management standards which are currently being piloted. A framework to assess managers against the standards will be developed and the standards rolled out once the pilot has been evaluated.															
33	Increase to 74% the percentage of staff who feel they are involved in contributing to the direction of the organisation	HR	Annually %	Rise	N.A.	70	70	70	Green		N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target met.															
34	Ensure 70% of staff have had an appraisal within the previous 12 months	HR	Annually %	Rise	N.A.	64	70	70	Green		N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Target exceeded.															
35	Achieve a significant reduction in work related ill-health and injury	HR	Annually Numerical	Fall	3525.00	3419.00	3408.00	3,408.00	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Result includes Schools and Education Leeds but excludes Leeds Homes. This figure represents a reduction of 3% on the 06/07 total and follows a 9% reduction on the 05/06 total. The figure continues to meet the target of a 3% reduction year on year. The corporate 'Health and Safety Management System' project continues to provide the focus for improvements in health and safety performance. The key aim of the project is to further develop and embed a consistent health and safety management system across all directorates.															
36	Ensure 100% of staff continue to be covered by the Investors in People standard	HR	Annually Yes/No	Yes	100	100	100	100	Green	↔	N.A.	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	Target met.															
37	The implementation of smoking control measures by closing all staff smoke rooms in civic buildings, offices and depots	HR	Annually %	Rise	100	N.A.	100	100		↔	N.A.	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	This indicator is no longer required since the implementation of the Health Act 2006 and supporting regulations.															
LKI-PE2	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Fall	9.61	9	0.00	8.90	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	The target has been met. The target has remained constant over the last 3 years as this is considered to be an acceptable level of turnover to balance the cost of recruitment and training over the benefit of attracting new staff.															

Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
39	BV-3 CP-AS56	Access to Services	Survey %	Rise	54	N.A.	See Comments	61		↑	N.A.	N.A.		N.A.	N.A.	No concerns
Comments	The 2007/08 results have been taken from the 2007 annual survey and compared to the last annual survey undertaken in 2005, this result is in the 2006/07 year end column															
40	CP-AS50	Customer Services	Annually %	Rise	75	100	96	96	Red	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	This PI is defined as the proportion of 53 Customer Strategy Principal Services which i) promote opening times on their web page, ii) indicate when they are open outside 9am-5pm, and iii) make some aspect of online information provision or transaction possible. At the year end, 2 services were red, 1 amber and 50 green. Adding together the amber and green makes 50/53 = 96.2%. These improvements have been managed through the council's channel group which is chaired by customer services, has representatives in services and in the corporate communications team.															
41	CP-AS51a	Customer Services	Quarterly %	Rise	91.00	92.00	94.00	94.00	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	The 2007/08 year-end figure represents an improvement when compared to 2006/07 (91%). Throughout the year the agreed 2007/08 target figure has either been achieved or surpassed peaking at 97% in November 2007. This improvement was achieved during a period where the volume of calls made to the contact centre significantly increased by 11.5%.															
42	CP-AS51b	Customer Services	Quarterly %	Rise	N.A.	N.A.	44.00	44.00			N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
Comments	Due to technical issues resulting from the Ericsson upgrade, Group Performance Reports, which provide call detail on performance, have not been produced for a number of services for July, August, September and October. The absence of this data has severely impacted overall performance for these months, and as a result performance has not been reported for quarters 2 & 3. In order to more accurately represent current performance, an average of the Quarter 4 months has been used to reduce this effect. Since the Corporate Contact Centre formally opened in April 2006 further work has been undertaken to make our services more accessible to the public. Telephone enquiries for the following services have already been migrated: Grass Cutting, Contract Service Desk, Choice Based Lettings, Homelessness Advice and Prevention, Energy Efficiency, Electoral Services and the Switchboard. In addition, other services are either currently planned, or being considered for migration.															
43	CP-AS51c	Customer Services	Quarterly %	Rise	85.00	90.00	78.00	78.00	Red	↓	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
Comments	Performance on the Corporate Contact Centre telephone lines has been consistently high throughout the year, and those services that have migrated mid year have seen significant performance improvements. There has been mixed performance for non Corporate Contact Centre telephone lines right throughout the year.															
44	CP-AS52	Customer Services	Quarterly %	Rise	85.00	80.00	87.00	87.00	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Performance on the Corporate Contact Centre telephone lines has been consistently high throughout the year, and those services that have migrated mid year have seen significant performance improvements. There has been mixed performance for non Corporate Contact Centre telephone lines right throughout the year. The greatest impact has been the Births, Deaths and Marriages section where performance has dipped to 17%. This section will be shortly transferring to the Corporate Contact Centre and performance is expected to improve substantially.															
	From 1st April 2008, Government will require us to begin to report on performance against a new indicator, NI 14, which will measure the level of 'avoidable contact'.															

Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
45	CP-AS53	Customer Services	Quarterly %	Rise	67.00	80.00	82.00	82.00	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
	<p>Percentage of public telephone calls to the council that are handled by a corporate contact centre</p> <p>Due to technical issues resulting from the Ericsson upgrade, Group Performance Reports, which provide call detail on performance, have not been produced for a number of services for July, August, September and October. The absence of this data has severely impacted overall performance for these months, and as a result performance has not been reported for quarters 2 & 3. The seasonality of calls to some lines can have a distorting effect on this indicator. For example, in March 08 a 40% increase from February 08 in the number of calls answered by Education Leads admissions line, coupled with a seasonal reduction in calls at the contact centre, has had the effect of reducing the end of year ratio. In order to more accurately represent current performance, an average of the Quarter 4 months has been used to reduce this effect. Since the Corporate Contact Centre formally opened in April 2006 further work has been undertaken to make our services more accessible to the public. Telephone enquires for the following services have already been migrated: Grass Cutting, Contract Service Desk, Choice Based Lettings, Homelessness Advice and Prevention, Energy Efficiency, Electoral Services and the Switchboard. In addition, other services are either currently planned, or being considered for migration.</p>															
46	CP-AS54	Customer Services	Quarterly Numerical	Rise	317954.00	349749.00	467245.00	475,166.00	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
	<p>Volume of total transactions that are delivered through customer self-service</p> <p>The 2007-08 target for this PI was 349,749. The 2007-08 actual was 467,245, some 117,496 above the target, a variance of 34% above the target. In future years a more modest growth of around 10% p/a is expected, reflecting co-ordinated promotion of the benefits to customers of doing business online. Future levels could also be boosted by the effective implementation of projects across the council, potentially delivering up to 175,000 online/text bids for council properties and up to 50,000 bulky item bookings, together with other developments such as online bookings and reservations for a range of council services.</p>															
47	LKI-CUS10	Customer Services	Quarterly Numerical	Rise	14927	15673	15153	15448	Amber	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
	<p>Number of CITU Translations and interpretations</p> <p>Figures for interpretations are only included once the invoice has been received from the interpreters. This means that some interpretations carried out towards the end of the quarter are not included in that quarter's data. Although, currently just short of the target figure for the year, the face to face interpreting figure for March, and therefore the full year, will increase when all the interpreter invoices have been received.</p>															
48	LKI-CUS15a	Customer Services	Quarterly %	Rise	46	80	69	69	Amber	↑	N.A.	N.A.	Blank	N.A.	N.A.	Significant concerns
	<p>% of complaints responded to within 15 days</p> <p>Although there has been an increase in performance of 50% in real terms from last years figure of 46%, the final figure of 69% performance for 07/08 against the target of 80% shows there is still work to be done. Concern was raised with low performing services towards the end of the third quarter. Improvements have been seen in some areas but more work is needed.</p>															
49	LKI-CUS15b	Customer Services	Quarterly %	Rise	N.A.	80.00	10.00	12.00	Red		N.A.	N.A.	Blank	N.A.	N.A.	Significant concerns
	<p>% of complaints not responded to within 15 days that were issued with holding responses within 15 days</p> <p>This is the first year this has been reported on corporately. The final figure of 10% against the target of 80% shows that all services have some way to go on the implementation and the recording of this action. To ensure improvement over the next financial year this will continue to be a regular discussion point at Customer Strategy Board.</p>															
50	LKI-CUS16	Customer Services	Quarterly %	Rise	87	83	89	90	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
	<p>% of customers seen in person within 15 minutes</p>															
51	LKI-CUS17a	Customer Services	Quarterly %	Rise	N.A.	85	94	93	Green		N.A.	N.A.	Blank	N.A.	N.A.	Significant concerns
	<p>% of letters from the public that are responded to within 10 working days</p> <p>There are significant data quality concerns with this result. Data has only been supplied from a total of 11 out of the 53 principle services over the full year period, and is a mixture of sampled and whole month/quarter data. CLT have previously agreed performance in relation to correspondence and emails is important and forms part of standards. Performance in these areas is still challenging due to the lack of and variation of the performance information that is supplied. Further information on this issue are included in the accompanying report.</p>															
52	LKI-CUS17b	Customer Services	Quarterly %	Rise	N.A.	85	99	98	Green		N.A.	N.A.	Blank	N.A.	N.A.	Significant concerns
	<p>% of customer emails sent to publicly advertised email addresses that are responded to within 10 working days</p> <p>There are significant data quality concerns with this result. Data has only been supplied from a total of 11 out of the 53 principle services over the full year period, and is a mixture of sampled and whole month/quarter data. CLT have previously agreed performance in relation to correspondence and emails is important and forms part of standards. Performance in these areas is still challenging due to the lack of and variation of the performance information that is supplied. Further information on this issue are included in the accompanying report.</p>															

Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
53	Percentage of interpretation requests met	Customer Services	Quarterly %	Rise	95	95	93	92	Amber	↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	All the 'Unmet Requests' are currently included in the overall result, there are however a number of 'Sessions Undertaken' yet to be progressed on the system. The 'Percentage of Requests Met' will therefore increase when all these sessions are taken into account. In addition, a recent increase in requests for translations and interpretations for previously little requested languages has impacted performance due to current limited availability of suitably qualified individuals. Staff shortages during the year have also impacted on the units ability to fulfil interpretation requests. A Senior Support Officer has now been recruited to the vacant post and should have an increased impact on the performance of the Unit in coming months.															
54	Percentage of translation requests met within agreed timescales	Customer Services	Quarterly %	Rise	98	98	89	89	Red	↓	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	Staff shortages during the year have impacted on the units ability to fulfil translation requests. A Senior Support Officer has now been recruited to the vacant post and should have an increased impact on the performance of the Unit in coming months. In addition, a recent increase in requests for translations and interpretations for previously little requested languages has impacted performance due to current limited availability of suitably qualified individuals.															
55	Percentage of emails received via publicly advertised email addresses acknowledged within one working day	Customer Services	Quarterly %	Rise	96	85	99	99	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	Significant concerns
Comments	There are significant data quality concerns with this result. Data has only been supplied from a total 13 out of 43 email addresses over the full year period, and as a mixture of sampled and whole month/quarter data. Additionally there is no indication as to the make up of the email addresses which have not provided data, currently the volume of missing data is unknown.															
56	Welfare rights benefit gains	Customer Services	Quarterly £	Rise	8542581.00	8000000.00	9976949.00	#####	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	The units performance has been enhanced during 2007/08 by the addition of two McMillan Welfare Rights Workers. Gains are based on the quarterly equivalent of the weekly benefit gains achieved in the quarter. Figures are calculated using a total of estimated and actual benefit gains. The Year End figure is calculated by taking into account all weekly gains, actual and estimated during the year multiplied by 52 plus any one off gains. This figure is only correct at the time it is calculated as estimated figures are continually being changed to actual figures.															
BV-2a CP-EO50	The level (if any) of the Equality Standard for Local Government to which the authority conforms	Equal Opportunities	Annually Level	Rise	3	3	3	3	Green	↔	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	All Directorates, Education Leeds and Arms Length Management Organisations produced portfolios of evidence that met the criteria for level three of the Equality Standard. The Directorate portfolios were validated by The Equality Team and reports were issued to the Equality and Community Cohesion Champions and Directorate Operational Representatives, following the validation in March 2006. The Corporate Portfolio was externally validated by Head of Equality, Sheffield City Council. Preparations for attainment of level four, using the framework provided by ID&A have been underway within each Directorate, Education Leeds, Arms Length Management Organisations and corporately since March 2006.															
BV-2b	The duty to promote race equality	Equal Opportunities	Annually %	Rise	74	79	79	79	Green	↑	84	58	Middle	82	4	Some concerns
Comments	BV2b provides the framework for us to measure the quality of our response to the Race Equality Duty. The 19 points incorporated within the definition for the indicator provides the criteria for evidencing that we have clear race equality priorities and targets. We can evidence an actual percentage improvement for year ended 2007/08 in relation to progress to improve services and employment opportunities for BME communities and staff. We have been able to provide evidence for 15 out of the 19 areas within the criteria for BV2b, which meets the target of 79% set on the Council Plan 2007/08.															
CP-EO52	The percentage of staff who feel the council is genuinely committed to equality and fairness for all.	Equal Opportunities	Annually %	Rise	61	68	76	72	Green	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
Comments	There has been a substantial improvement since the last survey for this indicator with an increase of 11% points. The improvement reflects the efforts we have made with communicating equality issue. This has included the production of a diversity focused in the Leeds Now newspaper and an increased number of messages to raise awareness of the Equality Scheme and Equality Standard for Local Government.															
BV-226a	Total amount spent by the local authority on advice and guidance services provided by external organisations	Executive Support	Annually £	Rise	1702467.00	N.A.	See Comments	See Comments	Blank		N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
Comments	The information for this indicator is unavailable at present and will be reported when the financial information for 2007/08 has been signed off.															

Scrutiny Board - Central and Corporate Functions Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Current Position as at 31st December 07	Full Year Result	On target	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	All England Quartile Position	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
61	Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at "General Help" level and above. Comments The information for this indicator is unavailable at present and will be reported when the financial information for 2007/08 has been signed off.	Executive Support	Annually %	Rise	92.01	91.13	See Comments	See Comments			N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
62	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public. Comments The information for this indicator is unavailable at present and will be reported when the financial information for 2007/08 has been signed off.	Executive Support	Annually £	Rise	4838530.00	4968203.00	See Comments	See Comments			N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
63	Achieve a CPA Corporate Assessment score of 4 out of 4 Comments The corporate assessment in December resulted in an overall score of 3. A score of 4 out of 4, the highest score possible was achieved for the theme of ambition. Scores of 3 were achieved for prioritisation, capacity, performance management and achievement. Overall the council was judged to be performing well.	Executive Support	Annually Numerical	Rise	3	4	3	3	Red	↔	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
64	Increase the percentage of performance targets achieved in priority areas Comments The result for this indicator is unavailable and will be reported after the 30th June 2008	Executive Support	Annually %	Rise	71.00	N.A.	See Comments	See Comments			N.A.	N.A.	Blank	N.A.	N.A.	Some concerns
65	Increase to 60% the percentage of staff who feel the council and their department communicates well with them Comments Although this indicator very narrowly missed its target there has been a substantial improvement since the last survey (+ 19% points). Performance is now considered good but needs to be monitored.	Executive Support	Annually %	Rise	45	60	59	59	Red	↑	N.A.	N.A.	Blank	N.A.	N.A.	No concerns
66	Achieve a score of 3 out of 4 on the CPA use of resources assessment Comments In the Direction of Travel Assessment 2006, the Council was judged 3* and "improving Adequately".	Executive Support	Annually Numerical	Rise	3	3	3	3	Green	↔	N.A.	N.A.	Blank	N.A.	N.A.	Some concerns

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Draft External Audit Plan 2008/2009
Extract relating to Scrutiny Board (Central & Corporate Functions)

Significant risks identified	Mitigating action by audited body	Residual audit risk	Action in response to residual audit risk	Link to auditor's responsibilities
Scrutiny: effective challenge to the Council through overview and scrutiny is inconsistent.	Seven new committees have been introduced to strengthen the process.	Yes	We will undertake a review of the process, focussing specifically on the improvement made in the areas identified by the Corporate Assessment.	KLOE 4.1 The Council manages its significant business risks.

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OUTSTANDING ISSUES
1. Single Managed Fraud Team - Progress reports requested by Board on 21 st December 2007
2. HR Policies - Progress reports requested by Board on 21 st December 2007
3. Detailed Attendance Analysis --- Progress report requested by Board on 2 nd April 2008
4. That the Board's successor in the new municipal year be asked to consider including in its work programme for 2008/09 a report on a requirement for an appropriate system to be introduced where appraisals for blue collar and part time staff were not deemed to be appropriate – Requested by Board on 25 th April 2008
5. That this Board notes the Council's position regarding BV PI 11a 'the percentage of top 5% of earners that are women' and that further work be undertaken in this area - Requested by Board on 25 th April 2008
6. That an interim report on Narrowing the Gap - Alternatives to Landlines Internet Access be submitted in six months time to the successor Board and that a seminar be arranged on this for all members of Council - Requested by Board on 25 th April 2008

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 June 2008 to 30 September 2008

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)
Ward Based Initiatives 2008 & 2009- Capital Scheme No: 14236/000/000 Executive Board to give authority to spend / approve revised Guidance Procedures – City Wide initiative- Members to be allocated £10,000 each over 2 years to allocate as required within a strict Guidance Procedure.	Executive Board (Portfolio: Central and Corporate)	11/6/08	Central and Corporate Executive Member	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Financial Management Restructure Approval of the Restructure of the Authority wide Financial Management function.	Director of Resources	1/8/08	Extensive consultation with Unions and other stakeholders including staff planned from late June 2008.	Chief Officer Delegated Decision report	Director of Resources

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

<u>Executive Board Portfolios</u>	<u>Executive Member</u>
Central and Corporate	Councillor Richard Brett
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 Stewart Golton
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.

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EXECUTIVE BOARD

WEDNESDAY, 14TH MAY, 2008

PRESENT: Councillor A Carter in the Chair

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

222 Occupation of the Chair

In the absence of Councillor Andrew Carter, Councillor Brett assumed the Chair.

223 Substitute Member

Under the terms of Executive Procedure Rule 2.3 Councillor R Lewis was invited to attend the meeting on behalf of Councillor Blake.

224 Exclusion of the Public

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

- (a) Appendices A and B to the report referred to in minute 234 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 by reason of the fact that disclosure could prejudice the interests of all parties concerned and therefore be prejudicial to the public interest.
- (b) The appendix to the report referred to in minute 235 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 by reason of the fact it contains commercially sensitive information which, if disclosed, could be prejudicial to contract confidentiality.
- (c) Appendices 1 and 2 and plans 1 and 2 to the report referred to in minute 236 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 may prejudice the outcome of the procurement process and the financial offer made by the proposed preferred operator to manage the arena.

225 Declaration of Interests

Councillor Wakefield declared a personal and prejudicial interest in the item relating to 'Raising Expectations – White Paper Consultation Response' (minute 227) due to being a member of the Learning and Skills Council.

Councillor Finnigan declared a personal interest in the item relating to 'Raising Expectations – White Paper Consultation Response' (minute 227) due to being a governor at Joseph Priestley College.

226 Minutes

RESOLVED – That the minutes of the meeting held on 16th April 2008 be approved.

CHILDREN'S SERVICES

227 Raising Expectations - White Paper Consultation Response

The Chief Executive of Education Leeds submitted a report briefing the Board on the Government's White Paper 'Raising Expectations: Enabling the System to Deliver' and suggesting how the authority might respond to the consultation. An updated version of the consultation response form was circulated at the meeting.

RESOLVED –

- (a) That the draft consultation response be noted and the relevant Executive Member and Chief Executive of Education Leeds be authorised to finalise the document and forward it to the DCSF by the deadline of 9th June 2008.
- (b) That the early work on sub-regional co-ordination be noted and that an update be provided in October 2008

(Having declared a personal and prejudicial interest Councillor Wakefield left the meeting during consideration of this matter)

228 Vacation and Occupation of the Chair

Councillor Andrew Carter entered the meeting and assumed the Chair.

229 Temple Newsam Halton Primary School

The Chief Executive of Education Leeds submitted a report on a proposal to carry out capital works and to incur expenditure in respect of a scheme to construct an extension and carry out alterations at Templenewsam Halton Primary School.

RESOLVED –

- (a) That the access of 100% of the capital receipt arising from the sale of the Templenewsam Halton Primary School Victorian stone annexe building be approved.
- (b) That the design proposals in respect of the scheme to extend the main school building be approved.

- (c) That expenditure of £850,000 from capital scheme number 14748/00/000 be authorised.

230 Phase 3 Children's Centre Programme

The Director of Children's Services submitted a report updating members on the success of phases 1 and 2 of the Children's Centre Programme, outlining the statutory guidance for the planning and delivery of phase 3 of the programme, and providing details of the allocation made to Leeds, the caveats upon the allocation and the outcomes of the consultation work on the location of the final centres. The report also sought approval for the location of the centres, the order in which they will be constructed and the injection of £3,610,487 into the capital programme to implement the plan.

RESOLVED –

- (a) That phase 3 of the Children's Centre Implementation Plan be approved.
- (b) That the phasing of the centres as recommended by Education Leeds and the Early Years Service be approved.
- (c) That the injection of £3,610,487 into the capital programme to design and construct the phase 3 centres be approved.

LEISURE

231 Leeds Public Rights of Way Improvement Plan - Consultation Draft

The Director of City Development submitted a report proposing the commencement of the twelve week public consultation process for the Leeds Public Rights of Way Improvement Plan.

RESOLVED –

- (a) That the contents of the report and the draft Executive Summary and Action Plan appended to the report be noted and the commencement of a twelve week public consultation period for the Rights of Way Improvement Plan be approved.
- (b) That following the conclusion of the consultation period, officers bring back a final version of the Public Rights of Way Improvement Plan for approval.

CENTRAL AND CORPORATE

232 Numbering Strategy and Golden Number

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report seeking approval for the development of a new telephone numbering strategy and providing an update on the development of a 'golden number' for customers accessing principal Council services by means of the Corporate Contact Centre.

RESOLVED –

- (a) That the 0113 prefix as Leeds City Council's telephone numbering strategy be adopted.

- (b) That the Assistant Chief Executive (Planning, Policy and Improvement) be authorised to take steps to implement the telephone numbering strategy and introduce a range of 'silver' telephone numbers for principal Council services, making it possible for customers to get through to the right person first time and, a 'golden' number to enable easier access to Council services.

233 Leeds Strategic Plan 2008 - 2011: Approval of Local Area Agreement Responsibilities

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report presenting the draft indicators and targets selected to support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan, which also represent the draft Local Area Agreement for Leeds. The report also sought approval of the draft indicators and targets prior to their submission to the Secretary of State and Full Council as part of the Leeds Strategic Plan. An updated version of the proposed indicators and targets for Leeds' local area agreement was circulated at the meeting.

RESOLVED –

- (a) That Appendix 1 be approved as Leeds' local area agreement prior to its submission to the Secretary of State for formal sign off.
- (b) That the Assistant Chief Executive (Policy, Planning and Improvement) be authorised to make minor amendments, if required, to Leeds' local area agreement prior to its submission to the Secretary of State on 30th May 2008. If any revisions are required then the Assistant Chief Executive (Policy, Planning and Improvement) should inform members of the Executive prior to submission.
- (c) That the full and final version of the Leeds Strategic Plan incorporating the agreed indicators and targets, be submitted to the July meeting of full Council for final approval as required by the Council's budget and policy framework.

234 Yorkshire County Cricket Club

The Director of Resources submitted a report on consents and variations requested by Yorkshire County Cricket Club in relation to their loan agreement with the Council.

Following consideration of the appendices 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 the necessary consents and agreements to vary the Council's loan agreement to facilitate Yorkshire County Cricket Club entering into the transactions referred to in this report be granted.
- (b) That the proposals in respect of dealing with future requests for consents or variations under the loan agreement with Yorkshire County Cricket Club as detailed at paragraph 5.1 of the report be agreed.

DEVELOPMENT AND REGENERATION

Draft minutes to be approved at the meeting to be held on Wednesday, 11th June, 2008

235 Advertising on Lamp Posts - Proposals for Distribution of Income

The Director of City Development submitted a report proposing a scheme relating to the distribution of income received from lamp post advertising as described in the report.

Following consideration of the appendix 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 – That the arrangements for distribution of income from lamp post advertising as described in the report be approved.

236 Proposed Leeds Arena Development - Selection of Preferred Operator

The Director of City Development submitted a report on the selection of the preferred and reserve operators for the proposed Leeds Arena, and seeking authority for the Director of City Development to enter into a legal agreement with the preferred operator (or reserve operator, should the need arise) of the Leeds Arena on the terms contained within the report.

Following consideration of appendices 1 and 2 and associated plans to this report designated as exempt under Access to Information Procedure Rule 10.4(3) which were considered at the conclusion of the meeting it was

RESOLVED –

- (a) That Bidder B be approved as the preferred operator for the proposed Leeds arena as detailed in Appendix 1 of the report.
- (b) That the Director of City Development be authorised to enter into a legal agreement with the preferred arena operator on the terms outlined in Appendix 2 of the report.
- (c) That Bidder A be approved as the reserve operator for the proposed Leeds arena as detailed in Appendix 1 of the report
- (d) That the Director of City Development be authorised to enter into a conditional legal agreement with bidder A on the terms outlined in Appendix 2 of the report.
- (e) That in the event that the preferred operator for the arena as detailed in Appendix 1 of the report withdraws from the project or varies their submission in a manner which results in the reserve bidder's submission being more advantageous to the Council, the Director of City Development be authorised, with the concurrence of the Executive Member for Development and Regeneration, to take appropriate action to secure the reserve bidder pursuant to the conditional agreement previously entered into with bidder A as the preferred operator for the arena.

237 Main Street, Thorner - Over 55s Association

The Director of City Development submitted a report on discussions which have taken place with the Thorner Over-55's Association and seeking support for a transfer of a 'Community Asset' as a less than best consideration disposal on the terms recommended within the report.

Draft minutes to be approved at the meeting
to be held on Wednesday, 11th June, 2008

RESOLVED – That a 50 year lease at nil rent be granted to the Thorner Over-55's Association and for the Council to continue the rental subsidy, in line with the basis upon which funds were granted by the Council and other bodies.

ENVIRONMENTAL SERVICES

238 Graffiti Strategy

The Chief Environmental Services Officer submitted a report seeking approval of a graffiti strategy for Leeds.

RESOLVED – That the Graffiti Strategy be approved.

DATE OF PUBLICATION: 16TH MAY 2008
LAST DATE FOR CALL IN (5.00 PM) 23RD MAY 2008

(Scrutiny Support will notify Directors of any items Called In by 12 noon on Wednesday 28th May 2008)

Report of the Head of Scrutiny and Member Development

Scrutiny Board: Central and Corporate Functions

Date: 9th June 2008

Subject: Determine Work Programme 2008/09

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 Report

1.1 The purpose of this report is to determine the Board's work programme for 2008/09.

2.0 Introduction

2.1 The previous Agenda item provided inputs to the development of the Board's work programme. Having considered the written information and having discussed relevant issues with officers, the Board is now asked to consider formulating a draft work programme.

2.2 Members are reminded that if additional information is required in order to determine the programme this can be obtained via the use of informal meetings of the Scrutiny Board.

2.3 In formulating work programme the Scrutiny Board shall determine;

- how the proposed inquiry meets criteria approved from time to time by the Scrutiny Advisor Group (Attached as Appendix 1)
- whether the programme can be adequately resourced and timetabled.(Appendix 2)

3.0 Recommendations

3.1 Members are requested to consider the Board's work programme.

SCRUTINY BOARD PROCEDURE RULES GUIDANCE NOTE 7

INQUIRY SELECTION CRITERIA

1.0 INTRODUCTION

- 1.1 The Scrutiny Board Procedure Rules require Scrutiny Boards, before deciding to undertake an Inquiry, to:

Consider how a proposed Inquiry meets criteria approved from time to time; and

Consult with any relevant Director and Executive Member

- 1.2 This is to ensure that Scrutiny Boards, when agreeing to undertake an Inquiry, have considered carefully the reasons for that Inquiry, its objectives, whether it can be adequately resourced in terms of Member and Officer time and have sought the views of the relevant Director and Executive Member.
- 1.3 The decision whether to undertake an Inquiry or not rests with the Scrutiny Board.

2.0 INQUIRY SELECTION CRITERIA

- 2.1 At the time of deciding to undertake an Inquiry, the Scrutiny Board will refer to the Inquiry Selection Criteria within this Guidance Note and formally identify which of the agreed criteria the proposed Inquiry meets. The Board will also record the comments of the relevant Director and Executive Member. This process will be recorded in the Scrutiny Board minutes.

INQUIRY SELECTION CRITERIA

Scrutiny Board _____

Inquiry Title _____

Anticipated Start Date _____

Anticipated Finish Date _____

The Inquiry meets the following criteria

- It addresses the Council's agreed Strategic outcomes by reviewing the effectiveness of policy to achieve strategic outcomes as defined by the Leeds Strategic Plan
- Shaping and developing policy through influencing pre-policy discussion

It fulfils a performance management function by

- Reviewing performance of significant parts of service
- Addressing a poor performing service
- Addressing a high level of user dissatisfaction with the service
- Addressing a pattern of budgetary overspends
- Addressing matters raised by external auditors and inspectors

- Addresses an issue of high public interest
- Reviews a Major or Key Officer decision
- Reviews an Executive Board decision
- Reviews a series of decisions which have a significant impact _____
- Has been requested by the Executive Board/Full Council/Scrutiny Advisory Group
- looks at innovative change

<p>Comments of relevant Director and Executive Member (Attach additional sheet if necessary)</p> <p>Date</p>

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SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST REVISED

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
	Suggested Areas for Scrutiny Currently Unscheduled		

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
	Meeting date: 7 th July 2008 - The deadline for reports for this meeting is 12 Noon 23 rd June 2008		
	Meeting date: 1 st September 2008 - The deadline for reports for this meeting is 12 Noon 14th August 2008		
	Meeting date: 6 th October 2008 - The deadline for reports for this meeting is 12 Noon 22 nd September 2008		
Scrutiny of the Budget	To receive and consider quarter 1 financial report.		RP
	Meeting date: 3 rd November 2008 -The deadline for reports for this meeting is 12 Noon 20 th October 2008		
	Meeting date: 1 st December 2008 -The deadline for reports for this meeting is 12 Noon 17 th Nov 2008		
Scrutiny of the Budget	To receive and consider quarter 2 financial report.		RP

SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST REVISED

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
	Meeting date: 5th January 2009 - The deadline for reports for this meeting is 12 Noon 15 th Dec 2008		
	Meeting date: 5th February 2009 - The deadline for reports for this meeting is 12 Noon 19 th Jan 2009		
Scrutiny of the Budget	To receive and consider quarter 3 financial report.		RP
	Meeting date: 2nd March 2009 - The deadline for reports for this meeting is 12 Noon 16 th Feb 2009		
Scrutiny of the Budget			RP
	Meeting date: 6th April 2009 - The deadline for reports for this meeting is 12 Noon 23 rd March 2009		
Annual Report			

- Key:
- CCFA / RFS – Councillor 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