



SCRUTINY BOARD (CENTRAL AND CORPORATE)

**Meeting to be held in Civic Hall, Leeds on
Monday, 1st December, 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

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> <ol style="list-style-type: none"> 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. 2 To consider whether or not to accept the officers recommendation in respect of the above information. 3 If so, to formally pass the following resolution:- <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 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 - 3RD NOVEMBER 2008</p> <p>To confirm as a correct record the attached minutes of the ordinary meeting and the Call – In meeting held on 3rd November 2008.</p>	1 - 8
7			<p>SCRUTINY INQUIRY - MEMBER DEVELOPMENT - SESSION 1 - SETTING THE SCENE</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	9 - 30
8			<p>FINANCIAL HEALTH MONITORING 2008/09 - HALF-YEAR REPORT</p> <p>To receive and consider the attached report of the Director of Resources, as submitted to the Executive Board on 5th November 2008.</p>	31 - 40
9			<p>SCRUTINY INQUIRY - PROCUREMENT, OUTSOURCING AND COMMISSIONING SERVICES - SESSION 2</p> <p>Further to Minute No. 34, 6th October 2008, to receive and consider the attached report of the Chief Procurement Officer.</p>	41 - 46

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			INCOME COLLECTION Further to Minute No. 11, 7 th July 2008, to receive and consider the attached report of the Director of Resources.	47 - 56
11			SCRUTINY BOARD WORKING GROUP - ALMO FINANCES Further to Minute No. 11, 7 th July 2008, and Minute No. 33, 6 th October 2008, to receive and consider the attached report of the Head of Scrutiny and Member Development regarding the meeting of the Board's Working Group held on 17 th November 2008.	57 - 60
12			WORK PROGRAMME To receive and consider the attached report of the Head of Scrutiny and Member Development, which incorporates the minutes of the Executive Board meeting held on 5 th November 2008 and an extract from the Council's Forward Plan of Key Decisions for the period 1 st December 2008 to 31 st March 2009.	61 - 82
13			DATES AND TIMES OF FUTURE MEETINGS <u>Tuesday</u> 6 th January 2009* Monday 2 nd February 2009 Monday 2 nd March 2009 Monday 6 th April 2009 All at 10.00am (Pre-Meetings 9.30am) except *, which commences at 14.00 , Pre-Meeting 13.30.	

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 3RD NOVEMBER, 2008

PRESENT: Councillor M Dobson in the Chair

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

38 Apologies for Absence

Apologies for absence were submitted on behalf of Councillor Chastney.

39 Minutes - 6th October 2008

RESOLVED – That the minutes of the meeting held on 6 October 2008, be confirmed as a correct record.

40 Scrutiny Inquiry - Absence Management - Session 2

The Head of Scrutiny and Member Development submitted a report which updated the Board on the Sickness Absence Management Inquiry. Appended to the report was a summary of an Absence and Labour Turnover survey carried out by the Confederation of British Industry. It was also reported that a major private company had been approached to contribute to the Board's Inquiry.

The Chair welcomed Rachel Allsop, Director of Human Resources, Leeds Teaching Hospitals NHS Trust (LTHT) to the meeting.

In response to Members comments and questions, the following issues were discussed:

- Further to comments regarding the upset and anxiety caused to Leeds City Council staff due to the pay and grading review, it was reported that LTHT had gone through a similar process with the introduction of a national pay scheme and local evaluation. The impact of this on sickness and absence had not been measured at LTHT.
- LTHT focussed on investing in Managers to deal with attendance management issues and how to incorporate this into routine performance management.
- Stress related illness – it was reported that the LTHT had participated in a Health And Safety Executive project that assessed stress standards. Absence due to stress was closely monitored both at individual and team level.
- LTHT had seen a 1% drop in sickness absence.

Draft minutes to be approved at the meeting
to be held on Monday, 3rd November, 2008

- Staff workloads and the impact on sickness were monitored through various methods including staff surveys.
- Health manuals for staff had been developed and health promotion initiatives such as issuing staff with pedometers had been used.
- Staff cover and use of agency and pool staff.
- Managing attendance for staff with long term and permanent illnesses and the involvement of occupational health.
- Occupational health referral and capability procedures.
- Human resources performed an advisory role in relation to attendance management with managers performing immediate duties.
- Identification of work areas where staff could face aggressive or violent behaviour.
- The need for staff with viral infections to be absent, particularly where working with people suffering from other illnesses.
- The usefulness of collaborative working with LCC
- The use of targeted training for managers

The Chair introduced the following trade union representatives to the meeting:

- Betsy Saidani – UNISON
- Brian Mulvey – UNISON
- Dick Banks – UNITE
- Michelle Robb – GMB
- Steve Terrington – GMB

In response to Members questions and comments, the following issues were discussed:

- The concept that all sick leave was in the first case genuine and all cases should follow the same procedures, however it was acknowledged that on occasions it was possible to identify cases where staff used the sickness procedures for their own benefit. The Unions did not support such behaviour and aimed to support staff to enable their attendance at work.
- It was reported that the Unions did have a constructive working relationship with Human Resources and sickness was one of the major issues. The issue of consistent and appropriate use of procedures was discussed.
- The Union's view that improvements could be made with regards to staff with disabilities and that the Council should sign up for the Positive About Disabled People two ticks symbol. It was the view of the Unions that some employees with disabilities were constantly been caught up in sickness monitoring procedures and it was felt that this could be avoided in certain circumstances.
- The provision of reasonable adjustments to allow those with disabilities to continue working.

- Procedures to get staff who had been absent to return to work, possibly on light duties and the role of managers in achieving this.
- The proposed closure of Leodis. Leodis supported employers and employees to work together and carried out work place assessments for those with medical or other support needs. Members requested further information on the role of Leodis, how their services were used by Leeds City Council, the contribution to attendance at work and whether it was a service that Leeds City Council could invest in.

RESOLVED – That the report and discussion be noted.

41 Work Programme

The Head of Scrutiny and Member Development submitted a report which outlined the Board's current work programme. Also appended to the report was a copy of the Forward Plan and the minutes of the Executive Board held on 8 October 2008.

RESOLVED –

- (1) That the Executive Board minutes and Forward Plan be noted.
- (2) That the Board's work programme be agreed.

42 Dates and Times of Future Meetings

Monday 1st December 2008

***Tuesday** 6th January 2009

Monday 2nd February 2009

Monday 2nd March 2009

Monday 6th April 2009

* All at 10 am (Pre- Meetings at 9.30am) **except** re-arranged meeting on Tuesday 6th January, which will commence at 2.00 pm (Pre-Meeting 1.30 pm).

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SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 3RD NOVEMBER, 2008

PRESENT: Councillor M Dobson in the Chair

Councillors B Atha, J Bale, S Bentley,
J Dowson, P Ewens, M Hamilton, V Kendall
and B Selby

43 Declarations of Interest

Prior to the meeting, Councillors Lowe and Wadsworth declared a personal and prejudicial interest in Agenda Item, 7 – Review of Called-In Decision – Review of Capital Programme 2008 – 2012 due to their respective positions as Directors with the West North West ALMO and East North East ALMO. Minute No. 46 refers.

Councillor Dowson declared a personal interest in Agenda Item, 7 – Review of Called-In Decision – Review of Capital Programme 2008 due to her position on the East North East ALMO Area Panel. Minute No. 46 refers.

44 Apologies for Absence

Apologies for absence were submitted on behalf of Councillors Chastney, Lowe and Wadsworth.

45 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) recommend to the Executive Board that the decision be reconsidered. If the Scrutiny Board (Central and Corporate) chose this option, a report would be submitted to the next scheduled meeting of the Executive Board. The Executive Board would reconsider their decision and would publish the

outcome of their deliberations within the minutes of that meeting. 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.

46 Review of Called - In Decision - Review of Capital Programme 2008 - 2012

The report of the Head of Member Development presented the background papers to the Executive Board decision on the Review of Capital Programme 2008 – 2012 made on 8 October 2008 which had been subsequently called in. The decision taken was as follows:

Capital Programme Update 2008 – 2012

The Director of Resources submitted a report providing an updated position on the 2008 – 2012 Capital Programme.

RESOLVED –

- (a) That the adjustments to capital programme expenditure and resources as detailed in Appendix A to the report be approved.*
- (b) That the Strategic Development Fund be sub-divided into 3 investment areas as set out in section 4 of the report.*

The decision had been called in for review by Councillors R Lewis, M Lyons, L Mulherin, A Ogilvie and J Dunn on the following grounds:

- That clarification was sought on the amount of money being transferred from the HRA in appendix A to the general fund was affordable and would not adversely impact on the ALMOs programs and plans.
- That information was sought on what consultation had taken place with the ALMO Chief Executives and Board Members.

In response to the call-in notice, the following had been invited to the meeting:

Councillors R Lewis, Lyons, Mulherin, Ogilvie and Dunn.
Alan Gay, Director of Resources
Richard Ellis, Head of Finance, Environment and Neighbourhoods
Paul Langford, Chief Housing Services Officer
Maureen Taylor, Chief Officer Financial Development

Councillor Lewis, as the only present signatory of the call-in request, was invited to address the Board and give further information on the call in request. He raised the following points:

- Overall effect on the housing decency programme.
- The consultation process before the Executive Board decision and the involvement of the ALMOs in any consultation.
- A shortfall in the decency budget for the West North West Homes ALMO.

Draft minutes to be approved at the meeting
to be held on Monday, 1st December, 2008

- Potential implications if proposed PFI schemes in relation to housing do not go ahead.
- There had been no reference to future funding required to maintain decency standards.

In response to the concerns behind the call-in of the Executive Board decision, the following responses were given:

- The forecast for capital receipts had fallen considerably and there was a need to address a gap in the Council's capital programme.
- It had been concluded that there was a surplus of resources across the ALMOs.
- The investment needs of the West North West ALMO were still under review.
- Further to concern regarding future funds to maintain decency standards, it was reported that there would be ongoing discussion between the Council and the ALMOs regarding this. This would also be affected by the continuing review of legislation from Central Government and the HRA review.
- There had been ongoing negotiations with the ALMOs since the beginning of the year.
- Other areas within the Council had seen pressure on their capital budgets.

In brief summary, the following issues were discussed in relation to the called-in decision:

- Concern regarding the lack of consultation with and representation from the ALMOs.
- Capital needs elsewhere across the Council.
- Housing inspections – it was reported that this had been completed in Aire Valley and results were awaited for East North East and West North West ALMOs.

Councillor Lewis was given opportunity to respond and informed the Board that it was still not felt that enough information had been given for the decision of the Executive Board to be implemented. He also raised a concern that a reduction in the sale of properties would mean more properties would have to be upgraded and maintained to meet decency standards.

RESOLVED – That the contents of the report, relevant background papers and discussion be noted.

47 Outcome of Call - In

Following consideration of evidence presented to them and the options available to them as outlined in Minute No 46, a proposal was made that the Board should move that Option 2 – Recommend that the decision be

reconsidered be resolved. This proposal was voted against. A further proposal was made that the Board should move that Option 1 – Release the decision for implementation be resolved and the Board voted in favour of this.

RESOLVED – That the decision of the Executive Board in relation to the Review of the Capital Programme 2008-2012 be immediately released for implementation.

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 2nd December 2008

Subject: Member Development Inquiry – Session 1 – Setting the Scene.

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 meeting on 8th September 2008. These are attached as Appendix 1. Members agreed that this first session of the Inquiry would be used to 'set the scene'.
- 1.2 It is recognised that some Members of the Board may not be familiar with some of the key statistics or be aware of the scope of the Member Development activity undertaken. To address this, some background papers have been supplied for information, and this report will set the scene by providing a summary of activity and key issues from the past few years.
- 1.3 At today's session Members will receive a brief presentation from Kay Sidebottom, Member Development Officer, and a paper from Cllr Gruen. Following this presentation the Board will have the opportunity to consider areas where it would like to focus and who it would like to hear from in order to 'flesh out' best practice and initiatives for the future.

2.0 SETTING THE SCENE – MEMBER DEVELOPMENT

2.1 In the beginning...

Training and development activities for elected Members have always taken place at Leeds. However, the implementation of the Local Government Act 2000 meant that councillors were facing new pressures and challenges. In October 2000, the Council (through the leaders of all three main political parties) signed up to the Local Government Information Unit's (LGiU) Councillor Development Charter and the Improvement and Development Agency's (IDeA) Charter on Member Development. In December 2003 the Council appointed a Member Development Officer whose

remit was to devise a specific learning and development strategy for elected Members, which would bring the principles of these charters to life.

2.2 Early days...

The first Member Development Strategy was launched in April 2004, in readiness for the all-out elections that year. The focus of the strategy was on the following areas:

- Delivering effective induction
- Encouraging role-specific development (eg for Planning or Licensing Members)
- Provision of a wide-ranging series of briefings and seminars
- Meeting the personal development needs of individual Members.

For the rest of that year and into 2005, the Member Development Officer continued to roll out the objectives of the Strategy, and a comprehensive events programme was put in place.

2.3 Where next?

Although a popular events programme was in place, there was a growing sense that a large proportion of Members across all groups were not fully engaged with the Member Development process. Part of this issue concerned the level at which Members were involved in developing learning and development solutions, and the extent to which they felt they owned the Member Development process.

The decision-making panel dealing with Member learning and development issues is the Member Management Committee. As the group only meets on a quarterly-basis, and deals with a wide-range of issues, it was felt that it could not give detailed enough consideration of Member development topics. A proposal was put to the Group to form a Working Group of Members who could focus purely on Member Development, and formulate recommendations which could go back to Member Management Committee for approval.

The Working Group was duly formed, and consisted of one Member (a deputy Whip) from each of the 4 main parties. The Working Group held its first meeting on 19th December 2005 and meetings have continued regularly since that date. The Group is currently chaired by Cllr Graham Latty; other members of the Group are councillors Bentley, Ann Blackburn and Dowson. Other political groups and independent Members are kept updated via regular reports and emails on Member Development activity.

2.4 Attaining the Member Development Charter

A new Charter for Member Development was put together by the IDeA and launched in 2005. The Charter aims to promote best practice in Member training and development and is based on the Investors in People national quality standard. It provides a systematic framework for the development of elected Members, and requires councils to demonstrate evidence of commitment to the following principles:

- being fully committed to developing elected Members in order to achieve the council's aims and objectives
- a Member led, strategic approach to elected Member development
- a Member learning and development plan that clearly identifies the difference development activities will make
- a recognition that learning and development is effective in building capacity
- a commitment to wider development matters which promote work-life balance and citizenship.

By November 2006, the Working Group felt that sufficient evidence had been gathered in order to present the Council for assessment, and the Leader of each political group demonstrated their commitment by signing up to its principles. In February 2007, the Council was formally assessed and awarded the Charter: a formal presentation was made at Full Council by representatives of Local Government Yorkshire and Humber in April 2007.

2.5 The present day

Many of the activities which commenced in 2004 (induction; personal development planning; regular learning events) are still in place and the Working Group continues to provide an effective steer for Member Development.

A new Member Development Strategy for 2008-11 was launched in September 2008, and is linked closely to the following strategic themes:

- the Council's objectives, as outlined in the Business and Strategic Plans
- the five themes of the Member Development Charter, and actions arising from the Charter assessment report
- national good practice guidelines as recommended by bodies such as the Improvement and Development Agency.

The Strategy sets out a number of specific actions and performance measures relating to the themes. These will be monitored closely by the Working Group.

A number of new features have been introduced into the 2008-9 learning and development programme. These include:

- University study. Six councillors are taking part in the University of Huddersfield Postgraduate Certificate in Local Government Modernisation.
- Mentoring. Three councillors have been provided with mentors (IDeA-appointed Member peers, who are senior and experienced councillors from large authorities).
- Leadership Academy. Two councillors attended the IDeA Academy in 2008.
- Regional events. Leeds has hosted one regional and one national Scrutiny event, both in conjunction with the Centre for Public Scrutiny.

2.6 Issues and challenges

The Member Development Charter will be reassessed in 2010, and Leeds has the option of going for a more stringent award; CharterPlus. If we decide to commit to this award, we will need to evidence real improvement in all the key areas, and meet a number of new criteria. The following areas will be key to the achievement of CharterPlus, and the future success of the function as a whole:

- Member Engagement. A majority of councillors must be shown to have undertaken interviews as part of a formal personal development planning

process, and the majority of Members must be seen to engage with learning and development in some form

- Member's roles are clearly set out. Role descriptions must be in place for each councillor role (such as Scrutiny Chair, Executive Member etc). This document should outline knowledge and skill requirements and make links to personal development and the Council's priorities.
- Ownership of Member Development. Evidence of Members setting and prioritising the budget for Member Development must be seen, and steering groups such as the Member Development Working Group must continue to lead the function.
- Investment in learning is evaluated in terms of benefits and impact. This should include the assessment of the impact of learning and development at community level (eg by asking for feedback from partners or via a 360-degree feedback process), and undertaking exit interviews with councillors who leave mid-term or who do not seek re-election.
- Support for Members. Evidence of Member Development addressing work-life balance should be demonstrated (through the provision of evening events and flexible learning options), and promotion of the councillor role to individuals and communities.

3.0 NEXT STEPS IN THE INQUIRY

- 3.1 Due to time constraints, and the workload of the Board, it is proposed to progress the rest of the inquiry through a working group. The group will look at areas such as best practice, performance, and future initiatives/developments, in addition to any topics arising from this meeting.
- 3.2 A final report will be brought back to the Board in March 2009.

4.0 RECOMMENDATIONS

- 4.1 Members are asked to:

- (i) Note the agreed terms of reference at Appendix 1
- (ii) Receive the officer presentation
- (iii) Discuss any subsequent issues
- (iv) Agree the inquiry programme.

Background papers

- Member Development Strategy 2008 to 2011 (extract)
- Benchmarking statistics for local authority spend on Member Development
- Member Development and conference budgets for 2008-9
- Events and attendance summary for the year 2008-9 to date.

SCRUTINY BOARD (CENTRAL AND CORPORATE FUNCTIONS)

INQUIRY INTO MEMBER DEVELOPMENT

TERMS OF REFERENCE

1.0 Introduction

- 1.1 The Council was awarded the Improvement and Development Agency's 'Charter for Member Development' in 2007. This award recognised the Council's commitment in supporting its Members to fulfil their roles and build capacity. However, whilst acknowledging the quality and effectiveness of Leeds' provision, the assessors stressed the importance of continuous improvement. Their report made a number of suggestions, including the recommendation to undertake a Scrutiny review of Member Development.
- 1.2 In 2010 the Council will need to seek re-accreditation for the Charter. As part of the process there will be the option to gain 'Charter Plus' which has more stringent targets, including the following:
- a formal Personal Development Planning process must be in use, with a majority of councillors having undertaken interviews
 - the Council must have, and use role profiles (for key roles such as Planning Member, Scrutiny Chair etc)
 - a sophisticated evaluation/impact assessment process for member development and for individual and groups of councillors must be in place.
- 1.3 At its meeting on 7th July, Scrutiny Board (Central and Corporate Functions) resolved to undertake an Inquiry into Member Development.

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:
- Effectiveness of the Member Development Strategy and existing training provision for Members in terms of:
 - Timing, format and relevance of events
 - Marketing and promotion of training
 - Evaluation of training initiatives and return on investment.
 - Extent to which Member Development is Member-led
 - Provision of resources and budget to support the function.

- 2.2 The Membership of the Scrutiny Board includes Members who sit on the Member Development Working Group. (Cllrs Latty (Chair), Councillor Bentley Cllr Dowson and Cllr Ann Blackburn). These Members will be able to bring expert evidence to the Board throughout the Inquiry.

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 in March 2009.
- 4.2 The length of the Inquiry is subject to change.

5.0 Submission of evidence

5.1 Session one – Scene-setting

To set the scene through an explanation of the Leeds Member Development Strategy.

5.3 Session two – Best practice

- Member Development Charter requirements
- Good practice from other authorities
- Future initiatives and developments (input from IDeA).

5.3 Session three – Performance

- Leadership of the Member Development function
- Current budget and resources
- Performance data and statistics (attendance, evaluation etc).

5.4 Session four – Final report

- To agree final report.

6.0 Witnesses

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

- Kay Sidebottom (Member Development Officer)
- Group Whips
- Member Development Working Group representatives
- Judith Hurcombe, IDeA Principal Consultant
- Karen Weaver, Assistant Head Employment Services, Local Government Yorkshire and Humber
- Cllr Val Slater, Bradford City Council and IDeA accredited Member-peer
- Member Development Officers from other authorities.

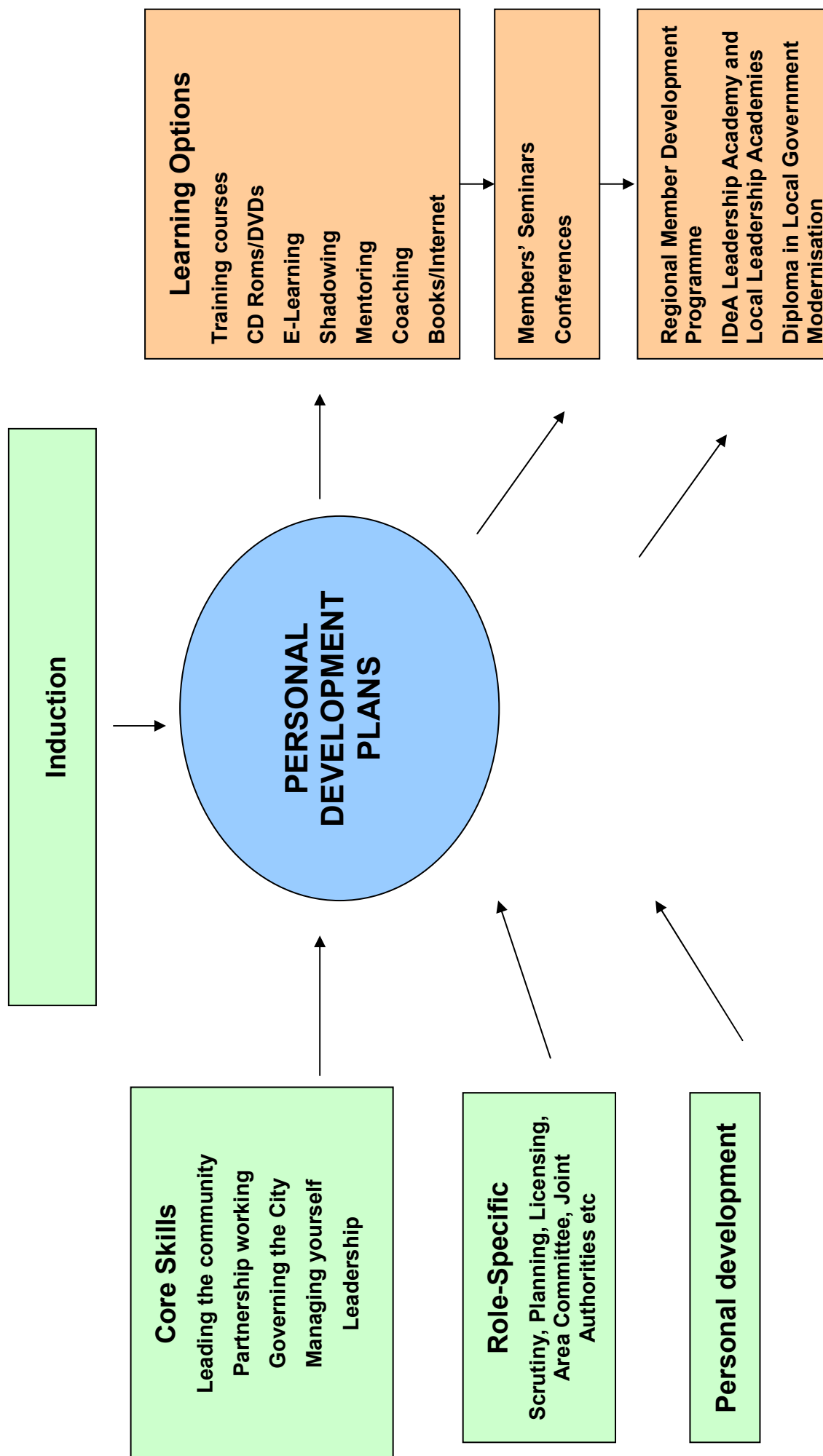
7.0 Post inquiry report monitoring arrangements

- 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.
- 8.2 Some initial measures of success are:
- A 20% improvement in attendance at learning and development events
 - An increase in the number of events rated as 'good' or 'excellent'
 - An increase in the number of Members completing Personal Development Plans.
 - The awarding of Charter Plus

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The strategy in detail

Induction Programme

It is important that prospective Members of Council understand the Council's commitment to, and arrangements for, training and developing its Members. In order to encourage commitment to the programme, new Members will be given advance notification of the dates planned for training and development activities so that they can plan their diaries accordingly.

Upon election, all new Members will be expected to participate in the induction programme. In order to provide a seamless programme of events, a common structure and format will be adopted and the programme will be co-ordinated centrally. This will ensure that each session has clear objectives, picks up on recurring themes and is fully integrated in the programme.

In cases where a Member is unable to complete one of the modules, arrangements will be offered for a personal briefing. Similarly, if a Member is elected at a by-election part way through the year a series of individual briefings will be offered. Any Members elected at by-elections will also be invited to participate in the following year's full induction programme.

Key induction modules (for example, briefings on the Code of Conduct) will be repeated throughout the year, so that Members have the opportunity to take part in any courses they may have missed. Where appropriate, induction modules will also be made available to existing Members, so that they refresh and update their skills over the course of their political careers.

In addition to this induction programme, which is provided for all Members of Council, the different political groups will make their own arrangements for providing induction and ongoing support, including mentoring if required, to their own Members.

Core Skills

Members need to demonstrate competence in the following five areas in order to carry out their roles effectively:

1. Leading the community

Community leadership is at the heart of the modern councillor's role. Recent emphasis on democratic participation encourages Members to contribute to neighbourhood management and the development of sustainable communities. Areas of focus for the development of this skill include:

- engaging and empowering the community
- community cohesion
- communication and public relations
- councillors as corporate parents.

2. Partnership working

There is a greater onus on Members to work closely with partner agencies such as the police, NHS and voluntary sector in order to deliver the requirements of the Leeds Strategic Plan. The success of joint initiatives is dependent on skills such as facilitation, conflict resolution and negotiating. Where appropriate, development of this skill area will involve joint activities with partner agencies.

3. Managing yourself

Councillors must juggle a number of conflicting priorities, and good organisational skills will enable them to cope well with the pressure of their role. Support is available to help them develop in the following areas:

- dealing with casework
- managing time
- using ICT
- managing meetings
- public speaking and presentation
- media and PR.

4. Governing the City

This competency comprises the regulatory and corporate governance responsibilities of all councillors. It includes areas such as managing risk, decision- and policy-making, local government finance and performance management. Members must also take personal responsibility by understanding, and adhering to the Code of Conduct in all areas of their public life, and development in this area is compulsory.

5. Leadership

This skill incorporates interpersonal skills, such as communication and chairing and may be taken to a higher level for those Members who aspire to move into senior roles within their political group. Development options include:

- mentoring
- coaching
- external programmes used to support political leadership development (such as IDeA Leadership Academy).

In addition, political leadership may be addressed in conjunction with the Council's 'top team'. This is likely to comprise joint events with top management that support team building and emphasise transformational leadership.

The core skills will be reviewed on an annual basis in order to ensure that they accurately reflect the changing roles of councillors, and are flexible enough to meet any changes in legislation or governance.

Role Specific Skills

These are skills related to specific roles on the Council. Members are encouraged to undertake specialist training when appointed to a role in order to ensure that they can discharge their duties effectively.

To support the development of councillors' roles, the Council has produced a generic role description for all Members; this is included at Appendix 2. The role description describes the elements of the role that are common to all Members and, in addition, recognises that individual Members will also be assigned particular functions such as Executive, Scrutiny, Deputy Executive Member or Regulatory responsibilities. These specific roles enable Members to develop expertise in a wide range of policy and service areas, whilst at the same time creating the need for a broad spectrum of high quality training and development support.

The identified roles which this programme supports are:

- Area Committee Chair
- Area Committee Member
- Company Director/Trustee representing the Council
- Corporate Governance and Audit Committee Member
- Deputy Executive Member
- Lord Mayor and Deputy Lord Mayor
- Regulatory Panel Member – Licensing*
- Regulatory Panel Member – Planning*
- Scrutiny Board Chair
- Scrutiny Board Member
- Standards Committee Member

Members appointed to joint authorities, such as the West Yorkshire Fire and Rescue Authority, will also be offered learning and development opportunities specific to these roles.

* Planning and Licensing training is compulsory for any Member appointed to those panels.

Personal Development

In order to identify individual learning and development needs, all Members are encouraged to undertake an annual review of their learning, performance and achievement. The actual process for achieving this may alter slightly from one political group to another, but will usually involve a focussed discussion between individual Members and their deputy Group Whip. Members are encouraged to use the Member Development Framework (see page 8) to help identify any skills gaps in the core skills areas. During personal development discussions, Members may also wish to consider future aspirations and identify training options to help them attain their goals. For example, a Member who wishes to become an Executive or Deputy Executive Member in the future could identify leadership development as a learning need.

The learning and development needs identified through Personal Development discussions will result in the creation of an individual Personal Development Plan (PDP) for each Member. All PDP data will be collated by the Member Development Officer in order to inform the Annual Learning and Development Plan, as well as being used to meet specific individual needs.

Event attendance (1st May 2008 to 31st October 2008)

This report shows learning and development activity undertaken by elected Members between 1st May 2008 and 31st October 2008. The report only includes training arranged or provided by Member Development and does not cover other events which Members have attended of their own volition. The evaluation rating is an average score based on feedback from the event – options are Excellent, Good, Fair or Poor.

Induction programme

There were 5 newly elected Members in May 2008.

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Finding Your Feet – Services and Support for New Members	12/5/08	Nick de la Taste	Taylor Yeadon	Marjoram	Chastney Matthews	-	-	-	5	Good / excellent
Introduction to ICT	12/5/08	Dennis Rhodes (associate trainer) and Members IT team	Yeadon	Marjoram	Chastney Matthews (left early)	-	-	-	4	Good / excellent
Learning the Ropes – the Conduct of Council Meetings	14/5/08	Ian Walton	Taylor Yeadon	Marjoram	Chastney Matthews	-	-	-	5	Good / excellent
Speaking in the Chamber	14/5/08	Emma Taylor (external trainer)	Taylor Yeadon	Marjoram	Chastney Matthews	-	-	-	5	Excellent

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Understanding the Code of Conduct	20/5/08	Kate Feltham, Nicole Jackson	Taylor Yeadon	Marjoram *	Chastney Matthews	-	-	-	4	Good / excellent
How the Council Works – Structures and Decision-Making	21/5/08	Liz Davenport	Taylor	Marjoram *	Matthews	-	-	-	2	Good / excellent
ICT equipment and guidelines	21/5/08	Andrew Keightley	Taylor	-	Matthews	-	-	-	2 (2 invited as missed session / left early on 12/5/08)	-
Media Skills ¹	30/5/08	Maypole Media (external trainer)	Taylor Yeadon Taggart	Marjoram	Rhodes-Clayton Matthews Chastney	-	-	-	7	Excellent
Understanding Scrutiny	2/6/08	Peter Marrington	Taylor Yeadon	Marjoram *	-	-	-	-	2	Excellent
Local Government Finance Made Simple	3/6/08	Alan Gay	Taylor Yeadon	-	-	-	-	-	2	Good / Excellent
Leeds Local Area Agreement and Strategic Plan ²	3/6/08	Jane Stageman	Castle Lowe Dobson Taylor Yeadon	Marjoram *	Ewens Campbell	-	-	-	7	Good

¹ Open to all councillors

² Open to all councillors

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Introduction to ICT ³	5/6/08	Dennis Rhodes (associate trainer)	Atha A Hussain	Fox	-	-	-	-	3	-
Introduction to Performance Management ⁴	17/6/08	Marilyn Summers	Castle Yeadon (30-6-08)	Marjoram *	Chastney	-	-	-	2	Good
Cracking the Code (Code of Conduct refresher)	30/6/08	Kate Feltham, Kay Sidebottom	Taylor	-	Chastney	-	-	-	2	-
General Induction Day	15/10/08	Various officers	-	-	-	Parnham	-	-	1	-

***NB:** Attended events via a full day of training on 9th July 2008.

³ This session was not required by new Members so was opened up to existing Members

⁴ Open to all councillors

Personal Development

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Budgeting – Finance Management	09/10/08	Helen Mylan (Finance)	Jarosz Davey	-	-	-	-	-	2	Excellent
ICT Drop-in training	16/10/08	Dennis Rhodes (Associate Trainer)	Gruen	Feldman Kendall	Campbell	-	Elliott	-	4	-
IDEA Mentoring Project	Ongoing	IDEA	Dowson	Anderson	Bentley	-	-	-	3	TBA
University of Huddersfield – Certificate in Local Govt Modernisation	Ongoing	Local Govt Yorkshire and Humber/ University of Huddersfield	Dowson Grahame Rafique	Anderson	Chastney Golton	-	-	-	6	TBA

Role Specific Training

This section shows development events linked to specific roles undertaken by Members.

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
First Among Equals: the Role of the Chair in Successful Scrutiny ⁵	4/6/08	CfPS (external trainers)	Dobson Grahame	W Hyde Anderson	Bentley	-	-	-	17 including councillors from other WY authorities	Excellent

⁵ This event was funded by capacity building money and open to scrutiny chairs, vice chairs and officers from the 5 West Yorkshire authorities.

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Introduction to Corporate Governance	18/6/08	Andy Hodson Nicole Jackson	Grahame Taggart Driver	Bale Latty	-	D Blackburn	Elliott	-	7	-
Approving the Statement of Accounts	18/6/08	Chris Blythe Helen Mylan	Grahame Taggart Driver	Bale Latty	-	D Blackburn	Elliott	-	7	-
Making an Impact: Successful Scrutiny	30/09/08	Tim Young (CfPS)	Lewis Grahame	W. Hyde	Bentley	-	Elliott	-	5	Good
Scrutiny Roadshow (National Event)	02/10/08	Centre for Public Scrutiny	Dobson	W. Hyde	-	-	-	-	2	-
Planning Policy Update	21/10/08	Jed Griffiths, TRA Ltd	Lewis Lyons Coulson Harper Congreve	Wadsworth Marjoram Wilkinson Andrew	Campbell A. Taylor	D.Blackburn	Leadley	-	13	Good
Planning Enforcement	29/10/08	Vivien Green, TRA Ltd	Coulson Gruen Yeadon	Latty Fox A.Castle	Pryke Wilson Matthews Campbell	-	Leadley	-	10 + 4 Parish Cllrs	Excellent
Planning on the Edge (Regional event, Halifax)	11/11/08	Calderdale MBC	-	Castle Fox	Campbell Ewens	-	-	-	4	Excellent

Seminars and Briefings

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Leeds Compact	16/09/08	Lisa Wright	Murray Lewis	Harrand Anderson Kendall Lobley	Ewens Chastney Bentley	-	-	-	9	-
Development of The Children's Plan	13/10/08	Rosemary Archer	E. Taylor Mulherin Selby Murray	W. Hyde Fox Harrand (arrived at 12.30) Bale	Harker Golton Bentley Ewens Chastney	-	-	-	13	Good
Review of income for non residential social care services	16/10/08	Sandie Keane	Wakefield Harington Grahame Blake Coupar Driver J.McKenna A.McKenna	Kendall Anderson	Bentley Chastney Chapman Campbell Evens	Parnham	Leadley Gettings	-	18	Fair

Member Development Budget for 2008-09

Starting Budget = £7,590.00

Date	Item	Cost (£)	Type of cost
14/05/2008	Speech-Making training - 14/5/08 - Emma Taylor	£447.00	Trainer
30/05/2008	Media Training - 30/5/08 - Maypole Media	£1,500.00	Trainer
04/06/2008	Centre for Public Scrutiny - Scrutiny event 4/6/08 *	£2,170.00	Trainer
04/06/2008	Scrutiny event catering	581.04 inc VAT	Catering
04/06/2008	Scrutiny event room hire	£675.00	Room hire
18/06/2008	Cllr Brett media training contribution	£475.00	Trainer
12/5/08 and 5/6/08	Dennis Rhodes - IT training	£200.00	Trainer
09/07/2008	Dennis Rhodes – IT training	£200.00	Trainer
17/09/2008	Young People's Scrutiny Forum - Catering	£139.00	Catering
30/09/2008	Making an Impact: Successful Scrutiny - Catering	£224.00	Catering
02/10/2008	Scrutiny Roadshow - Room Hire **	£385.00	Room hire
02/10/2008	Scrutiny Roadshow – Catering **	£610.00	Catering
16/10/2008	Dennis Rhodes - Members 1-on-1 training	£200.00	Trainer
21/10/2008	Planning Policy Update Catering	£248.00	Catering
29/10/2008	Catering for Planning Enforcement Event	£248.00	Catering
29/10/2008	Planning Enforcement Event - Room Hire	£180.00	Room hire
TOTAL		£7,901.00	
Total To Date:		-£311.00	

* Will be reimbursed by West Yorkshire Capacity Building Funds

** Will be reimbursed by Centre for Public Scrutiny

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Benchmarking statistics for local authority spend on Member Development

Core Cities

Core City	£ pa (in 000s)	No. Cllrs	Av. Spend per head (£)
Birmingham	£10	120	£83
Bristol	£52	70	£743
Leeds	£7.5	99	£76
Liverpool	Under review	90	
Manchester	Under review	96	
Newcastle	£70	69	£1014
Nottingham	£16	55	£290
Sheffield	£40	84	£488

West Yorkshire Authorities

Authority	£ pa (in 000s)	No. Cllrs	Av. Spend per head (£)
Bradford	£30*	89	£337
Calderdale	£30	51	£588
Kirklees	£8	69	£116
Wakefield	£22**	63	£350

* provisional sum for 2009-2010. Budget previously split by political group.

**includes conferences

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 1st December 2008

Subject: Financial Health Monitoring 2008/09 – Half Year Report

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

1.0 INTRODUCTION

- 1.1 The purpose of this report is to inform members of the financial health of the authority after six months of the financial year in respect of the revenue budget, Housing Revenue Account and capital programme.
- 1.2 Directorates are projecting an overspend of £5.3m at this stage. Major variations are detailed in the report and a number of budget adjustments are proposed. The report also identifies other potential council wide pressures although funding sources have been identified. All other budget pressures are to be addressed by directorates who are required to continue to develop and implement action plans to manage identified pressures within available resources.
- 1.3 In addition the report provides an update on the capital receipts and reserves position.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to note the projected financial position of the authority after six months of the financial year and the proposed actions to mitigate against budget pressures, together with the impact on reserves should directorate spending not be maintained within approved estimates.

Background papers

None used

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Report of the Director of Resources

Executive Board

Date: 5th November 2008

Subject: Financial Health Monitoring 2008/09 – Half Year 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 six months of the financial year in respect of the revenue budget, Housing Revenue Account and capital programme.
2. Directorates are projecting an overspend of £5.3m at this stage. Major variations are detailed in the report and a number of budget adjustments are proposed.
3. The report also identifies other potential council wide pressures although funding sources have been identified. All other budget pressures are to be addressed by directorates who are required to continue to develop and implement action plans to manage identified pressures within available resources.
4. In addition the report provides an update on the capital receipts position.
5. Members are asked to note the projected financial position of the authority after six months of the financial year and the proposed actions to mitigate against budget pressures, 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 six 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 budget by the year end. In addition it provides an update on the general fund capital programme and also highlights the position regarding other key financial indicators.

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.

3. MAIN ISSUES

- 3.1 After six months of the financial year, directorates are projecting an overspend of £5.3m. It is important that budget pressures are addressed by directorates who are required to continue to develop and implement action plans to manage these pressures within available resources.
- 3.2 However, further debt savings of £3.4m 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.
- 3.3 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.
- 3.4 The main variations are as follows:
- 3.4.1 Income Variations

The City Development directorate is continuing to feel the effect of the economic downturn through a shortfall of over £2.5m from a number of external income sources, including planning and building fees, rental income, markets income, surveyor and legal fees and Sport income. Budget action plans, which include reductions in staffing, have been implemented in Asset Management, Planning and Sport to reflect the downward trends in income.

It is not now envisaged that any income will be generated from the sale of surplus Landfill Allowance Trading scheme allowances as there is no market for them in the current financial year. It is therefore proposed to fund the pressure of £0.6m from savings in capital financing costs.

As reported in the first quarter, a decline in the number of land searches requested has resulted in a forecasted shortfall in income, partly offset by reduced costs associated with carrying out searches. The net effect of this is an overspend of £0.5m.

Housing Benefit caseload has increased by 1,088 between August 2007 and August 2008 largely due to implementation of the 'local housing allowance' in April 2008. The projected increase in benefits paid is £8.9m compared to budget, which is 100% funded by government grant. However, the value of overpayments identified has reduced during this period, reflecting trends experienced by a number of other local authorities, meaning that budgeted income will not be met by an estimated £350k.

As reported in the first quarter financial health report, the number and value of older peoples social care services that have been submitted to and deemed eligible by the Supporting People Commissioning Body is unlikely to be sufficient to generate the budgeted level of funding. An action plan has been developed to mitigate against some of this pressure, however it is anticipated that there will still be a shortfall of £1.5m which is proposed to be met from savings on Community care packages in respect of fully funded NHS continuing care.

Within Children's Services, additional income of £0.15m is projected in Children's Centres.

3.4.2 Demand Variations

Outside Placement costs continue to be a major pressure on the Children's Services budget and are now projected to be £1.7m overspent, although this is largely offset by projected savings of £1.0m on the in-house fostering budget. The cost of Public Law Fees is projected to be £0.5m higher than the amount allocated from central government. However, the Council is taking a leading role on a judicial review to challenge the additional burden it places on local authorities.

It was noted in the quarter one report that the Adult Social Care Directorate anticipated higher than budgeted nursing care packages transferring to fully funded NHS Continuing Care. The pace of reviews has increased in recent months and the current projection for Community Care packages is an underspend of £1.5m. It is proposed to use this saving to fund the pressure on Supporting People.

As reported in the first quarter, the Elections Service is projected to be £0.4m overspent reflecting increased activity in the service.

In order to pump prime a new model of Occupational Service provision for the Council, whereby core occupational services are delivered in-house and other services jointly procured with other local authorities, the projected costs in 2008/09 of £0.2m are to be funded from savings within the Resources directorate. It is envisaged that the new service will contribute to a reduction in sickness absence generating significant savings in future years.

3.4.3 Staffing

Overall staffing savings are £1.2m at the half year, projected to be £1.9m at the year end. This compares to a projected underspend of £2.9m from the first quarter, a reduction of £1m. This change since the first quarter is mainly within the Adult Social Care budget, although at quarter two this directorate's staffing projection is only £0.2m above budget provision. The main movements since quarter one relate to overtime and agency staff costs. The achievability of budgeted service transformation savings that impact on the staffing budget has been revised at the half year and some additional slippage is included. Contingency actions have been reflected in the projections for some non-staffing budgets which partly offset this impact on staffing.

Of the overall projected saving, £0.8m is within Children's Services which reflects the ongoing capacity issues and difficulties in recruitment and retention.

Within Resources Directorate, staffing savings of £1.0m are projected, mainly in the support service areas of Financial Management, Corporate HR, Corporate Property Management and the Business Support Centre. An element of the saving is due to the non-filling of vacancies pending implementation of new structures in Financial Management and Corporate Property Management.

The staffing budget within City Development assumes that further savings will be made by continuing to closely manage recruitment, particularly to reflect the downward trends in income. A £0.5m underspend is projected.

Within Environment and Neighbourhoods there is a projected overspend of £0.3m on staffing within the Jobs and Skills service which reflects the current position in terms of re-aligning the service.

3.4.4 Other

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. The latest offer is 2.45% which would cost an additional £2m to general fund services. It is proposed to fund this from capital financing savings although any settlement above this offer will have to be met by directorates.

The impact of the new gas contract is an increase of 37% which equates to a pressure of £0.9m for general fund services in the current year. In addition, the new Street Lighting energy contract is projected to cost an additional £0.7m in the current year, although provision of £0.25m had been made for this by the directorate.

It is proposed to fund the new energy contracts from remaining capital financing savings and contingency fund.

4.0 **HOUSING REVENUE ACCOUNT**

- 4.1 At the end of the second quarter, the HRA is projecting an underspend of £2.436m comprising £1.936k operating surplus and £0.5m additional contribution to the Swarcliffe PFI sinking fund.
- 4.2 Void levels for the first six months continue at 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 £1.2m.
- 4.3 One off payments of £0.19m and £0.08m will be paid to the ALMOs to compensate for additional SLA cleaning costs and an additional grass cut.
- 4.4 The compression of the timetable for the Little London and Beeston & Holbeck PFI schemes is projected to result in budgetary pressures this year. Additional resources of around £0.55m are forecast for 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 two, 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. Projections for the disrepair provision indicate a lower budget provision of £0.59m against current budget provision of £0.62m.
- 4.6 Other additional income areas include £0.1m from leaseholders for major repair works, and £0.3m bad debts penalties arising from the performance of the ALMOs and BITMO on debt recovery.

5.0 CAPITAL PROGRAMME

- 5.1 Executive Board on 8th October approved changes to the general fund capital programme. These changes were required to address the high level of overprogramming as a result of changes to the capital receipts forecast. The effect of these was to reduce the overprogramming from £88.3m to £36.4m over the four year period to 2011/12.
- 5.2 In the present economic circumstances resourcing the Council's capital programme continues to be very challenging and further pressure on capital receipts are forecast. Further work is ongoing to review the capital programme and a report will be brought back to Executive Board.

6. PERFORMANCE STATISTICS¹

- 6.1 The level of Council Tax collected at the end of September 2008 is 55.78% of the debit for the year of £249.6m. This is slightly behind the same period last year. 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 six months is 61.48% of the current net debit of £322.6m, 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 81.0% of the amount due of £56.1m. This is slightly down on last year's figure of 82.4%. 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.

7. RECOMMENDATION

- 7.1 Members of the Executive Board are asked to
- Note the projected financial position of the authority after six months of the new financial year
 - Request that directorates continue to develop and implement action plans.
 - Recommend to Council the budget adjustments as described in section 3.

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

Leeds City Council
Outturn Reserves Statement 2007/08

Reserve	Balance b/f 1st April 2007	Balance c/f 31st March 2008	Reason for the Reserve
<u>General fund reserves</u>		£000	
General fund	(23,551)	(17,441)	
Total general fund reserves	(23,551)	(17,441)	
<u>Earmarked reserves</u>			
<u>Schools reserves</u>			
Gross Mainstream School Balances	(6,090)	(12,720)	Cfwd of school surpluses in accordance with section 48 of the Schools Standards and Framework Act 1998.
Less:			
VER Net borrowing	3,297	3,270	
Building Schools for the Future	(1,090)	2,498	
Central schools block - DSG	(695)	(3,013)	Cfwd of ring fenced DSG for centrally managed pupil orientated services.
Extended schools balances	(1,111)	(2,507)	Cfwd of surpluses on extended school activities to make greater use of school facilities
Schools consequential loss insurance	(250)	(500)	School reserve to fund any related costs as a result of fires which are not covered by insurance.
Schools fire prevention works consortia	(565)	(394)	School reserves for fire prevention works
<u>Ring fenced reserves</u>			
Leeds learning network	(302)	(109)	Unspent school contributions used to develop learning platforms and maintain the quality and resilience of the network.
Taxi & private hire licensing surplus	(732)	(679)	Ring fenced reserve for taxi and private hire licensing service.
Youth Offending Service	(409)	(409)	The Youth Offending Team is funded by contributions from the partners and a grant from the Youth Justice Board. In the initial years of the partnership surpluses of partner contributions were built up to provide for potential liabilities in relation to fixed term employment contracts and accommodation dilapidation costs. As such the reserve is made up of contributions from all partner bodies.
Lord Mayor	(36)	(36)	Unspent mayoral allocation cfwd at year end due to the difference between the financial & mayoral years.
Energy efficiency reserve - LCC	(106)	(229)	The energy efficiency reserves were created in 2006/07 to fund expenditure on energy efficiency initiatives. Salix made a grant to the authority on the condition that the authority made an equal contribution.
Energy efficiency reserve - Salix	(143)	(175)	
Members club	(8)	(8)	
Neighbourhoods renewals fund	(114)	(172)	
Adult Social Care PCT Contribution	0	(343)	Unspent NRF funding to be allocated to schemes in 2008/09.
LBIA Compensatory Added Years	0	(779)	Additional PCT contrn to the learning disability pooled budget in 2007/08. To be used to cover the reduced PCT contribution in 2008/09.
<u>Private finance initiative reserves</u>			
7 Schools PFI	(3,097)	(3,069)	Following the sale of Leeds Bradford Airport, employees were no longer permitted to remain within West Yorkshire Pension Scheme. This reserve holds a lump sum receipt from which LCC will meet the pension obligations to these staff.
Less:			
Combined Secondary PFI	1,236	66	
Primary Schools PFI	666	1,175	
Schools PFI - sub Total	(1,195)	(1,828)	
Cardinal Heenan PFI	(11)	(55)	PFI sinking funds
Street lighting PFI	(3,541)	(7,046)	
<u>Accounting reserves</u>			
Landfill allowance trading scheme	(1,359)	0	Technical reserve recognising the market value of any unused LATs
<u>Other available reserves</u>			
Capital reserve	(1,022)	(1,995)	
Catering agency	(194)	(43)	Departmental contrns towards prudential borrowing costs of capital schemes received over the life of the asset are put to this reserve and released back to revenue to cover the debt costs over the life of the ban.
Network infrastructure project reserve	(64)	0	Use to fund loans to schools to improve catering facilities.
Wellbeing	(650)	(499)	For NIP developemnts, now closed.
Total General Fund earmarked reserves	(13,597)	(27,771)	Underspend on the wellbeing area committees.
<u>HRA General reserves</u>			
General	(3,712)	(3,712)	
Total general reserves	(3,712)	(3,712)	
<u>HRA Earmarked reserves</u>			
ALMO Inspections	(1,000)	0	Set up costs for current schemes
Contribution to Decency targets	(3,850)	(5,854)	
Easel Demolition (Borrowing) costs	(500)	(500)	
PFI set up costs	(500)	(150)	
Swarcliffe environmental works	(200)	(300)	
Swarcliffe PFI sinking fund	(8,724)	(10,821)	
Lifetime Homes Business preparation	0	(50)	To prepare a business case for sheltered "Lifetime" Homes PFI scheme
Lifetime Homes PFI set up costs	0	(500)	For the set up costs of the above PFI scheme
Re-instating void sheltered properties	0	(350)	For bringing ex. warden flats to a reasonable standard so they can be let to tenants
Underoccupancy pilot	0	(300)	For giving financial incentives for single tenants to vacate large, multi roomed properties
Early Leavers' initiative	0	(500)	To restructure the property management team when the decency work stops (VER etc.)

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Report of: Chief Procurement Officer

Meeting: Scrutiny Board (Central and Corporate Functions)

Date: 1st December 2008

Subject: Inquiry into Procurement, Outsourcing and Commissioning Services - Session 2

1.00 PURPOSE OF THIS REPORT

1.01 The purpose of this report is:

- a) To outline the next steps in developing the 'One-Council Approach to Commissioning' which was presented at the first session of this inquiry.
- b) To provide details of the planned and ongoing work in the areas of concern identified by Board Members at the previous meeting.
- c) To highlight suggested improvement areas that Board Members may wish to consider when formulating their recommendations resulting from this inquiry.

2.00 BACKGROUND INFORMATION

2.01 'One-Council Approach to Commissioning' Framework

2.02 At its meeting on 6th October 2008, the Board was presented with the Council's proposed framework for developing a 'one-council approach to commissioning'.

2.03 From the discussion at the meeting it became clear that Members were supportive of the concept but wanted more information on the time scales involved and the approach needed to make the framework a reality.

2.04 Areas of Concern and Suggested Areas for Improvement

2.05 All of the issues discussed at the first session of this inquiry relate to areas of commissioning that feature in the proposed one-council commissioning framework. Therefore, the framework provides a basis for prioritising improvement work, reviewing progress, and monitoring improvement resulting from this inquiry.

2.06 Areas of particular concern arising out of the discussion held at the last meeting related primarily to contract management arrangements and associated issues. The Chief Procurement Officer acknowledged these concerns and outlined some of the improvement work already happening in this area. Members expressed an interest in learning more about this work, and further information is included in this report.

3.00 MAIN ISSUES

3.01 'One-Council Approach to Commissioning' Framework

- 3.02 The one-council approach to commission was discussed initially by the Council's Corporate Leadership Team (CLT) at its meeting on 19th February 2008 and again at a CLT workshop event on 4th March 2008.
- 3.03 CLT recognised that a one-council approach to commissioning was important and agreed that the framework be developed through a series of workshops. Those workshops would include officers from across the council to take account of directorate needs from both a cross-cutting, and an aligned services perspective.
- 3.04 The workshops took place throughout the summer 2008 and the results were reported to the One-Council Steering Group on 10th November 2008.
- 3.05 Overall, workshop participants reported that a commissioning framework would be welcomed; that generally there is a need for corporate support on commissioning; and that a framework would assist in the decision-making process on prioritisation.
- 3.06 The main benefits of a framework were noted as: a clear methodology for approaching the commissioning cycle; clear guidance on the decision-making process; additional corporate support on commissioning; and an opportunity to share good practice in a more structured way.
- 3.07 Workshop participants made suggestions for improvement of the framework and in particular noted:
- a) the need to incorporate political input into commissioning decisions;
 - b) the need for consistent terminology;
 - c) the need to clearly outline values, and to define and measure outcomes;
 - d) the need for a clear central lead on decommissioning as well as commissioning;
 - e) the need for emphasis on training support, contract management skills, and quality assurance on contract arrangements
 - f) the need to incorporate challenge, change and innovation into current processes.
 - g) the need for market development, particularly where there is no market;
 - h) the need for understanding the framework's application on joint commissioning arrangements across two or more organisations.
- 3.08 The Framework was also considered in the light of other commissioning models, including the World Class Commissioning (WCC) competencies currently being promoted by the Department of Health, and was found to incorporate the themes of these models. The Framework has also been considered in light of the proposed

Corporate Area Assessment requirements and has been amended to incorporate those requirements.

- 3.09 In terms of 'next steps' for the framework, it is proposed that a report be prepared for CLT which updates them on the results of the workshop consultation and outlines detailed proposals for implementing the framework.
- 3.10 Further work needs to be done to develop those proposals, but the current thinking is to try to embed the framework within existing arrangements. So for example:
- a) which bits of the framework could be delivered, improved or regulated through existing boards, groups and networks. Could Scrutiny Boards have a role here?
 - b) which bits of the framework could be incorporated into Financial and Contracts Procedure Rules.
 - c) how could the framework feature in workforce planning (particularly training plans); decision making processes; service planning arrangements, staff appraisals; senior officer accountabilities, the Council's project management methodology - 'delivering successful change' etc.
- 3.11 The framework needs to have robust governance arrangements in place to ensure that best practice is followed and services improve as a result. However, the framework also needs to provide support for Directorates in terms of guidance, sign-posting to areas of expertise, case studies, toolkits, etc.
- 3.12 The report to CLT is planned for early 2009 with a view to implementing parts of the new framework in April 2009.

3.13 Contract Management

- 3.14 As stated at paragraph 2.06, the Council's approach and effectiveness in the area of contract management featured strongly in the discussions at the previous meeting.
- 3.15 It would be fair to say that contract management is an area for improvement generally across the public sector – not just here at Leeds. Across public procurement networks the issue has become known as the 'let and forget' concept. This refers to the fact that considerable effort goes into procuring or commissioning a service up to the point where the contract is let. But then, relatively little effort goes into managing the contract arrangement throughout the contract period. Common reasons for this include:
- a) different resources being used at the procurement stage and the contract management stage with no continuity between the stages;
 - b) not enough resource being allocated to contract management duties;
 - c) available resources not being targeted to best effect;
 - d) resources not having the correct skills and competences, or being unaware of the requirements of the service specification/contract.

- 3.16 Where a contract is poorly managed, as well as increasing the chances of poor service delivery and increased costs during the life of the contract, the opportunity to redesign and improve the next contract by building on the lessons learned from closely monitoring the current contract, is lost.
- 3.17 The approach currently being taken to improve contract management is threefold:
- a) At a general level – through training and development on generic contract management skills
 - i) We are currently piloting a ‘certificate of competency’ approach to procurement with 25 council officers which involves those officers being trained in three areas – specification writing (was completed in Oct 2008), Tender Evaluation Skills (Jan 2009) and Contract Management skills (Jan 2009). Although the three areas are required to obtain the ‘certificate of competency’. The training is modular so that training needs can be matched with areas of responsibilities. A range of additional training modules are being developed.
 - ii) A Skills Framework has been developed which helps officer identify the relevant competencies they should have in relation to their role in the commissioning cycle. Training will be made available to support the development of those competencies.
 - iii) A module entitled ‘The Basics of Contract Management’ is being planned to supplement the detailed module referred to above. It is proposed that this will be available as an e-learning module using the ‘Learn with Leeds’ platform.
 - b) At a project by project level - incorporating contract management in the pre-contract procurement phase of a project. This could involve:
 - i) developing a contract management plan for complex or high risk service services in tandem with the specification. This plan could identify the level of resource to be assigned to contract management, any training requirements, contract priority areas, approach to be adopted, etc.
 - ii) greater involvement of contract managers (all contract managers not just the designated ‘supervising officer’) during the procurement process
 - iii) Basic guidance and training made available to council officers that ‘operate’ services which will be highly customised towards that specific area – e.g. particularly important provision of the contract, quality expectations, payment provisions, etc.
 - c) At a regional level – taking a collaborative approach to addressing capacity and capability problems around contract management
 - i) Leeds is leading on the ‘Smarter Procurement’ work stream of the Yorkshire and Humber’s Regional Improvement and Efficiency Plan (RIEP). The region’s Councils are currently working on a ‘Regional Blue Print for Smarter Procurement’ which identifies a number of projects in the following priority areas:

- To building capacity and capability
 - To collaborating effectively
 - To improve efficiency
 - To be socially responsible
 - To engage effectively
- ii) Leeds has also been identified as the national lead on smarter procurement across all 9 RIEP regions.
- iii) One of the projects being developed as part of the RIEP is a joint 'virtual training academy' approach for building skills and capabilities on commissioning and procurement. The regions councils will train their officers and members together allowing them to share costs and achieve economies of scale. Other benefits are anticipated, such as networking. This could lead to sharing best practice or could facilitate future collaboration and joint working. The regions councils have already identified 'contact management' as one of the priority areas should they be successful in securing RIEP funding.

4.00 CONCLUSIONS

- 4.01 Clearly, there is a lot work already being undertaken which complements this scrutiny inquiry. Reassuringly the issues emerging from this inquiry are very similar to those identified by the officers that took part in the 'one-council commissioning framework' workshops. This suggests that the council, as a whole, has a shared understanding of the areas where improvement is required.
- 4.02 The commitment to developing a 'one-council framework for commissioning' provides a vehicle to ensure that outcomes of this scrutiny inquiry are embedded into all procurement and commissioning processes. And, regional working may provide additional resources in shared priority areas (e.g. through RIEP funding).

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.

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Originator: P Hutchinson

Tel: 75921

Report of the Director of Resources

Scrutiny Board (Central and Corporate Functions)

Date: 01st December 2008

Subject: Income Collection

Electoral Wards Affected:

All

☐

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

☐

Community Cohesion

☐

Narrowing the Gap

☐

Executive Summary

The report provides a summary of income collection for council tax, business rates and sundry income and shows that Leeds is among the top performing Core Cities for income collection.

The report provides information both on collection levels achieved in-year (i.e. debt collected in the same year in which it is raised) and collection levels in the fullness of time (i.e. debt collected in year and in subsequent years) and shows that Leeds achieves ultimate collection rates of 99.17% for Council Tax and 99.4% for Business Rates.

The report also provides information on the payment options offered and volumes of payment transactions against each payment method. The report demonstrates that Leeds strives to provide convenient payment methods that provide real choice for Council Tax payers.

1.0 Purpose Of This Report

- 1.1 The report provides information and data on collection performance in relation to Council Tax, Business Rates and Sundry Debt and compares performance against other Core Cities.

2.0 Background Information

- 2.1 Council Tax, Business Rates and Sundry Income net collectable figure for 2007/08 was £650million. This is broken down as follows:

Council Tax £236m

Business Rates £290m

Sundry Income £124m

- 2.2 Collection performance in respect of Council Tax and Business Rates has been measured through Best Value Performance Indicators (BVPs) and this enables authorities to compare performance. The performance indicators no longer apply at a national level since the 1st April 2008 but they have been kept as local indicators within Leeds.
- 2.3 Table 1 shows collection performance for Council Tax and Business Rates against Core Cities at 31st March 2008 for the 2007/08 year only. (These figures are taken from the Quarterly Return on Collection (QRC), which is sent to DCLG)

Table 1

LA	Council Tax	Business Rates
Bristol	96.5%	99.2%
Leeds	96.4%	98.7%
Liverpool	95.7%	99.4%
Newcastle	95.5%	99.7%
Sheffield	95.4%	98.2%
Birmingham	93.8%	98.2%
Bradford	93.3%	98.1%
Manchester	89.1%	98.6%

3.0 Main Issues

Council Tax

3.1 Currently all performance measures are focused on measuring the amount collected in year. Whilst this is important it is also necessary to look at the overall collection rates over time. Unpaid Council Tax at the end of a financial year continues to be successfully pursued and collected in subsequent years. Table 2 shows the current collection position in relation to Council Tax bills raised since 2004/05. In relation to 2004/05 it shows:

- 95.85% was collected in the year in which it was raised;
- 98.19% of the 2004/05 Council Tax had been collected by the end of 2005/6;
- 98.97% of the 2004/05 Council Tax had been collected by the end of 2007/8.

3.2 In respect of 2004/05 the position at 31st October 2008 shows an overall collection rate of 99.03% with a figure of £860k still outstanding.

Liability year	Year 1	Year 2	Year 3	Year 4
04/05	95.85%	98.19%	98.71%	98.97%
05/06	96.04%	98.19%	98.69%	
06/07	96.16%	98.22%		
07/08	96.17%			

(The data above differs to the chart in 2.1 as this is the raw data from the system without any adjustments that are required for the QRC return).

3.3 The cumulative collection rate for all Council Tax raised between 1993/94 and 2005/06 is currently 99.17%. This is shown in appendix A.

3.4 The Service looks to maximise collection through providing customers with as many payment options as possible. The following options are available:

- Direct Debit by 10 and 12 instalments with an option of 3 payment dates. The option to pay by Direct Debit over 12 months was introduced in 2007/08 and the numbers electing to make payment by 12 instalments has shown an increase during 2008/9
- Post Office / Pay point
- Postal payments
- Debit card over the internet, using IVR (automated process) or by telephoning a member of staff
- Standing Order
- Over a bank counter
- Using internet banking

3.5 Direct debit is the Council's preferred option and at present there are 63% of customers using this method of payment. Appendix B shows the payment trends for

the Council overall and appendix C provides the same information for Council Tax only.

- 3.6 Current collection levels for 2008/09 along with Core City comparisons are shown in Table 3

Table 3: Performance for the current year at 30th September 2008

LA	Council Tax	Business Rates
Leeds	56.0% (-0.06)	61.48% (+0.27)
Bristol	55.80% (+0.30)	57.38% (-0.86)
Newcastle	54.68% (+0.22)	66.80% (+0.90)
Sheffield	54.67% (-0.03)	58.77% (-1.12)
Birmingham	53.00% (+0.39)	59.65% (-2.67)
Bradford	50.75% (-0.02)	58.40% (-1.74)
Manchester	49.11% (+1.02)	57.30% (-0.70)

Figures in brackets indicate the variation to the position in Sept 2007.

Business Rates

- 3.7 Local authorities collect business rates on behalf of central government, with payments being made into a central pool and then redistributed to all authorities. Funding is provided by central government to cover the cost of collection.
- 3.8 As can be seen in Table 1 the in year collection rate for business rates was 98.7% in 2007/08, leaving arrears of £3.2m at the end of the year. These arrears have now been reduced to £1.7m, equating to a current collection rate of 99.4%. Overall arrears since 1990/1 are £2.4m as at 31st October 2008.
- 3.9 Changes relating to empty business premises were introduced from April 2008 which mean that most businesses have to pay 100% Business Rates on empty business premises. It is expected that this change will make collection more challenging but, as yet, there is no evidence that the change has impacted on the overall in year collection rates. Many other Core Cities have experienced a downturn in collection.

Write off levels

- 3.10 Although the Service makes every effort to collect Council Tax and Business rates, there are cases where it is not possible to collect the outstanding debt. The main reason for this in relation to council tax is that customers have left the property without informing the Council and efforts to find their new address have been unsuccessful. To date the level of write off since the introduction of Council Tax in 1993/94 is equivalent to 0.6% of the debt raised since 1993/94.

- 3.11 In relation to Business Rates the main reason for write off is companies going into liquidation. Since the 2000/2001 financial year the level of write off has also averaged 0.6%.

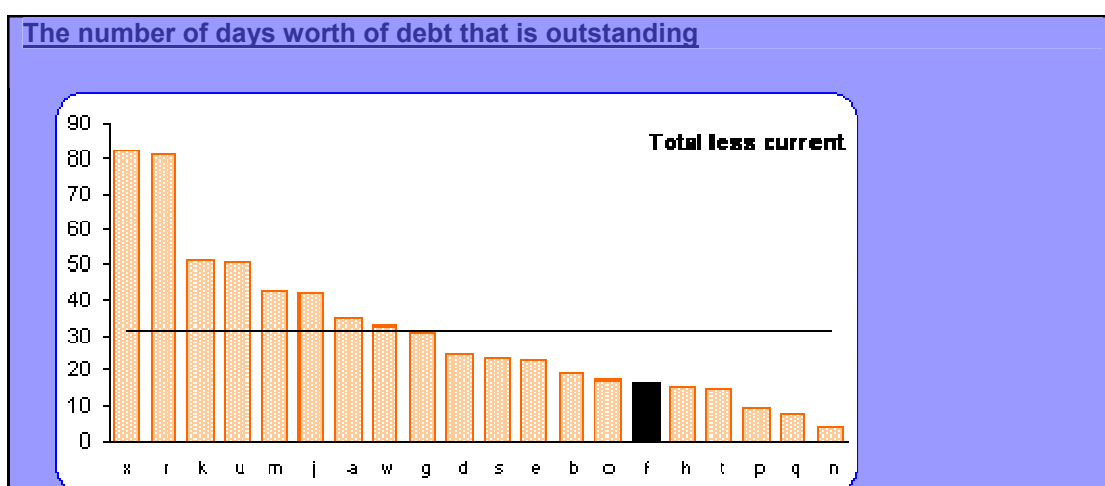
Sundry Income

- 3.12 Sundry income is different to both council tax and business rates where invoices are raised on a regular basis throughout the year. In order to be able to measure how successful the service is in collection, a performance measure of 97% against invoices which are more than 30 days old has been agreed. Currently, at the end of October 2008 the collection figure is 93.9% compared to a figure of 93.1% in 2007/08. Expectations are that the target will be achieved by the year end. This indicator has been in use since 2005/06 and there has been a steady improvement in performance as shown in Table 4:

Table 4

Year	Percent collected
2005/6	94.0
2006/7	95.5
2007/8	97.1

- 3.13 There is no benchmarking arrangement with other Core City authorities. This is largely due to the varying approaches adopted by Councils to managing and measuring Sundry Debtor performance. There is, however, some benchmarking data available from CIPFA. The most up to date information relates to 2006/07 and a comparison with the other metropolitan authorities who participate in the CIPFA benchmarking arrangement is provided below. This shows the number of day's worth of debt (greater than 30 days old) that is outstanding. The black bar indicates Leeds and the straight line is the average number of days



h	Barnsley	f	Leeds	g	Sefton
m	Bradford	r	Manchester	o	Sunderland
d	Bury	e	Newcastle	b	Tameside
a	Calderdale	t	North Tyneside	j	Wakefield
x	Doncaster	w	Rotherham	q	Wigan
k	Dudley	n	Salford	p	Wolverhampton
s	Gateshead	u	Sandwell		

3.14 The Institute of Credit Management uses a Days Revenue Outstanding measure which is also used by private sector firms. The measures are:

- Revenues outstanding for under 45 days: very good
- Revenues outstanding for between 46 - 59 days: good
- Revenues outstanding for between 60 - 74 days: fair
- Revenues outstanding for over 75 days: poor

3.15 This measure has been used for the last 2 years in Leeds and shows 42.75 days for 2006/7 and 45.21 days for 2007/8, indicating good or very good performance.

4.0 Implications For Council Policy And Governance

4.1 None

5.0 Legal And Resource Implications

5.1 None

6.0 Conclusions

6.1 The figures show improvements in the “in year” collection rate and also demonstrate that by the end of 2nd or 3rd years of subsequent recovery that collection rates in the fullness of time appear to be coming back together at around 98.2% (end of year 2) and 98.7% (end of year 3).

6.2 While the drive remains to increase “in year” collection, it is unlikely that in-year increases would significantly increase ultimate collection. They may, however, deliver some low level cash flow benefits.

6.3 Collections levels for Business Rates for both in year and overall are at a good level which is within the upper quartile for Metropolitan authorities.

6.4 Collection rates are on track to achieve 2008/09 targets are the limited benchmarking data shows that Leeds is performing well. The service is now looking to increase the number of services where payment up front is made and therefore reduce the number of invoices going through the system.

7.0 Recommendations

7.1 Members are asked to note the collection performance.

Appendix A

In 2008/09

	Cumulative To 2006/07	2007/08	Cumulative To 2007/08	2008/09	Cumulative To 2008/09
	%	%	%	%	%
	A	B	C	D	E
April	99.13%	97.21%	98.94%	23.39%	91.81%
May	99.14%	97.43%	98.97%	31.41%	92.59%
June	99.15%	97.60%	98.99%	39.17%	93.34%
July	99.15%	97.75%	99.02%	47.05%	94.10%
August	99.16%	97.84%	99.03%	54.69%	94.83%
September	99.16%	97.95%	99.04%	62.58%	95.58%
October	99.17%	98.04%	99.06%	70.56%	96.35%
November					
December					
January					
February					
March					

Table shows ultimate collection rates for Council Tax

Column A shows collection progress throughout 2008/09 against all Council Tax raised from 1993/94 to 2006/07 inclusive;

Column B shows collection progress throughout 2008/09 against Council Tax raised in 2007/08-only

Column C shows collection progress throughout 2008/09 against all Council Tax raised from 1993/94 to 2007/08 inclusive

Column D shows collection progress throughout 2008/09 against Council Tax raised in 2008/09-only

Column E shows collection progress throughout 2008/09 against all Council Tax raised from 1993/94 to 2008/09 inclusive

Appendix B

Payment Trends as at 31st March 2008

	Volume					Value				
Overall Totals	2006/07		2007/08		+/-	2006/07		2007/08		+/-
Fully Automated Payments										
Direct Debit	2,054,760	49.9%	2,128,945	51.0%	3.6%	317,997,206.17	7.0%	334,651,658.96	6.9%	5.2%
Post Office	959,039	23.3%	840,873	20.1%	-12.3%	63,280,937.83	1.4%	58,211,013.19	1.2%	-8.0%
Payroll	49,104	1.2%	49,080	1.2%	0.0%	4,966,973.07	0.1%	5,313,336.49	0.1%	7.0%
SO/Tele/PC Banking	137,647	3.3%	140,558	3.4%	2.1%	159,286,400.47	3.5%	177,040,651.50	3.7%	11.1%
DWP Deduction	72,575	1.8%	77,199	1.8%	6.4%	856,013.56	0.0%	885,262.25	0.0%	3.4%
Bank Counter	39,468	1.0%	35,917	0.9%	-9.0%	5,403,591.20	0.1%	5,791,762.96	0.1%	7.2%
IVR	144,261	3.5%	148,322	3.6%	2.8%	13,063,886.33	0.3%	13,948,474.16	0.3%	6.8%
Bailiffs	41,782	1.0%	53,124	1.3%	27.1%	4,088,077.28	0.1%	4,908,258.95	0.1%	20.1%
Coop Paypoint	196,884	4.8%	249,422	6.0%	26.7%	10,981,305.71	0.2%	14,463,993.88	0.3%	31.7%
Telephone Payments	67,518	1.6%	79,504	1.9%	17.8%	9,510,250.70	0.2%	11,293,087.21	0.2%	18.7%
Unpaid Direct Debit	25,388	0.6%	28,677	0.7%	13.0%	-3,771,001.18	-0.1%	-4,961,437.10	-0.1%	31.6%
LCC Internet	28,194	0.7%	60,650	1.5%	115.1%	2,937,765.63	0.1%	5,786,129.23	0.1%	97.0%
Giro Internet	6,278	0.2%	0	0.0%	-100.0%	570,830.71	0.0%	0.00	0.0%	-100.0%
Sub Total	3,822,898	92.8%	3,892,271	93.2%	1.8%	589,172,237.48	13.0%	627,332,191.68	13.0%	6.5%
Non/Partly Automated Payments										
Postal	147,410	3.6%	142,987	3.4%	-3.0%	81,653,789.93	1.8%	97,745,899.93	2.0%	19.7%
RD Cheque	1,652	0.0%	1,285	0.0%	-22.2%	-607,137.43	0.0%	-1,004,386.92	0.0%	65.4%
DSS direct payments	509	0.0%	648	0.0%	27.3%	84,330.56	0.0%	87,190.59	0.0%	3.4%
Departmental Banking	71,653	1.7%	72,290	1.7%	0.9%	61,581,835.82	1.4%	51,578,928.49	1.1%	-16.2%
Multi Payments	29,990	0.7%	32,971	0.8%	9.9%	203,118,723.62	4.5%	614,109,006.89	12.7%	202.3%
Transfer/Adjustment	41,725	1.0%	30,049	0.7%	-28.0%	10,065,153.38	0.2%	2,055,363.37	0.0%	-79.6%
Misc Bank Credit/Debit	5,616	0.1%	5,481	0.1%	-2.4%	3,586,736,545.03	79.1%	3,436,241,599.05	71.2%	-4.2%
Sub Total	298,555	7.2%	285,711	6.8%	-4.3%	3,942,633,240.91	87.0%	4,200,813,601.40	87.0%	6.5%
Grand Total	4,121,453		4,177,982			4,531,805,478.39		4,828,145,793.08		

Appendix C

Payment Trends for Council Tax as at 31st March 2008.

Council Tax	Volume					Value				
	2006/07		2007/08		+/-	2006/07		2007/08		+/-
Fully Automated Payments										
Direct Debit	1,586,157	64.0%	1,654,894	65.0%	4.3%	151,606,545.32	67.8%	163,863,320.32	69.4%	8.1%
Post Office	419,846	16.9%	371,770	14.6%	-11.5%	30,963,362.58	13.9%	28,615,936.34	12.1%	-7.6%
Payroll	40,720	1.6%	40,270	1.6%	-1.1%	3,497,668.77	1.6%	3,580,072.72	1.5%	2.4%
SO/Tele/PC Banking	74,582	3.0%	76,170	3.0%	2.1%	6,290,738.76	2.8%	6,509,886.53	2.8%	3.5%
DWP Deduction	43,186	1.7%	46,194	1.8%	7.0%	467,614.11	0.2%	481,312.41	0.2%	2.9%
Bank Counter	32,453	1.3%	29,012	1.1%	-10.6%	2,902,242.19	1.3%	2,724,786.66	1.2%	-6.1%
IVR	69,544	2.8%	74,304	2.9%	6.8%	7,936,704.24	3.6%	8,670,242.47	3.7%	9.2%
Bailiffs	21,128	0.9%	28,399	1.1%	34.4%	2,253,384.15	1.0%	2,742,389.68	1.2%	21.7%
Coop Paypoint	62,055	2.5%	88,754	3.5%	43.0%	3,414,706.67	1.5%	5,168,970.34	2.2%	51.4%
Telephone Payments	27,240	1.1%	28,167	1.1%	3.4%	4,073,293.34	1.8%	4,235,882.51	1.8%	4.0%
Unpaid Direct Debit	13,567	0.5%	15,014	0.6%	10.7%	-1,422,127.09	-0.6%	-2,354,222.30	-1.0%	65.5%
LCC Internet	17,362	0.7%	33,126	1.3%	90.8%	2,018,613.19	0.9%	3,733,262.21	1.6%	84.9%
Giro Internet	4,558	0.2%	0	0.0%	-100.0%	404,564.56	0.2%	0.00	0.0%	-100.0%
Sub Total	2,412,398	97.3%	2,486,074	97.7%	3.1%	214,407,310.79	95.9%	227,971,839.89	96.5%	6.3%
Non/Partly Automated Payments										
Postal	50,472	2.0%	48,968	1.9%	-3.0%	6,843,626.92	3.1%	6,902,910.19	2.9%	0.9%
RD Cheque	307	0.0%	224	0.0%	-27.0%	-57,820.35	0.0%	-50,008.33	0.0%	-13.5%
DSS direct payments	17	0.0%	0	0.0%	-100.0%	2,080.47	0.0%	0.00	0.0%	-100.0%
Departmental Banking	31	0.0%	31	0.0%	0.0%	54,204.63	0.0%	28,315.92	0.0%	-47.8%
Multi Payments	4,388	0.2%	3,978	0.2%	-9.3%	612,236.65	0.3%	630,522.43	0.3%	3.0%
Transfer/Adjustment	10,109	0.4%	4,564	0.2%	-54.9%	1,580,536.58	0.7%	634,148.27	0.3%	-59.9%
Misc Bank Credit/Debit	525	0.0%	248	0.0%	-52.8%	24,271.12	0.0%	1,465.50	0.0%	-94.0%
Sub Total	65,849	2.7%	58,013	2.3%	-11.9%	9,059,136.02	4.1%	8,147,353.98	3.5%	-10.1%
Grand Total	2,478,247		2,544,087			223,466,446.81		236,119,193.87		

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 1st December 2008

Subject: Report of Scrutiny Board Working Group – ALMO - Finance

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

1.0 INTRODUCTION

- 1.1 At its July 2008 meeting the Board received the Council's financial performance for the year ending 31st March 2008. Of particular interest to the Board was the reported position of the ALMOs. (Extract below)

The 'new' ALMOs are reporting an overall surplus for the year of £7.9m. The balance on the 'old' ALMO reserves brought forward from 2006/07 was £14.9m and it is proposed that these reserves are transferred to the new ALMOs giving a reserve position as at 31st March 2008 of £22.8m.

In addition to the operating position reported above, the ALMOs FRS17 liability brought forward from 2006/07 of £0.9m has increased to £9.6m mainly through a fall in the value of pension fund assets due to the poor performance of the stock market over the last year.

The figures reported above are subject to audit and approval of the ALMO boards

- 1.2 Board Members were interested in understanding further the reasons for this financial position and to gain a better understanding of the legal relationship between the City Council and the ALMOs which might in turn influence the management of capital reserves.
- 1.3 Members interests in this matter were further stimulated by the recent Call In of an Executive Board decision to make adjustments to capital programme expenditure and resources.

- 1.4 A working group was therefore established to undertake preliminary research. The purpose of this report is to report back to the full Committee the deliberations of the working group.

Membership

- 1.5 The working group consisted of Councillors Dobson, Bale, Bentley, Chastney, Dowson, Ewens, Kendall and Selby. It met on 17th November 2008. The working group was assisted by John Statham – Strategic Landlord Manager, and Richard Ellis, Head of Finance, Environment and Neighbourhoods. The report of the working group is attached as Appendix 1

2.0 RECOMMENDATIONS

- 2.1 Members are asked to note and endorse the report of the working group.

Background papers

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

Report of the Scrutiny Board Working Group – ALMO Finance

1.0 INTRODUCTION

- 1.1 At its July 2008 meeting the Board received the Council's financial performance for the year ending 31st March 2008. Of particular interest to the Board was the reported position of the ALMOs. (extract below)

The 'new' ALMOs are reporting an overall surplus for the year of £7.9m. The balance on the 'old' ALMO reserves brought forward from 2006/07 was £14.9m and it is proposed that these reserves are transferred to the new ALMOs giving a reserve position as at 31st March 2008 of £22.8m.

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2.0 DISCUSSION

- 1.1 The working group discussed the following issues;
- The reasoning behind why the Council chose ALMOs to be the service delivery vehicle for local authority housing.
 - The financial opportunities available through ALMOs
 - The legal framework in which ALMOs exist
 - The level of autonomy enjoyed by ALMOs
 - The role of ALMOs in delivering the Councils Strategic Plan
 - The role of the Council in ensuring ALMOs operate within sound governance arrangements
 - The accounting requirements placed on ALMOs in terms of FRS 17
 - The role of ALMOs in commissioning and specifying contracts
 - The current position vis a vis capital

3.0 INITIAL OBSERVATIONS AND COMMENTS

3.1 The working group is not in a position to offer any firm conclusions and or recommendations. It has agreed to meet again to continue its discussions but with the assistance of legal and procurement officers. This is to enable the working group to better understand some key areas. These are;

- Why ALMOs need to account for FRS 17
- The complicated issue of giving ALMOs independence of resources but directing their strategic policies from LCC, with the inevitable implications for resources
- The seemingly conflicting position of ALMOs specifying and commissioning contracts but LCC being the responsible body
- The distinction between 'capital' contracts and 'revenue/service' contracts and the extent to which the Council can regulate the process
- Who 'owns' the capital budgets of ALMOs
- The extent of ALMOs financial independence
- What LCC guarantees

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 1st December 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 5th November 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 NOVEMBER 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: 6th 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
Meeting date: 5th February 2009 - The deadline for reports for this meeting is 12 Noon 19th Jan 2009			
Use of Consultants	To undertake session 1 of this Inquiry		PM
Outsourcing Services	To undertake session 3 of the Inquiry		RP
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 2 of this Inquiry		PM
Attendance	Session 4		RP

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

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Management			
Member Development	To agree final report		PM
Meeting date: 6 th	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
Attendance Management	To agree final report		
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

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 December 2008 to 31 March 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 and email address to send representations to)
Design Cost Report - Youth Capital Fund To give authority to incur expenditure of £370,100 (fully funded by DCSF).	Director of Resources	1/12/08	Panel of young people	Youth Matters	Sally Threlfall, Head of Early Years Service sally.threlfall@leeds.gov.uk
Transforming Social Care In response to the government agenda "Transforming Social Care" (DoH LA Circular (DH) (2008)1) there will need to be a variety of changes to staffing arrangements predominantly within Adult Social Care. At this stage it is not determined what these are but as action plans are progressed it is expected that there will be a range of changes to resourcing to ensure achievement of targets. There will be a series of reports as this is developed.	Director of Adult Social Services, Chief Officer (HR)	1/12/08	As a minimum the Executive Board member, Staff and Trade Unions. However a consultation plan will be developed to ensure all stakeholders are consulted and informed appropriately.	Local Government Circular LAC (DH) (2008)	Director of Adult Social Services, 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 and email address to send representations to)
Maintenance and repairs to Leeds City Council's site excluding Housing Stock in the trades of painting and decorating; drainage / drain clearance; gutter cleaning; glazing; lightning protection; metalwork, roofing and tarmacdam / groundworks Award of Contracts	Chief Officer, Corporate Property Management	1/12/08	Client Departments	Contract Award Report	Chief Officer, Corporate Property Management
Restructure of Property Management Services (Environments and Neighbourhoods) To approve new structure proposals for the Property Management Service, in line with recent changes to contractual and funding arrangements.	Chief Officer (HR)	1/12/08	Staff and TU consultation started September 08 (informal). Formal consultation period will commence on production of Delegated Decision report (anticipated end October). Management will continue to work with TUs during implementation proposals. The service will also liaise with key members as appropriate.	Delegated Decision Panel Report	Chief Officer (HR) neil.evans@leeds.gov.uk

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 and email address to send representations to)
Corporate Records Management Facility at Westland Road. Approval of release of £745,400 from the Strategic Development Fund to enable conversion of the selected Westland Road Site into a bespoke records management facility.	Executive Board (Portfolio : Central and Corporate)	3/12/08	The business case in the appendix of this report has been consulted upon widely across the authority, and has gained approval from Asset Management Group, and from Corporate Leadership Team. Please see document control sheet for full details. The Design and Cost report had been consulted on by the Project Manager (Document and Records Management), Project Manager for the Westland Road project itself, Project Officer (Document and Records Management), and colleagues in the Strategic Design Alliance, and within Financial Management.	The report to be issued to the decision maker with the agenda for the meeting.	James Rogers, Assistant Chief Executive (Planning, Policy and Improvement) james.rogers@leeds.gov.uk

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 and email address to send representations to)
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.	Chief ICT Officer	2/1/09		Tender pack / bids	Director of Resources
Learning disabilities staffing review To approve a revised staffing structure for the learning disability service within social care.	Director of Resources, Chief Officer (HR)	2/1/09	Consultation has taken place with staff and their representatives.	Report to the Chief Human Resources Officer including updated job outlines.	Director of Resources paul.broughton@leeds.gov.uk
Consents and variations to the Council's Loan Agreement with Yorkshire County Cricket Club To grant consents and agree variations to the Council's Loan Agreement with Yorkshire County Cricket Club pursuant to the development of the Headingley Cricket Ground	Executive Board (Portfolio : Central and Corporate)	14/1/09	The Executive Member for Development and the Regeneration and the Executive Member for Central and Corporate.	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources doug.meeson@leeds.gov.uk

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 and email address to send representations to)
3rd Quarter Financial Health Report In noting the financial position after nine months for the authority a decision will be required as to the treatment of any variation identified.	Executive Board (Portfolio: Central and Corporate)	13/2/09		The report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Renewal of Liability Insurance Cover with effect from 1st April 2009 To place the annual liability insurance cover with an insurer subject to a long term agreement.	Director of Resources	4/3/09	None	Liability Insurance Programme Tender Documents	Director of Resources robert.davison@leeds.gov.uk

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

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

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

EXECUTIVE BOARD

WEDNESDAY, 5TH NOVEMBER, 2008

PRESENT: Councillor R Brett in the Chair

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

Councillor J Blake – Non voting advisory member

113 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) Appendices 7 and 8 to the report referred to in minute 120 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained in the appendices relates to the financial or business affairs of Bellway Homes Ltd, Bellway PLC, and the council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that it is not in the public interest to disclose this information at this point in time as this could prejudice the commercial interests of the parties to the Shareholders Agreement. In particular, if Bellway or the Council wished to negotiate terms with other potential developers of a phase or part of a phase, those developers might gain an advantage in those negotiations by knowing the full commercial terms agreed in respect of exclusivity, competition and incentivisation, and how costs are met in respect of the phase approval process.

It is considered that whilst there may be a public interest in disclosure, the council's statutory obligations under sec 123 of the Local Government Act 1972, and under sec 32 of the Housing Act 1985 and the General Housing Consents 2005 to achieve the best consideration that can reasonably be obtained are unaffected by these arrangements, and indeed the phase approval process provides for this to be demonstrated at the initial stage of the process. In addition, much information about the terms of particular land transactions between the parties will be publicly available from the Land Registry following completion and registration. Consequently it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

- (b) Appendices 1 and 2 and associated plans as referred to in minute 133 under the terms of Access to Information Procedure Rule 10.4(3) and

Draft minutes to be approved at the meeting
to be held on Wednesday, 3rd December, 2008

on the grounds, that as they evaluate the short listed bidders' proposals and their financial offers to develop the arena, compares the bidder's financial offers with the evolving Public Sector Comparators and set out the basis of the Council's legal agreements and funding contribution to facilitate the development of the arena, it is considered that the public interest in maintaining this information as exempt outweighs the public interest in disclosing the developer's proposals, the terms of the respective legal agreements and funding provision, as disclosure may prejudice the outcome of the procurement process and the cost to the Council for developing the arena.

114 Late Items

The Chair admitted the following late item to the agenda as follows:

Department of Health Extra Care Housing Fund Bid 2008-2010 (Minute 127)

The signed partnership agreement for the development must be in place by November 2008 in accordance with the terms of the grant by the Department of Health.

115 Declaration of Interests

Councillor J Procter declared a personal interest in the item entitled, 'Proposed Leeds Arena – Selection of Preferred Developer/Site', (minute 133) as the Chair of one of the subject companies was known to him.

Councillor Brett declared a personal interest in the item entitled, 'Older People's Day Services: Service Improvement Plan', (minute 125) as a member of Burmantofts Senior Action Committee.

Councillor Finnigan declared a personal interest in the item entitled, 'Skills Pledge, Train to Gain and Apprenticeships', (minute 131) as a Governor of Joseph Priestley College.

Councillor Blake declared a personal interest in the item entitled, 'Implementation of the Mental Health Act 2007', (minute 128) as a member of Leeds NHS Primary Care Trust.

116 Minutes

RESOLVED – That the minutes of the meeting held on 8th October 2008 be approved.

DEVELOPMENT AND REGENERATION

117 Adoption of the Supplementary Planning Document of the Street Design Guide and Response to the Deputation of the National Federation of the Blind

The Director of City Development submitted a report on the outcome of consultation on the Street Design Guide, on its proposed adoption as a Supplementary Planning Document and as a response to the concerns

expressed by the Leeds Branch of the National Federation of the Blind in their deputation to Council on 10th September 2008.

The Board noted that additional information which related to this matter had been received from the Leeds Branch of the National Federation of the Blind.

RESOLVED – That the report be deferred, with a further report being submitted to the Board following the consideration of the additional information received from the Leeds Branch of the National Federation of the Blind.

NEIGHBOURHOODS AND HOUSING

118 Area Delivery Plans for 2008/09

The Director of Environment and Neighbourhoods submitted a report seeking endorsement of the 10 Area Delivery Plans.

RESOLVED – That the 2008/09 Area Delivery Plans produced by the Area Committees be endorsed.

119 Public Private Finance Initiative Round 6 - Submission of Expression of Interest

The Chief Regeneration Officer submitted a report on the development of an expression of interest for the implementation of a programme of new house building in the city in order to create a range of Extra Care and Lifetime Homes provision in key locations through the support of Housing PFI Credits.

RESOLVED –

- (a) That approval be given for the submission of the Expression of Interest to the CLG for Round 6 Housing PFI Credits of £271,000,000.
- (b) That an Outline Business Case be developed for the implementation of a programme of new house building in the City to create a range of Extra Care and Lifetime Homes housing through the support of Round 6 Housing PFI Credits.
- (c) That a further report be brought to this Board in early 2009 identifying land which will be required to deliver the programme.

120 EASEL Joint Venture Partnership

The Directors of Environment and Neighbourhoods and City Development submitted a joint report on a proposal to set up and operate a joint venture partnership through a private limited company with Bellway plc and Bellway Homes Ltd to deliver the Council's regeneration programme in east and south east Leeds.

Following consideration of appendices 7 and 8 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That the Board reaffirms that the primary objective of the EASEL initiative is to promote and improve the economic, social and environmental wellbeing of the EASEL area and its residents, having considered all of the matters in section 2 of the Local Government Act 2000 as set out in the report, and having also considered all of the evidence set out in the report relating to how the initiative is likely to promote and improve wellbeing in the EASEL area, and agrees that each aspect of the arrangements set out in the report is likely to promote or improve the economic, social and environmental wellbeing of the EASEL area and its residents in the manner set out in the report.
- (b) That the terms of the Shareholders' Agreement for the Joint Venture Company as set out in the report be approved by Executive Board, together with the establishment of the JVCo with Bellway.
- (c) That the first EASEL phase plan, showing the sixteen sites considered as priority for development in the EASEL area be approved.
- (d) That the initial eight sites to be developed through the JVCo be approved.
- (e) That delegation to the Director of City Development be authorised to make amendments to the phase plan to ensure the effective operation of the JVCo as set out in appendix 3 of the report.
- (f) That the Directors of City Development and Environment and Neighbourhoods and Assistant Chief Executive (Corporate Governance) be authorised to conclude and execute the Shareholders' Agreement on behalf of the Council as set out in the report.
- (g) That the development, by the JVCo, of the five neighbourhood plans be approved and that the Chief Regeneration Officer be authorised to manage the production of the neighbourhood plans with the JVCo subject to the completed plans being brought to this Board for final approval.
- (h) That the use of the business case for project development to be operated by the JVCo be approved subject to final approval (by the Council as JVCo shareholder) of a project by Executive Board.
- (i) That the delegations to the Chief Regeneration Officer and Director of City Development for the development of projects as set out in appendix 3 of the report be approved.
- (j) That, as prospective shareholder, approval be given to the initial draft business plan and draft budget for the JVCo and to the delegations to officers to participate in the management of the JVCo as set out in appendix 3 of the report.
- (k) That approval be given to the use of entry premium to fund the working capital of the company subject to approval of the JVCo draft business plan and draft budget.
- (l) That the arrangements for providing additional working capital to the company once the entry premium is spent be noted.
- (m) That the company dividends policy be approved and that responsibility on these issues be delegated to the Director of Resources as set out in appendix 3 of the report.

- (n) That the development of an equity loan scheme on the first phase of the EASEL development sites using a commuted sum mechanism be authorised.
- (o) That the delegations to the Chief Housing Services Officer on the details of the scheme be authorised.
- (p) That the transfer of the remaining funds from the Amberton Park equity loan scheme to the EASEL equity loan scheme be approved.
- (q) That the nomination of the Council's initial directors to the company be the Directors of City Development and of Environment and Neighbourhoods as unpaid directors subject to their acceptance of office and of the directors mandate.
- (r) That the directors mandate for the Council's directors and the provision by the Council of the necessary indemnity insurance for the Council's directors be approved.
- (s) That the arrangements for the appointment of future directors and deputies as set out in appendix 3 of the report be approved.
- (t) That a report be submitted to the Board providing further information on the regenerative aspects of the project in addition to other potential sources of funding which could be pursued.

121 A Strategy for Improving Leeds Private Sector Housing

The Director of Environment and Neighbourhoods submitted a report on proposed future investment and regeneration proposals for private sector housing in Leeds with reference to findings of recent research into back-to-back housing and the most recent Leeds Private Sector Housing Condition Survey.

RESOLVED –

- (a) That the findings of the report together with the actions undertaken by the Council to improve the private rented sector stock be noted.
- (b) That a further report be brought to this Board on urgent action to tackle poor quality private housing.
- (c) That a detailed submission be made to the Homes and Communities Agency setting out a costed programme of investment over the next five years.
- (d) That a report be brought back to this Board on the outcome of discussions as part of a comprehensive plan to improve private sector housing in Leeds with a focus on back-to-back housing.

CHILDREN'S SERVICES

122 Deputation to Council - The need of Local Schools and Communities for Sports Facilities in the Hyde Park Area

The Chief Executive of Education Leeds submitted a report in response to the deputation to Council from local Hyde Park residents on 10th September 2008.

A revised version of the report which provided more detailed information in the form of paragraphs 5.3 to 5.5, and minor clarification to wording in paragraph 5.1, had been circulated to Members prior to the meeting.

RESOLVED – That the report be deferred, with a further report being submitted to the Board for consideration in due course.

123 Inclusion and Early Support: Hawthorn Centre Deputation to Council

The Acting Chief Officer Early Years and Integrated Youth Service submitted a report in response to the deputation to Council from representatives of Leeds Mencap on 10th September 2008.

RESOLVED – That the Board accept the report showing how Hawthorn had the opportunity to be involved throughout the commissioning process and how as a result of that process, services will continue to be provided that meet the needs of disabled children and their families and look to further develop the quality of that support in the future.

(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)

LEISURE

124 Radio Frequency Identification (RFID) New Technology in Libraries - Phases 3 and 4.

The Director of City Development submitted a report on a proposal to complete the installation programme of Radio Frequency Identification technology in libraries to enable self service within libraries allowing them to open for longer hours at a reduced cost.

RESOLVED – That approval be given for the injection of £1,249,950 into the 2008/09 Capital Programme, funded by the Strategic Development Fund, and that scheme expenditure in the same amount be authorised.

ADULT HEALTH AND SOCIAL CARE

125 Older People's Day Services: Service Improvement Plan

Further to minute 46 of the meeting held on 16th July 2008 the Director of Adult Social Services submitted a report on progress of work undertaken to implement the proposals which were approved and on other ongoing work in relation to the pilots and developing locality plans which will set out how the service model will be delivered city wide.

RESOLVED –

- (a) That the Board notes the work which has been done to implement the decision of July 2008 relating to Richmond Hill Day Centre, Farfield, the Willows and Pendas Way and agrees the proposal that day services no longer be provided on those sites.
- (b) That the related commitment to reinvest in older people's services be noted together with the progress being made to develop locality plans to deliver the new service model through pilots, consultation and other detailed work.

- (c) That further reports be brought to this Board in 2009 as the change process progresses.

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

126 The Mental Capacity Act 2005

The Director of Adult Social Services submitted a report on the principal requirements and implications associated with the implementation in Leeds of the Mental Capacity Act 2005 and outlining the requirements of the Deprivation of Liberty Safeguards which are incorporated into the Act.

RESOLVED –

- (a) That the key features of the Act, as highlighted in the report, be noted together with progress made to date in its full implementation and the plans which are being progressed to raise greater awareness among the public of its provisions and implications.
- (b) That the content of the annual report of the Articulate Advocacy Service also be noted.

127 Department of Health Extra Care Housing Fund Bid: 2008-2010

Further to minute 94 of the meeting held on 8th October 2008, the Chief Officer Adult Social Care submitted a report which clarified the cost implications of the proposal to redevelop Hemingway House older persons residential home in Hunslet.

RESOLVED –

- (a). That the proposal to develop 45 units of Extra Care Housing for older people on the site of Hemingway House, in partnership with Methodist Homes Association and the Primary Care Trust be approved.
- (b). That the sale of the land at Hemingway House at less than best value to a value foregone of £525,000 be endorsed.

128 Implementation of The Mental Health Act 2007

The Director of Adult Social Services submitted a report advising of the main changes to the Mental Health Act and on the submission of the Implementation Self Assessment Tool to the Department of Health in June of this year.

RESOLVED – That the report be noted.

CENTRAL AND CORPORATE

129 Financial Health Monitoring 2008/09 - Half Year Report

The Director of Resources submitted a report on the Council's financial health position for 2008/09 after six months of the financial year, covering 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 provided an

update on the general fund capital programme and highlighted the position in relation to other key financial indicators.

RESOLVED –

- (a) That the projected financial position of the authority after six months of the new financial year be noted.
- (b) That directorates continue to develop and implement action plans.
- (c) That Council be recommended to approve the budget adjustments as described in section 3 of the report.

(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).

130 Treasury Management Strategy Update 2008/09

The Director of Resources submitted a report providing a review and update of the Treasury Management Strategy for 2008/09 which was approved by the Board on 8th February 2008.

RESOLVED –

- (a). That the report be noted.
- (b). That the Board's thanks be extended to those colleagues employed within the field of Treasury Management for the valuable work which they continue to undertake.

131 Skills Pledge, Train to Gain and Apprenticeships

The Director of Resources submitted a report on three key initiatives arising from the national skills improvement agenda, namely 'The Skills Pledge', 'Train to Gain Funds' and 'Apprenticeships'.

RESOLVED –

- (a) That this Board endorses the signing of the Skills Pledge and the associated action plan to ensure maximisation of Train to Gain funding and improved skills levels.
- (b) That the changes in approach to the provision of apprenticeships in the Council be noted.

132 Information Governance Framework

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report on a proposed Information Governance Framework as the corporate model for implementing information governance across the Council.

RESOLVED –

- (a) That the Information Governance Framework be approved as a method for defining the Council's approach to information governance and setting out the policies, procedures and standards required to deliver the information governance objectives.
- (b) That the intention of the Assistant Chief Executive (Planning, Policy and Improvement) to sign-off relevant policies and procedures

associated with the Framework under the Council's delegated decision making arrangements be endorsed.

DEVELOPMENT AND REGENERATION

133 Proposed Leeds Arena, Selection of Preferred Developer/Site

The Director of City Development submitted a report on progress made with the procurement of a developer and site for the proposed Leeds Arena, on the proposed preferred and reserve sites for the development and necessary financial approvals.

Appendices 1 and 2 and associated plans were designated as exempt under Access to Information Procedure Rule 10.4(3). Appendix 2 and associated plans were circulated at the meeting.

Following consideration of the 2 exempt appendices and associated plans in private at the conclusion of the meeting it was

RESOLVED –

- (a) That the developer procurement competition for the arena be terminated without the award of a contract.
- (b) That Claypit Lane be approved as the preferred site for the development of an arena.
- (c) That Elland Road be approved as the reserve site for the development of an arena.
- (d) That in the event that the preferred site cannot be delivered or it ceases to be the most economically viable or it no longer offers the best value for money to the Council, the Director of City Development with the concurrence of the Executive Member for Development and Regeneration be authorised to take appropriate action to pursue the development at Elland Road as the reserve site for the proposed development of an arena.
- (e) That the acquisition of the site of the Brunswick Building from Leeds Metropolitan University on the terms detailed in the report be approved.
- (f) That the Directors of Resources and City Development be authorised to enter into a legal agreement with Town Centre Car Parks Ltd on the terms as detailed in the report on the basis that such an agreement is economically advantageous to the Council and will financially support the development of an arena on the preferred site.
- (g) That authority be given to incur expenditure as detailed in the report from existing Capital Scheme No 13307 on the acquisition of the site of the Brunswick Building, its demolition and the cost of fees to progress design/cost proposals and the project delivery model.
- (h) That officers report back on the proposed project delivery model and scheme proposals/costs for the development of an arena on the preferred site.
- (i) That the transfer of funds as detailed in the report from the Strategic Development Fund into existing Capital Scheme No 13307 be authorised.

- (j) That authority be given for an injection of funds as detailed in the report into existing Capital Scheme No 13307, comprising funding from Yorkshire Forward (subject to formal approval from the Yorkshire Forward Board) with the balance in the first instance to be funded from unsupported borrowing.

(The matters referred to in this minute were not eligible for Call In on the basis that the City Council took the decision to pursue a two stream procurement process to select a preferred developer/site for the proposed arena at a meeting of the Executive Board on 13 December 2006. Thereafter, at its meeting on 4 July 2007, Executive Board authorised the Director of City Development under the Council's scheme of delegation, to approve the short listing of potential developers/sites during the Competitive Dialogue Procurement process. Both decisions taken by the Executive Board were subject to the Council's Call In procedures. The decisions contained within this minute which relate to the selection of the preferred site for the arena are consistent with the decisions taken by Executive Board in December 2006 and July 2007.

The matters relating to the proposed legal agreements to be entered into to progress the arena development on the preferred site, the proposed funding arrangements and the authority to incur expenditure, were also designated as exempt from Call In. This is due to the fact that under the Council's Constitution, a decision may be declared as being Exempt from Call In if it is considered that any delay in concluding the funding arrangements and legal agreements may result in parties to the agreements seeking to renegotiate the terms of such agreements and as such could increase the level of public sector gap funding required to facilitate the arena development.)

134 Former Horsforth Library - Refurbishment for Youth Centre and Area Management Team Accommodation

The Director of City Development submitted a report on the proposed refurbishment of the former Horsforth library building to provide accommodation for a youth centre and the area management team and for use by the Area Committee.

RESOLVED – That authority be given for expenditure of £895,000 on this scheme.

135 Proposed Takeover of HBOS by Lloyds TSB

The Director of City Development submitted a report providing an update on the action being taken locally in relation to the proposed takeover of HBOS by Lloyds TSB; the takeover of Bradford and Bingley by the Government, and sale of some of its assets.

The Board was advised of the recent announcement that the Carlsberg Tetley Brewery in Leeds was due to close in 2011. In response the Board discussed potential ways in which the Council could assist those affected by the closure.

RESOLVED – That the report be noted, that the actions being taken be endorsed and that further reports be brought back to the Board as the position becomes clearer.

ENVIRONMENTAL SERVICES

136 Waste Solution for Leeds - Residual Waste Treatment PFI Project - Evaluation Methodology and Update

The Director of Environment and Neighbourhoods submitted a report on progress of the project, on proposed criteria and sub-criteria for the evaluation of bids, identifying a price ceiling above which bidders may be disqualified and on the proposed approach to dealing with third party waste.

RESOLVED –

- (a) That the report be noted and approval given to the criteria, sub-criteria and weightings for the evaluation of bids received for the project.
- (b) That the revised Price Ceiling resulting from the change in the waste flow model be noted and that this Board approves that any bids received above this ceiling may not proceed further in the procurement.
- (c) That the approach towards third party waste be approved.

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

DATE OF PUBLICATION: 7TH NOVEMBER 2008
LAST DATE FOR CALL IN: 14TH NOVEMBER 2008

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Monday 17th November 2008)

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