



SCRUTINY BOARD (CENTRAL AND CORPORATE)

**Meeting to be held in Civic Hall, Leeds on
Monday, 6th October, 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
J Bale - Guiseley and Rawdon
S Bentley - Weetwood
B Chastney - Weetwood
P Davey - City and Hunslet
J Dowson - Chapel Allerton
P Ewens - Hyde Park and Woodhouse
M Hamilton - Headingley
V Kendall - Roundhay
A Lowe - Armley
B Selby - Killingbeck and Seacroft
P Wadsworth - Roundhay

**Agenda compiled by:
Mike Earle
Governance Services
Civic Hall
LEEDS LS1 1UR
Tel: 224 3209**

**Scrutiny Support Manager:
Peter Marrington
Tel: 3951151**

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 or information have been identified on this agenda.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes).</p>	
4			<p>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>	
6			<p>MINUTES - 8TH AND 17TH SEPTEMBER 2008</p> <p>To confirm as a correct record the minutes of the meeting held on 8th September 2008 and the Call-In meeting on 17th September 2008.</p>	1 - 8
7			<p>ACCOUNTABILITY ARRANGEMENTS FOR 2008/09 AND QUARTER 1 PERFORMANCE AND FINANCIAL HEALTH REPORT</p> <p>To receive and consider a report from the Assistant Chief Executive (Planning, Policy and Improvement), which outlines the new approach to performance reporting and accountability.</p>	9 - 34
8			<p>SCRUTINY INQUIRY - PROCUREMENT, OUTSOURCING AND COMMISSIONING SERVICES - SESSION 1</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, in relation to the Board's inquiry into procurement, outsourcing and commissioning services.</p>	35 - 46

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>MARKETING LEEDS GRANT AGREEMENT</p> <p>The receive an update from the Assistant Chief Executive (Planning, Policy and Improvement) on the Grant Agreement with Marketing Leeds (Item to follow).</p>	
10			<p>SCRUTINY BOARD (CENTRAL AND CORPORATE FUNCTIONS) - WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, which details the Board's Work Programme for the remainder of the municipal year.</p>	47 - 64
11			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>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 at 9.30 am)</p>	

Agenda Item 6

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 8TH SEPTEMBER, 2008

PRESENT: Councillor M Dobson in the Chair

Councillors B Atha, J Bale, S Bentley,
B Chastney, P Davey, J Dowson, P Ewens,
A Lowe, B Selby and P Wadsworth

Apologies Councillor M Hamilton

15 Declarations of Interest

Councillor J Bale declared a personal interest in Agenda Item 8 – Cover Pricing (Minute No 19 refers) – in his capacity as a Fellow and Past President of the Chartered Institute of Building.

16 Apologies for Absence

Apologies for absence from the meeting were submitted on behalf of Councillor Hamilton.

17 Minutes - 7th July 2008

RESOLVED – That the minutes of the meeting held on 7th July 2008 be confirmed as a correct record.

18 Scrutiny Inquiry - Absence Management - Session 1 - Setting the Scene

Further to Minute No 4, 9th June 2008, and Minute No 13, 7th July 2008, the Head of Scrutiny and Member Development submitted a report outlining a proposed timetable and witnesses in relation to the Board's Inquiry into sickness absence management.

The Board also received a presentation from Chris Ingham, HR Manager (Safety, Well-Being and Attendance), setting out the background and context to the current absence management scheme and initiatives in place or being developed to try to improve the scheme and reduce sickness absence.

In brief summary, the main points of discussion were:-

- The development of the 'Happy, Health and Here' initiative of a few years ago into the Managing Attendance policies and procedures now in place, with trigger points which moved staff through various formal stages of the procedure and could, ultimately, lead to ill-health retirement or dismissal;

- The training of managers down to team leader level in the scheme, and the guidance and support available to managers from HR;
- An occupational health analysis undertaken which had concluded that the Council would be best served long-term by developing its own in-house service w.e.f. 2009;
- The excellent and comprehensive welfare service operated on behalf of the Council by Care First;
- The bi-monthly 'Challenge' meetings held between HR and individual Directorates, to focus on absence management challenges in their particular area, and how this system was percolating down the management structure within Departments in terms of accountability and ownership;
- Health awareness and self-help initiatives and promotions aimed at improving the health of the work force;
- The management skills and training of front line supervisors, who could have a great influence and impact, for good or bad, on staff morale, stress levels and absence levels;
- The extent to which accusations of bullying and harassment by managers played a part in absence levels;
- The variances in performance between, and even within, Departments, the need to 'drill down' to try to establish why, and the dissemination of good practice across the authority;
- The fact that 'stress' was one of the main recorded reasons for absence, that lack of control and influence over workload was often quoted as a reason for inducing stress, and what if anything might be done to try to tackle this issue;
- Whether other factors, such as reductions in staffing levels, pay and grading issues, the Council Change initiative and the job evaluation exercise currently being undertaken, added to staff feelings of stress;
- The difficulties of trying to strike a balance between the needs and problems of individual employees and the needs of the Department in terms of service provision and continuity;
- The scope for greater liaison and co-operation between the Council's OH Service and GP's, especially in terms of initiatives such as staff working reduced hours, rather than none, temporary or permanent re-deployment, homeworking and rehabilitation of staff;
- The role of HR, and the support and type of advice available to managers and schools in dealing with sometimes difficult situations;
- The fact that whilst local government could always learn from private industry, caution was necessary, as each sector was not subject to the same demands and constraints, for example national and local conditions of service and procedures and collective trade union agreements;
- The use of the Staff Satisfaction Survey to pinpoint pressure points and take appropriate action.

Members agreed the proposed Inquiry timetable and the list of potential witnesses, with the exception of agreeing that the whole of the Board's meeting on 3rd November 2008 should be given over to this particular Inquiry.

RESOLVED –

- (a) That Chris Ingham be thanked for attending the meeting and the manner in which he responded to Members queries and comments;
- (b) That the report of the Head of Scrutiny and Member Development be received and approved, with the proviso that the whole meeting on 3rd November 2008 be dedicated to this particular Inquiry.

(N.B.1 Councillor P Wadsworth joined the meeting at 14.10, during the consideration of this item;

2 Councillor S Bentley, left the meeting at 15.05, during the consideration of this item.)

19 Report of Scrutiny Board Working Group - Cover Pricing

Further to Minute Nos 4 and 5, 9th June 2008, the Head of Scrutiny and Member Development reported back on the outcome of the work of the Working Group established by the Board to look into the issue of cover pricing, and measures and practices the Council has in place to combat any unethical practices within the tendering process.

RESOLVED – That the report, conclusions and recommendations of the Working Group on cover pricing be approved and endorsed and circulated as appropriate by the Head of Scrutiny and Member Development.

20 Report of Scrutiny Board Working Group - Embedding Equality, Diversity, Cohesion and Integration

Further to Minute Nos 4 and 5, 9th June 2008, the Head of Scrutiny and Member Development reported back on the outcome of the work of the Working Group established by the Board to look into equality and diversity issues, and in particular the monitoring of the Council's Equality and Diversity Scheme 2008-2011.

RESOLVED – That subject to the addition of a Recommendation 4, referring to all Council Members undertaking regular training in equality and diversity matters and the development of an annual programme by the Member Development Officer, the report, conclusions and recommendations of the Working Group be approved and endorsed and circulated as appropriate by the Head of Scrutiny and Member Development.

21 Work Programme 2008/09 and Inquiry Draft Terms of Reference

The Head of Scrutiny and Member Development submitted a report regarding the Board's work programme 2008/09, updated to reflect decisions taken at previous meetings. Attached to the report were the draft Terms of Reference for two proposed Inquiries, on the employment by the Council of consultants and on Member development, together with a copy of the minutes of the Executive Board meeting held on 16th July 2008 and an extract from the Council's Forward Plan of Key Decisions for the period 1st September – 31st December 2008.

RESOLVED –

- (a) That the report and attachments be received and noted, and the draft terms of reference for the Inquiries be approved;
- (b) That subject to any changes necessary as a result of today's meeting (see Minute No 18), the work programme be approved.

22 Dates and Times of Future Meetings

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

All at 10.00 am (Pre-meetings at 9.30 am).

SCRUTINY BOARD (CENTRAL AND CORPORATE)

WEDNESDAY, 17TH SEPTEMBER, 2008

PRESENT: Councillor M Dobson in the Chair

Councillors B Atha, J Bale, S Bentley,
B Chastney, P Ewens, M Hamilton,
V Kendall, A Lowe, B Selby and
P Wadsworth

23 Chair's Opening Remarks

The Chair welcomed all in attendance to the Scrutiny Board (Central and Corporate) Call-In meeting. In particular, the Chair welcomed Councillor Kendall to her first meeting of the Board.

24 Late Items

In accordance with his powers under Section 100B (4)(b) of the Local Government Act 1972, the Chair admitted to the agenda the following additional information:-

- Marketing Leads – Business Plan 2008/09;
- Marketing Leads – Activity and Events Strategy 2008/09; and
- Marketing Leads – Statutory Financial Statements for the year ended 31 March 2008;

These papers were unavailable at the time of agenda despatch, but were considered to be relevant evidence to the Call-In request being considered at the meeting.

25 Declarations of Interest

There were no declarations made at this point, however a declaration of interest was made at a later point in the meeting (Minute No. 28 refers).

26 Apologies for Absence

Apologies for absence were submitted by Councillors P Davey and J Dowson.

27 Call-In of a Decision - Briefing Paper

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

Members were advised that the options available to the Board in respect of this particular called-in decision were:-

Option 1 – Release the decision for implementation. Having reviewed the decision, the Scrutiny Board (Central and Corporate) could decide to release it for implementation. If this option was chosen, the decision would be released for immediate implementation and the decision could not be called-in again.

Option 2 – Recommend that the decision be reconsidered. Having reviewed the decision, the Scrutiny Board (Central and Corporate) could recommend to the Chief Executive that the decision be reconsidered. If the Scrutiny Board (Central and Corporate) chose this option, a report would be submitted to the Chief Executive within three working days of this meeting. The officers would reconsider their decision and would publish the outcome of their deliberations on the delegated decision system. The decision could not be called-in again whether or not it was varied.

RESOLVED – That the report outlining the Call-In procedures be noted.

28 Review of Called-In Decision - Grant Agreement with Marketing Leeds 2008/09

The Head of Scrutiny and Member Development submitted a report, together with relevant background papers, relating to an officer delegated decision, D34227 of the Chief Executive as follows:

Grant Agreement to Marketing Leeds 2008/09

'In accordance with the Council's agreed budget for 2008-09, a grant of £400,000 is payable to Marketing Leeds Limited to undertake a range of activities as detailed in the attached grant agreement.'

The decision had been called-in for review by Councillors J Lewis, J Dowson, L Mulherin, E Nash and L Yeadon on the following grounds:-

'I would like the Scrutiny Board to investigate whether the key aims of the partnership between the Council and Marketing Leeds have been, and will continue to be, achieved.'

The Board considered the following written evidence:-

- A copy of the Call-In request form; and
- A copy of the Delegated Decision Form dated 18th August, 2008 of the Chief Executive, together with a copy of the accompanying report on which the decision was based.

The Board also considered the following additional information:-

- Marketing Leeds – Business Plan 2008/09;
- Marketing Leeds – Activity and Events Strategy 2008/09; and
- Marketing Leeds – Statutory Financial Statements for the year ended 31 March 2008;

Councillors J Lewis and L Mulherin attended the meeting to present evidence to the Board. Councillor J Lewis gave a presentation outlining the reasons for the call-in request.

The following officers were also in attendance to respond to Members' queries and comments:-

- Paul Rogerson, Chief Executive;
- James Rogers, Assistant Chief Executive (Planning, Policy and Improvement);
- Jean Dent, Director of Development Services; and
- Deborah Green, Chief Executive of Marketing Leeds.

The Board then questioned Officers at length on the information provided and evidence submitted.

RESOLVED – That the report and information appended to the report be noted.

(Councillor A Lowe declared a personal interest in this item due to her employment as Chief Executive of Touchstone).

(Councillor A Lowe left the meeting at 12.30 pm during the consideration of this item).

(Councillor Atha left the meeting at 12.56 pm and re-joined at 1.11 pm during the consideration of this item).

29 Outcome of Call-In

Following consideration of evidence presented and the options available to them, as outlined in Minute No. 27, the Board resolved that option 1, was the most appropriate action.

RESOLVED –

- (a) To note the Board's support for Marketing Leeds;
- (b) That the Officer Delegated Decision D34227 be immediately released for implementation;
- (c) That the Chief Executive reports back to the Scrutiny Board (Central and Corporate) at the October meeting regarding amendments to paragraphs 6 (Obligations of Marketing Leeds) and 8 (Performance Monitoring) of the funding agreement between Leeds City Council and Marketing Leeds;
- (d) That the Scrutiny Board (City and Regional Partnerships) consider a broader inquiry into the work and positive achievements of Marketing Leeds; and

- (e) That the draft funding agreement between Leeds City Council and Marketing Leeds for 2009/10 be brought before the relevant Scrutiny Board for comment prior to agreement.

(The meeting concluded at 1.25 pm)



Originator: H Pinches

Tel: 22 43347

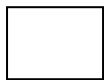
Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Corporate and Central Functions Scrutiny Board

Date: 6th October 2008

Subject: Accountability Arrangements for 2008/09 and Quarter 1 Performance and Financial Health Report

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

EXECUTIVE SUMMARY

1. Effective performance management enables senior officers and elected members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. The introduction of the Leeds Strategic and Council Business Plans 2008 to 2011 and changes to the national performance management arrangements has required us make changes to our performance reporting and accountability arrangements. These revised arrangements are set out in this report along with the results for quarter one. The Board are asked to review these arrangements to ensure that they meet their needs in providing a good overview of performance. The quality and robustness of our performance management arrangements will form a key element of the organisational assessment under the new CAA regime and therefore it is important that these arrangements are effective.
2. Previously the board has received separate reports on corporate performance and financial health. The quarter 1 financial health report is provided as an appendix to this report but from quarter 2 it is proposed that these reports are combined into one and the Board are asked to approve the draft reporting template.

1.0 Purpose of this Report

- 1.1 This report sets out the new approach to performance reporting and accountability which have resulted from the introduction of the Leeds Strategic and Council Business Plans 2008 to 2011 and changes to the national performance reporting regime. It also presents the quarter one performance results for Corporate and Central functions in this new format.

2.0 Background Information

- 2.1 Executive Board approved a new corporate planning framework for the council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:
- **Leeds Strategic Plan 2008 to 2011** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes our requirements to produce a Local Area Agreement and is the main delivery mechanism for the Vision for Leeds 2004 to 2020.
 - **Council Business Plan 2008 to 2011** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.
- 2.2 Both these plans include a set of outcomes, improvement priorities and aligned performance indicators with three year targets. In order to support the delivery of the outcomes and improvement priorities it is important that there is a consistent approach to managing performance across the council. Through our performance reporting and accountability arrangements we need to track our progress against the improvement priorities as well as against the indicators to provide both a qualitative and quantitative picture of performance. This is because the scope of most of the improvement priorities is wider than that of the performance indicator and without some form of contextual reporting we would not be able to capture or monitor this progress.
- 2.3 The Audit Commission is still developing its proposals for the new Comprehensive Area Assessment (CAA) which will replace the current Comprehensive Performance Assessment (CPA) framework in 2009. As part of this new regime the best value performance indicators, previously used to report our progress to government, have been replaced by a new set of 198 national indicators. These national indicators replace approximately 1200 indicators and are a mix of public perception and outcomes measures with much less reliance on process based indicators.
- 2.4 Within the Leeds Strategic Plan 67 of the 89 performance indicators have been drawn from the national indicator set. Within the Council Business Plan four indicators have been drawn from the national indicator set but one of these is shared with the Strategic Plan. By performance management of these plans we are covering 70 of the 198 national indicators. However, whilst the new CAA framework does have some focus on these priority local indicators our performance against the whole of the national indicator set will form part of the overall process and thus have a significant influence on the overall judgement. Therefore, it is also important that we actively monitor and manage the performance of the other 128 indicators through our accountability processes.

- 2.5 Furthermore 31 of the targets within the Leeds Strategic Plan are 'designated' which means they are eligible for performance reward grant. The details of this grant is currently the subject of a consultation and we are expecting further details later in the year. However we do know that the pot of money available nationally is much smaller than the reward money which was given under the previous Local Public Services Agreements.
- 2.6 Over the last few years we have striven to improve our performance management arrangements and have taken the opportunity through these changes to make further improvements. In particular we have focused on embedding improvements in data quality for all the performance indicators we are using going forward so that we can be assured that the information we are using for our strategic decision making is accurate and reliable (see 3.4 below). Also we know that setting challenging yet realistic targets is crucial in helping to drive improvement. Guidance was issued to all directorates on the council's approach to target setting and it is a corporate requirement that targets are set for all Leeds Strategic Plan and Business Plan indicators. For other indicators (e.g. local and National Indicators not contained in either the Leeds Strategic Plan or Business Plan) it was left to directorates to determine whether it is appropriate to set targets but this was encouraged particularly where these support or add value to the performance management of our priority areas (i.e. Leeds Strategic Plan 2008 to 2011, Council Business Plan 2008 to 2011 and/or national/local indicators that are aligned to service plans).

3.0 Main Issues

Reviewing our Performance Indicators

- 3.1 As outlined above the move to the national indicator set represents a huge reduction in the number of indicators we have to report to government. However, it should be pointed out that many of these indicators are only required to be reported annually or in some cases every two years eg public perception measures from the place survey. This means that for many areas we might not be able to monitor our progress in year with the risk of surprises at the end of the year. Therefore, the challenge for us is to ensure that we can still maintain a good understanding of our overall performance and direction of travel and this definitely requires us to measure some additional indicators outside of the national set. This may be achieved, for example, through continuing to measure some relevant Best Value, PAF or corporate plan indicators or by using proxy or process indicators. We are currently also looking at which national indicators can be reported more frequently than annually.
- 3.2 Therefore, as part of the process of moving to the new national indicator set, directorates were asked to review their existing performance indicators and identify those that they are continuing to measure and those that they are deleting. For those that they are continuing to measure they were asked to identify those they want to use internally only as management information and those that should continue to be reported corporately to CLT and elected members. This review included all indicators reported via the old corporate accountability process ie all best value indicators and all indicators from the previous Corporate Plan 2005-8.
- 3.3 For all reported indicators directorates were asked to complete a performance indicator checklist which sets out the definition of the indicator, method of calculation and targets for next three years. Where targets have not been set this is because there is no supporting information available, or for where it is agreed that target

setting will add no value to the council's performance management framework. These checklists also asked them to identify those indicators that can be disaggregated to different spatial and/or equalities strands and to cross reference to improvement priorities, related policies and strategies, and service plan/risk register activity. At the same time directorates were also asked to provide a list of indicators that they will no longer be measuring together with the rationale for this decision.

- 3.4 As well as completing a PI checklist for each indicator directorates were also asked to complete a data quality checklist. These highlight the management arrangements for ensuring the accuracy of each performance indicator. The responses provided in this checklist are used to inform/provide the comments in the 'Data Quality Comments' column in the performance report. Where no checklist has been provided these have been marked as having "concerns" as we do not have any information to assure us that the information is robust and reliable and therefore have assumed that there are problems collating this data. Data quality remains an important element of the Use of Resources assessment and consequently poor data quality could adversely affect our organisational assessment score as well as the overall CAA judgement for the city.
- 3.5 Appendix 1 sets out the list of indicators that we will be reporting to this Board in 2008-09 including the frequency of results. This includes all Business Plan indicators along with additional national and local indicators.
- 3.6 Through this process we should have both a performance indicator and data quality checklist for all indicators that are reported via the corporate accountability process. Each checklist is required to be formally approved by the staff who are responsible for the information provided. Where these checklists are missing or incomplete this is highlighted in the data quality column in appendix 2.

Corporate Accountability Reporting Process

- 3.7 As outlined above our corporate performance reporting arrangements need to capture both qualitative and quantitative information for the Leeds Strategic Plan and Council Business Plan ie progress against performance indicators as well as supporting contextual information on all key activities that contribute to the achievement of the improvement priorities in order for a complete picture to be maintained.
- 3.8 It has been agreed that corporate performance reports are prepared quarterly and reviewed through the accountability process which includes CLT, LMT, Scrutiny Boards and Leeds Strategic Plan Strategy Group (NB this group includes partners). In addition Executive Board also receive these performance reports at quarters 2 and 4. For quarters 1 and 3 these reports comprise performance indicators with appropriate explanatory comments. For quarters 2 and 4 a more qualitative performance picture is presented including detailed action trackers for each improvement priority that also include the results for the aligned performance indicators (ie those in Leeds Strategic and Council Business Plans) as well as the rest (128) of the national indicator set as appropriate. In future Quarterly reports we will, as before, provide a covering report highlighting areas of particularly good or poor performance and a corporate balanced scorecard will provide a traffic lighted summary of overall performance against the Leeds Strategic Plan and Council Business Plan indicators.
- 3.9 Furthermore the Board has recognised the need to better streamline Business Plan and financial performance reporting going forward. Therefore, it is proposed that from quarter 2 onwards that a single report is received by the Board covering both

the performance against the Business Plan and the quarterly financial performance information. A reporting template has been developed (see appendix 3) for the Board to discuss. The quarter 1 financial health report is provided at appendix 4.

- 3.10 The emerging CAA will place a requirement on the council (and partners) to report on our progress in delivering our priorities. Therefore the quarters 2 and 4 action trackers will also form crucial evidence in this regard and should prevent the need for any other supplementary performance reports. In addition the highlight report from each quarter also provides a self assessment of our strengths and weaknesses which link to the red and green flags that will form part of the CAA judgement. This clearly demonstrates to our CAA lead that we understand, and are taking action based, on our own performance.
- 3.11 The move to the national indicator set means that there will not be any comparator information for these indicators for the foreseeable future. However, funding has recently been secured through the Regional Improvement and Efficiency Panel for all Yorkshire and Humber Authorities to subscribe to a national benchmarking club provided by PricewaterhouseCoopers. This club will enable comparisons with other members for all national indicators including in year comparisons where these are available. Furthermore the club also provides a mechanism for benchmarking other indicators eg corporate health indicators and old best value indicators. It is also likely that national comparisons against the national indicator set will be available through the Audit Commission. Once we have suitable comparator information we intend to add this information to the performance reports.

Quarter 1 Performance Report

- 3.12 Based on this new system the quarter one performance report for Corporate and Central Functions is provided in appendix 2 and includes all the relevant performance indicators that we can currently report quarterly for the Council Business Plan and any local indicators that have been nominated for inclusion. Where possible these have been traffic lighted and supporting commentary is provided. The report also includes the quarter 1 corporate balanced scorecard which provides an overall summary of progress for the Leeds Strategic Plan and Council Business Plan.

4.0 Implications for Council Policy and Governance

- 4.1 Effective performance management enables senior officers and elected members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. Effective performance management also forms a key element of the organisational assessment proposed under the new Comprehensive Area Assessment. Under the new framework one proposal currently being consulted on is for the performance management element of the assessment to take priority within the overall scoring mechanism. Regardless of whether that particular idea is adopted it is an indication of how important our own internal performance management process will be under the new CAA regime. The CAA will certainly examine and challenge of the robustness and effectiveness of our corporate performance management arrangements.

5.0 Legal and Resource Implications

- 5.1 The implementation of these new performance reporting arrangements is achievable within current resources across the organisations as they essentially replace an existing similar process.

6.0 Conclusions

- 6.1 The move to the Leeds Strategic and Council Business Plans and the changes resulting from CAA mean that we have had to review and revise our corporate performance management and reporting processes. This paper seeks approval for these new arrangements alongside the quarter 1 performance report.

7.0 Recommendations

- 7.1 The Board are asked to note the content of the report and provide their views on the following:
- Does the new set of performance indicators and the frequency of reporting proposed provide an overall picture of performance that allows the Board to fulfil its role? Are there any gaps or areas where further information is required? (Appendix 1)
 - Is the format of the performance report and the balanced scorecard fit for purpose, clear and logical or are there ways in which these could be improved? (Appendix 2)
 - Are the Board happy with the proposal to combine the Business Plan and Financial Plan reports from Q2? Is the template proposed suitable or are there any changes required. (Appendix 3)
 - Would the Board want comparator information to be added when it is available and if so what information would they find most useful?

Background papers –

Business Plan 2008-2011

Leeds Strategic Plan 2008-2011

Performance Indicator Type	Reference	Previous Reference	Title	Service	Frequency & Measure	
Business Plan / LSP - Government Agreed	NI 185		CO2 reduction from local authority operations	Sustainable Development	Quarterly %	
Council Business Plan	BP-30		Number of major projects not receiving independent project assurance.	Audit & Risk	Quarterly Number	
	BP-31		Number of major projects, independently assured by the Project Assurance Unit, with a red rating for the effectiveness of overall project management arrangements		Quarterly Number	
	BP-08	CP-AS54	Volume of total transactions delivered through customer self service	Customer Services	Quarterly Number	
	BP-09	LKI-CUS15a	% of complaints to the council which are responded to within 15 working days (or shorter service standard period)		Quarterly %	
	BP-10	LKI-CUS17a	Percentage of letters from the public that are responded to within 10 working days		Quarterly %	
	BP-11	LKI-CUS17b	% of customer emails sent to publicly advertised email addresses that are responded to within 10 working days		Quarterly %	
	BP-12	CP-AS51c	% of telephone calls answered as a proportion of calls offered. All services to reach a common high standard of 90% (92% for contact centres) within three years so that we have a 'One Council' approach.		Quarterly %	
	BP-13		% of those customers making a complaint who are satisfied with the handling of their complaint.		Survey %	
	BP-7		Overall resident satisfaction levels.		Survey %	
	NI- 14		Avoidable contact: the proportion of customer contact that is of low or no value to the customer.		Quarterly %	
	BP-27	BV-2a	Equality Standard Level		Equalities Team	Annually Numerical
	BP-28		The quality of the Equality and Diversity Scheme and improvements resulting from it's application. (Formally the quality of the Race Equality Scheme)			Annually %
	BP-02		% of resource re-prioritisation achieved compared to that planned in the medium term Financial Plan	Financial Management	Annually %	
	BP-03		% variation from the overall council budget in year		Quarterly %	
	NI-179	CP-FS50 / LKI-F3	% of cash releasing efficiency savings made (cumulative total over next three years)		6 Monthly £m	
	BP-15		% of people who are satisfied that they think the council allows them a say in what it does	Human Resources	Survey %	
	BP-16		% of people who think the council keeps them well informed about the services and benefits it supplies.		Survey %	
	BP-17	BV12	Number of working days lost to the authority due to sickness absence (average per FTE)		Monthly Number	
	BP-18	LKI-PE2	Voluntary leavers as a percentage of staff in post		Quarterly %	
	BP-19		Increase % staff who feel valued as an employee		Staff Survey 18 monthly	
	BP-20	CP-PE59	% staff who have had an appraisal		Staff Survey 18 monthly	
	BP-21	CP-PE54	Increase % staff who feel they are involved in contribution to the direction of the organisation		Staff Survey 18 monthly	
	BP-22		Percentage of staff who feel that the council communicates well with them		Staff Survey 18 monthly	
	BP-23	BV17a/LKI-EO2	% local authority staff from BME communities – compared to local community		Quarterly %	
	BP-24	BV16a / LKI-EO1	% local authority staff with disability – compared to local community		Quarterly %	
	BP-25a	BV-11a	Top 5% of earners who are women	Quarterly %		
	BP-25b	BV11b	Top 5% of earners who are from BME communities	Quarterly %		
BP-25c	BV11c	Top 5% of earners who are disabled	Quarterly %			
BP-26	CP-PE61 / LKI-PE1 / CP-PE52	Level of IIP accreditation across whole organisation		Annually Numerical		

Performance Indicator Type	Reference	Previous Reference	Title	Service	Frequency & Measure
	BP-33		IO Programme project milestones achieved as a % of those planned to be achieved.	Information Knowledge Management	Annually %
	BP-34		Percentage of colleagues who have an understanding of the Council's approach to the management, use and sharing of its information and knowledge		Survey %
	BP-35		Percentage of service areas audited where Information Governance Arrangements are assessed as being 'compliant' with corporate policy.		Survey %
	BP-36a		Percentage of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality.		Annually %
	BP-29		Percentage voter turn out at local elections	Legal & Public Services	Annually %
	BP-04		Use of Resources Score	Policy, Performance & Improvement	Annually Numerical
	BP-36b		Percentage of strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality.		Quarterly %
	BP-32		Direction of Travel Score		Annually Numerical
	NI- 140		% of people who say they have been treated with respect and consideration by local public services.	Regeneration	Survey %
	BP-05a	BV-9	% Council Tax collected in year	Revenues and Benefits	Monthly %
	BP-05b	BV-10	% Non-domestic rates collected in year	Revenues and Benefits	Monthly %
	BP-05c	BV-66a	% housing rents collected in year	Housing Management	Monthly %
	BP-05d		% Sundry Debtors income collected within 30 days of invoice issued	Revenues and Benefits	Monthly %
	BP-37		Percentage of key decisions which did not appear in the forward plan	Scrutiny Support	Quarterly %
	BP-01		Maintain our external EMAS accreditation	Sustainable Development	6 monthly
	BP-14	BV-156 (Not a direct comparison)	The percentage of services which are accessible as assessed by a) self assessment, b) independent audit.	Customer Services	Survey %
National Indicator	NI-180	BV-76d	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	Revenues and Benefits	Monthly Numerical
	NI-181	BV-78a/BV-78b	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		Monthly Days
Local Indicator	CP-ES56		Increase the percentage of colleagues that are satisfied with the conditions of their employment (including physical, financial and psychological factors)	Human Resources	Survey %
	TBC		Payment of creditors % of undisputed invoices paid within 30 days of receipt	Financial Management	Quarterly %

Appendix 2: Corporate Balanced Scorecard 2008/09
(Based on predicted year end performance from quarter 1 results)

Citizen/Strategic Outcomes (Leeds Strategic Plan Indicators)	
Culture Indicators	Environment Indicators
Economy & Enterprise Indicators	Health and Wellbeing Indicators
Learning Indicators	Thriving Places Indicators
Transport Indicators	Harmonious Communities Indicators
Council Business Plan	
Valuing our Colleagues	Value for Money/Resources
BP-17 Number of working days lost to the authority due to sickness absence (average per FTE)	BP-03 % Variation from overall council budget in year
BP-18 Voluntary leavers as a percentage of staff in post	% income collected from:
BP-23 % local authority staff from BME communities	a) council tax
BP-24 % local authority staff with disability	b) Non Domestic Rates
% of top earners who are:	c) housing rents
a) women	d) sundry debtors
BP-25	NI 185 CO2 emissions from local authority operations
b) From BME communities	BP-01 EMAS Accreditation
c) Disabled	BP-02 % resource reprioritisation achieved compared to medium term financial plan
BP-26	NI 179 % cash releasing efficiency savings made
Business Improvement/Excellence	
BP-27 Equality Standard level	Customers First
BP-28 % implementation of the equality and diversity scheme	% customer contacts which are of low or no value to the customer and can be avoided
BP-30 Number major projects not receiving independent project assurance	% people who say that they have been treated with respect and consideration by local public services
BP-31 Number major projects independently assured by Project Assurance Unit with a red rating for the effectiveness of overall project management arrangements	BP-08 Volume of total transactions delivered through customer self service
BP-32 Direction of Travel Score	BP-09 % complaints responded to within 15 days
BP-33 Delivery of IO programme through % project milestones achieved vs those planned	BP-10 % letters from the public that are responded to within 10 working days
BP-34 % of colleagues who have an understanding of the Council's approach to the management, use and sharing of its information and knowledge	BP-11 % emails from the public that are responded to within 10 working days
BP-35 % of service areas audited where Information Governance Arrangements are assessed as being 'compliant' with corporate policy.	BP-12 % calls answered as a proportion of calls offered
BP-36 Data Quality measured by: b) % strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality	% services which are accessible as assessed by:
BP-37 % key decisions which did not appear in the forward plan	a) Self assessment
BP-29 Voter Turn Out	b) Independent audit

Key

	Not forecast to hit target		Forecast to hit target
	Some problems in hitting target		No result or unable to traffic light (eg establishing baseline data)
	Annual Indicator - no quarterly result available		

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Appendix 2 Accountability Reporting Guidance

Column Title	Description
No.	Each indicator is numbered to allow for easier navigation through the report.
Reference	Each indicator is given a unique reference code and these codes tell us which basket each indicator belongs to. A basket is a set of indicators which are used to report on progress relating to different plans or frameworks. Below we have listed the main groups of indicator you will see in these reports. LSP - Leeds Strategic Plan indicator NI - National Indicator BP - Business Plan indicator LAA - Local Area Agreement indicator - for this year only we are continuing to measure a small number of indicators from our previous LAA which are subject to reward monies based on the year end position in April 2009. LKI - Local key indicator
Performance Indicator Type	This column gives a little more information on the type of indicator and gives some indication of its relative importance and what the implications might be of poor performance. Some of the indicators fall into more than one type, for example, all LSP government agreed indicators are also national indicators. The types of indicator are: Leeds Strategic Plan Government Agreed - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been negotiated and agreed, by the council and its partners, with government. They form part of our current Local Area Agreement and additional reward grant is paid if we meet these targets. The Audit Commission will also give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities. Leeds Strategic Plan Partnership Agreed - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been agreed with our partners as priorities for the city. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities. Council Business Plan - these indicators form part of the Council Business Plan 2008 to 2011 and we have set these targets to drive change and progress across the organisation. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our internal organisational priorities. National Indicator - this is a set of 198 indicators used by Government nationally to monitor the performance of public services in local areas. Our performance against this set of indicators will contribute to the Comprehensive Area Assessment. This has replaced several sets of other indicators including the old best value indicators. Local Indicators - these indicators have been nominated by service areas to provide a more complete picture of performance. In many cases these indicators will also directly contribute to the delivery of our priorities
Title	The title column gives a description of the indicator. NB The Government have provided the descriptions for all national indicators.
Service	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
Frequency & Measure	The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March). With the exception of education attainment figures which are reported in quarter 3. The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes.
Rise or Fall	The rise or fall column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.
Baseline	This column gives the baseline performance figures upon which we have set our targets and/or will be comparing our performance over the coming years
Last Year Result	This column displays the result from the end of the previous financial year (31 March 2008)
Target	This column shows the target we have agreed for this financial year.
Qtr1	The shows the current position at the end of this quarter. This result might be given a traffic light (red, amber or green) if the service is unable to accurately predicted the full year performance based on the interim results (see below). If they can forecast their year end position then the traffic light will appear in the next column.
Predicted Full Year Result	Directorates use this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance of the indicator. Where possible we use this figure to inform whether an indicator is traffic lighted red, amber or green. The green light shows that the Directorate predicts this indicator WILL meet its target. The Directorate uses current performance information to make this forecast. An amber traffic light shows that the Directorate predicts this indicator will not meet its target. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast. The red lights shows that the Directorate predicts this indicator WILL NOT meet its target at the end of the year. The Directorate uses current performance information to make this forecast.
Data Quality	We are using this information to make strategic decisions therefore it is important that it is both accurate and reliable. This column provides an overall assessment of the data quality for each indicator. No Concerns indicates that the data as accurate and there are good processes in place to check and validate this information. Some Concerns indicates that more work needs to be done to ensure the data is accurate and reliable. Services may be in the middle of implementing improvements to their systems and processes but these are not fully in place yet. Concerns indicates that there are concerns that the quality of the data may not be good or that maybe they have not got the correct data. Again services are working toward improving this position. Many of the national indicator set are new and we are having to set up new systems to collect data - until these are fully embedded and proven there are likely to be outstanding concerns.
Comments	The comments for each indicator should explain why performance varies. They should also highlight if there are any problems with the quality of the data and what steps the Directorate is taking to improve it. This section will also focus on what will be done to improve the actions and state what outcomes they have achieved.

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No.	Reference	Performance Indicator Type	Title	Service	Frequency & Measure	Rise or Fall	Last Year Result	Baseline	Target	Qtr1	Predicted Full Year Result	Data Quality
1	NI 185	Business Plan / LSP - Government Agreed	CO2 reduction from local authority operations	Sustainable Development	Quarterly %	Fall	N.A.	N.A.	N.A.	No result		Under-development: checklist received but systems/processes still being developed
			This is a new indicator, during 2008 a baseline figure will be established, and an action plan and targets will be developed for 2009-10 and 2010-11. This is a complex indicator to calculate, drawing data from various internal sources including fleet and building emissions, street lighting, and business travel. The complexity of extracting the data and amalgamating them is the source of the current data quality concerns for this indicator. An exercise to 'process map' the various data sources is underway, and this will provide greater clarity of how the indicator will be monitored, thereby reducing the data quality concerns.									
2	BP-30	Council Business Plan	Number of major projects not receiving independent project assurance.	Audit & Risk	Quarterly Numerical	Fall	N.A.	N.A.	0.00	N.A.	N.A.	No concerns
			Reporting to commence from Q2. Information from the Delivering Successful Change (DSC) survey is currently being verified and the findings will be compared / merged with our Consolidated HealthCheck database in order for data to be reported from quarter 2.									
3	BP-31	Council Business Plan	Number of major projects, independently assured by the Project Assurance Unit, with a red rating for the effectiveness of overall project management arrangements	Audit & Risk	Quarterly Numerical	Fall	N.A.	N.A.	0.00	N.A.	N.A.	No concerns
			Reporting to commence from Q2. Ongoing work to ensure that all programmes and projects currently being assured by the Project Assurance Unit (PAU) have been assessed using the 'DSC Project Impact Assessment Scorecard'. Once the outcomes from the DSC Survey have been compared / merged with our Consolidated HealthCheck database, this data will be reported from quarter 2.									
4	BP-03	Council Business Plan	% variation from the overall council budget in year	Finance	Quarterly %	Fall	N.A.	N.A.	0.00	0.60	0.10	No concerns
			Based on the first quarter monitoring the forecast is an overspend of £3.3m (0.6%). The Economic slowdown continues to have a significant impact on a number of external income sources. Within the City Development Directorate, rental, markets and surveys income are projecting a shortfall of £1.2m and planning and building fees £0.5m. In addition Sport Income is projected to be £0.4m below the estimate. The number of Land Searches are continuing to decline and the net effect is an overspend of £0.5m. Directorates are continuing to develop and implement action plans to manage the pressures which will include the identification of specific proposals where savings can be made or additional income generated. The extent to which action plans are not effective in containing spending pressures within approved estimates will impact on the Council's reserves.									
5	BP-17	Council Business Plan	Number of working days lost to the authority due to sickness absence (average per FTE)	HR	Monthly Days	Fall	12.18	12.18	11.50	2.85	11.50	No concerns
			The first quarter has shown an improvement in sickness absence, with a year-end projection of 11.32 (not adjusted for seasonal variations). When rolling year figures are considered, (July 2007 to June 2008), it illustrates some of the lowest sickness absence since August 2006 to July 2007. The new focus on sickness absence from April 2008, should help to continue this trend and meet the year-end target. This work includes: enhanced performance reporting; Directorate challenge meetings; joint working with Trade Unions; Scrutiny Inquiry; developing a new Occupational Health service; manager's briefings; and introducing health-awareness initiatives with a view to piloting them in certain areas. A new Attendance Board, Chaired by the Chief Officer of HR, will meet in October to focus on initiatives to address attendance issues.									
6	BP-18	Council Business Plan	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Fall	8.9	8.9	9.0	2.0	9.0	No concerns
			First quarter performance is traditionally low and is comparable with 07/08 Q1 figure of 2.23%. A significant increase is expected in Q2 as September is traditionally a period of high turnover.									
7	BP-23	Council Business Plan	% local authority staff from BME	HR	Quarterly %	Rise	7.7	7.7	8.0	7.6	8.0	No concerns
			A new Equality and Diversity Board is to be established during Autumn 2008. The remit of the Board will include the development of a clear action plan to address issues across all equality strands. Small fluctuations can occur with this indicator. At Q1 there were actually 33 more BME staff but the overall headcount had increased by 610. This is within a predicted band of tolerance for this indicator. It is expected that increased turnover in Q2/3, especially linked to school terms will see an upturn.									
8	BP-24	Council Business Plan	% local authority staff with disability	HR	Quarterly %	Rise	3.2	3.2	3.6	3.1	3.6	No concerns
			A new Equality and Diversity Board is to be established during Autumn 2008. The remit of the Board will include the development of a clear action plan to address issues across all equality strands. During Autumn 2008, all staff will be asked to update their personal data held on the council's SAP system, this will include data about equality and diversity and skills levels. It is anticipated that this exercise will, in particular, have a significant impact on the number of people declaring as disabled. Finally small fluctuations can occur with this indicator. At Q1 we had 13 less disabled staff and the headcount had increased by 476. This is within a predicted band of tolerance for this indicator.									

No.	Reference	Performance Indicator Type	Title	Service	Frequency & Measure	Rise or Fall	Last Year Result	Baseline	Target	Qtr1	Predicted Full Year Result	Data Quality
9	BP-25a	Council Business Plan	% of top earners who are women	HR	Quarterly %	Rise	36.83	36.83	39.00	38.83	39.00	No concerns
			A new Equality and Diversity Board is to be established during Autumn 2008. The remit of the Board will include the development of a clear action plan to address issues across all equality strands. The work plan for the Board will include areas such as talent management, sivers of time, entry level jobs and the Disability Employment Strategy. The Equality and Diversity Board will work closely on Workforce Planning.									
10	BP-25b	Council Business Plan	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96	5.96	6.25	6.13	6.25	No concerns
			A new Equality and Diversity Board is to be established during Autumn 2008. The remit of the Board will include the development of a clear action plan to address issues across all equality strands. The work plan for the Board will include areas such as talent management, sivers of time, entry level jobs and the Disability Employment Strategy. The Equality and Diversity Board will work closely with the Workforce Planning Board.									
11	BP-25c	Council Business Plan	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05	4.05	4.20	3.36	4.20	No concerns
			A new Equality and Diversity Board is to be established during Autumn 2008. The remit of the Board will include the development of a clear action plan to address issues across all equality strands. The work plan for the Board will include areas such as talent management, sivers of time, entry level jobs and the Disability Employment Strategy. The Equality and Diversity Board will work closely with the Workforce Planning Board.									
12	BP-05a	Council Business Plan	% income collected by authority through Council Tax collected in year	Revenues and Benefits	Monthly %	Rise	96.41	96.41	96.65	28.29	96.52	No concerns
			At the end of June 2008/09, CT collection is 28.29%, down 0.13% (£330K in cash terms) on last year despite issuing over 1,000 more reminders and 2,000 more summonses than at the same time in 07/08 (ignoring the summonses issued in April). All things being equal, we would probably have expected to be a little ahead of 07/08 at this stage as during 07/08 the accounts which went on to 12 Direct Debit instalments would not have paid 3/12 of the outstanding balance, by the end of June. It is felt too early in the year to estimate an accurate revised projection but the current projection assumes we stay 0.13% behind.									
13	BP-05b	Council Business Plan	% income collected by authority through domestic rates collected in year	Revenues and Benefits	Monthly %	Rise	98.72	98.72	98.60	33.82	98.60	No concerns
			Collection rate at the end of June was 33.82%, an increase of 0.3% compared with the same time last year, which is significantly down on last months difference. However this is largely a matter of timing of BACS payments with a significant amount received at the beginning of July rather than the end of June as last year. The collection rate for empty properties, particularly those which were previously exempt, remains significantly below the rate for all properties. However there was some improvement due to reminders being issued for the first time in such cases.									
14	BP-05(c)	Leeds Business Plan	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	Housing Management	Monthly %	Rise	96.53	96.53	97.00	96.55	97.00	No concerns
			Performance for Q1 has seen an improvement month on month to the end of June. There is also improvement on Q1 07/08. This indicator continues to be closely monitored week by week given it is affected by seasonal issues and rent free weeks.									
15	BP-05d	Council Business Plan	% income collected by authority through sundry debtors income collected within 30 days of invoice issued	Revenues and Benefits	Monthly %	Rise	N.A.	97.00	97.00	81.30	97.00	No concerns
			The figure as at 30 June 2008 is comparable to 30 June 2007/08 (which was 83.8%). Based upon the first quarters performance, we would appear to be on target to achieve 97%.									
16	NI-180	National Indicator	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	Revenues and Benefits	Monthly Numerical	Rise	N.A.	N.A.	875	309	1239	No concerns
			This new indicator is an annual target and the results reported are accumulative. In time this indicator will be calculated and reported by the DWP.									
17	NI-181	National Indicator	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Revenues and Benefits	Monthly Days	Fall	N.A.	N.A.	14	22	14	No concerns
			This new indicator is an annual target and results reported are accumulative. In time this indicator will be calculated and reported by the DWP. During the first quarter more claims and changes are received following benefit take up as a result of annual council tax and rent increases. For the first quarter the average speed of processing for new claims was 28 days and the average speed of processing for change of circumstances was 19 days. Note the new indicator now includes other 'change events' that can be counted but these are not yet included in the 1st quarter result.									

No.	Reference	Performance Indicator Type	Title	Service	Frequency & Measure	Rise or Fall	Last Year Result	Baseline	Target	Qtr1	Predicted Full Year Result	Data Quality
18	BP-37	Council Business Plan	Percentage of key decisions which did not appear in the forward plan	Scrutiny Support	Quarterly %	Fall	33	N.A.	15	11	15	No Concerns
At Council on 22nd May the definition for a key decision was amended which resulted in 6 decision which had previously not met the definition being included. Clearly it was not possible to record these on the forward plan and therefore these have been excluded from the calculation for this quarter.												
19	BP-29	Council Business Plan	Percentage voter turn out at local elections	Legal & Public Services	Annually %	Rise	N.A.	35.76			35.76	No Concerns
May 2008 voter turn out was used as the baseline for this indicator within the Business Plan.												
20	BP-08	Council Business Plan	Volume of total transactions delivered through customer self service	Customer Services	Quarterly Number	Rise	N.A.	467054	513759	131360	483900	No concerns
The quarterly figure of 131,360 is slightly higher than the first quarter of 2007/08, but not high enough for the council to increase its volume of self-service transactions by 10%. The main contributors to the total were Libraries (66,718) and Payments (60,886), with Vacancies (10,989) also providing significant volumes. Some services which have not made a return for this quarter, for example Elections and Education, are subject to seasonal variances and would therefore be expected to report a significant level of self service transactions in quarters 2 and 3. In addition, new self-service streams in Housing, Blue Badge, Streetscene and Environmental health expected to increase the overall council figure before the year-end.												
21	BP-09	Council Business Plan	% of complaints to the council which are responded to within 15 working days (or shorter service standard period)	Customer Services	Quarterly %	Rise	N.A.	69.00	76.00	71.05	76.00	No concerns
Quarter 1 reports a corporate performance figure of 71.05% responded to within performance standard. All services except Adult and Children's Services are measured against the 15 working day standard. Adult and Children's Services are measured against their own performance standard of 10 working days. Concern regarding low performing services continues with the focus remaining on Environment & Neighbourhoods, ENEHL, WNWHL and for the first time BITMO. Work with these services to improve performance will continue via Customer Strategy Board. This performance shows a small increase from the 2007-08 year end result of 69%, and is likely to be on track to achieve target by year end. For this indicator, the overall result is broken down by Department, rather than Directorate, due to the current organisational structure within CRM-Leads.												
22	BP-10	Council Business Plan	Percentage of letters from the public that are responded to within 10 working days	Customer Services	Quarterly %	Rise	N.A.	N.A.	75.00	86.50		Some Concerns Incomplete Data
The reported figure of 86% for this indicator is above target, however, this result is based on incomplete data therefore we are not able to predict a year end position at this point. A report is being prepared for CLT in October which will outline the issues regarding performance reporting in this area, propose solutions and detail the actions to be taken in each directorate.												
23	BP-11	Council Business Plan	% of customer emails sent to publicly advertised email addresses that are responded to within 10 working days	Customer Services	Quarterly %	Rise	N.A.	N.A.	75.00	99.30		Some Concerns Incomplete Data
The reported figure of 99% for this indicator is above target, however, this result is based on incomplete data therefore we are not able to predict a year end position at this point. A report is being prepared for CLT in October which will outline the issues regarding performance reporting in this area, propose solutions and detail the actions to be taken in each directorate.												
24	BP-12	Council Business Plan	% of telephone calls answered as a proportion of calls offered. All services to reach a common high standard of 90% (92% for contact centres) within three years so that we have a 'One Council' approach.	Customer Services	Quarterly %	Rise	N.A.	78.00	80.00	82.07	80.00	Some Concerns Incomplete Data
There has been an improvement in the overall performance of services providing a return for this indicator from 78% at 2007-08 year end, to 82% for Quarter 1. It is worth noting that performance in this area can be influenced by seasonal variations, evidence of this can be seen in the performance of Council Tax which is affected by annual Council Tax renewal billing. Performance is however very good overall and potentially on track to achieve target at year end. The Contact Leeds Transformation Programme team successfully migrated the telephone service for Registrars to the contact centre during July. As a result, we expect performance for this service to increase significantly whilst volumes are expected to fall due to a reduction in repeat calls. Work is also continuing to identify all of our high volume telephone lines.												
25	BP-36b	Council Business Plan	Percentage of strategic indicator set (LSP, CBP Policy, & NI) where we have 'no concerns' on data quality.	Policy, Performance & Improvement	Quarterly %	Rise	N.A.	N.A.	N.A.	66		No concerns
For those indicator where we do have concerns with the data quality 26% have no checklists and therefore we do not know what their arrangements are for assuring the quality of this data. For 6% specific concerns have been raised and action is being taken to resolve these issues - in many cases these have arisen because the indicators are completely new and systems and controls have not yet been established.												

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Appendix 3: Format of Council Business Plan and Financial Performance Reports from Q2 onwards



Originator:
Tel:

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

Corporate and Central Functions Scrutiny Board

Date:

Subject: Council Business Plan and Financial Health Performance Report - Quarter x

<p>Electoral Wards Affected:</p> <input type="checkbox"/> Ward Members consulted (referred to in report)
--

<p>Specific Implications For:</p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>
--

Eligible for Call In

Not Eligible for Call In (Details contained in the report)

EXECUTIVE SUMMARY

1.

1.0 Purpose of this Report

1.1

2.0 Background Information

2.1

2.2

3.0 Main Issues

Council Business Plan Performance

3.1 *This section sets out a summary of Council Business Plan (except financial) performance highlighting particularly good or poor performance and what actions are being taken as a result.*

3.2

Financial Performance

3.3 *This section sets out an overall summary of financial performance highlighting any key issues ie projected surplus/deficit and what actions are being taken as a result.*

3.4

Housing Revenue Account

3.5 *This section highlights any issue with the housing revenue accounts eg projected surplus/deficit and key actions/activities.*

Schools

3.6 *This section highlights any issues with the schools accounts eg projected surplus/deficit and key actions/activities*

3.7

4.0 Implications for Council Policy and Governance

4.1

5.0 Legal and Resource Implications

5.1

6.0 Conclusions

6.1

7.0 Recommendations

7.1

Appendix 1 - Corporate and Central Functions Scrutiny Board Performance Report Quarter x
Table of PI results to include all business plan indicators + financial performance indicators

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Report of the Director of Resources

Executive Board

Date: 2nd September 2008

Subject: Financial Health Monitoring 2008/09 – First Quarter Report

Electoral wards affected:

Specific implications for:

Ethnic minorities

Women

Disabled people

Narrowing the gap

Eligible for call In

Not eligible for call in

(details contained in the report)

Executive Summary

1. The purpose of this report is to inform members of the financial health of the authority after three months of the financial year in respect of the revenue budget and the housing revenue account.
2. The report identifies a number of pressures, many of which impacted on the 2007/08 outturn particularly affecting income and demand led budgets. Directorates have already developed and implemented action plans but nevertheless are still projecting an overspend of £4.2m at this stage.
3. The report identifies other potential council wide pressures not included in directorates, although funding sources for these have been identified.
4. Members are asked to note the projected financial position of the authority after three months of the financial year together with the impact on reserves should directorate spending not be maintained within approved estimates.

1. PURPOSE OF REPORT

- 1.1 This report sets out for the Board the Council's financial health position for 2008/09 after three months of the financial year. The report covers revenue expenditure and income to date compared to the approved budget, the projected year end position and proposed actions to work towards achieving a balanced projected budget by the year end. The report also highlights the position regarding other key financial indicators, including Council Tax collection and the payment of creditors.

2. BACKGROUND INFORMATION

- 2.1 Members will recall that the net budget¹ for the general fund was set at £540.5m, which provided for a contribution of £5.1m from reserves. As a result, the level of general fund reserves at 31st March 2009 are estimated to be £12.0m.
- 2.2. As reported in the 2007/08 outturn report² to Board in June 2008, the net contribution to General Fund reserves was £0.3m in excess of the budget and Board approved the transfer of this to bolster the 2008/09 Contingency Fund.
- 2.3 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget after three months and comments on the key issues impacting on the overall achievement of the budget for the current year.

3. MAIN ISSUES

- 3.1 After three months of the new financial year, directorates are projecting an overspend of £4.2m. It is important that budget pressures are addressed by directorates who are required to continue to develop and implement action plans to manage their pressures within available resources. The extent to which action plans are not effective in containing spending within approved estimates will impact on the Council's reserves, which are already estimated to be at the minimum level required under the risk based reserves strategy.

The main variations are as follows:

Income Shortfalls

- 3.1.1 The economic slowdown continues to have a significant impact on a number of external income sources. Within the City Development directorate rental, markets and surveyors income are projecting a shortfall of £1.2m, and Planning and Building Fees £0.5m.

In addition, Sport income is projected to be £0.4m below the estimate. An action plan has been developed to address some of the immediate budget issues within the service, and this includes the closure of two loss making bars within leisure centres, and a refocus of cafe provision within leisure centres.

- 3.1.2 The Environment and Neighbourhoods budget assumed income from the sale of surplus Landfill Allowance Trading Scheme allowances of £0.6m for which there is currently no market.
- 3.1.3 The number of land searches are continuing to decline and the net effect of this is a projected overspend of £0.5m.

- 3.1.4 Within Adults Social Care, there is a risk that the budgeted Supporting People funding for older people may not be achieved in full. However an action plan has been developed to mitigate against this risk and the current projection assumes this action plan will be achieved.

Demand Pressures

- 3.1.5 Within Children's Services, Outside Placement costs are projected to overspend by £1.4m, both in terms of residential placements and placements with independent fostering agencies. The cost of Public Law fees is £0.5m higher than the funding allocated from the government.
- 3.1.6 Increased spend on direct payments within Adults Social Care is partly offset by reduced residential and nursing care, giving a net projected overspend of £0.2m.
- 3.1.7 An increased demand for temporary accommodation and the Care Ring service is projected at £0.3m within Environment and Neighbourhoods.
- 3.1.8 As a result of the additional statutory requirements of the Electoral Administration Act, in 2006/07 Government funding of 53p per elector was added to the Formula Grant. This equated to £265k and was built into the base budget. However, the Elections Service is projecting to be £0.4m overspent mainly due to the cost of postal voting, extended polling hours, doorstep canvassing and the significant costs associated with the hiring of portacabins for use as polling stations.

Staffing

- 3.1.9 The overall staffing projection is a saving of £2.9m. Of this, £1.1m is within Children's Services, £0.8m within Adults Social Care and £0.7m within Resources.

Other

- 3.1.10 The above projections do not include other potential pressures relating to the cost of the additional pay award over the 2% provided for in the budget and the impact of a price increase in the gas contract which are yet to be finalised. The impact of these is projected to be around £3.5m in 2008/09.
- 3.1.11 Further debt savings of £2.4m have been achieved through proactive treasury management and interest on revenue balances. In addition, it is likely that the Council will receive a share of the £100m contingency for LABGI which the government retained, pending of the outcome of legal challenges. This could be up to £2m and it is proposed that these sources of additional income will be used to offset the impact of the additional pay award and gas contract increase.

4. HOUSING REVENUE ACCOUNT

- 4.1 At the end of the first quarter, the HRA is projecting an underspend of £1.777m.
- 4.2 Void levels for the first three months are around 1.5%, which if maintained should generate additional rental income of £1.3m; the corollary of this is that £0.7m of this income will be paid over to the ALMOs as additional incentive payments. The fall in Right to Buy (RTB) numbers during 2007/08 has also resulted in higher opening

property numbers than budgeted, and this factor together with the continued decline in RTB numbers projects further contributions to rental income of £1.5m.

- 4.3 A one off payment of £0.2m will be paid to the ALMOs to compensate for additional SLA cleaning costs.
- 4.4 The compression of the timetable for the Little London and Beeston & Holbeck PFI schemes may result in budgetary pressures this year. Additional resources of around £0.5m may be required this year to facilitate the joint procurement of these two PFI schemes e.g. planning fees, site costs etc.
- 4.5 Based upon write-offs and arrears levels in quarter one, early indications for the bad debts provision suggest £1.3m may be required against the budgeted figure of £1.575m, a projected underspend of £0.3m.
- 4.6 The creation of earmarked reserves of £550k for Lifetime Homes was approved by Executive Board on 11th June 2008² to meet the business preparation and PFI set up costs for round 6 PFI funding. Executive Board are requested to release these resources in order that they can be utilised to resource the work required to submit an Expression of Interest to DCLG by the end of October.

5. SCHOOLS

- 5.1 School reserves stood at £12.4m as at 31st March 2008. This comprised overall surpluses of £10.4m in primary, £1.7m in secondary and £0.3m in special schools. The average Primary School balance is 5.6% of the school budget and the average Secondary school balance is 0.9%. Excess individual school surpluses above specified limits are subject to clawback and redistribution to the other schools. However, within these overall surpluses there are some individual schools with deficit balances.
- 5.2 Schools which had deficits at the close of 2007/08 and were planning to set a deficit budget for 2008/09 are required to submit an action plan detailing how they intend to achieve a balanced position within three years. Most of these have now been submitted to Education Leeds and are currently being evaluated for their viability and will require approval of the Director of Resources in accordance with the agreed arrangements.

6. PERFORMANCE STATISTICS¹

- 6.1 The level of Council Tax collected at the end of June 2008 is 28.29% of the debit for the year of £240.2m. This is slightly behind the same period last year due to more clients choosing to pay over 12 months instead of 10. The target set by Executive Board for the year is 96.65% and performance against this is being closely monitored.
- 6.2 The collection of non-domestic rates for the first three months is 33.82% of the current net debit of £320.1m, which is slightly ahead of the same period last year. Again, performance against the target of 98.6% is being closely monitored.
- 6.3 In terms of Sundry income collection rate at the end of June is 81.3% of the amount due of £16.6m. This is slightly down on last year's figure of 83.8%. As with the other targets this is being closely monitored and there is no concern at this stage that the target will not be met.

- 6.4 A local target of 92% for paying all undisputed invoices within 30 days of receipt of agreed terms was set for the year. Due to the workload involved in conversion of the creditors system to a fully web based system the prompt payment performance statistics for 1st April 2008 to 27th June 2008 are lower than target at 88.2%. However, it is anticipated that improvements to the creditors function and expanding the use of purchasing cards will improve performance.
- 6.5 The total number of undisputed invoices processed in the period which meet the prompt payment criteria was 128,462, of which 113,230 were paid promptly.

7. RECOMMENDATION

- 7.1 Members of the Executive Board are asked to
- Note the projected financial position of the authority after three months of the new financial year
 - Request that directorates continue to develop and implement action plans.
 - Release £550k earmarked reserve for Lifetime Homes as detailed in paragraph 4.6 above.

BACKGROUND

¹ Revenue Budget and Council Tax 2008/09 – report to Executive Board 8th February 2008

² Financial Performance – Outturn 2007/08 – report to Executive Board 11th June 2008

Other working papers available from the originator

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 6th October 2008

Subject: **SCRUTINY INQUIRY - PROCUREMENT, OUTSOURCING AND COMMISSIONING SERVICES – SESSION 1**

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 Terms of reference for this Inquiry were agreed at the Board's July meeting. These are attached as Appendix 1.
- 1.2 At today's session Members will receive a paper from Wayne Baxter, Chief Procurement Officer (Appendix 2). This paper focuses on
- a) setting out some of the main principles and drivers that underpin decisions to seek alternatives to in-house service provision.
 - b) outlining the legal framework which applies to alternative means of service provision.
 - c) providing an overview and an update on the work currently being undertaken to develop a one-council approach to procurement and commissioning.
- 1.3 Board will have opportunity to make any further investigations and determine what further evidence it requires for the proceeding Inquiry sessions.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to;
- (i) Note the agreed terms of reference at Appendix 1
 - (ii) Receive the officer presentation
 - (iii) Discuss any subsequent issues

Background papers

None used

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SCRUTINY BOARD (CENTRAL AND CORPORATE FUNCTIONS)

INQUIRY INTO PROCUREMENT, OUTSOURCING AND COMMISSIONING SERVICES

TERMS OF REFERENCE

1.0 Introduction

- 1.1 At its meeting on 9th June, Scrutiny Board (Central and Corporate Functions) resolved to undertake an Inquiry into the procurement, outsourcing and commissioning of services. The Board agreed to take a broad view of how options are appraised and what procedures are in place to ensure smooth transition of services.
- 1.2 The Board is particularly interested in how the Authority measures the value for money received from external service providers, how the quality of services is ensured once provided externally and how the ethical framework of the Council is translated within contracts.

2.0 Scope of the inquiry

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
- Contractual options and the legal framework within which services can be outsourced.
 - The pre-decision making process and how options are appraised
 - The process of transferring staff and the options available to the contractor and the Council
 - The review arrangements once a service has been outsourced and the Council's procedure for monitoring performance
 - The measures available to the Council where issues in performance delivery are identified
 - How the Council ensures the ethical values of the Council are incorporated into contracts
 - How organisations commissioned to deliver services meet the duties within relevant equality legislation (Leeds Equality & Diversity Scheme 2008 – 2001)

3.0 Comments of the relevant Director and Executive Member

- 3.1 In line with Scrutiny Board Procedure Rule 12.4 the views of the relevant Director and Executive Member have been sought and have been incorporated where appropriate into these Terms of Reference. Full details are available on request to the Scrutiny Support Unit.

4.0 Timetable for the inquiry

4.1 The Inquiry will take place over three sessions with a view to issuing a final report on 6th April 2009.

4.2 The length of the Inquiry is subject to change.

5.0 Submission of evidence

5.1 Session one – (7th July 2008)

To agree terms of reference

5.2 Session two - (6th October 2008)

- Contractual options and the legal framework within which services can be outsourced.
- The pre-decision making process and how options are appraised
- The process of transferring staff and the options available to the contractor and the Council

5.3 Session three - (1st December 2008)

- The review arrangements once a service has been outsourced and the Council's procedure for monitoring performance
- The measures available to the Council where issues in performance delivery are identified
- How organisations commissioned to deliver services meet the duties within relevant equality legislation (Leeds Equality & Diversity Scheme 2008 – 2001)
- How the Council ensures the ethical values of the Council are incorporated into contracts

5.4 Session four - (6th April 2009)

- To agree final report

5.5 The Board will use working groups to collect appropriate evidence if applicable.

6.0 Witnesses

6.1 The following witnesses have been identified as possible contributors to the Inquiry:

- Procurement
- Legal Services
- Contractors
- Private Sector

7.0 Post inquiry report monitoring arrangements

- 7.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 7.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

8.0 Measures of success

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

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Report of: Chief Procurement Officer
Meeting: Scrutiny Board (Central and Corporate Functions)
Date: 6th October 2008
SUBJECT: Inquiry into Procurement, Outsourcing and Commissioning Services

1.00 PURPOSE OF THIS REPORT

1.01 The purpose of this report is:

- a) to set out some of the main principles and drivers that underpin decisions to seek alternatives to in-house service provision.
- b) to outline the legal framework which applies to alternative means of service provision.
- c) to provide an overview and an update on the work currently being undertaken to develop a one-council approach to procurement and commissioning

2.00 BACKGROUND INFORMATION

2.01 Main Principles, Drivers and the Legal Framework

2.02 All local authorities are under a general legal duty to ensure they provide value for money (VFM) in all of their undertakings. The most widely used, and most universally accepted, test of VFM is competition.

2.03 For this reason, practically all of the inspection regimes which apply to local government and its services have some requirement to demonstrate and evidence willingness to use competition to drive VFM. Good performance against these inspection regimes usually brings the reward of additional funding and/or relaxed central government regulation.

2.04 Other reasons why the council may wish to explore alternative means of service provision would include:

- a) To improve the quality and/or efficiency of services that are deemed to be performing poorly in comparison with others.
- b) Political ideology at both the local and national levels.
- c) Organisational restructuring and reconfiguration to prioritise resources.

2.05 In recent history, the main two legislative arrangements that have driven the need to market test local authority in-house services were:

- a) Compulsory Competitive Tendering (CCT).
 - i) Under CCT councils were effectively forced to expose defined services to competition.
- b) Best Value
 - i) The Best Value regime replaced CCT and whilst it was not as prescriptive, competition still played a major part in demonstrating Best Value to the Audit Commission's inspectorate. Councils were required to review all of their services over a five year period, and those reviews had to incorporate the 4 C's of Best Value - which were Consultation, Comparison, Challenge and Competition.

2.06 Currently, the duty of Best Value still applies although the requirement to review all services does not. The Best Value Inspection regime was replaced by the Comprehensive Performance Assessment (CPA) which focuses more on outcomes. However, the use of competition is still an important factor in the CPA and is assessed under the 'Use of Resources' criteria.

3.00 ONE-COUNCIL APPROACH TO PROCUREMENT AND COMMISSIONING

3.01 Why do we need one?

3.02 Commissioning, in its widest sense, is at the heart of everything the Council does. The following points set out the business case for why a one-council approach is needed:

- a) To adopt a 'One Council' ethos to the way we commission goods works and services, but also to recognise that 'one size doesn't fit all' when it comes to commissioning.
- b) To define and adopt consistent terminology relating to procurement and commissioning activity.
- c) To ensure commissioning activities are linked to the Council's strategic objectives.
- d) To set out a commissioning framework so that our potential partners and providers (and inspectors!) are clear on our approach. If we are clear on approach, as 'one council' it will be easier for us work in partnership with our local partners.
- e) To avoid a 'silo' approach which could lead to duplication and inconsistencies in our approach to commissioning and our dealings with providers and service users.
- f) To provide a vehicle to deliver recommendations or improvements on commissioning activity that are identified through:
 - i) Internal and External Audit Reports
 - ii) Scrutiny Board Investigations

- iii) CPA Results.
- g) To ensure that we have appropriate and consistent governance in place around commissioning – particularly cross-organisation commissioning. Commissioning is an inherently high risk activity.
- h) To develop a comprehensive menu of commissioning options which can be used as part of options appraisal.
- i) To position commissioning activity in the context of other corporate initiatives, e.g. Service Prioritisation, Efficiency, Delivering Successful Change, Performance Management, etc..
- j) To set out our approach to reviewing arrangements currently commissioned in-house
- k) To maintain and develop the reputation that Leeds has for being best practice in this area.

3.03 The one-council commissioning framework

3.04 The diagram attached at Appendix 1, which will be presented at that the Scrutiny Board Meeting, seeks to:

- a) Identify the key elements of the framework,
- b) Diagrammatically show how the key elements of the framework interrelate
- c) Map out the concepts of a 'one-council' commissioning framework in more detail using a 'mind map' containing illustrative examples.

4.00 CONCLUSIONS

4.01 The duty to achieve value for money through the use of competition has remained relatively constant for some time. However, over the last 10 to 15 years, the legal framework governing how this is achieved has changed significantly from being highly prescriptive in specific areas to a more outcome based approach across all areas.

4.02 The council is already progressing proposals to develop a consistent approach to procurement and commissioning and is currently consulting directorates on those proposals. The results of this scrutiny investigation have the potential to contribute greatly to the development of that approach.

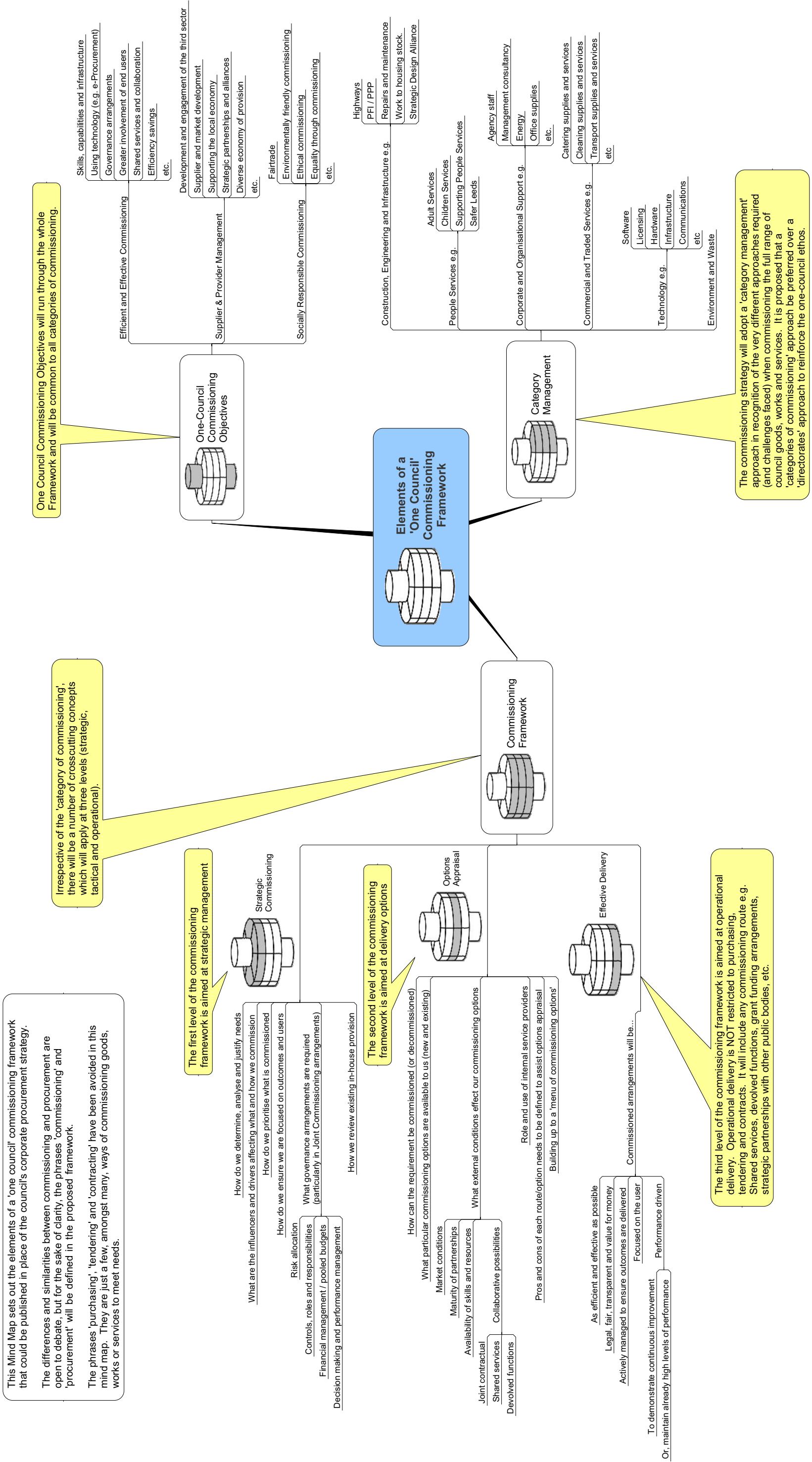
5.00 RECOMMENDATIONS

5.01 Members of the Scrutiny Board are asked to:

- a) Note and discuss the content of this report with a view to identifying further information required for this, and future stages, of their investigation.

Background papers - There are no background papers.

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 6th October 2008

**Subject: Scrutiny Board (Central & Corporate Functions) – Work Programme,
Executive Board Minutes and Forward Plan of Key Decisions**

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 Attached as Appendix 1 is the current Work Programme for this Scrutiny Board. This has been amended to take into account discussions held at the last meeting.
- 1.2 Also attached as Appendix 2 and 3 respectively are the Executive Board minutes from 2nd September 2008 and the Council's current Forward Plan relating to this Board's portfolio.

3.0 RECOMMENDATIONS

- 3.1 Members are asked to;
- (i) Note the Executive Board minutes and Forward Plan
 - (ii) Agree the Board's work programme.

Background Papers

None used

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Appendix 1
SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST SEPTEMBER 2008

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Suggested Areas for Scrutiny Currently Unscheduled			
Corporate Call Centre Performance			
Electoral matters			

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 3rd November 2008 -The deadline for reports for this meeting is 12 Noon 20th October 2008			
Attendance Management	To undertake session 2 of this Inquiry		RP
Meeting date: 1st December 2008 -The deadline for reports for this meeting is 12 Noon 17th Nov 2008			
Income Collection	To receive an initial report on performance		PM
Outsourcing Services	To undertake session 2 of the Inquiry		RP
Member Development	To receive the Working Group's Report.		PM
Meeting date: 5th January 2009 - The deadline for reports for this meeting is 12 Noon 15th Dec 2008			
Attendance Management	To undertake session 3 of this Inquiry		RP
Scrutiny of the Budget	To receive and consider quarter 2 financial report.		RP
Scrutiny of the Council Business Plan			PM
Use of Consultants	To undertake session 1 of this Inquiry		PM

SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST SEPTEMBER 2008

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 5th	February 2009 - The deadline for reports for this meeting is 12 Noon 19th Jan 2009		
Use of Consultants	To undertake session 2 of this Inquiry		PM
Meeting date: 2nd	March 2009 - The deadline for reports for this meeting is 12 Noon 16th Feb 2009		
Scrutiny of the Budget	To receive and consider quarter 3 financial report.		RP
Scrutiny of the Council Business Plan			PM
Use of Consultants	To undertake session 3 of this Inquiry		PM
Attendance Management	To agree final report		RP
Meeting date: 6th	April 2009 - The deadline for reports for this meeting is 12 Noon 23rd March 2009		
Annual Report	To agree this Boards contribution to the Annual report to Council		
Use of Consultants	To agree final report for this Inquiry		PM
Outsourcing Services	To agree final report		RP

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

EXECUTIVE BOARD

TUESDAY, 2ND SEPTEMBER, 2008

PRESENT: Councillor R Brett in the Chair

Councillors A Carter, R Finnigan, S Golton,
R Harker, P Harrand, J Procter and
K Wakefield

Councillor J Blake – Non-Voting advisory member

60 Appeals Against Refusal of Inspection of Documents

The Chair advised that a Ward Member had sought an appeal in accordance with Access to Information Procedure Rule 25.2 in respect of information relating to the report referred to in minute 81.

In response, the Assistant Chief Executive (Corporate Governance) advised that the information sought did not form part of the report which had been submitted to this meeting and therefore there were no grounds on which to make such an appeal. However, the Board noted that the information in question was also being sought via an appeal in accordance with Access to Information Procedure Rule 25.3, and that access to the requested information was currently being determined so that if required, a meeting of a committee of the Executive Board could be promptly convened to determine the appeal.

In response, the Ward Member acknowledged the comments made and welcomed the prospect of a swift resolution to the matter.

61 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 grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:

- (a) Appendix 2 to the report referred to in minute 69 under the terms of Access to Information Procedure Rule 10.4(1) and (2) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information because Education Leeds has a duty to secure improvement and increased confidence in the schools concerned, which would be adversely affected by the disclosure of this information.
- (b) Appendix 2 to the report referred to in minute 70 under the terms of Access to Information Procedure Rule 10.4(1) and (2), and on the grounds that the public interest in maintaining the exemption outweighs

Draft minutes to be approved at the meeting
to be held on Wednesday, 8th October, 2008

the public interest in disclosing the information because Education Leeds has a duty to secure improvement and increased confidence in the schools concerned, which would be adversely affected by the disclosure of this information.

- (c) The appendix to the report referred to in minute 73 under the terms of Access to Information Procedure Rule 10.4(3), and on the grounds that this information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through the inviting of best and final offers for the property/land then it is not in the public interest to disclose this information at this point in time as this could lead to random competing bids which would undermine this method of inviting bids and affect the integrity of disposing of property/land by this process. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of offers which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (d) Appendix B to the report referred to in minute 78 under the terms of Access to Information Procedure Rule 10.4(1) and (2), as the appendix makes reference to the situation of an individual affected by the present situation, and 10.4(3) and (5) as the appendix contains an analysis of the Council's current legal position and proposed course of action for resolution through court proceedings. In each case the information is exempt and so long, as in all of the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. It is submitted that such is the case at the present time.
- (e) Appendix 2 to the report referred to in minute 80 under the terms of Access to Information Procedure Rule 10.4(3), and on the grounds that this information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through inviting best and final offers for the property/land and also one to one negotiations, then it is not in the public interest to disclose this information at this point in time as this could lead to random competing bids which would undermine this method of inviting bids and affect the integrity of disposing of property/land by this process. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level

of offers which may prove acceptable to the Council. It is considered that whilst there may be public interest in disclosure, much of this information will be publicly available from Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

- (f) The appendix to the report referred to in minute 83 under the terms of Access to Information Procedure Rule 10.4(3), and on the grounds that this information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through inviting best and final offers for the land then it is not in the public interest to disclose this information at this point in time as this could lead to random competing bids which undermine this method of inviting bids and affect the integrity of disposing of land by this process. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective bidders for other similar contracts would be aware of the nature and level of offers which may prove acceptable to the Council. It is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

62 Late Items

The Board noted that a Ward Member had submitted a business plan of Kirkstall Community Interest Company and had requested that it was considered in conjunction with the report referred to in minute 81.

In response, the Chair advised that this matter would be determined under the relevant agenda item.

63 Declaration of Interests

There were no declarations made at this point, however declarations of interest were made at later points in the meeting (minutes 69 and 71 refer).

64 Minutes

RESOLVED – That the minutes of the meeting held on 16th July 2008 be approved as a correct record.

NEIGHBOURHOODS AND HOUSING

65 Disabled Facilities Grant 2008/09

The Director of Environment and Neighbourhoods submitted a report on the proposed injection of £1,005,000 of additional Department of Communities and Local Government funding into the capital programme and which sought authorisation of £6,000,000 scheme expenditure in order to meet the demand for mandatory Disabled Facilities Grants for private sector and registered social landlord disabled residents in Leeds during 2008/09.

RESOLVED –

- (a) That approval be given for the injection into the capital programme of £1,005,000 of Department of Communities and Local Government funding.
- (b) That the scheme expenditure of £6,000,000 for 2008/09 be authorised.
- (c) That the Director of Environment and Neighbourhoods submit a further report to the Board on the scheme's progress at the appropriate time.

CHILDREN'S SERVICES

66 Children's Services update and framework for the next Children and Young Peoples Plan

The Director of Children's Services submitted a report providing an update on the key areas of progress made across children's services and the Children's Trust arrangements in Leeds, providing the wider context for a number of significant children's services policy developments and outlining the process and progress of the review of Leeds' Children and Young People's Plan in preparation for the production of a new Plan for 2009 and beyond.

RESOLVED –

- (a) That the report be noted and received as part of the background to other key children's services reports in the coming months.
- (b) That the government's current consultation on children's trust arrangements and Leeds' position in relation to this be noted.
- (c) That the process for consulting on and developing the Children and Young People's Plan for 2009 be noted and endorsed.
- (d) That the issue of locality working in respect of children's services arrangements be specifically addressed as part of the future Children and Young People's Plan review.

67 The Placement of Children in Care in Leeds - A Strategy for 2008-2010

The Director of Children's Services submitted a report on the proposed strategy for the development of improved placements for Looked After Children in Leeds.

RESOLVED – That the report be noted and that approval be given to the 2008-2010 Placement Strategy for Looked After Children in Leeds.

68 Closure of Iveson Approach Children's Home

The Director of Children's Services submitted a report outlining the business case for the proposed closure of Iveson Approach Children's Home and providing details of the proposed process by which residents welfare and staff employment rights would be protected.

RESOLVED – That the proposed closure of Iveson Approach Children's Home be approved.

69 Biannual update on Ofsted Inspections and Schools Causing Concern - Primary

The Chief Executive of Education Leeds submitted a report outlining the performance of primary schools from January 2008 to June 2008, and highlighting the actions taken by Education Leeds in order to fulfil its responsibilities to the Board and the schools.

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

RESOLVED – That the progress which has been made in recent years, in addition to the key issues and challenges which are currently being addressed be noted.

(Councillor Finnigan declared a personal interest in this item due to his position as Governor of Morley Victoria Primary School)

70 Biannual Update on Ofsted Inspections and Schools Causing Concern - Secondary

The Chief Executive of Education Leeds submitted a report summarising recent OfSTED inspection results for secondary schools and outlining the overall pattern of judgements under the current OfSTED framework. The report also provided an update on the progress of schools causing concern and highlighted the implications of the government's new 'National Challenge' for schools.

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

RESOLVED –

- (a) That the contents of the report and the implications of the information detailed within the report with regard to planning the future support and development of secondary schools in Leeds be noted.
- (b) That the Board's congratulations be extended to the students, staff and governors of Leeds schools on the recent GCSE results which have been achieved.

71 School Admission Appeals Code - DCSF Consultation Document

The Assistant Chief Executive (Corporate Governance) submitted a report informing Members of the Department for Children Schools and Families (DCSF) Consultation Document on the School Admissions Appeals Code which was launched on 12th June 2008, with particular reference to the proposal to revise a previous amendment to the Code so that Elected Members may in future represent parents who appeared before school admission appeals panels provided there was no conflict of interest. The report also sought approval of a proposed response to the consultation document as appended to the report.

RESOLVED – That the report be noted and that approval be given to the proposed response to the DCSF Consultation Document on the School Admissions Appeals Code, as appended to the report.

(Councillor Finnigan declared a personal interest in this item due to his position as a member of the Leeds Admissions Forum)

LEISURE

72 Revision of Byelaws for Pleasure Grounds, Public Walks and Open Spaces

The Assistant Chief Executive (Corporate Governance) submitted a report advising of proposals to revise byelaws which applied to pleasure grounds, public walks and open spaces and requesting Executive Board to recommend to full Council the adoption of the byelaws, subject to public consultation and confirmation by the Secretary of State.

RESOLVED – That Council be recommended to approve that the draft byelaws as appended to the report, be made, sealed and placed on deposit, and that the Assistant Chief Executive (Corporate Governance) be authorised to advertise the intention to apply for confirmation of the byelaws and subsequently to apply to the Secretary of State for confirmation.

(The matters referred to in this minute were matters reserved to Council and were therefore not eligible for Call In)

73 Roundhay Mansion - Progress Update

The Director of City Development submitted a report providing an update on the progress made with the letting of Roundhay Mansion as a restaurant/ function facility. The report also recommended a preferred bidder and sought approval to enter into a lease with that bidder and for the expenditure of capital monies which form part of the landlord's improvements to the premises.

The appendix to the report was designated as exempt under Access to Information Procedure Rule 10.4(3) and was circulated at the meeting.

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

RESOLVED – That approval be given to the granting of a lease of Roundhay Mansion to Dine Hospitality Limited on the terms as outlined within the confidential schedule of offers circulated at the meeting.

74 A Draft Vision for the Council's Leisure Centres and Proposals for Future Provision for Public Consultation

The Director of City Development submitted a report outlining the current financial position of the Council's Sport and Active Recreation Service and proposing a draft vision for Leisure Centre provision in Leeds. The report also

sought approval of a series of draft proposals regarding the provision of and investment in the Council's Leisure Centres.

It was proposed that the consultation exercise, as detailed within the report, be revised in order to include all ten Area Committees.

RESOLVED –

- (a) That the pressures currently facing the Sport and Active Recreation Service be noted.
- (b) That approval be given to the undertaking of a public consultation exercise on the proposals set out in the report subject to the above revision, with the Director of City Development reporting back to the Board on the outcome of the consultation exercise in December 2008.

(Under the provision of Council Procedure Rule 16.5, Councillor Wakefield required it to be recorded that he voted against the decisions taken in this minute)

75 West Yorkshire Playhouse First Floor Project - Request for a Loan

The Chief Libraries, Arts and Heritage Officer submitted a report outlining the details of a request made by the West Yorkshire Playhouse for a loan of £160,000 to help fund the First Floor Project.

RESOLVED –

- (a) That the loan of £160,000 to West Yorkshire Playhouse over a period of 5 years be approved.
- (b) That the loan be repaid over a 5 year period, at a rate of £37,000 per annum, which will be deducted from the annual grant payable to West Yorkshire Playhouse.

CENTRAL AND CORPORATE

76 Financial Health Monitoring 2008/09 - First Quarter Report

The Director of Resources submitted a report setting out the Council's financial health position for 2008/09 after three months of the financial year in respect of the revenue expenditure and income to date compared to the approved budget, the projected year end position and proposed actions to work towards achieving a balanced budget by the year end. The report also highlighted the position regarding other key financial indicators, including Council Tax collection and the payment of creditors.

RESOLVED –

- (a) That the projected financial position of the authority after three months of the new financial year be noted.
- (b) That directorates be requested to continue to develop and implement budgetary action plans.
- (c) That the release of £550,000 earmarked reserve for Lifetime Homes as detailed at paragraph 4.6 of the report be approved.

77 Illegal Money Lending Project - Tackling Loan Sharks

The Assistant Chief Executive (Corporate Governance) and the Director of City Development submitted a joint report providing an update on the work of the Illegal Money Lending Project and requesting an extension in relation to the work of the project which has been operating in partnership with West Yorkshire Trading Standards Service, to investigate and institute proceedings against illegal money lenders within the Leeds district.

RESOLVED –

- (a) That the report be noted and in the light of the extension of funding for the project, the delegated powers to authorise Birmingham City Council to institute proceedings within the Leeds district contained within the Protocol for Illegal Money Lending Team Investigations be extended from March 2009 to March 2011.
- (b) That the Board's thanks be extended to the Financial Inclusion Unit for the valuable work they are undertaking in this field.

78 Hall Farm, Micklefield - Proposal for Compulsory Purchase Order

The Director of City Development and the Chief Officer (Legal, Licensing and Registration) submitted a joint report seeking approval to proceed with a Compulsory Purchase Order to acquire a strip of land at Hall Farm, Micklefield for the laying out of a tree belt adjoining the Hall Farm Park estate.

Following consideration of appendix B to the report designated as exempt under Access to Information Procedure Rule 10.4(1), (2), (3) and (5), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That officers be authorised to take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order at Hall Farm, Micklefield.

DEVELOPMENT AND REGENERATION

79 Deputation to Council - Local Residents concerned with the deteriorating condition of Tingley Bar Roundabout / Gyrotory

The Director of City Development submitted a report in response to the deputation to full Council on 9th April 2008 by local residents concerned about the condition of Tingley Bar Roundabout/Gyrotory. The report outlined the actions which had been taken following the submission of the deputation.

RESOLVED – That the actions taken by various sections of the Council following the receipt of the deputation relating to Tingley Bar Roundabout/ Gyrotory, Morley, be noted.

80 Deputation to Council - Newton Futures Residents Group Regarding the Condition of Former Council Property at 9 Newton Grove

The Director of City Development submitted a report in response to the deputation to full Council on 2nd July 2008 by Newton Futures Residents' Group regarding the condition of the former Council owned property at 9, Newton Grove. The report also provided the background to the sale of the

property, and sought approval to take appropriate action to ensure that the property was transferred into responsible ownership.

Appendix 2, detailed as exempt under Access to Information Procedure Rule 10.4(3) contained several options which the Council could pursue in connection with the property and following consideration of that appendix, which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That approval be given to option 4.1(iii) as detailed within exempt appendix 2 to the report and that the buy back notice is served on the owner of the property, and negotiation of a back to back sale onto the Leeds and Yorkshire Housing Association takes place.
- (b) That an injection into the capital programme of £105,000 be authorised.

81 Response to Deputation by Kirkstall Valley Community Association to Full Council and a Separate Verbal Deputation to North West (Inner) Area Committee in Respect of St Ann's Mills

The Chief Asset Management Officer submitted a report in response to the deputation to full Council on 2nd July 2008 by Kirkstall Valley Community Association concerning the future of the mill buildings in Kirkstall and the separate verbal deputation to the North West (Inner) Area Committee on 3rd July 2008 regarding the disposal of St Ann's Mills, Kirkstall.

Further to minute 62, the Chair advised that in accordance with Access to Information Procedure Rule 4.3, he would not permit the consideration of a business plan of Kirkstall Community Interest Company which had been submitted by the Ward Member, as he had been previously permitted to submit a document of a similar nature to the Board for consideration.

RESOLVED – That the deputation to full Council by the Kirkstall Valley Community Association, the separate verbal deputation to the North West (Inner) Area Committee and the response as detailed within the report be noted.

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

82 Adoption of the Supplementary Planning Document of the Streets Design Guide

The Director of City Development submitted a report outlining the outcome of the consultation exercise on the Street Design Guide. The report also sought endorsement of the amended document and approval for the adoption of the Street Design Guide as a Supplementary Planning Document.

RESOLVED – That the report be withdrawn, due to the expected receipt of a deputation regarding the prevention of development of shared spaces by the

Leeds Branch of the National Federation of the Blind to full Council on 10th September 2008.

83 Former Leeds International Pool Site, Wilson Street, Leeds, LS1

The Director of City Development submitted a report advising of the progress which had been made and discussions which had taken place between the Council and its preferred developer of the site. The report also sought approval to progress with the disposal of the site on the revised terms as contained within the exempt appendix to the report.

The report presented the following options:-

- (A) Withdraw from the sale and remarket the property
- (B) Withdraw from the sale and the Council retain the property
- (C) Proceed with the Council's preferred developer on the proposed revised terms

The appendix to the report was designated as exempt under Access to Information Procedure Rule 10.4(3) and was circulated at the meeting.

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

RESOLVED – That the Council progress with the sale of the site to the Council's preferred developer, Hbg Properties Ltd, on the revised terms as contained within the exempt appendix, with the Director of City Development having the delegated powers to agree the detailed terms.

DATE OF PUBLICATION: 4TH SEPTEMBER 2008
LAST DATE FOR CALL IN: 11TH SEPTEMBER 2008 (5.00 PM)

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Friday, 12th September 2008)

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 October 2008 to 31 January 2009

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)
Leeds by Example: Developing a Corporate Social Responsibility Policy Approve the vision and development of a Corporate Social Responsibility Policy.	Executive Board (Portfolio: Central and Corporate)	8/10/08		The report to be issued to the decision maker with the agenda for the meeting	Deputy Chief Executive
Capital Programme Update 2008 to 2012 To approve the updated capital programme position.	Executive Board (Portfolio: Central and Corporate)	8/10/08	None	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Financial Performance Half Year 2008/09 In noting the financial position at the half year for the Authority a decision will be required as to the treatment of any variation identified.	Executive Board (Portfolio: Central and Corporate)	5/11/08		The report to be issued to the decision maker with the agenda for the meeting	Director of Resources

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)
The Living City Wage To consider the implications of introducing a Living Wage for Leeds.	Executive Board (Portfolio: Central and Corporate)	5/11/08	To consider matters already nationally and locally researched by Living Wage organisations.	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Framework Agreement for Financial Advisors for PFI Projects To award the contract for the Framework Agreement.	Chief Officer (PPPU)	6/11/08	N/A (advisors from client departments consulted)	Report to Panel	Deputy Chief Executive
The provision of a new mobile and fixed voice and data services contract The tender is currently being advertised and we aim to be in position to make a decision and award in December 2008. The new contract will need to be in place for when the current agreement with Orange expires in March 2009.	Head of ICT	1/1/09		Tender pack / bids	Director of Resources

NOTES

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

Executive Board Portfolios

Executive Member

Central and Corporate	Councillor 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.

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