



SCRUTINY BOARD (CENTRAL AND CORPORATE)

**Meeting to be held in Civic Hall, Leeds on
Monday, 2nd February, 2009 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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:- 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 - 5TH AND 6TH JANUARY 2009</p> <p>To confirm as a correct record the attached minutes of the meetings held on 5th and 6th January 2009.</p>	1 - 12
7			<p>BUDGET STRATEGY 2009/10</p> <p>To receive and consider the attached report of the Director of Resources, deferred on 5th January 2009.</p>	13 - 20
8			<p>SCRUTINY INQUIRY - PROCUREMENT, OUTSOURCING AND COMMISSIONING SERVICES - SESSION 3</p> <p>Further to Minute No. 34, 6th October 2008, and Minute No. 53, 1st December 2008, to receive and consider the attached report of the Chief Procurement Officer and Strategic Equality Manager.</p>	21 - 44

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development regarding the Board's work programme, together with the minutes of the Executive Board meeting held on 14th January 2009 and an extract of the Council's Forward Plan of Key Decisions for the period 1st February 2009 to 31st May 2009.</p>	45 - 66
10			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>Monday 2nd March 2009 Monday 6th April 2009</p> <p>Both at 10.00am (Pre-Meetings at 09.30am)</p>	

Agenda Item 6

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 5TH JANUARY, 2009

PRESENT: Councillor M Dobson in the Chair

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

58 Declarations of Interest

No declarations of interest were made.

59 Apologies for Absence

Apologies for absence were received on behalf of Councillors Bale, Davey and Lowe.

60 Minutes - 1st December 2008 - and Matters Arising

(a) Minutes – 3rd November 2008 – Declarations of Interest (Minute No 50 refers)

With reference to Minute No 50, 1st December 2008, and Minute No 43, 3rd November 2008, Councillor Wadsworth requested that his name too be added to the amended Minute No 43, as he too had been advised to leave the meeting on 3rd November during the discussion of the Review of the Capital Programme 2008-2012 due to his position as a Director of Leeds East North East Homes ALMO.

RESOLVED –

(a) That subject to the above addition, the minutes of the meeting held on 1st December 2008 be confirmed as a correct record;

(b) That the Head of Scrutiny and Member Development, in conjunction with the Senior Governance Officer, be requested to review the minute format, to establish whether it is possible to perhaps provide more clarity or certainty regarding the necessary follow-up actions resulting from the Board's discussions.

61 Budget Strategy 2009/10

Consideration of this item was deferred to the meeting to be held on 2nd February 2009, due to the indisposition of the Director of Resources.

62 Council Business Plan 2008-2011 - Performance Report for Quarter 2 2008/09

Draft minutes to be approved at the meeting to be held on Monday 2nd February 2009.

Further to Minute No 33, 6th October 2008, the Head of Policy, Performance and Improvement submitted a report regarding the Quarter 2 performance indicators (PI) in respect of Central and Corporate Functions. The report charted progress against targets across the raft of individual performance indicators in this area, and highlighted areas of under-performance and actions being taken to remedy matters.

Helen Mylan, Alex Watson and Steve Carey, Resources Department, and Heather Pinches and Paddy Clarke, Chief Executive's Department, were present at the meeting and responded to Members' queries and comments. In brief summary, the main points of discussion were:-

- PI BP-09 - % of complaints responded to within 15 days – the report indicated that the target figure of 76% was unlikely to be met this year; PI BP-10 and BP11 - % of letters and e-mails responded to within 10 days – did this mean merely acknowledged, or a substantive reply received? Was 10 days for a reply to an e-mail an acceptable target? Officers reported that all these issues were currently the subject of monitoring and discussion by an inter-Department 'Customer Strategy Board' of officers established to drive forward improvement. This was a complicated area, with incomplete data in respect of some Departments, which perhaps did not have the same high levels of contact with the public as others, therefore data collection was not perceived as being a priority or adding value to the service. Finding suitable resources to perform the data collection and monitoring was also an issue in some cases.

The Customer Strategy Board was attempting to take a pragmatic approach in respect of this area, on a service by service basis, with deminimus reporting being looked at where Departments did not have a huge interface with the public. Although useful, this PI could also sometimes be misleading as an indicator of a particular level of performance – say, for instance, in respect of the Benefits Service, where the priority might be to concentrate on and shorten the amount of time taken between a claim being received and benefit being paid.

The 10 and 15 days referred to a full response, not merely an acknowledgement, but even this could mask problems. For example, if it related to a housing repair issue, or could still be a considerable time before an order was placed and the work carried out. Customer Services were working closely with the ALMO's to improve customer service, 10 days was now the standard to which ALMO's were working, and could well become the norm across the Council. The point regarding a 10 day response to an e-mail was accepted, and it was rare that this would in fact be the case.

Members instructed that their comments and concerns be relayed directly to the Customer Strategy Board, and that the situation be reviewed again critically in March, when the Quarter 3 PI's are submitted, by which time Members would require to see improved

figures and further information on action being taken to address this issue. Direct Member involvement in this area was one possible option which the Board could exercise.

- Staff training and empowerment – In response to Members' queries and comments, officers accepted that empowerment of front-line customer service staff, to enable them to resolve issues at first point of contact, was crucial to improving service delivery and customer satisfaction, and this was the whole thrust of their approach to customer services.

Staff at the Customer Contact Centre were fully trained, had appraisals and personal development plans, and 32% of current staff had either been promoted or taken advantage of career development opportunities. This was now being rolled out across customer service staff in other Departments. The Centre also participated in the 'Academy' scheme operated by the Council, which targeted getting people back into work, and had been successful in participants obtaining NVQ Level 2 in Customer Services. The aim was that in at least 80% of cases, the customer was dealt with and a solution found at first point of contact, even if this was just an appointment for a follow-up visit. All training was geared to the 'One Council' initiative, and aimed at encouraging staff to take ownership of the problem and equipping them to deal with it. Where matters had to be referred on, the Customer Strategy Board was looking at ways of monitoring those issues and improving response rates.

- NI 179 - % cash releasing efficiency savings (cumulative total over 3 years) – it was explained that this was linked to the Council's obligations to find year-on-year savings under the national scheme following on from the Gershon review. The predicted year end savings of £24.3 m was against a target of £27m. The indicator related to the Council's overall expenditure, and some savings were one-offs for a particular year and others represented savings of varying degrees over the lifetime of a scheme or project;
- BP30 and BP31 – Number of major projects not receiving independent project assurance and the number of major projects independently assured by the independent in-house Project Assurance Unit. These PI's related to the 'healthcheck' assurance work in respect of major projects, to ensure they were on-track, as part of the Council's 'Delivering Successful Change' initiative. More work needed to be done in this area, but the Council now had greater independent monitoring and accountability procedures in respect of major projects;
- 'Improve Our Understanding of Customers'. Reference was made to several issues under this generic heading (Agenda Page 31 refers) –
 - Concern was expressed regarding the statement that Children's and Young People's Social Care was only now just in the process of conducting segmentation analysis to identify areas

with a high proportion of vulnerable children and young people, and trends across the population such as deprivation, ethnicity and disability, to assist in developing targeted and preventative services. Members were surprised that this work had not already been done, and also questioned whether most of the required information should not already be at the Council's disposal, principally via Education Leeds? Members requested to be supplied with further information at the earliest possible opportunity;

- The Housing Solutions Programme work currently being undertaken. It was explained that the Housing Solutions service now operated out of Great George Street, but analysis had shown that, remarkably, 65% of all enquiries relating to homelessness had originated at the Dewsbury Road One Stop Centre, therefore action had been taken to enable enquiries to be dealt with at that Centre, at first point of contact, rather than have to refer people on. This area also covered the on-going discussions with the ALMO's to improve the customer service experience of their tenants. Members requested to be advised of the outcome of these discussions, and, in particular, all Ward Members affected needed to be aware of the outcome in respect of the East North East Homes ALMO;
- Further explanation was provided regarding the proposed pilot collaboration between the Revenues and Benefits Service and Experian in relation to recovery of customer arrears. It was explained that if the system failed to produce benefits to the Council, it would be at no cost to the Council. Members requested to be supplied with the cost to the Council of the previous unsuccessful joint collaboration with Experian;
- Streetscene Services – ACORN market analysis system - Any dangers of postcode discrimination? Further information to be provided to Members in writing;
- Museums and Galleries 'Audience Development Plan', to identify 'customers' and 'non-customers'. Further information to be provided to Members in writing;
- Sport and Active Recreation – Community consultation – examples of lessons learnt being put into action? Further information to be provided to Members in writing.
- Possible prosecution for residents found to be falsely claiming single persons Council Tax discount? It was reported that the Audit Commission was looking at this issue nationally. The Council was keeping its options open pending the outcome of this national review, and was currently concentrating its limited resources on recovery and repayment, rather than prosecution;
- Members also requested to be advised of the outcome of current discussions between the Council and its partner agencies on the issue of better ways to tackle customer problems which affected more than one agency.

The Chair thanked the officers for their attendance, and the manner in which they had responded to Members' queries and comments. He also made reference to the currently unscheduled report on the Corporate Call Centre performance contained in the Board's work programme.

RESOLVED – That subject to the above comments and requests for further information, the report be received and noted.

63 Work Programme

The Head of Scrutiny and Member Development submitted a copy of the Board's work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract of the Council's Forward Plan of Key Decisions for the period 1st December 2008 to 31st March 2009 and the minutes of the meeting of the Executive Board held on 3rd December 2008.

Reference was made to the proposed scrutiny of electoral matters, currently unscheduled, and in particular the way in which the distribution and return of Registration Form 'A' was monitored, and it was agreed to establish a Working Group to look into this area.

RESOLVED –

- (a) That the report and updated work programme be received and noted;
- (b) That a Working Group on Electoral Matters, comprising all Members of the Board, be established, and the Head of Scrutiny and Member Development canvass dates for and arrange a meeting, in consultation with the Chair.

64 Cancelled Call-In Meeting, 22nd December 2008

Councillor Atha wished to place on record his severe disquiet at the cancellation of the scheduled Call-In meeting on 22nd December 2008, called to look into a delegated decision of the Director of Resources in relation to the A660 Woodhouse Lane/Clarendon Road Proposed Inbound Bus/Cycle Lane and Junction Improvement Measures.

Whilst he understood the reasons for the cancellation i.e. the subsequent decision by the officer of the Called-In decision, nevertheless the incident did raise serious constitutional matters of principle and precedent, not least concerning Members' rights to have an issue of concern raised and debated in public, and he intended to pursue the matter with the Assistant Chief Executive (Corporate Governance). It might be a matter which the Governance Committee should look into.

The Head of Scrutiny and Member Development explained the circumstances surrounding his decision, on advice, to cancel the Call-In meeting, as circumstances had changed, and effectively there was no longer a decision to

be Called-In. The Highways aspects of the matter were now due to be considered by the Scrutiny Board (City Development) on 13th January 2009.

65 Date and Time of Next Meeting

Tuesday 6th January 2009, at 2.00 pm (Pre-Meeting 1.30 pm).

The meeting concluded at 11.57 am.

SCRUTINY BOARD (CENTRAL AND CORPORATE)

TUESDAY, 6TH JANUARY, 2009

PRESENT: Councillor M Dobson in the Chair

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

66 Chair's Welcome

The Chair welcomed everyone to the meeting, which was Session 3 of the Board's Inquiry into Sickness Absence Management, and in particular the following witnesses:-

Professor Dame Carol Black, National Director of Health and Work, Chairman of the Academy of Medical Royal Colleges and Chairman of the Nuffield Trust;

Steve Sumner, Local Government Employers' (LGE) National Health and Safety Policy Adviser;

Councillor Richard Brett, Alternate Leader of the Council and Executive Member for Central and Corporate Functions;

Chris Ingham, Deputy Head of Human Resources, Leeds City Council.

67 Declarations of Interest

No declarations of interest were made.

68 Apologies for Absence

An apology for absence from the meeting was submitted on behalf of Councillor Jane Dowson.

69 Scrutiny Inquiry - Sickness Absence Management - Session 3

Further to Minute No 18, 8th September 2008, and Minute No 40, 3rd November 2008, the Head of Scrutiny and Member Development submitted a background report, appended to which were the agreed Terms of Reference for the Board's Inquiry.

Professor Dame Carol Black and Steve Sumner were invited to make brief introductory statements to the Board, following which the meeting was thrown open to Members' questions.

Draft minutes to be approved at the meeting
to be held on Monday, 2nd February, 2009

Professor Dame Carol Black presented a resume of her national report for the Government, 'Working for a Healthier Tomorrow Strategy', published in March 2008. Her report had been commissioned to look at the working age population and to address issues such as ill-health absences and worklessness, and the underlying reasons behind the statistics. The two main drivers for the report had been:-

- (a) The human cost to the individual of not being in work, in terms of self-worth, personal achievement and empowerment, people's ability to function fully as a member of their family and of wider society, the positive benefits of a healthy work/life balance and the knock-on effects, both physical and material, on children growing up in families where worklessness was a factor, and
- (b) The wider economic and social effects of people not being in work. It was estimated that the costs to society in terms of lost production and benefits was £100bn per annum – the equivalent of the costs of running the NHS

Her review had looked at three broad areas –

- 1 How to maintain people in work when they had a job, and what to invest in in that respect;
- 2 What was the cause and effect of the repeated sick note scenario, and what might be done in this respect to prevent people ending up long-term unemployed?
- 3 The need to reduce the number of benefit recipients and get people back into work – the 'Pathways to Work' initiative etc – and what was working and what was not. 40% of benefit recipients were categorised as having some form of mental illness – often mild anxiety and depression – and unless tackled this could lead to a formal classification of mentally ill, which was often not warranted.

Several important factors had been identified during the course of the review

- The importance of line management in spotting and tackling absence issues, early intervention being crucial to avoid matters becoming more serious or long-term. Often supervisors were appointed for their technical skills or expertise, rather than their managerial skills, and this needed addressing;
- Small companies were less enthusiastic regarding their role and responsibility in these matters – they felt it was not worthwhile investing in remedies and needed to be convinced of the business case for implementing changes. Much assistance was available on-line for small businesses;
- The need to tackle the sickness culture in this country, and to move away from 'sick' notes to 'fit' notes i.e. instead of automatically assuming that a person was not fit for work, or their normal job, because they could not perform the whole range of activities or duties which might be required, to

concentrate on those aspects which they were fit to perform, and to get them into work, or back into work, as quickly as possible. This was very much the philosophy adopted for years by the Armed Forces. The benefits of a health work/life balance, in particular in terms of greater life expectancy levels, needed greater emphasis and more publicity;

- Currently, there was no system for checking how many sick notes were issued each year, for what reasons and which GP practices issued most or least. There was clearly a need to address doctor training if a sea-change to the nations' attitude towards sickness absence was to be brought about;
- Early intervention and collaboration with local GPs was recognised as important in improving absence levels and early returns to work. The Government would shortly be announcing plans for proposed pilot projects across the country, and Leeds might wish to get involved;
- The thrust must be to keep people well and in work in a safe environment, and that applied equally to people with disabilities.

Steve Sumner made reference to the huge age and demographic issues facing local government. Local Authorities employed approximately 2.2m people (1.5 full time equivalent), and many were women, and many were ageing and would be coming up to retirement in the next few years, leaving the dilemma of making up for their experience. Local Government had a huge workforce, and faced huge health and well-being issues, not least due to its demographic make-up. Therefore identifying and promoting good practice was more crucial than ever.

In brief summary, the following issues were raised and discussed during the course of the ensuing discussion:-

- A large employer, such as Leeds City Council, had more scope than most to adopt and promote flexible working methods which should make it easier to cope with and accommodate the principle of employees being 'fit for work', even if they could not fully perform the whole range of their duties. Temporary or permanent re-deployment was certainly easier the larger the workforce you had;
- Early intervention was crucial in avoiding a downward spiral which could sometimes lead to long-term unemployment. Rather than let an absence drift, with a succession of sick notes before intervention is contemplated, an early intervention by a line manager, a welfare officer or an occupational health (OH) service often resulted in addressing what might lay behind an absence, and getting the person back to work quicker. The 'sickness' absence might, in fact, not be sickness related at all, but due to a domestic crisis, problems outside work or problems with work, including relationships with line managers. Once addressed, hopefully the absence issue is resolved. An example of a related innovative initiative was South Tyneside's 'Call-In Stuck' scheme, which encouraged people with domestic difficulties to ring in for time off, which they then made up at a later date, rather than ring in sick, which might otherwise be their only or preferred alternative;
- Maintaining an active work/life balance had proven benefits in terms of longevity, and this warranted more publicity and greater emphasis;

- Common mental health problems, such as mild anxiety or depression, were areas where early intervention, to try to get to the root of the problem, was particularly helpful;
- Employers needed to be enlightened in terms of the services they provided or subscribed to, such as a welfare service or physiotherapy treatment, as often these would reap benefits in terms of getting staff back into work earlier;
- Mental illness should be regarded exactly the same as physical illness in employment terms, and just because a person suffered from a mental illness did not automatically mean that they could not work given the right environment and support;
- As well as its role as a major employer in the region, the Council was also in a powerful and unique position in being able, in conjunction with partner agencies, to take a strategic lead in changing attitudes to workplace sickness and worklessness. National discussions were taking place with the British Medical Association regarding GPs role in what might be described as the current 'sicknote culture' and changes to doctor and nurse training in line with a shift to a 'fitnote culture'. This would involve greater promotion of the positive benefits of a healthy work/life balance, and positive encouragement to get people into work, or back to work quicker. National pilots were envisaged, and Leeds should be considering getting involved. The benefits of volunteering, and people doing voluntary work either whilst between jobs or after retirement, also needed greater publicity and emphasis;
- The fact that so-called 'sickness' often masked a multitude of other issues, such as lack of motivation, domestic crises, personal problems and unsuitability for a job, perhaps due to the ageing process. It might also be a symptom of unhappiness with a line manager, or of workplace bullying. Often a 'team ethos' i.e. all team members mutually supporting each other and not wanting to 'let colleagues down', or place additional work on them, could be just as important in keeping people at work;
- The profile of an organisation would have an effect on sickness absence. As a general rule, once an organisation employed 1000+ staff, the problems escalated. The age profile of the workforce affected absence and performance levels, as did the number of women employed – the responsibility for coping with dependents often falling to the female to deal with. Both these factors were evident in local government;
- The management training of line managers had already been referred to as crucial, and in an organisation such as Leeds City Council, there would be policies in place aimed at preventing bullying, harassment and discrimination. Staff surveys were a useful tool in identifying problem areas;
- The importance of proper, detailed job descriptions and employee specifications when recruiting was emphasised, to try and get the right person in the right job;
- Employers needed to be flexible in terms of their working practices – reduced hours for working mothers around school times, part-time work for people who wished to carry on beyond retirement age etc;

- OH services needed to be tailored to an organisations need and needed to promote this positive fit-to-work workplace culture. The new Council in-house OH service was noted.

In drawing the discussion to a conclusion the Chair thanked the witnesses for their invaluable evidence and insights. They had certainly raised interesting issues for the Board to take into account in preparing its final Inquiry report, and for the Council as a whole in deciding appropriate actions arising from the Inquiry.

70 Date and Time of Next Meeting

Monday 2nd February 2009 at 10.00 am (Pre-meeting 9.30 am)

The meeting concluded at 4.00 pm

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Report of the Director of Resources

Scrutiny (Central and Corporate)

Date: 2nd February 2009

SUBJECT: Budget Strategy 2009/10

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)

1 Introduction

- 1.1 Budget setting and monitoring is a continuous cycle within the financial management framework of the Council. Members receive quarterly reports on the in-year financial health of the authority and the Council's Constitution provides for the Central and Corporate Scrutiny Board to scrutinise the Council's budget
- 1.2 Members at their meeting on 8th January 2008 considered a report of the Executive regarding Developing the Financial Plan 2008 – 2013 as the basis of initial budget proposals for 2008/09. This report provides an update to the Council's Financial Plan and medium term financial strategy and discusses the pressures and assumptions being considered as part of developing the Council's 2009/10 annual financial plan.

2. Background

- 2.1 The Financial Plan is an integral part of the Council's Business Plan 2008 to 2011 and covers the same three year period, but with indicative assessments for the following two years up to 2012/13. It provides a financial strategy to underpin the delivery of the Council's priorities and sets out a framework for the preparation of the Council's annual revenue budgets over the planning period. In this way the Council can ensure that its priorities are supported by a robust resource allocation strategy.
- 2.2 The Financial Plan was prepared in the context of the Comprehensive Spending Review 2007 (CSR 07). Published in October 2007, the CSR 07 announced that current expenditure across the public sector was set to increase by an average 1.9% per year in real terms, although the rate varied significantly across government

departments. Resources for local government were to rise by 1% per year in real terms over the next three years.

- 2.3 The Local Government Finance Settlement 2008/09 to 2010/11 was announced on Thursday 24th January 2008. This was the first three year settlement (following a two-year settlement for 2006/07 and 2007/08) and marked the Government's move to align Local Government' funding announcements with the Comprehensive Spending Review cycle. The increases in Revenue Support grant at the national and local level for the planning period are summarised below:-

	RSG		
	National	Leeds	
	%	%	£m
2008/09	3.5	2.7	7.6
2009/10	2.8	2.1	6.2
2010/11	2.6	1.8	5.4

- 2.4 Although there are significant variations between authorities, Leeds' percentage increases are substantially below the average of the Core Cities, the West Yorkshire Districts, the metropolitan Districts and England as a whole:

	Increase 2008/09	Increase 2009/10	Increase 2010/11
Leeds	2.7%	2.1%	1.8%
Average Core City	3.5%	2.5%	2.2%
Average West Yorkshire District	4.3%	3.1%	2.7%
Average Metropolitan District	3.9%	2.9%	2.5%
Average England	3.5%	2.8%	2.6%

- 2.5 For 2008/09, the Council's approved budget and Council Tax (Band D) can be summarised as follows:

Budget for 2008/09	£540.5m
Funded by:	
Business rates	£256.5m
General government grant	£35.7m
Council tax (4.7% increase)	£248.3m
Band D Council Tax (Leeds Element)	£1,064.37
Police precept	£123.62
Fire precept	£49.91
Total	£1,237.90

- 2.6 The Government also issued indicative figures for the 3 year school funding settlement. For Leeds, the annual increases in the Dedicated Schools Grant per pupil are:

2008/09 4.3%
2009/10 3.6%
2010/11 4.1%

These compare with national increases of 4.65%, 3.7% & 4.3% respectively.

2.7 It was announced that the minimum funding guarantee (MFG) per pupil for all schools would be 2.1% in each of the three years.

3. Development of the Plan

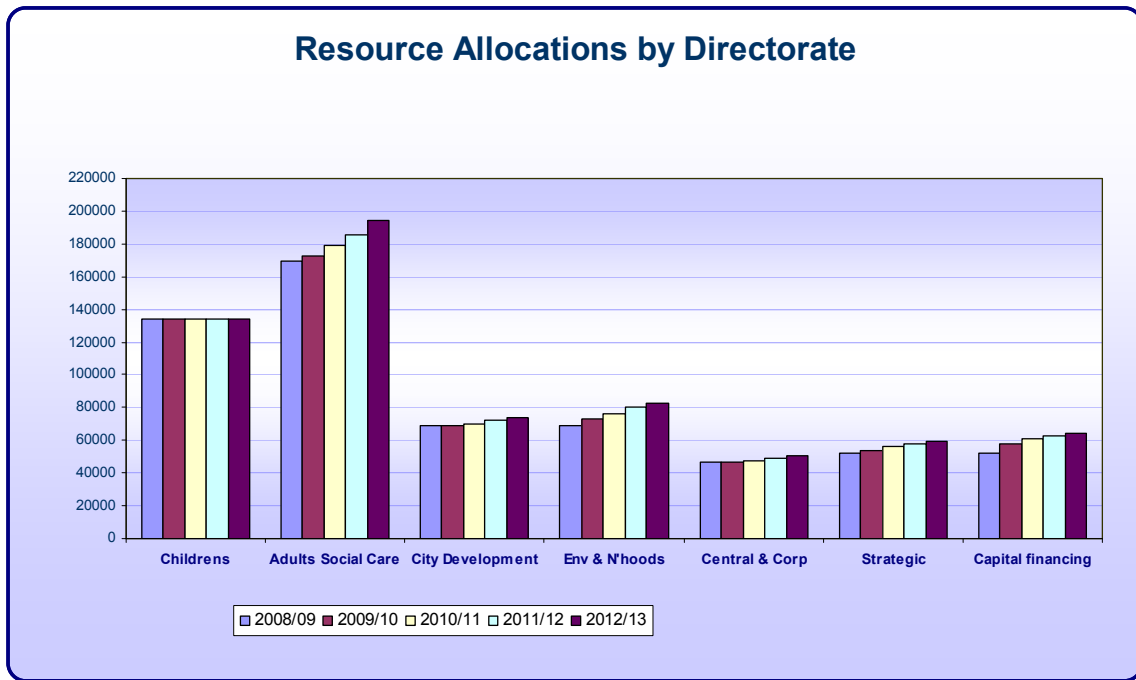
3.1 Taking account of the three year settlement, the estimated level of additional resources that would be available was likely to be less than £20m per annum over the life of the plan which presented a significant challenge to the authority to ensure that future resource allocations were more closely aligned to priorities.

3.2 A new approach to the allocation of revenue resources to General Fund services was therefore developed whereby greater emphasis was placed on directing resources to Council priorities and divesting from areas considered to be lower priority. The level of resources to be allocated to services were determined by three components; needs, efficiencies and local priorities. Analysis of these three areas has shaped the overall resource planning framework which not only takes into account the relative importance of services but ensures that they are deliverable within the overall level of resources available to the Council.

3.3 Based on the new methodology the allocation of resources reflected the following principles:

- 2% per annum targeted savings in Support Services, rising to a cumulative 10% by 2012/13. This applied to all central and local provision of administrative and support activities. Efficiencies to be generated through investment in Information Technology and through the rationalisation of office accommodation.
- Additional capital investment of £100m, above the approved programme, over the period of the plan enabling investment in priority projects and providing funding for invest to save projects, income generating projects, investment in technology and physical infrastructure to deliver efficiencies and improvements in services over the period of the plan.
- Funding for significant areas of need which included addressing base budget pressures, and directing resources to key local service priorities such as the Integrated Waste Strategy, and increasing the number of Direct Payments in Adult Social Care.
- Cash standstill over the life of the plan for Children's Services in acknowledgement of the significant scale of realignment required.
- Efficiency savings targeted at areas of the Council's services which appear relatively high compared to other authorities, primarily Children's Services including the LEA and Youth and Community. Pricing policies and service provision will be reviewed where appropriate.
- General reserves will be maintained at or above the minimum level in accordance with the risk based reserves strategy.

3.4 These assumptions combined with an estimate of available resources over the life of the plan enabled a five year resource allocation to be determined which set the shape for future budget strategies as illustrated below:



3.5 It was acknowledged that the delivery of the plan would require a significant review of some of the Council's services and activities and achievement of the planned shape would not be an easy task. The plan therefore assumed a phased implementation of the realignment in order to minimise the impact on services during the transitional period.

3.6 Due to the scale of realignment required away from Children's Services the plan recognised that a longer timeframe will be required to achieve the planned shape for this service, and therefore a cash standstill over the life of the plan was proposed at this stage.

4. Update of the Financial Plan

4.1 The Local Government Finance Settlement announced on 26th November 2008 confirmed that there would be no changes to the Formula Grant for 2009/10 which is the second year of the current three year settlement.

4.2 The Government has also announced that it expects the average Council Tax increase in England to be substantially below 5% in 2009/10 and has stated that it will not hesitate to use its capping powers as necessary. Indeed, although no decisions about capping in 2008/09 have been taken, the implication is that the capping criteria will be tighter than in previous years.

4.3 The level of resources available to the Council in 2009/10 will therefore be in line with that originally envisaged in the Financial Plan and have been allocated to directorates taking account of the following issues:

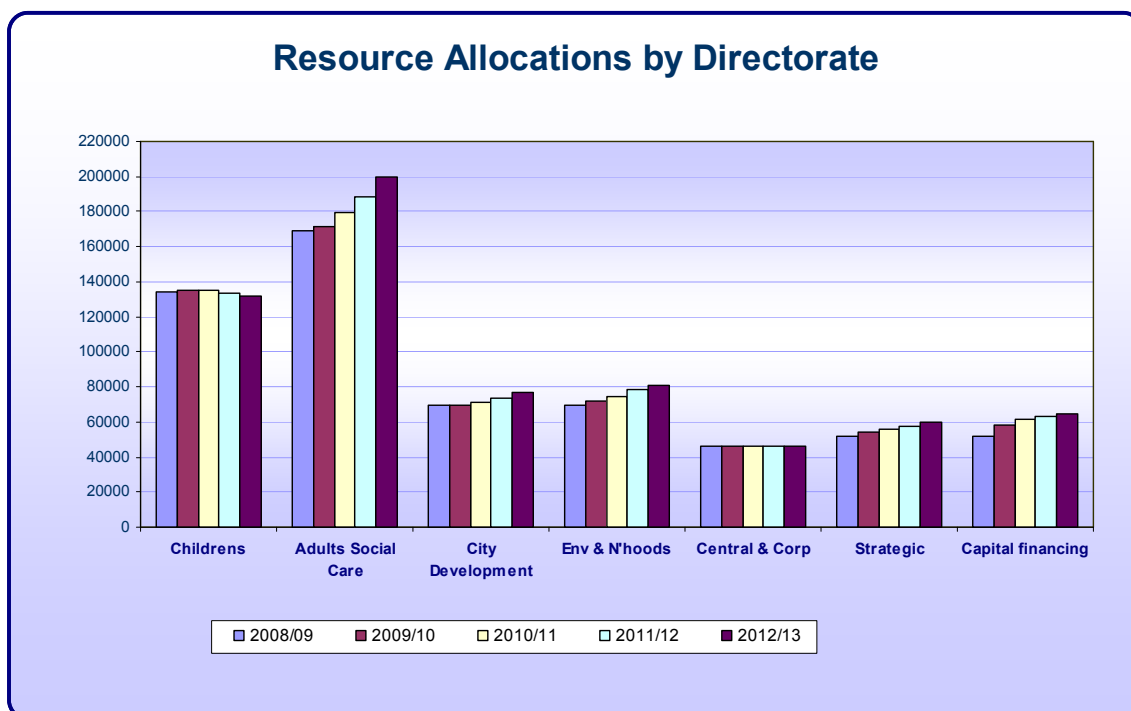
- Pay awards - are assumed at 2.5% per annum in line with government targets for public sector pay increases, which equates to £12m for 2009/10. The employer's contribution to the West Yorkshire Pension Fund is assumed to increase by a further 0.7% or £2m per annum.

- Running Cost Inflation - general running cost inflation has been increased by 2% per annum across the board except where specific contracts are in place. General income inflation has been increased at 3% per annum.
- NRF – As Leeds does not qualify for Working Neighbourhoods Fund, there will be transitional arrangements for the next two years which will see a reduction in funding of £5.37m in 09/10 and a further £3.59m in 10/11.
- Demographic pressures especially around services for looked after children, older people and people with a disability.
- Waste Collection and Disposal – the government has accelerated the rate of growth in landfill tax to £8 per tonne and it will rise to £48 per tonne by 2010. This will lead to additional costs of around £1.7m in 2009/10. The Council is currently developing its waste management strategy that will set challenging targets for recycling as well as moving away from landfill for the remaining waste. Whilst over time this strategy will be considerably cheaper than the do nothing option, in the short term given the need to pump prime recycling initiatives and the length of time to bring on new facilities, this will result in significant costs over the forthcoming years.
- Capital Financing Costs – increase of £6.2m reflecting the ongoing revenue cost of previous borrowing decisions and the additional £100m of capital investment referred to in paragraph 3.3.
- Efficiency savings targeted at areas of the Council’s services which appear relatively high compared to other authorities. Pricing policies and service provision will be reviewed where appropriate.

4.4 A review of the planned shape of the Council’s budgets over the remaining 4 year period of the financial strategy results in a re-direction of resources towards Children’s Services in the early years of the planning period. In 2009/10, a 1% increase is now planned with a cash standstill in 2010/11, the aim being to give Children’s Services a 20% share of the Council’s budget by 2012/13.

4.5 In addition, a cash standstill for Central and Corporate functions is now planned for the life of the planning period in addition to the 2% p.a. target savings in support services outlined in paragraph 3.3.

4.6 These revised assumptions combined with an estimate of available resources over the life of the plan have enabled the shape for future budget strategies to be updated as illustrated below:



5.0 Budget 2009/10

5.1 The budget process is on going and a report will be submitted to the Executive Board on the 13th February 2009 which will include recommendations to be made to full Council on the 25th February 2009 as to the Council's budget for 2009/10 and related Council Tax.

5.2 In addition, to the pressures identified in the Financial Plan, there a number of emerging issues to be addressed as part of the 2009/10 budget preparation. These include:

- Economic Downturn - the economic slowdown is having a significant impact on a number of external income sources including planning and building fees, rental income, markets income, surveyor and legal fees and income from leisure activities. In addition the slowdown in the property market has led to a decline in the number of land search requests. It is projected that the authority could be facing an income shortfall of several million pounds per annum.
- Personalisation agenda within Adult Social Care
- Use of Reserves – the 2008/09 budget includes the use of £5.1m of reserves. This is forecast to reduce reserves to the minimum level as determined by the risk based reserves policy. The extent to which the 2009/10 budget is supported by the further use of reserves is dependent on the ability to generate reserves in the current year.

5.3 These pressures clearly require additional efficiencies to be identified across the Council in order to achieve a balanced budget for 2009/10. Work is ongoing to identify efficiencies and savings options at both a directorate and corporate level and in addition to the identification of general cost reductions and efficiencies the following areas have been targeted:

- Procurement including off-contract spend
- Staffing including review of working practices and sickness
- Review of service delivery options

5.4 For 2009/10 the Government has decided to introduce Regulations that will require councils to include information about efficiency performance on the face of the council tax bill, and in the leaflets that accompany demand notices. This information will be based on forecast cumulative efficiency savings to be achieved by March 2009. This is obtained from National Indicator 179.

6. Dedicated Schools Budget

6.1 The Government has confirmed the indicative figures for school funding for the next two years in line with the original announcement.

6.2 The Leeds finalised DSG settlement for 2008/09 was £393m. The DCSF indicative settlement figures for 2009/10 project gross Leeds DSG income of £405m – a year on year increase of 3.0%. The projected 2010/11 figure is £423m which represents a 4.3% annual cash increase.

6.3 The funding of post 16 education is being reformed to facilitate collaboration by providers, learners and employers. The aim is to deliver a common system for all 16-18 funding and incentivise partnerships to ensure that as many young people as possible participate and achieve in their communities. In the meantime, the Learning & Skills Council has confirmed a 2.1% increase in sixth form pupil funding rates for 2009/10.

7. Housing Revenue Account

7.1 The HRA covers the management of the Council's rented housing stock, and in accordance with government legislation operates as a ring-fenced account. The funding of the HRA is separate to the way in which the rest of the council is funded, with costs being met from rental income and government subsidy. However, in Leeds, for a number of years, the way in which the government calculates subsidy has resulted in a negative contribution rather than a grant.

7.2 The 2008/09 budget for the HRA provides for negative subsidy of £46.4m and an average rent increase of 5.8%. The average guideline rent increase for 2009/10 is 6.2% with negative subsidy of £49.4m.

7.3 Housing finance is currently the subject of a major government review which is due to report back in Spring 2009. Amongst other areas of consideration, this has looked at the whole rationale and mechanism of the housing subsidy system, and may lead to major changes in the way the government uses this 'distributive' system to 'support' local authority housing, including the possible option of councils totally opting out of the subsidy system.

8. Conclusion

8.1 As anticipated, the funding available to the Council over the planning period is limited and clearly not sufficient to meet all the spending pressures that the Council will face. To respond to this the Financial Plan set out a strategy which placed resource allocation in a stronger policy framework based on an analysis of needs, a focus on delivering efficiencies and an understanding of local priorities.

8.2 This financial strategy will be subject to further review as part of the current ongoing preparation of detailed budget plans and this will be presented as part of the Council's financial plan which will be submitted to Council in February 2009.

9. Recommendation

9.1 Scrutiny (Central and Corporate) is requested to:

- (i) Consider the budget strategy for 2009/10.



Report of: Chief Procurement Officer & Strategic Equality Manager

Meeting: Scrutiny Board (Central and Corporate Functions)

Date: 2nd February 2009

Subject: Inquiry into Procurement, Outsourcing and Commissioning Services - Session 3

1.00 PURPOSE OF THIS REPORT

1.01 The purpose of this report is:

- a) To update Members on the timescales for implementing the 'one-council approach to commissioning' framework.
- b) To address the remaining questions identified in the terms of reference for this investigation, that were not addressed in earlier sessions. Those questions were:
 - i) "How the Council ensures the ethical values of the Council are incorporated into contracts"
 - ii) "How organisations commissioned to deliver services meet the duties within relevant equality legislation".

2.00 THE 'ONE-COUNCIL' APPROACH TO COMMISSIONING FRAMEWORK

2.01 Next Steps

- 2.02 Following its positive endorsement at the one-council steering group in November 2008, the commissioning framework will be reported to CLT in February/March 2009 with a view to implementation early in the new council year 2009/10
- 2.03 The report to CLT will outline a suggested methodology and timeline for establishing the framework. Some parts of the framework already existing by other parts need to be developed as a matter of priority e.g. developing a category management approach, and improving effective delivery (contract management).
- 2.04 If the one-council commissioning framework continues to be supported by CLT, a detailed implementation plan will be developed.

3.00 ETHICAL VALUES IN PROCUREMENT

3.01 Introduction

- 3.02 Ethical procurement formed part of the socially responsible procurement (SRP) section of the Procurement Strategy 2005–2008. Sustainability and environmental

management, equality and diversity, and fair trade made up the rest of the section. This disintegration of similar themes was a little confusing as equality, diversity, and fair trade measures are all ethical pursuits, wherever they go beyond merely what is legislated. For that reason, the proposed One Council Approach to Commissioning Framework includes a more holistic core commissioning objective, labelled 'Socially Responsible Commissioning'.

- 3.03 That said, in the strictest sense of the word, ethical procurement is often seen as a vehicle to ensure that supply chain practices are fair and historically, has been synonymous with high profile campaigns, such as the animal rights movement. Both these themes are still extremely relevant but the word ethical also encompasses any activity that is morally righteous, whether it be environmental protection or improving the diversity of our supplier base. Initiatives like fair trade are examples of ethical supply chain practice but the term ethical procurement can also be thought of as being synonymous with socially responsible procurement.
- 3.04 Paragraphs 3.05 to 3.29 of this report sets out what's been done in terms of practical intervention in the procurement process also discusses some of the governance structures developed to support and underpin our socially responsible procurement endeavours.

3.05 Historical Background & Achievements in SRP

- 3.06 A Sustainable Procurement Toolkit was developed initially in late 2007 in an attempt to standardise our approach to implementing sustainability measures in the procurement process. Initially, the toolkit's use was relatively sporadic, by virtue of its pilot status. To address the poor take-up, a questionnaire was released to invite critique and constructive comment. The information liberated was then used to help the revision of the toolkit, in order to make it more usable. It was subsequently rebranded as the Socially Responsible Procurement Toolkit to help ensure that officers knew that it covered more than just green issues. Amongst other things, the toolkit encourages users to consider potential ethical considerations that could form part of their procurement projects.
- 3.07 The Procurement Unit has had some success in building environmental sustainability into contract delivery. An example of this is the supply of fresh fruit and vegetables contract. Bidders were asked to provide proposals for the reduction of associated food miles as well as details about their supply chains and there was also an embedded requirement for carbon emissions to be offset against the contract. The specification requirement for 'fresh' produce meant that the fruit and vegetables supplied was more likely to be sourced locally, supporting the economy and reducing emissions associated with excess transportation. Linked to the fruit and vegetables contract, in the provision of catering for school meals, menus were redrafted to promote seasonal food, which has greater local availability and is less energy intensive to produce.
- 3.08 Also, in the tender for the council's passenger services, the environmental performance of the taxi firm's fleets was taken into consideration during the evaluation process and average emissions figures CO₂/g were assigned to each company on the framework list with the ultimate aim of encouraging the client department to use them in preference, wherever possible. The above examples are far from exhaustive, with a plethora of contracts incorporating measures to improve environmental performance.

- 3.09 Nevertheless, our efforts have not been limited to environmental protection. We have also looked at improving the socioeconomic status of Leeds. Indeed, The Procurement Unit has a long history of supplier engagement, especially with 3rd sector organisations, small-medium sized enterprises (SMEs), and minority group businesses, such as BMEs, who are often under-resourced and lacking capacity to tender for council work. Much work has been done, in terms of simplifying procurement language, advertising opportunities through a consistent e-tendering platform, and streamlining tender documentation to remove unnecessary obstacles. Contracts are also packaged in a way that encourages smaller businesses, where appropriate, by splitting larger contracts into smaller lots and encouraging consortia bids. Furthermore, procurement guides have been promoted to cover a multitude of specialist subjects and issues, such as 'Tendering Made Easy', 'Equality Diversity and the Procurement Process', and the 'Passport to the Environment'. The logic of taking such measures is not only vested in ethics but also economically prudent as it helps strengthen the local economy, by providing an outlet for local businesses, sharing wealth more evenly, and maintaining a diverse supplier base better able to serve the differing needs of the city.
- 3.10 The Procurement Unit has also contributed to the council's work towards level 3 and level 4 of the Equality Standard for Local Government. As part of that assistance, a quality assurance questionnaire was developed, which it is hoped will be used during the scoping stage of procurement projects to cross-reference equality criteria against the specification and identify mechanisms for creating equality where adequate provisions are lacking. Broadly speaking, the form looks to ensure that the specification addresses and protects the diverse requirements of service users, as well as other stakeholders potentially affected during service delivery. It also seeks to assure that contractors working with the council have open and fair recruitment processes and there is a high level of awareness and communication regarding contract-specific equality issues. See Section 4.00 of this report for more information on equality and diversity through procurement.
- 3.11 Additionally, in a regional tender thought to be the first of its kind in the UK, we put forth our requirements for a suite of fair trade food products. We asked for the Fairtrade Mark or equivalent, detailing explicitly our intention to procure fair trade products, through the subject matter of the contract and specification. Everything was tied to the council's resolution on fair trade and its status as a 'Fairtrade City', which avoided the risk of legal contention. The awarded contractor offers Fairtrade Mark certified products, which guarantees that producers of food crops have been paid a minimum, subsistence wage that reflects the true costs of production and offers some level of discretionary income. A separate social premium is also paid to designated local committees, who can spend the money on development projects to improve the surrounding community. Fundamentally, the Fairtrade Mark helps to ensure that ethics are maintained during transactions in the lower tier of supply chains.
- 3.12 Other fair trade successes include the development, release, and purchase of the Lord Mayor's Fairtrade Coffee Blend, which was produced by a local social enterprise, Just Coffee People, and was contractually stipulated as the de facto coffee to be served by our catering provider, Dine, at all events. Furthermore, standard wording has been produced for inviting fair trade options in any relevant contract.

3.13 In all food-related procurements, we stipulate, through the specification, that no genetically-modified ingredients can be present in the products supplied, nor used in animal feed provided to livestock. This is complemented by an ingredient declaration sheet, which contains a list of prohibited food additives known to cause potential behavioural problems and/or other health effects, as well as a section that canvasses food intolerance data and asks tenderers to group products according to dietary requirements, such as 'suitable for coeliac'. These caveats go beyond minimum legislation and as such, fall under the banner of ethical procurement.

3.14 The above are just several examples of the practical application of social responsibility, or ethics, in the procurement process. However, it is important to note that whilst success has been achieved, it has mostly been confined to environmental and socioeconomic measures, often linked to both local and national policies and strategies.

3.15 SRP Gaps and Potential Future Areas of Focus

3.16 A draft 'Responsible Procurement Policy' has been developed, which sets out our vision along with the commitments that will permit us to achieve it. Embedded in the proposed commitments are 'taking into consideration ethical considerations, such as supply chain labour practices' and 'only buying timber and timber products that are legal and sustainable', which were two social responsibility issues that had been lacking previously. The policy also sets forth numerous pledges aimed at improving our environmental sustainability and socioeconomic performance, as well as around our ethical and binding requirement to spend public money more effectively and efficiently. It is intended that the policy will be endorsed corporately and championed by an appropriate council member. An underlying governance regime to aid the successful implementation of the policy and a formalised business case are currently being prepared.

3.17 Ethical supply chain practices have been highlighted as part of the Procurement Unit's service improvement plan. The outcome coveted is that ethical wider supply chain practices are encouraged within our own supplier base. The action is to identify all contracts posing the risk of unethical labour practices in associated supply chains and through the procurement process, compel contractors to ensure that their own suppliers meet appropriate ethical labour standards, even when those partners operate in countries lacking the legal protection afforded in developed countries.

3.18 The below issues generate both scope and necessity for intervention, especially considering that the proposed procurement policy commits us to 'not buying products that are known to have been tested on animals'.

3.19 In the most recent let of the contract for supply of cleaning materials nothing was asked in the tender documents regarding the use of vivisection during the manufacture and testing of the products offered to the council. Retrospectively, the awarded contractors were emailed and asked about animal testing and their range of products. Three of the four contractors on the framework stated that none of their products incorporated animal testing in their development, with the final contractor declining to mention it, opting instead to attempt to prove their environmental credentials.

- 3.20 Although animal testing is perhaps less common in some industries nowadays, by not proactively supporting its abolishment or restriction whenever total cessation is impossible, we risk permitting a highly controversial and unethical practice, which if exposed could be highly damaging to our reputation. We should always ask for evidence of measures taken by suppliers in any relevant tender documentation.
- 3.21 Separate to animal testing, but also relating to animal welfare, are issues regarding the ethics of food supply from livestock. The council has a contract for fresh meat and sausage and we also buy eggs from YPO. There has been much public and media furore in the past two years in protest against the unethical techniques deployed in intensive farming. Of particular contention has been the horrific conditions that hens are subjected to. More recently, attention has turned to animals reared for meat and criticism has been levelled at the slaughter age chosen, the conditions they are kept under, and the feed used to sustain them. The desire for ever cheaper meat has devastating consequences, not only for the welfare of farm animals, but also for the environment and human health.
- 3.22 The eggs bought from YPO are most probably used for schools and social services and are categorised as originating from 'colony' hens, which although slightly better than battery varieties, still involves caging birds indoors. Additionally, the previous meat and sausage contract didn't stipulate any requirements in terms of enhanced animal welfare, or ethical treatment.
- 3.23 The current situation needs to be redressed by ensuring that renewed contracts incorporate adequate safeguards where possible. A pertinent and moral framework that we could use, elaborated by the Farm Animal Welfare Council (set up as a think-tank by central government), is known as the 'Five Freedoms'. These form a logical basis for the assessment of welfare within any livestock system together with the actions necessary to safeguard welfare within the constraints of an efficient livestock industry. The Five Freedoms are:
- a) Freedom from hunger and thirst - by ready access to fresh water and a diet to maintain full health and vigour;
 - b) Freedom from discomfort -by providing an appropriate environment including shelter and a comfortable resting area;
 - c) Freedom from pain, injury or disease- by prevention or rapid diagnosis and treatment;
 - d) Freedom to express normal behaviour - by providing sufficient space, proper facilities and company of the animals' own kind;
 - e) Freedom from fear and distress - by ensuring conditions and treatment to avoid mental suffering.
- 3.24 We would also be prudent to request evidence against the five freedoms to prove that those entrusted with care of livestock displayed:
- a) caring and responsible planning and management;
 - b) skilled, knowledgeable and conscientious stockmanship;
 - c) appropriate environmental design (for example, of the husbandry system);

- d) considerate handling and transport; and,
- e) humane slaughter methods.

- 3.25 Fortunately, eggs will form part of a new contract covering a suite of staple groceries, whilst the renewal of the fresh meat and sausage contract is to be advertised around April time, which gives as the opportunity to invoke positive change. Procurement Unit will assist in the scoping of the tender documentation to address the associated ethical issues.
- 3.26 An aspirational ethical area currently being investigated is the idea of paying living wages to both our own and outsourced employees. This is a concept that has been explored and at least partially implemented by the Greater London Authority (GLA). They define a living wage as '*a wage that achieves an adequate level of warmth and shelter, a healthy palatable diet, social integration, and avoidance of chronic stress for earners and their dependents*'. The national minimum wage is currently £5.73 but through research, the GLA found that the figure was totally inadequate in London, identifying a so-called poverty threshold wage of £6.50. This led to the idea of a buffer hourly payment in excess of that value to more accurately reflect the costs of living a decent life. Their living wage was subsequently set at £7.45.
- 3.27 Two approaches were taken: one related to the internal corporate social responsibility (CSR) of the GLA hub and the other to the external CSR of contractors delivering outsourced services. Internally, the GLA now pay all directly employed staff the living wage, so as to practice what they preach. Then, through the procurement process, the same requirement has been stipulated upon contractors supplying support services, such as cleaning. This is not yet systemic but there is a desire for it to be all-encompassing in time.
- 3.28 Research by the GLA and some private sector partners has identified a number of benefits attributable to the living wage, including:
- Easier recruitment and retention, thus reducing recruitment costs
 - Higher quality staff
 - Better attendance
 - Better productivity, motivation, and loyalty
 - Better quality of service
- 3.29 Most ethical considerations incorporated into procurement processes will have financial implications – either through increased prices or by limiting competition. Also, the legal framework surrounding public sector procurement can often restrict the extent to which social considerations can feature in specifications and evaluation/selection criteria. The financial and legal implications will need to be considered carefully when taking the SRP agenda forward.

4.00 EMBEDDING EQUALITY IN PROCUREMENT

4.01 Introduction

- 4.02 The council has developed the Leeds Strategic Plan, which has at its heart the need to close the gap which exists within the city. The Procurement Strategy, the

Commissioning Framework and the Equality and Diversity Scheme support the delivery of the improvement priorities in the Leeds Strategic Plan.

- 4.03 The Procurement Strategy focuses on the need to ensure that the council procures and commissions services in an appropriate manner which promotes and enables the council to achieve its objectives and provides value for money. Within the One Council Commissioning Framework equality is articulated as an aspect of socially responsible commissioning.
- 4.04 The Equality and Diversity Scheme focuses on the need to eradicate discrimination from all council services and to ensure that all employment opportunities and services are accessible to all the diverse communities within Leeds.
- 4.05 There is clear overlap between these 2 areas, and paragraphs 4.07 to 4.44 of this report look at:
- a) the current and anticipated legislative framework which covers equality and procurement/commissioning
 - b) the internal objectives in this area
 - c) how equality is currently embedded within the commissioning and procurement process, and,
 - d) how to further embed equality
- 4.06 Further, separate, work is also being undertaken to ensure the diversity of suppliers, contractors and commissioning agents is increased.

4.07 Background

- 4.08 The Equality and Diversity Scheme 2008 – 2011 was developed following extensive consultation with communities. One of the priority outcomes relates specifically to procurement. This is:

Outcomes	Actions
All organisations commissioned to deliver services meet the duties within the relevant equality legislation	Develop and rollout equality assurance and impact assessments within procurement
Our staff have the skills, understanding and confidence they need to ensure that through procurement arrangements organisations we commission to deliver our services meet duties within relevant equality legislation	Develop and deliver training programme for all procurement staff to ensure they know, understand and implement our equalities duties in awarding contracts for functions, goods and services.

- 4.09 The Equality Standard for Local Government (a process to embed equality in all aspects of service delivery and employment; it was previously a best value performance indicator) has undergone a review and it is anticipated that the new

Equality Framework, due to be launched in January 2009 will further strengthen the requirements around equality and procurement.

- 4.10 Good quality services depend on appropriately skilled workforces. It is vital that services are delivered by staff who show respect for different cultures, value all people and understand the needs of different communities.
- 4.11 For service contracts it is absolutely appropriate under Procurement Regulations to take account of the contractors' ability in this respect. Where there is tension is around the relevance of this in respect of contracts relating to the provision of goods. We have a legal duty to promote equality and this potentially conflicts with EU procurement regulations.

4.12 Legislation

- 4.13 Current English legislation contained within the Local Government Act 1988 emphasises economic considerations in procurement. In potential conflict to this are the duties to promote equality as contained within equality legislation (Race Relations Act 1976 as amended, Disability Discrimination Act 1995 as amended, and the Equality Act 2006).
- 4.14 The Equalities Review, chaired by Sir Trevor Phillips raised the issue of procurement in both the interim and the final report 'Fairness and Freedoms'. The Women and Work Commission's report 'Shaping a Better Future' proposed the use of procurement for addressing the equal pay gap.
- 4.15 This is being driven forward in the Equality Bill which is currently going through Parliament. It is anticipated that the new Equality Act will provide clarification and guidance in the area of equality and procurement. The consultation paper states:

"We are keen to ensure that public authorities build equality considerations into their procurement processeswhere this will contribute to the achievement of their equality objectives"

- 4.16 It is anticipated therefore that the new equality Act will take a much more proactive approach to procurement and using it as a vehicle to address inequality. It is also hoped that there will be clarity between this and European procurement legislation where there is also potential conflict with English equality legislation.
- 4.17 EC procurement directive 2004 clarifies the scope for social issues including equality in employment. Recital 33 of the directive explicitly lists some of the social considerations that can be included in contract performance conditions such as employment of long term unemployed people and the provision of training programmes for young people.
- 4.18 It is also clear from the Office of Government Commerce guidance, December 2008, 'Make Equality Count' that public authorities must ensure that their procurement activities are operated in a way that meets their legal equality obligations.

4.19 Current Position

- 4.20 At a number of stages within the procurement process there is an opportunity to influence contractors re equality, diversity and cohesion considerations. Appendix

A outlines the council's current approach to equality in procurement. The Contract Procedure Rules outline the requirements at different stages of procurement. The stages included are:

- Pre qualification
- Specification
- Tender
- Contract award
- Contract monitoring

- 4.21 **Pre Qualification** - within the Delivering Successful Change methodology there is a link to the impact assessment process. This ensures, that were appropriate, this process is used. Any findings from this can then be incorporated into the most relevant stage of the procurement process. In addition, there are formal standard questions within the PQQ which are used in all procurement exercises. These demonstrate consideration of this area, but are not generally considered to have significant weight or to be influential in changing practises within organisations. They do however provide a basis from which to progress.
- 4.22 In addition, the Socially Responsible Toolkit has a specific question about the impact of the procurement on different communities. This toolkit represents best practise and is used at the outset of all procurement exercises which go through the Procurement Unit.
- 4.23 **Specification** – Equality issues and considerations are built into the specification where they are relevant to the subject matter of the procurement. The relevance and proportionality of equality and diversity in the procurement is assessed on a case by case basis.
- 4.24 **Tender Evaluation** - there is an opportunity to consider specific equality areas when evaluating tenders
- 4.25 **Contract** – this currently includes express provision not to discriminate and also references the Code of Conduct. The code of conduct describes a minimum standard of general conduct that the council expects suppliers and contractors to adopt.
- 4.26 **Contract monitoring** – this refers to the performance management of the contract and currently includes reference to equality. More clarity at earlier stages would enable a clearer and stronger approach to ensuring that equality is progressed both in terms of contractors' employment practises and service delivery.
- 4.27 As shown above at each stage of the procurement process there is an opportunity for the contracting manager to consider equality, and this is often done to a high degree where direct provision of service direct to a client (particularly vulnerable clients) is concerned. However there is currently:
- a) no formal structure within which to ensure that this takes place,
 - b) reliance on an individual's personal knowledge of equality and diversity

- c) less account taken of equality and diversity where contracts do not involve service provision.

4.28 Pilot Work

- 4.29 Considerable work has taken place to understand how to influence the procurement and commissioning processes around equality. Appendix B gives examples of how this has been approached by other authorities/organisations.
- 4.30 There is currently a corporate Impact Assessment process which is used to consider the impact of decisions/service delivery on equality communities. This has been available for use to understand the implications of procurement and commissioning exercises, but there was no coherent approach which defined when to use it, within the procurement process. Whilst it gives the facility to fully ensure service delivery is in accordance with equality issues, and gives consideration to some aspects of employment, it does not take a robust influencing role which can be readily focussed on the different aspects of the procurement process.
- 4.31 Work was undertaken with Connexions West Yorkshire in 2007/8 to investigate the extent to which equality was embedded within the commissioning of their services. As a result of this work the Equality Assurance questions (Appendix C) were devised and piloted within the council. These were used alongside the impact assessment process to identify whether they provided additional/different information.
- 4.32 The pilots have taken place at the specification stage, and need to be tracked through to the contract and monitoring stages in order to draw final conclusions around the outcome of the process. However, initial indications are that the Equality Assurance process gives a structured approach to embedding equality and encourages a more rounded perspective than previously in place.
- 4.33 Appendix D gives an overview of the contracts which were used to pilot the Equality Assurance approach, and the changes made as a result of doing so. It is clear from this that the questions help prompt discussion and have resulted in changes being made to the specification and resulting tender questions. Whilst there have not been radical changes they have further emphasised the focus on all customers and their needs. The process has also promoted discussion and changes around equality performance management aspects of the contract.
- 4.34 The impact assessment process was also used and the results indicate that the 2 approaches result in similar outcomes, but there is a general consideration that the Equality Assurance questions have more face validity and are more focused than the Impact Assessment itself. In particular it also actively encourages more focus on the employment and performance management aspects of the procurement process.
- 4.35 Considerable discussion took place as to whether there was a role for both processes – one acting as an initial prompt and the other as a checking process. It was generally considered that the Equality Assurance was a speedier process and ensured that due consideration was given to equality areas to include within the specification. This could therefore be completed prior to the specification being drawn up, with the impact assessment, where appropriate, being completed

at a later stage. Depending on the nature of the contract it could be appropriate to do this in conjunction with the contractor.

4.36 Having ascertained that the Equality Assurance process adds value to further embed equality it is vital that the process is developed in an appropriate way, with due regard to proportionality etc. It is clear that the Equality Assurance process has most impact when looking at service delivery which is also the focus of the Scrutiny Inquiry and the Equality and Diversity Scheme. It is also clear that, other than in consideration of employment issues the Equality Assurance process is unlikely to make a difference to the overall outcome where contracts for goods are concerned.

4.37 As a result of discussions with managers involved in the pilot it is apparent to ensure proportionality that the Equality Assurance process should take place primarily for service related contracts. Appendix E gives a breakdown of where the process will have most impact. This includes some aspects of goods and works provision in so far as equality issues impact on them.

4.38 Additional Tools

4.39 In addition to rolling out the Equality Assurance questions there are a number of other Procurement tools which can be strengthened/introduced with regard to equality:

- a) Introduction of Equality and Diversity Account ie conduct equality training needs analysis for contractors via an online questionnaire based system, something similar to the CAESER system. and consider ways of addressing this via a supplier development programme. There is potential for regional funding for this.
- b) Encourage the use of voluntary employment schemes and link these to eg apprenticeships and Remploy. Although voluntary, non usage could be considered when reapplying for contracts,
- c) Procurement regulations strengthened with regard to use of equality assurance questions and/or reflection of impact assessment information,
- d) The non discrimination requirement currently embedded within the contract could formally become part of the contract monitoring requirements via eg asking for their equality policy and workforce breakdown. Guidance would need to be provided corporately to ensure that information was appropriately considered and used,
- e) Further influence could be in the form of voluntary schemes. The influencing could be in the form of increasing understanding and the business case for a diverse workforce, a voluntary scheme to increase representation, through to formally monitoring workforce diversity, with a view to setting targets etc.

4.40 Next Steps

4.41 To further embed equality in procurement there are a number of areas which can be taken forward/considered further. The first of these is the implementation of the Equality Assurance process. This needs to take account of:

- a) The most appropriate way to rollout the Equality Assurance process through eg inclusion in the SRP toolkit, publicising in the 5 in 5 newsletter, the Equality and Diversity Board, and the Performance Management Board.
- b) The different roles Impact Assessments and Equality Assurance can play in the procurement process
- c) Provision of guidance/briefing to support the Equality Assurance process. Procurement Unit can act as a 'reminder' to clients on the Equality Assurance and in working with the Equality Team on developing guidance that helps clients complete the assurance paperwork.

4.42 Further discussion and agreement needs to take place on the most appropriate way forward to influence contractors' employment practises, which promotes our legal equality duties and helps achieve our Equality and Diversity Scheme. The main options are to:

- a) effectively monitor the current contract requirement not to discriminate, which is in all contracts. This would require further development to ensure appropriate measures, proportionality and effectiveness
- b) encourage contractors to sign up to the voluntary approaches available.

4.43 Whilst initial work on the Equality Assurance process indicates that it is influential in embedding equality within the procurement process it is vital to fully evaluate the process following the full procurement cycle. This would need to be led by Procurement and involve the contractors, service managers and the Equality Team.

4.44 In developing this area a number of principles have been established as key to making changes in this area. These are listed at Appendix F. These are initial areas only and could be developed further based on the approaches adopted from this point on.

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 and/or identifying recommendations

Leeds City Council's approach to Equality and Diversity in Procurement

1. Leeds City Council's Corporate Procurement Unit support and include equality issues in the procurement process through a variety of 'tools'.
2. A guidance document entitled 'Equality, Diversity and the Procurement Process – how to address equality and diversity in the procurement process' has been produced, outlining the different methods of promoting and addressing equality and diversity issues in the procurement process as follows:
3. The PQQ (Pre Qualification Questionnaire) includes the prescribed questions which have been expanded to include all six equality strands and are also used in Approved List application form.
4. The contract documents are used to set out explicitly what the contractor is required to do, and this includes the relevance of equality to the contract. The requirements can be included in the specification, in the quality evaluation or a combination of the two.
5. Leeds City Council makes sure that, where appropriate, service users/customers are involved in designing, delivering and improving the services they receive by involving/consulting them in order to ensure that goods, works or services are designed around their needs. Service users are involved at the following stages:
 - Preparation
 - Specification
 - Shortlisting
 - Tender Evaluation
 - Post Contract Review
6. The following terms and conditions are included in all contracts that are awarded by the Procurement Unit (Consultant, Contractor, Supplier is interchangeable). Special terms and conditions can be included
 - The Consultant shall not unlawfully discriminate either directly or indirectly on such grounds as race, colour, ethnic or national origin, disability, sex or sexual orientation, religion or belief, or age & without prejudice to the generality of the foregoing the Contractor shall not unlawfully discriminate within the meaning & scope of the Sex Discrimination Act 1975, the Equal Pay Acts 1970 & 1983, the Disability Discrimination Act 1995, the Employment Equality (Sexual Orientation) Regulations 2003, the Employment Equality (Religion or Belief) Regulations 2003, the Human Rights Act 1998 or other relevant legislation, or any statutory modification or re-enactment thereof.
 - The Consultant shall take all reasonable steps to ensure the observance of the provisions of Clause 29.1 by all servants, employees, agents & consultants of the Consultant & all Sub-contractors.
 - The Consultant & any Sub-contractor shall adopt a policy to comply with its statutory obligations under the Race Relations Act 1976 &, accordingly, will not discriminate directly or indirectly against any person because of their colour, race, nationality or ethnic origin in relation to decisions to recruit, train, promote, discipline or dismiss employees.

7. Equality elements of the contract are subject to the normal contract monitoring arrangements. At present the council might also encourage the contractor to take on additional activities to promote equality of opportunity and good community relations. These would be wholly voluntary; they would not form part of the contract or be enforceable but could include:
 - Adopting an equal opportunities policy for their organisation
 - Monitoring the make-up of their workforce
 - Taking positive action, as permitted by law, to recruit under represented people
 - Promoting subcontract opportunities for small firms and ethnic minority businesses

8. All council construction contracts should be registered with the Considerate Constructors Scheme unless there would be no benefit to the citizens of Leeds. Leeds City Council is the 3rd most frequent user of the scheme behind the NHS and the Highways Agency. Objectives include:
 - Make positive considerations to the needs of site personnel, visitors, pedestrians, shoppers & neighbours. Special attention is to be given to the needs of those with sight, hearing & mobility difficulties.
 - Eradicate offensive behaviour on sites. Lewd or derogatory behaviour and language should not be tolerated under threat of severe disciplinary action.

9. Contractors code of conduct is available on the internet and the code of conduct describes a minimum standard of general conduct that the council expects suppliers and contractors to adopt. It is part of our standard Contract Terms and Conditions, Contractors who are in breach of the contract are dealt with by the Legal & Procurement Decisions group (LAPD) and could be closely monitored, suspended, or even barred from working for the council.

10. Contract Monitoring - When a contract is completed the contract manager is issued with a contractor performance report, and requested to report on the contractors' performance. Where unsatisfactory performance is identified the report can be submitted during the contract, via the Supplier and Contract Management System (SCMS) or using the Performance Report Proforma. Equal Opportunities is one of the areas that the contract manager is asked to report on. The current process allows a contract manager to make a general report on the contractors' equal opportunities but does not allow departments to report on a "contractor's service delivery by equality strand" as required by the ESLG. To help us achieve more detailed performance reporting, that enables departments to break it down by equality strand, the Procurement Unit has developed a Customer Satisfaction Survey.

11. Companies applying to do business with the council receive equal treatment, regardless of their identity, or perceived identity. Every year we monitor who is doing business with the council. We send all firms with a contract or on an approved list a questionnaire that asks them to identify the make-up of the owners and their workforce. This has been further developed in 2008 to ask about their recruitment and employment practices.

Benchmarking approaches to equality in procurement

The following gives some examples of different approaches taken. There are more examples given in the Equality and Diversity Forum's document November 2008 'Public Procurement and Equality : steps towards a standard tendering framework'.

1 The West Midlands Forum – Common Standard for Equalities in Public Procurement

- 1.1 The standard has been developed to fulfil legal obligations under legislation including the Race Relations (Amendment) Act 2000, which outlaws discrimination in all functions of local authorities, including procurement, and to ensure a greater awareness of equality legislation by contractors and their subcontractors

The Council will not award a contract to any supplier who breaches a race or any other equality standard observed by the Council

- 1.2 The Standard positively addresses and includes equality considerations in the selection and tendering processes. It helps organisations to formulate and introduce:

- equal opportunity policies
- anti-harassment/anti-bullying strategies
- fair and effective recruitment systems
- equality monitoring systems

- 1.3 Suppliers are asked to submit a written policy demonstrating that they comply with equality in employment legislation which is assessed against the standard consisting of two levels, corresponding to different sizes of firms. Details of suppliers approved under the standard are shared within the Forum. Firms need not be checked again for equality in employment legislation within a 3 year review period.

- 1.4 The West Midlands Common Standard is a proportionate approach dependent on numbers of employees. There is differing levels of evidence required for those organisations employing less than 5 people, between 5 and 49, and 50 and over. This varies from a written assurance that the Standard will be achieved if the organisation expands, to detailed evidence regarding employment practises including recruitment, training and monitoring, and steps being taken to address any disproportionality.

2.0 Lewisham

Lewisham Council have developed a Pre Qualification Questionnaire (PQQ) for potential suppliers which includes a comprehensive section on Equality and Diversity.

Questions asked are broadly similar to the areas covered by West Midlands at this stage and includes whether equality monitoring of the workforce and applicants for employment takes place and a commitment shown to addressing under-representation

3.0 Transport for London's Approach to Supplier Diversity

- 3.1 'Transport for London (TfL) policy statement is to 'proactively encourage Diverse Suppliers to participate in its procurement process for goods, works and services. It will provide a level playing field of opportunities for all organisations including Small and Medium Enterprises (SMEs), Black, Asian and Minority Ethnic (BAME) owned businesses and other Diverse Suppliers. TfL's procurement process will be transparent, objective and non-discriminatory in the selection of its Suppliers. TfL will actively promote Diverse Suppliers throughout its supply chains'.
- 3.2 Suppliers are required to prepare a number of plans, with detailed information as to what they should include:
- Diversity Equality Policy (Strategic Plan), which should include:
 - Diversity Training Plan
 - Supplier Diversity Plan
 - Communications Plan
- 3.3 Bidders for contracts with TfL develop their equality action plan and submit it. There is a preliminary assessment of submissions and feedback followed by bidders submitting their final action plan which is assessed on a pass/fail basis. This action plan becomes a part of the contract with the successful bidder. Once the supplier is selected then performance is reviewed on a regular basis as a part of contract management arrangements

4.0 Leeds Homes Construction Partnership – Leeds ALMOS – A Basic Equality Standard

- 4.1 The equality standard enables contract partners to work to a baseline in addressing equality and diversity which covers all 6 equality areas. The framework sets out the minimum standards which contractors and supplier partners should commit to, and achieve, as part of their involvement with the Leeds Homes Construction Partnership or, indeed, other activities associated with Leeds City Council and its arms length companies (ALMOs). It has been devised using acknowledged good practice and should be achievable within a structured time scale. Participation in the standard is voluntary
- 4.2 An action planning process identifies key steps and milestones. These action plans should assist partners to move through from bronze to silver or from silver to gold. It is anticipated that each level should take twelve months to achieve and allow for the actions to be embedded into working practice.
- 4.3 The standard encourages all partner organisations to address equality and diversity in terms of employment (including user of sub-contracting agents), supplier of services and involved in customer relations in both diverse locations and with diverse needs, and Corporate Social Responsibility
- 4.4 The standard has been recognised as good practise by the authors of the Equality Standard However, the recent ALMO Inspection (Aire Valley Homes September 2008), whilst applauding the work undertaken using the Fine Metals Standards, were unconvinced about the outcomes associated with this

5.0 Calderdale Council's Passport to Equality & Diversity in Procurement

5.1 The Calderdale Standard for Equality and Diversity in Procurement is a requirement for certain types of contract. The Standard is proportionate depending on the number of employees in a company and is based on a model developed and used by West Midlands Local Authorities and Kirklees Council)

6.0 Overview

It is clear from the above that it is widely recognised that there is a positive impact on the wider community by including equality in the procurement process.

Whilst the advantages of adopting a robust approach to embedding equality and diversity in procurement procedures are apparent there are considerable resource implications associated with the introduction of a standard such as the West Midlands Common Standard and the Leeds Homes Construction Partnership.

There is also limited evidence of the outcomes that have been achieved by adopting the above approaches. It is vital that any approach adds value and is inherently part of the procurement process and not an additional resource intensive exercise

Equality Assurance Questions

Conducted by:

Overall Summary of outcome of conducting Equality Assurance

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In relation to **Service Users**, does/will the contract specification:

<p>A1 Identify broadly who the users are in terms of different equality groups Comment:</p> <p>Action:</p>
<p>A2 Identify the needs of different user groups and potential users Comment:</p> <p>Action:</p>
<p>A3 Ensure that the service covers the needs of different users in terms relevance and accessibility Comment:</p> <p>Action:</p>
<p>A4 Take account of any potential impact of the service/function on different sectors of the community and good community relations. Comment:</p> <p>Action:</p>

In relation to **Staffing**, does/will the contract specification:

<p>B1 Check the service is delivered by staff who understand the practical equality and cohesion considerations Comment:</p> <p>Action:</p>
<p>B2 Influence the contractor, and sub contractors, to employ open recruitment practises Comment:</p> <p>Action:</p>
<p>B3 Ensures provision of equality awareness training for staff, and sub contractors Comment:</p> <p>Action:</p>

In relation to **Performance Management**, does/will the contract specification:

C1 Include the need to have an equality policy which reflects the need to embed equality and diversity in employment and service delivery

Comment:

Action:

C2 Identify any equality monitoring requirements of users

Comment:

Action:

C3 Identify appropriate equality standards and targets

Comment:

Action:

C4 Ensure equality and cohesion considerations are taken into account in decision making in relation to resource allocation

Comment:

Action:

C5 Identify how improvements/changes are made based on the equality monitoring, consultation and complaints information.

Comment:

Action:

C6 Ensure where sub contractors/partners are used they take equality and cohesion considerations into account

Comment:

Action:

In relation to **Communication and Consultation** does/will the contract specification:

D1 Review the promotion of the service with a requirement to ensure specific initiatives to reach different diverse community groups

Comment:

Action:

D2 Ensure commitment to consultation with all diverse communities

Comment:

Action:

D3 Ensure that service users are involved in development/review of the service

Comment:

Action:

D4 Identifies information which needs to be passed to users and the methods in which this will be done, to ensure it meets the needs of diverse communities

Comment:

Action:

Tender Document	Level of contact with customers	Value	Impact Assessment and Outcome	Equality Assurance and outcome
Water cooler systems	None	£210k over 3 years	Not completed	No relevance of questions to contract. Noted that Code of Conduct which considers contractors behaviour, is part of the terms and conditions
Comment: Very quick process because not relevant as purely delivery of coolers- no real contact with anyone				
Information, Advice and Guidance	Significant	£3.5m over 3 years	Too late to make changes – so focus on where to look for evidence in submissions and further questions to explore	Fairly robust to begin with. Some gaps identified. Requirements made sharper and more focussed by process
Comment: EA done first. Different info obtained from each. Each took around 2 hours but EA felt quicker. IA gives customer Experience and EA focuses on organisational aspects. E A should be included for all procurement exercises through procurement checklist in Socially Responsible Toolkit (currently references IA process) Gave clarity by doing EA at early stage. Any mileage in doing EA individually and feeding into spec, with IA completed by the contracted service provider?				
LINKs	Significant	£270k for each of 3 years	Not completed due to time constraints, and as this was impact assessed as part of a national agenda	Fairly robust to begin with. Process gave opportunity to further develop some areas and to include additional information
Comment: Good exercise, fairly quick process which works well at the beginning of the procurement. Helps to make the spec people centred, and link equality issues to contract management. Simple form which provides good evidence that this area has been considered. Need to be clear about how effective the outcome of the EA is. Useful to use for all service delivery contracts and those with equality considerations – may have to tweak some of the wording to make sure appropriate.				
Passenger Transport Private Hire Procurement Process	Significant	£8m pa	Process recognised lengthy, complex documentation was a barrier and actions highlighted to minimise adverse impact of this	Impact assessment completed first. Equality assurance seen as duplication and not adding further value
Comment: The group was already familiar with the IA process and therefore found this easier and thought it worked well. Considered that the EA could be conducted before the specification stage in order to prompt thought, then the IA afterwards as a				

check. Neither process was considered relevant for the provision of goods.				
Housing Management orders	Potentially significant	No estimated value	Not completed	Enabled fine tuning of spec and ensured further focus on customer care. Added questions to tender process
Comment: EA useful process. Guidance and examples in relation to the questions would help. Standard wording for specific areas within the specification would also be welcome. Some confusion about terminology within the EA eg who are users? Concern that the procurement process is not made longer. Process much more appropriate for face to face delivery than for provision of goods				
Sheltered Housing	Significant	£1.8m pa	Barriers identified and addressed	Added very little following the IA, but highlighted a couple of areas
Comment: EA easy to understand. Useful and thought provoking. Provided lighter touch than the IA. EA could be improved by having a business case included at the top and turning questions into 'how'. Both processes useful and either could be used as a starting point with the other as a check. On balance considered EA useful to have at beginning of process and potentially, and reference IA guidance, and then have IA at a later stage completed by the contractor.				

Examples of where Equality Assurance is Required		
	Yes	No
Services	<p>Services provided directly to the public or sections of the public e.g:</p> <ul style="list-style-type: none"> • enforcement and regulatory services • information and advice services • training providers • some research and consultancy services • collection of revenue/taxes/ duties/fines • transport • communication • care services • catering services • housing repairs and maintenance <p>Also some employment focused services:</p> <ul style="list-style-type: none"> • recruitment • staff training • occupational health 	<p>Corporate services where there is no direct service to the public e.g:</p> <ul style="list-style-type: none"> • Operation of payroll system <p>Some services which are provided to council staff:</p> <ul style="list-style-type: none"> • IT consultancy <p>Service provision where members of the public are not engaged</p> <ul style="list-style-type: none"> • cleaning of premises or equipment
Goods	<p>Goods that may require awareness of cultural, religious or communication needs: e.g:</p> <ul style="list-style-type: none"> • uniforms • meals/catering • publicity/information leaflets 	<p>The purchase of routine stationery from a supplier that has already been approved by the Council as having met the minimum requirements.</p> <p>Goods that are delivered to public buildings – contractor staff may have limited contact with the public and/or council staff</p>
Works	<p>Construction/installation work on or around residential or community buildings or public places where an awareness of the needs of disabled people, communication, religious or cultural factors is needed. E.g. where contractors' staff will have direct regular contact with the public and/or with council staff.</p>	<p>Construction/installation work on council premises or sites where there will be no direct contact with the public or council staff.</p>

Key Principles for embedding Equality, Diversity and Community Cohesion in

1. Contract managers are involved in all aspects of the procurement process.
2. Contract managers need a good understanding of equality diversity and community cohesion agendas, particularly in connection with their specific service.
3. Procurement advisers need a good overview of equality, diversity and community cohesion principles.
4. Available impact assessment information should be taken into account at the start of the procurement process where it is established that the service/function involves significant contact with customers/service users. The Equality Assurance questions should be addressed as part of the process for service contracts and goods and works contracts where there are equality considerations.
5. Consideration to be given to including relevant stakeholders in the procurement process eg as a minimum members of the disabled community when procuring social care.
7. For all contracts the Pre Qualification Questionnaire (PQQ) includes equality related questions which covers all 6 equality strands.
8. The contract specification includes, as a minimum, equality requirements around employment and subcontractors.*
9. Where appropriate the contract includes clear equality targets, which could include accessibility and satisfaction of services by all diverse communities.
10. Equality monitoring takes place in accordance with the requirements of the targets set and to enable workforce monitoring.*
11. The contract management process includes specific questions relating to equality, diversity and community cohesion which reflects the areas covered within the contract.
12. The contract management process includes appropriate support to develop equality, diversity and community cohesion.

* Subject to decision in connection with the most appropriate way to influence employment of contractors

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 2nd February 2009

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 14th January 2009 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 JANUARY 2009

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Suggested Areas for Scrutiny Currently Unscheduled			
ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 5th February 2009	The deadline for reports for this meeting is 12 Noon 19th Jan 2009		
Scrutiny of the Budget	Deferred from January		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	Quarter 3		PM
Sustainable Communities Act	To consider proposals		DP
Attendance Management	Session 4		RP
Fair Play Diversity Project	To receive the draft report following the meetings with elected members		RP
Meeting date: 6th April 2009	The deadline for reports for this meeting is 12 Noon 23rd March 2009		
Annual Report	To agree this Boards contribution to the Annual report to Council		
Member Development	To agree final report		PM
Attendance Management	To agree final report		
Outsourcing Services	To agree final report		RP

Appendix 1

SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST JANUARY 2009

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

EXECUTIVE BOARD

WEDNESDAY, 14TH JANUARY, 2009

PRESENT: Councillor A Carter in the Chair

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

Councillor Blake – Non voting advisory member

160 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 A to E to the report referred to in minute 184 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that they contain information relating to the financial or business affairs of third parties, and of the Council, and the release of such information would be likely to prejudice the interests of all the parties concerned. Whilst there may be a public interest in disclosure, in all the circumstances of the case maintaining the exemption is considered to outweigh the public interest in disclosing this information at this time.

161 Declaration of Interests

Councillor Wakefield declared a personal interest in the items relating to Developing and Responding to new Governance Arrangements for Schools in Leeds (minute 170) and National Challenge and Structural Change to Secondary Provision in Leeds (minute 171) as a schools and college governor; he also declared a personal interest in the item relating to Transforming Day Opportunities for People with Learning Disabilities (minute 180) as a member of Meanwood Valley Urban Farm.

Councillor Blake declared a personal interest in the item relating to The Leeds Physical Activity Strategy (minute 179) as an NHS Leeds Board member.

162 Minutes

RESOLVED – That the minutes of the meeting held on 3rd December 2008 be approved.

CHILDREN'S SERVICES

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

Further to minute 122 of the meeting held on 5th November 2008 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.

RESOLVED – That the response of Education Leeds to the concerns raised by the deputation be noted.

CENTRAL AND CORPORATE

164 Deputation to Council - Communities Against Post Office Closures regarding Post Office Branch Closures in Leeds

The Director of Environment and Neighbourhoods submitted a report in response to the deputation to Council from 'Communities Against Post Office Closures' on 19th November 2008.

RESOLVED –

- (a) That the request and petition received from 'Communities Against Post Office Closures' for the Council to reopen and run closed Post Office branches be noted.
- (b) That a further report be brought to the Board on cost effective ways of working with Post Office Ltd to safeguard and enhance the provision of essential services to communities across the city.

DEVELOPMENT AND REGENERATION

165 UDP Review 2006 "Saved" Policies Assessment

The Director of City Development submitted a report on the conclusions and recommendations from an assessment, undertaken in accordance with government advice, of Unitary Development Plan policies introduced or updated as part of the 2006 UDP review.

RESOLVED –

- (a) That proposals to save and delete UDP (Review 2006) policies as set out in the appendix to the report be approved.
- (b) That the proposals to save and delete UDP (Review 2006) policies as set out in the appendix be submitted to the Secretary of State for approval.

166 The Housing Challenge: The Yorkshire and Humber Plan - 2009 Update

The Director of City Development submitted a report on the comments received following the consultation exercise undertaken as part of the Regional Spatial Strategy Review.

RESOLVED – That the consultation response as appended to the report be approved for submission to the Yorkshire and Humber Assembly.

167 Fish Migration - A Response to the White Paper Motion moved at the meeting of Council held on 2nd July 2008

Further to the decision of Council at the meeting held on 2nd July 2008 the Director of City Development submitted a report in response to the resolution relating to Fish Migration.

RESOLVED –

- (a) That contributions towards the provision of fish passes be sought from appropriate developments in line with current policy and Supplementary Planning Document.
- (b) That the City Council continues to work in partnership with the Environment Agency and British Waterways to achieve fish migration throughout Leeds.
- (c) That support for the provision of fish passes be included within the relevant Area Action Plans.

NEIGHBOURHOODS AND HOUSING

168 The Future Options for Investment in Council Housing

The Director of Environment and Neighbourhoods submitted a report on proposals to undertake an appraisal of the options available for investment in council housing following the completion of the decency programme in 2010/11.

The report presented the following four main categories into which options for consideration would fall:

- 1 Return the stock to the Council
- 2 The continuation of an ALMO model
- 3 Transfer the ownership of the stock to a Housing Association created for the purpose of the transfer
- 4 A mixed approach that could involve ALMOs, PFI, transfer and return to the Council parts of the stock

RESOLVED –

- (a) That approval be given to the commencement of an options appraisal on the future investment in Council housing.
- (b) That an update report be brought to this Board in May 2009.

CHILDREN'S SERVICES

169 Deputation to Council - Woodkirk Valley Football Club regarding the Council's Policy for the Letting of External Sports Pitches and Indoor Training Facilities throughout the Football Season

The Chief Executive of Education Leeds submitted a report in response to the deputation to Council from Woodkirk Valley Football Club on 19th November 2008.

RESOLVED –

- (a) That the concerns expressed by the deputation and the intention of Education Leeds to meet with representatives of the club be noted.
- (b) That the wider policy issues be subject to further consideration by the Directors of Children's Services and City Development which should include reference to access arrangements to PFI schools playing fields and to the potential for Area Committee involvement in the letting arrangements.

170 Developing and Responding to New Governance Arrangements for Schools in Leeds

The Chief Executive of Education Leeds submitted a report presenting a draft Memorandum of Understanding seeking to maximise the City Council's opportunities to contribute towards and influence the governance of Academies and outlining a policy position to support and encourage moves by schools to adopt Trust Status where appropriate.

RESOLVED –

- (a) That the opportunities and implications for governance of the academies and trust schools programmes be noted.
- (b) That the draft Memorandum of Understanding, attached to the report, intended to maximise the opportunities available to the City Council to contribute to and influence the governance of academies, be approved.
- (c) That approval be given to a policy position that supports and encourages moves by schools to adopt Trust Status where a proposal demonstrates:
 - a willingness to engage the City Council as a key partner in any Trust, including having a representative appointed as a trustee
 - collaboration between schools and partners to improve outcomes for young people
 - a willingness to engage constructively with the City Council to reach agreement on the transfer of assets and the use of capital receipt from any future land/building sale, to ensure that the Council's strategic priorities can be addressed.

171 National Challenge and Structural Change to Secondary Provision in Leeds - Progress Report

The Chief Executive of Education Leeds submitted a report providing an update on the progress made in developing the recommended options for delivering the next phase in structuring secondary provision in Leeds, particularly in response to the National Challenge.

RESOLVED –

- (a) That the progress made in exploring the range of options for secondary provision in the identified areas be noted.
- (b) That a final report with full recommended options be brought to the March 2009 meeting of the Board.

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

Draft minutes to be approved at the meeting
to be held on Friday, 13th February, 2009

172 Clapgate Primary School - New Build Extension Works to Support an Increase in School Capacity to Two Form Entry

The Chief Executive of Education Leeds submitted a report on a proposed scheme to undertake extension works at Clapgate Primary School in order to establish two forms of entry.

RESOLVED –

- (a) That the scheme to carry out extension works at Clapgate Primary School to provide sufficient teaching accommodation to support an increase in school capacity to two forms of entry be approved.
- (b) That approval be given to incur expenditure of £850,000 in respect of these works from capital scheme number 13924/CLA/000

173 Windmill Primary School - New Build Extension Works to Support an Increase in School Capacity to Two Form Entry

The Chief Executive of Education Leeds submitted a report on a proposed scheme to undertake extension works at Windmill Primary School in order to establish two forms of entry.

RESOLVED –

- (a) That the scheme to carry out extension works at Windmill Primary School to provide sufficient teaching accommodation to support an increase in school capacity to two forms of entry be approved.
- (b) That approval be given to incur expenditure of £850,000 in respect of these works from capital scheme number 13624/WIN/000.

174 Phase 3 Children's Centre Programme

(a) Update on the Phase 3 Children's Centre Programme

The Acting Chief Officer for Early Years and Integrated Youth Support Service submitted a report providing an update on the proposed locations for the phase three children's centres to be built between 2008 and April 2010.

RESOLVED – That the proposed location of nine of the phase three children's centres be approved and that the preferred option for tenth site be noted.

(b) Design and Cost Report: Boston Spa Children's Centre

The Acting Chief Officer for Early Years and Integrated Youth Support Service submitted a report on proposals to create a new Boston Spa Children's Centre on the site of the Deepdale Community Centre.

RESOLVED – That approval be given to transfer £455,000 from the Phase 3 Children's Centre Parent (capital scheme 14778) and £100,000 from the GSSG Extended Services Parent 2008-2010 (capital scheme 14777) and that authority be given to incur expenditure on construction £440,000, equipment £40,000 and fees £75,000.

175 Statements of Purpose for the Fostering and Adoption Services for Leeds City Council

The Director of Children's Services submitted a report on proposed revised statements of purpose for Leeds City Council's Fostering and Adoption Services.

RESOLVED –

- (a) That the Statements of Purpose for both the fostering and adoption services of the Council, as appended to the report, be approved.
- (b) That the Scrutiny Board (Children's Services) be requested to examine the criteria for the consideration of applications for adoption and the manner in which they are applied.

176 Children's Services Annual Performance Assessment 2008

The Director of Children's Services submitted a report providing a summary and analysis of the 2008 OfSTED Annual Performance Assessment (APA) of the Council's children's services, and presenting an action plan to drive the reform and integration in services needed to improve safeguarding and outcomes.

RESOLVED – That the report be received, that the actions proposed in sections 4 to 9 thereof be approved, that, in addition the Scrutiny Board (Children's Services) be requested to monitor progress and that progress reports be brought to this Board on a quarterly basis.

LEISURE

177 Deputations to Council on 19th November 2008 Regarding Sports Centres

The Director of City Development submitted a report providing an initial response to the following deputations to Council on 19th November 2008:

- (1) Middleton Community Group regarding the Proposed Closure of Middleton Sports Centre
- (2) Garforth Residents Association regarding the Potential Closure of Garforth Leisure Centre
- (3) SPLASH regarding the Proposal to Close South Leeds Sports Centre.

RESOLVED – That a substantive response to the three deputations made about the Council's Draft Vision for Leisure Centres at the Full Council meeting on 19th November 2008, be included in the comprehensive report on this matter scheduled for Executive Board later this year.

178 Free Swimming Capital Modernisation Programme

The Director of City Development submitted a report on the proposals to submit firm applications to Government with respect to the Free Swimming Capital Modernisation Programme by the 31st January 2009 deadline.

RESOLVED – That the Director of City Development be authorised to submit final bids in respect of Scott Hall and Sound and Light systems as set out in 4.1 of the report for the 2009/2010 round of Free Swimming Capital Modernisation programme, by 31st January 2009.

ADULT HEALTH AND SOCIAL CARE

179 The Leeds Physical Activity Strategy - "Active Leeds: A Healthy City"

The Director of City Development and the Director of Adult Social Care submitted a joint report providing an overview of the key elements of the new physical activity strategy for Leeds entitled "Active Leeds: A Healthy City"

RESOLVED –

- (a) That the Leeds Physical Activity Strategy – "Active Leeds: A Healthy City" be endorsed.
- (b) That the report be referred to Area Committees for consideration and that further reports on progress be brought to this Board.

180 Transforming Day Opportunities for People with Learning Disabilities

The Director of Adult Social Services submitted a report outlining the national and local expectations in relation to the provision of day support for people with learning disabilities and proposing how the vision for such provision can be progressed.

RESOLVED-

- (a) That the requirement to deliver a more personalised approach to day opportunities for people with a learning disability to meet the aspirations of customers, carers and other stakeholders be noted.
- (b) That approval be given to the vision for a more personalised approach to delivering day opportunities for people with learning disabilities in Leeds as outlined in the report and that the range of work being planned and taken forward in order to achieve this be noted.
- (c) That approval be given to the proposal to undertake a comprehensive transformation of the service including a move away from large segregated buildings to the utilisation of community based locations and the increased involvement of external providers following market testing as appropriate for a range of services.
- (d) That the South East of the City be approved as the first area selected for a comprehensive change programme which will comprise:
 - Working in partnership with customers and their carers to introduce a personalised day service
 - Adoption of the outline requirements for community buildings as a basis for more detailed work and planning
 - Full engagement of customers, carers and in particular the Learning Disability Partnership Board

- (e) That a further report be brought to the Board in six months which will provide an update on progress made in delivering the day opportunities vision detailed in the report.
- (f) That the submitted report be shared with stakeholders including the Leeds Learning Disability Partnership Board and the Leeds Learning Disability Partnership Executive.

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

CENTRAL AND CORPORATE

181 Business Transformation in Leeds City Council - Design and Cost Report for a Corporate Records Management Facility - Scheme 14201/WES/000

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report on proposals for the release and expenditure of £996,040 from the Business and Transformation allocation of the Strategic Development Fund within the Capital Programme for the delivery of a Corporate Records Management facility and on proposals for the revenue costs of running the facility.

RESOLVED –

- (a) That the release of £996,040 from the Strategic Development Fund within the Capital Programme be approved.
- (b) That the expenditure of £996,040 for this project be authorised.
- (c) That the proposal that the revenue costs for running the facility be funded through recharging directorates and services, as an alternative to their having to fund bespoke arrangements, be noted.

182 Design and Cost Report - Phase Two of the Customer Relations Transformation Programme

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report on proposals for the release and expenditure of £903,100 over a two year period from the Business Transformation allocation of the Strategic Development Fund for the development of those projects which will form Phase 2 of the Council's customer services transformation programme.

RESOLVED –

- (a) That approval be given to the release of £903,100 (over a two year period) from the Business Transformation allocation of the Strategic Development Fund for the further development of the customer services transformation programme.
- (b) That authority be given to incur expenditure on implementing the projects which form Phase 2 of the customer services transformation programme.

183 The Leeds Strategic Plan and Council Business Plan - Performance Reporting from Quarter 2 2008/09

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report outlining the Council's current performance against the improvement priorities in the Leeds Strategic and Council Business Plans 2008 to 2011 as at Quarter 2 of 2008/09.

RESOLVED – That the quarter 2 performance report in respect of the Leeds Strategic Plan and Council Business Plan 2008-2011 be noted.

184 Loan Agreement with Yorkshire County Cricket Club - Granting of Consents and Variations and Rescheduling of Loans

The Director of Resources submitted a report on proposals 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.

Appendices A to E to the report, were designated as exempt under Access to Information Procedure Rule 10.4(3), and were considered in private at the conclusion of the meeting. The Chief Officer (Financial Management) reported on a further option advanced since the despatch of the agenda which could potentially affect the arrangements in a manner beneficial to the Council's interests.

RESOLVED – That the necessary consents and agreements to vary the Council's loan agreement be granted, including the rescheduling of the loan, so as to facilitate Yorkshire County Cricket Club entering into transactions referred to in the report pursuant to the Carnegie Pavilion development, with further delegations as outlined in paragraph 6.2 of the report and extended to include as an option those matters reported by the Chief Officer (Financial Management) at this meeting.

DATE OF PUBLICATION: 16TH JANUARY 2009
LAST DATE FOR CALL IN : 23RD JANUARY 2009 (5.00 PM)

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on 26th January 2009)

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 February 2009 to 31 May 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)
Lower Wortley Road Improvements Authority to Spend from DOR	Director of Resources	2/2/09	Consultations have taken place with Ward Members, the Outer West Area Committee, and with the wider community and businesses in the area at a public consultation event (and community forum).	Design and Cost Report and Delegated Decision Notice	Director of Resources sam.woodhead@leeds.gov.uk
School Partnership Trust - ICT Network Development Approval to carry out capital works and incur expenditure in relation to a proposed scheme to develop an ICT network system by the School Partnership Trust for schools in Garforth and their local community.	Director of Resources	2/2/09	Garforth schools and community	Design and Cost Report (to be submitted)	Director of Resources tony.palmer@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)
Learning disabilities staffing review To approve a revised staffing structure for the learning disability service within social care.	Director of Resources, Chief Officer (HR)	2/2/09	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
School Partnership Trust - ICT Network Development Approval to carry out capital works and incur expenditure in relation to a proposed scheme to develop and ICT network system by the School Partnership Trust for schools in Garforth and their local community.	Director of Resources	2/2/09	Garforth Schools and community	Design and Cost Report (to be submitted)	Director of Resources tony.palmer@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)
<p>Review of Adult Social Care Senior Management Arrangements</p> <p>To create head of service posts, Access and Inclusion, and, Support and enablement, taking into account</p> <ul style="list-style-type: none"> • transformation requirements • requirement to enhance leadership capacity • improvement in safeguarding and quality <p>whilst maintaining improvements in financial and service delivery performance.</p>	Director of Resources	2/2/09	As a minimum the Executive Board Member, Staff and TU's.	Attached is the Local Government Circular LAC (DH) (2008) 1 for background.	Director of Resources lorraine.hallam@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)
<p>Fire Risk in Social Services Buildings - Middlecross, Westholme and Primrose Hill Homes for Older People</p> <p>To obtain Authority to spend for fire safety works at Middlecross, Westholme and Primrose Hill Homes for Older People</p>	<p>Chief Officer, Corporate Property Management</p>	<p>2/2/09</p>	<p>The West Yorkshire Fire and Rescue Services, Adult Social Care Management, Principal Unit Managers, Corporate Property Management Staff and managers and staff at the homes.</p>	<p>Design Cost Report</p>	<p>Chief Officer, Corporate Property Management john.kearsley@leeds.gov.uk</p>
<p>3rd Quarter Financial Health Report</p> <p>In noting the financial position after nine months for the authority a decision will be required as to the treatment of any variation identified.</p>	<p>Executive Board (Portfolio: Central and Corporate)</p>	<p>13/2/09</p>		<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Resources doug.meeson@leeds.gov.uk</p>
<p>The Provision of Unified Communications Services</p> <p>The tender for the above is currently being advertised and we aim to be in position to make a decision and award in April 2009.</p>	<p>Resources</p>	<p>2/3/09</p>	<p>ICT Strategic Sourcing/Legal</p>	<p>Tender pack/bids</p>	<p>Director of Resources adrian.fegan@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
The provision of supply of Siebel Development Resource Framework Contract The tender for the above is currently being advertised and we aim to be in position to make a decision and award in March 2009	Director of Resources	2/3/09	ICT Strategic Sourcing/Legal	Tender pack/bids	Director of Resources dave.maidment@leeds.gov.uk
Pay and Grading Review Consideration of Pay Protection Arrangements	Executive Board (Portfolio: Central and Corporate)	4/3/09	Consultation is taking place with a range of internal stakeholders	The report is to be issued to the decision maker with the agenda for the meeting	Director of Resources daniel.hartley@leeds.gov.uk
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

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)
<p>Joint Services Centres at Chapeltown and Harehills Approval sought to Submit Final Business Case to The Department of Communities and Local Government and Execute Contract</p>	<p>Executive Board (Portfolio: Central and Corporate)</p>	<p>4/3/09</p>	<p>Consultation will be carried out with the following groups in the preparation of the Final Business Case: LIFT / JSC Project Board, Tenant Departments representatives, Planning.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Officer (PPPU) david.outtram@leeds.gov.uk</p>
<p>Outcome of the public consultation on options for changes to provision in the Richmond Hill planning area To give permission to publish statutory notices for the linked proposals for changes in provision</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>1/4/09</p>	<p>Completed Jan/Feb 09</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds lesley.savage@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Calverley Parkside Primary School - Replacement of Nursery Unit with New Foundation Unit Approval to carry out hospital works and incur expenditure in relation to the proposed scheme to replace the existing school nursery unit with a new foundation unit at Calverley Parkside Primary School	Director of Resources	1/4/09	Calverley Parkside Primary School	Design and Cost Report (to be submitted)	Director of Resources tony.palmer@leeds.gov.uk
Design Cost Report - Youth Capital Fund To give authority to incur expenditure of £429,000 (fully funded by DCSF).	Director of Resources	7/4/09	L£ cash panel of young people	Youth Matters	Director of Resources sally.threfall@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.