



SCRUTINY BOARD (CENTRAL AND CORPORATE)

**Meeting to be held in Civic Hall, Leeds on
Monday, 2nd March, 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:-</p> <p>No exempt items on this agenda.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF INTEREST</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES - 2ND FEBRUARY 2009</p> <p>To confirm as a correct record the attached minutes of the meeting held on 2nd February 2009.</p>	1 - 6
7			<p>FAIR PLAY PARTNERSHIP DIVERSITY CHAMPION PROJECT</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	7 - 32
8			<p>SUSTAINABLE COMMUNITIES ACT</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	33 - 36
9			<p>SCRUTINY INQUIRY - SICKNESS ABSENCE MANAGEMENT - SESSION 4 - FINAL SESSION</p> <p>Further to Minute Nos. 18, 40 and 69, to receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	37 - 38

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>PERFORMANCE REPORT - QUARTER 3 2008/09</p> <p>To receive and consider the attached report of the Head of Policy, Performance and Improvement.</p>	39 - 48
11			<p>FINANCIAL HEALTH MONITORING 2008/09 - THIRD QUARTER</p> <p>To receive and consider the attached report of the Director of Resources.</p>	49 - 58
12			<p>WORK PROGRAMME, FORWARD PLAN OF KEY DECISIONS AND EXECUTIVE BOARD MINUTES</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 a relevant extract from the Council's Forward Plan of Key Decisions for the period 1st February to 31st May 2009 and the minutes of the Executive Board meeting held on 13th February 2009.</p>	59 - 84
13			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday 6th April 2009, at 10.00 am (Pre – Meeting at 9.30 am).</p>	

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 2ND FEBRUARY, 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, B Selby and
P Wadsworth

71 Declarations of Interest

No declarations of interest were made.

72 Apologies for Absence

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

73 Minutes - 5th and 6th January 2009

RESOLVED – That the minutes of the meetings held on 5th and 6th January 2009 be confirmed as a correct record

74 Budget Strategy 2009/10

The Director of Resources submitted a report updating the Board regarding the Council's Financial Plan 2008-2011, and outlining budget pressures and considerations in preparing the Council's 2009/2010 budget, due to be considered by the Executive Board on 13th February and the full Council meeting on 25th February 2009.

Alay Gay, Director of Resources, and Doug Meeson, Chief Officer (Financial Management) attended the meeting and responded to Members' queries and comments. In brief summary, the main points of discussion were:-

- The efforts being made to increasingly link the budget to the Council's three year Business Plan and the Leeds Strategic Plan so that the Council's budget reflected the spending priorities identified in those Plans;
- The fact that the Government's local government financial settlement was also now a three year settlement, covering 2008-2011. This was helpful in providing a degree of certainty to local authorities in terms of the central monies which they would receive. Reference was made to the tables contained in Paragraphs 2.3 and 2.4 of the report, which showed the percentage and monetary increases in Leeds revenue support grant, and also Leeds percentage increase compared to average increases across the local authority sector.

Assurances had been received from the Government that these percentage increases would be honoured, in spite of declining inflation rates.

Reference was also made to Paragraph 3.3 of the report, which outlined the principles being applied in terms of allocation of the Council's resources.

- The Director of Resources explained the national formula via which the Government allocated resource to local authorities, based largely on adjusted population figures and indices of deprivation and special need.

Comparison between authorities were always relative, and a statement was made that, in respect of Core Cities, Leeds most realistic comparator, like for like, was Birmingham, rather than Manchester.

- It was confirmed that as Leeds does not qualify for the Working Neighbourhoods Fund (NRF), transitional arrangements over the next two years would see a reduction in funding of £5.37m in 2009/10 and £3.59m in 2010/2011. If the effect of the current recession on Leeds was to bring certain neighbourhoods back within the qualifying parameters of this scheme, it was highly unlikely that Leeds would receive any backdated payments from the Government in this respect.
- By the same token, if Leeds' businesses were to suffer disproportionately during the recession, this would not have a direct adverse effect on the amount of Business Rates the Council received from the Government, as this grant too was formula-based, rather than specifically linked to the number of businesses or the amount of rates generated in a particular area. The adverse effects of the recession were referred to in Paragraph 5.2 of the report.
- Reference was made to the efforts being made to realign the Children's Services budget over the next 5 years, so that it represented no more than 20% of the Council's overall budget. The aim was to achieve this without any detrimental effect on front line services, in order to realign the budget and provide resources for the Council's other identified priorities, such as adult social care and waste management.

Such considerations always involved trying to achieve the necessary balance between frontline services and back office support in order to provide a cost efficient, value for money service, how overheads could possibly be cut, and comparisons with other local authority expenditure.

The Director of Resources undertook to supply Members with figures showing the actual and proposed percentage resource allocations across the various Directorates for the period 2007/08 to 2012/13 and also with Audit Commission information showing comparative information across different local authorities;

- The issue of levels of reserves, and their use to offset certain expenditure, was also discussed;
- Reference was also made to ongoing discussions between the Council and the trade unions on a raft of initiatives which might save costs or increase productivity.

RESOLVED –

- (a) That subject to the requests for further information outlined above, the report be received and noted.
- (b) That Alan Gay and Doug Meeson be thanked for their attendance and the manner in which they have responded to Members' queries and comments.
- (c) That the Director of Resources be requested to convey to his staff the Board's thanks and appreciation for all their dedicated hard work, especially at budget time, and their excellent fiscal management.

(NB: Councillor Bentley left the meeting at 10.45 during consideration of this item)

75 Scrutiny Inquiry - Procurement, Outsourcing and Commissioning Services - Session 3

Further to Minute No 34, 6th October 2008, and Minute No 53, 1st December 2008, the Council's Chief Procurement Officer and the Strategic Quality Manager submitted a joint report outlining progress in developing the Council's 'One Council' approach to purchasing goods and commissioning services, the ethical values behind the Council's Socially Responsible Procurement (SNP) initiative and how equality and diversity was embedded into the procurement process.

Wayne Baxter, Chief Procurement Officer, and Anne McMaster, Strategic Equality Manager, attended the meeting and responded to Members' queries and comments. In brief summary, the main points of discussion were:-

- The One Council commissioning framework was due to be considered by the Council Leadership Team in February or March, with a view to being rolled out in the new municipal year;
- Work was also progressing in terms of a pilot Quality Assurance project which would enable the Council to ensure that equality was embedded at every stage of the procurement process. This would cover contractors employment practices as well as their service delivery. Officers were conscious of the need for any scheme to be non-bureaucratic;
- Reference was made to European competition legislation, which made it very difficult to take factors other than price/cost and value for money into account when awarding contracts. Local authorities had very limited or no scope to take into account factors such as using local contractors or

suppliers or successful contractors employing local people – an issue which was currently topical nationally. The Council could build certain aspects into the contract specification – if they were justified – such as the need for a local operating base, or rotating work on a price and quality basis, but local authorities were always open to legal challenge on their practices.

The Council did carry out financial health checks when employing companies. Current European contract legislation did not allow negotiations with firms prior to contract award, but there was limited scope to explore such issues once a contract had been awarded. So-called ‘penalty clauses’ were also outlawed although the Council could withhold payment for non provision of services, and also had the ability to build contract extensions into a contract, which could be related to satisfactory performance.

- In terms of using its purchasing power to achieve savings or obtain better value for money in a time of economic recession, the Council currently lacked the in-depth commercial knowledge of markets or industries which might make this possible. There was also the ethical aspect to take into account when trying to balance the uses and abuses of purchasing power.

A reluctance was expressed regarding the use of consultants to assist the Council in this area, unless there was a skills transference clause involved. One suggestion might be a ‘workshop approach’ - trying to get certain sectors of industry to participate in workshops with, say, a group of local authorities, which could have mutually beneficial outcomes in terms of levels of understanding.

The Chair indicated that the Board’s work to date on this Inquiry had thrown up some interesting ideas and suggestions. The Head of Scrutiny and Member Development, in consultation with the Chair, would now prepare a draft final report for consultation with Members prior to its proposed submission to the April Board meeting.

RESOLVED - That the report be received and noted, and Wayne Baxter and Anne McMaster be thanked for their attendance and the manner in which they have responded to Members’ queries and comments.

(NB: Councillor Atha left the meeting at 11.20 am during the consideration of this item)

76 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 February to 31st May 2009 and the minutes of the meeting of the Executive Board held on 14th January 2009.

RESOLVED – That the report and the updated work programme be received and noted.

77 Dates and Times of Future Meetings

Monday 2nd March 2009

Monday 6th April 2009

Both at 10.00 am (Pre-meetings at 9.30 am)

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 2nd March 2009

Subject: Fair Play Partnership Diversity Champion Project

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 In September 2008 this Scrutiny Board published a final Inquiry report entitled, '*Embedding Equality, Diversity and Cohesion and Integration*'. One of the Board's recommendations in its report was; **"That Members commit to undertaking the equality and diversity assessment provided by the Fair Play Partnership"**. This recommendation was supported by the responsible Executive Member, Councillor Richard Brett.
- 1.2 In line with this agreed recommendation Fair Play undertook a 'Diversity Driver' exercise with Members. The Diversity Driver is a practical diagnostic tool which helps assess strengths and areas for improvement around the themes of leadership, people, policy, strategy, partnerships and resources. Two sessions were held between Members and the Fair Play Partnership on 12th December 2008 and 8th January 2009. These sessions were led by Liz Bavidge, Chair of the Partnership.
- 1.3 A record of these sessions is presented as Appendix 1 and 2. Liz Bavidge has been invited to today's meeting to report on these sessions and answer any questions from Members. In addition Geoff Turnbull from the Council's Equality Team will be in attendance.

2.0 BACKGROUND

- 2.1 By way of background Members will recall that Leeds City Council has signed up with the Fair Play Partnership who will work with Elected Members to develop their knowledge, understanding and future role in driving forward the Equality and Diversity agenda.
- 2.2 There has been equality and diversity training in place for Elected Members for several years. However, the most recent ethical audit, presented to the Member

Development Working Group, highlighted equality training for Elected Members as an improvement area. In addition it is also an action in the Equality and Diversity Scheme 2008-2011 and will support our accreditation to Level 4 of the Equality Standard by December 2008.

2.3 Fair Play (who are an independent not for profit organisation) have received funding to deliver their programme from Yorkshire Forward. Leeds is the only local authority to be invited to take part. The other organisations come from a range of sectors which include:

- The Rugby Football League
- Northern Rail
- Accent Group
- East North East Homes
- Frank Haslam Milan
- Connaught
- First Direct
- Pennine Housing

3.0 CONCLUSIONS

3.1 Following the two sessions, officers from the Council's Equality Unit working along side Fair Play and the Council's Member Development Officer have identified the need to draw up an action plan which includes, amongst other actions, addressing the following;

That not everyone seeks the views of the 'less visible':

3.2 The need to involve a greater number of Members in valuing diversity. At present some are unaware of issues and see equality/diversity as being purely about race/ethnicity.

3.3 This may need to be done through a variety of learning approaches and moving away from equality 'jargon' towards terminology that is more meaningful/relevant to Members. The new Equality Framework and potential 'Champions of Diversity' (one for each diversity strand) may be drivers help to gain leadership and engagement.

The need to raise the awareness of diversity issues among elected Members

3.4 To identify to what extent Members are reluctant to engage due to being unaware of what language and actions are appropriate when discussing equality and diversity issues?

3.5 That Equality/Diversity issues be made integral to other learning and development activities - not seen as isolated learning events but embedded in other training where appropriate.

3.0 RECOMMENDATIONS

3.1 Members are asked to;

- Discuss with Fair Play the results of the two sessions
- Consider and endorse the need for the development of an action plan which would include addressing the issues identified in paragraphs 3.2 to 3.5 above

- Write to the Executive Member (Central & Corporate) giving the Board's observations and conclusions.

Background Papers

Scrutiny Board Final Inquiry Report '*Embedding Equality, Diversity and Cohesion and Integration*'. September 2008

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Light Diversity Driver

Leeds City Council

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Date 12.11.08



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- 1.2 Using the Driver in practice

2. The Diversity Driver: results and discussion

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3 Priorities test

- 3.1 Priorities test

Management summary

A strategic meeting was held on 12th November for Leeds City Council as part of the Fair Play Partnership Diversity Champion project. Elected members and officers attended.

The Diversity Driver instrument was used to examine systematically the extent to which a diversity-aware policy has been implemented to date in *Leeds City Council* and the priorities for further improvements. The Diversity Driver is based on the EFQM Excellence Model and covers the following subjects:

- A. Diversity Objectives- for the organisation and for individuals within it
- B. People – involving everyone within the organisation
- C. Support, innovation and innovation for diversity.
- D. Your organisation as an employer
- E. Your organisation within the community
- F. Your organisation and its customers/clients
- G. Making services accessible
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- J. The broader picture

The results of the strategic meeting delivered a list of strengths and areas for improvement relating to consideration of the diversity factor in *Leeds City Council*. These strengths and areas for improvement are varied and have a range of weight in future planning.

Further to the areas for improvement that were highlighted, more discussion was held on the question of which should take priority and how to tackle them.

At the end of the strategic session it was agreed that the outcomes would be explored by the working group and an action plan drawn up.

1. Introduction

The goal of this meeting was to use a discussion to gain an understanding of the current state of diversity-awareness in Leeds City Council and possible follow-up activities. The Diversity Driver, an instrument for measuring performance in terms of age-aware policy and practices, was used for this.

This report describes the results of the strategic meeting.

1.1 The Diversity Driver

The Diversity Driver is aimed at measuring diversity within the organisation. This instrument facilitates a systematic examination of what has been done in the organisation to date in terms of diversity. It offers approaches for further improvements. The Driver is based on the EFQM Excellence Model, which is widely used in British and other European organisations as a method of comparing the organisation's own performance against international best practice.

The legal framework in the UK is formed by the Equality Regulations which prohibit discrimination on the basis of the six equality strands, but a diversity-aware policy goes further.

Measures must be taken not because they are prescribed by law but because they make sense, both in business terms and otherwise. The Driver is an aid to taking the most appropriate measures. The instrument contributes to a process of continuous improvement in diversity-aware policy. The idea of continuous improvement is not in itself new. Organisations are always looking for opportunities to improve their performance. The strategy of continuous improvement can be used to measure the organisation's own performance and highlight where a change in approach is required. In this way you can get the best from your employees. The approach of continuous improvement helps with the systematic examination of how successful the organisation is in achieving diversity goals and where there are opportunities for further improvement. Once that process is complete, you have a picture of the strengths. It is possible to continue to build on positive past experiences. It also gives a clear idea of what has still to be done.

2.1 The Diversity Driver - Introduction

The Driver helps with the evaluation of the progress of diversity in the organisation. The instrument is intended for organisations in the public and private sector who first want to know how they stand in terms of diversity before they develop new strategies and action plans. The instrument is also helpful for measuring progress in this area.

The Driver uses the following approach:

1. Define the current state of affairs using an assessment.
2. Define priorities: what are the strengths and weaknesses.
3. Define what needs to be improved: where must improvements be made and what is the priority.
4. Define how to make improvements: how do we approach it – learn from others, use manuals and good examples, carry out a study etc.
5. Approach: define responsibilities and prepare a plan of approach.

2.2 Results of the Diversity Driver:

All participants have completed a Diversity Driver. They are asked to give their perceptions of how diversity appears to them in their role in the organisation. The results are then used to perform an analysis. The strengths and areas for improvement in the HR and organisational policy of Leeds City Council were ascertained in the meeting. The participants agree where the priority should lie in policy developments. The results are always discussed section by section. The discussion is then displayed. Areas for improvement and strengths are discussed and the reasons for the views are explored to clarify what the issues actually are.

2.3 Diversity Objectives

Strengths

- **We have clear diversity objectives and strategies**
- **Some of us are committed to achieving our diversity objectives**

Areas for improvement

- **We have no mechanism for feeding in examples of creative approaches to diversity e.g. youth work and mosque**
- **We need to raise the awareness of diversity and embed the issues in the organisation e.g. team meetings, 'mainstream'**
- **We do not raise the awareness of diversity issues among the elected members and address those members who are unaware**
- **We do not all recognise our positive duty to promote diversity**

2.4 People

Strengths

- None identified

Areas for improvement

- We have no consistent way of tapping into talent – (we do not know who has it) elected members, staff and the community
- Our recruitment and consultation processes may not recognise or attract the talent within the city

2.5 Support, information and innovation

Strengths

- None identified

Areas for improvement

- Staff progression routes are fixed so we lose people who cannot see a way forward
- Our elected members do not reflect the diversity of the city

2.6 Your organisation as an employer

Strengths

- We are beginning to promote an ‘ aspirational culture’
- We have good examples of flexible and home working etc. to promote the needs of individuals
- We have a staff satisfaction survey and action follow from that
- More departments are recognizing staff achievements and making awards
- We have an appraisal system
- We have exit interviews and are being encouraged nationally to use these for councillors

Areas for Improvement

- It is sometimes difficult for elected members to fulfil and reconcile their role and other caring responsibilities
- We do not use the information from exit interviews

2.7 Your organisation within the community

Strengths

- In our work we respond to what people need e.g. play areas
- We seek the views of people who are more ‘invisible’
- We actively support the local community

Areas for improvement

- We need to reach the people we do not know as individuals and groups
- Not everyone seeks the views of the ‘invisible’
- We do not make best use of the learning and development opportunities regarding diversity

2.8 Your organisation and its customers and clients

Strengths

- We are trying to make our products and services accessible

Areas for improvement

- We have examples of lack of thought in dealing with people who have specific needs- e.g. blind people
- The processes and systems do not join up to ensure that individuals are treated in an appropriate way

2.9 Making services accessible

Strengths

- None identified

Areas for improvement

- We need to ensure that our contractors act internally as well as externally in a way that is consistent with our diversity objectives and respect our customers
- We need to find ways of gaining positive feedback as well as constructive feedback and criticism
- We need to improve the physical accessibility of our buildings
- We need to improve the responses of those answering calls in departments to inspire confidence that action will follow
- We need to look at ways of making our public meetings more welcoming and accessible in the widest sense

2.10 Feedback

Strengths

- None identified

Areas for improvement

- We have a limited understanding of diversity issues which makes it difficult to have information to inform our actions
- We could do more to ensure that staff get positive feedback passed on to them

2.11 The broader picture

Strengths

- **We are committed to equality and diversity**
- **We know who is responsible for progressing diversity issues within the organisation**

Areas for improvement

- **We could do more to promote the benefits of diversity in real terms**
- **There are insufficient financial and other resources to achieve our diversity objectives across the whole organisation**

3 Priorities test

Once the participants have defined the strengths and areas for improvement in relation to consideration of the diversity factor in the strategic and operational policy of the organisation they have the opportunity to indicate the priority for tackling the areas for improvement.

3.1 Priorities test

The priorities agreed are these:

- **Not everyone seeks the views of the ‘less visible’** 2 votes
- **We need to ensure that our contractors act internally as well as externally in a way that is consistent with our diversity objectives and respect their customers** 2 votes
- **We need to raise the awareness of diversity issues among elected members and address those members who are unaware** 2 votes
- **There are insufficient financial and other resources to achieve our diversity objectives across the whole organisation** 2 votes
- **Our recruitment and consultation processes may not recognise or attract the talent within the city** 1 vote
- **We do not all recognise our positive duty to promote diversity** 1 vote
- **The processes and systems do not join up to ensure that individuals are treated in an appropriate way** 1 vote
- **We do not make use of the learning and development opportunities regarding diversity** 1 vote

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Light Driver Report

Leeds City Council

Date 8. 01.09

Content

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3 Priorities test

- 3.1 Priorities test

Management summary

A strategic meeting was held on 8th January for Leeds City Council as part of the Fair Play Partnership Diversity Champion project. Elected members and officers attended.

The Diversity Driver instrument was used to examine systematically the extent to which a diversity-aware policy has been implemented to date in *Leeds City Council* and the priorities for further improvements. The Diversity Driver is based on the EFQM Excellence Model and covers the following subjects:

- A. Diversity Objectives- for the organisation and for individuals within it
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The results of the strategic meeting delivered a list of strengths and areas for improvement relating to consideration of the diversity factor in *Leeds City Council*. These strengths and areas for improvement are varied and have a range of weight in future planning.

Further to the areas for improvement that were highlighted, more discussion was held on the question of which should take priority and how to tackle them.

At the end of the strategic session it was agreed that the outcomes would be explored by the working group and an action plan drawn up.

1. Introduction

The goal of this meeting was to use a discussion to gain an understanding of the current state of diversity-awareness in Leeds City Council and possible follow-up activities. The Diversity Driver, an instrument for measuring performance in terms of age-aware policy and practices, was used for this.

This report describes the results of the strategic meeting.

1.1 The Diversity Driver

The Diversity Driver is aimed at measuring diversity within the organisation. This instrument facilitates a systematic examination of what has been done in the organisation to date in terms of diversity. It offers approaches for further improvements. The Driver is based on the EFQM Excellence Model, which is widely used in British and other European organisations as a method of comparing the organisation's own performance against international best practice.

The legal framework in the UK is formed by the Equality Regulations which prohibit discrimination on the basis of the six equality strands, but a diversity-aware policy goes further.

Measures must be taken not because they are prescribed by law but because they make sense, both in business terms and otherwise. The Driver is an aid to taking the most appropriate measures. The instrument contributes to a process of continuous improvement in diversity-aware policy. The idea of continuous improvement is not in itself new. Organisations are always looking for opportunities to improve their performance. The strategy of continuous improvement can be used to measure the organisation's own performance and highlight where a change in approach is required. In this way you can get the best from your employees. The approach of continuous improvement helps with the systematic examination of how successful the organisation is in achieving diversity goals and where there are opportunities for further improvement. Once that process is complete, you have a picture of the strengths. It is possible to continue to build on positive past experiences. It also gives a clear idea of what has still to be done.

2.1 The Diversity Driver - Introduction

The Driver helps with the evaluation of the progress of diversity in the organisation. The instrument is intended for organisations in the public and private sector who first want to know how they stand in terms of diversity before they develop new strategies and action plans. The instrument is also helpful for measuring progress in this area.

The Driver uses the following approach:

1. Define the current state of affairs using an assessment.
2. Define priorities: what are the strengths and weaknesses.
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2.3 Diversity Objectives

Strengths

- **We have data on the make up of our wards**

Areas for improvement

- **We have no clear overall picture (data, analysis) of the profile of the people city-wide though individual members do**

2.4 People – Involving everyone within the organisation

Strengths

- None identified

Areas for improvement

- Our selection process does not allow for acknowledgement of good staff who could transfer their skills to another department – progression routes
- We do not know what other skills and talents staff have
- We do not always use experienced members and staff to support the development of colleagues

2.5 Support, information and innovation for diversity

Strengths

- Elected members share ideas and concerns with colleagues

Areas for improvement

- The way councilors behave in the Council Chamber dose not always reflect the respect and good work shown in the corridors and committees
- There is a need for greater flexibility in working practices to support the needs of elected members

2.6 Your organisation as an employer

Strengths

- We have good examples of flexible and home working etc. to promote the needs of individuals
- We feel valued in our role as councillors

Areas for Improvement

- We do not always know why staff leave although some departments do - nor why elected members leave

2.7 Your organisation within the community

Strengths

- We work with community groups as far as possible

Areas for improvement

- We need to find creative ways of reaching people who are not the 'usual suspects' - who may not know how the system works – and ensure that policy decision are not skewed.
- The quality of consultation needs to be improved – not tokenistic

2.8 Your organisation and its customers and clients

Strengths

- None identified

Areas for improvement

- We need better communication between front line staff and senior officers who respond to members – reasonable timescales and a more robust audit trail
- Continuation of accountability across election years – issues fall into the gaps when members and committees change

2.9 Making services accessible

Strengths

- We are looking at ways of embedding diversity in our procurement practices
- We have an Equality Impact Assessment process which we are reviewing to strengthen it

Areas for improvement

- Our Equality Impact Assessment process would highlight disability access issues if it were used.
- Our access is not consistently addressed – buildings
- Sometimes the language and the way we work in the council can be a barrier to accessibility

2.10 Feedback

Strengths

- None identified

Areas for improvement

- We need to find more ways of letting people know what we have done about their feedback

2.11 The broader picture

Strengths

- We are committed to equality and diversity

Areas for improvement

- **We could do more to promote the benefits of diversity in real terms**

3 Priorities test

Once the participants have defined the strengths and areas for improvement in relation to consideration of the diversity factor in the strategic and operational policy of the organisation they have the opportunity to indicate the priority for tackling the areas for improvement.

3.1 Priorities test

The priorities agreed are these:

- **The way councilors behave in the Council Chamber does not always reflect the respect and good work shown in the corridors and committees**
3 votes
- **Sometimes the language we use and the way we work can be a barrier to accessibility**
2 votes
- **We need to find creative ways of reaching people who are not the 'usual suspects' – who may not know how the system works – to ensure that policy decisions are not skewed**
2 votes
- **Quality of consultation needs to be improved – not tokenistic**
1 vote
- **We need better communication between front line staff and senior officers who respond to members- reasonable timescales and a robust audit trail**
1 vote
- **We have no clear overall picture (data, analysis) of the profile of the people city-wide though individual members do**
1 vote
- **Our selection process does not allow for acknowledgement of good staff who could transfer their skills to another department – progression routes**
1 vote



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 2nd March 2009

Subject: Sustainable Communities Act

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose

1.1 This report provides background information on the Sustainable Communities Act and its implications for Leeds.

2.0 Background

Proposals to promote sustainability

2.1 The Secretary of State invited local authorities to submit proposals under the Sustainable Communities Act in October 2008. The deadline for submission of proposals is **31 July 2009**. The Sustainable Communities Act provides a channel for local authorities to submit proposals to improve the sustainability of their areas that require government action. Such action can include a change in legislation or the transfer of a function (and accompanying budget) from one organisation to another.

2.2 An example of a legislative change would be a request to change the Traffic Management Act 2004 so that the Council's Enforcement Officers can issue fixed penalty notices for offences like dangerous parking or causing an obstruction as well as offences like parking on double yellow lines where they already have the power to issue fixed penalty notices.

2.3 An example of a transfer of a function from one body to another could be a local authority taking over the running of post offices in parts of its area as Essex County Council has done. Other examples might include transferring responsibility for nature conservation and water quality from Natural England or the Environment Agency to a local authority.

2.4 The Act is deliberately broad in its scope and very little is ruled in or out in terms of what a local authority can propose beyond it must require government action and should be intended to promote sustainability and wellbeing in the area. Although sustainability is

associated with the environment and green agenda, it is broader than this and measures to promote social or economic wellbeing can also be proposed under this Act.

Preparing and Considering Proposals

2.5 Before submitting proposals a local authority is required to establish or recognise one or more panels of representatives of local persons, consult with them and try to reach agreement with them about each proposal to be submitted. The Act does not prescribe which groups should be included in panels, how panels should be constituted or how many panels a local authority may choose to establish or recognise beyond saying that local authorities should involve groups that it considers to be 'under-represented' in civic and political activity. Guidance to the Act states that local authorities will wish to consult with parish councils in their area about proposals to be submitted.

2.6 Proposals may come from citizens or originate from the Council (or other body). Although the Council must consult with panels of local representatives there is no requirement for the panels to agree with the proposals to be submitted. Similarly, if the Council proposes the transfer of functions from one body to another, the Council must consult with those bodies but there is no requirement for the body whose function is being transferred from to agree to the proposal.

Submitting and Judging Proposals

2.7 Proposals are submitted to the Local Government Association who will act as 'Selector' and submit a shortlist of proposals to the Secretary of State who will publish her response to each proposal and work with successful authorities to develop and implement their proposals. Detailed proposals that are specific about the changes required by Government are more likely to be successful.

Local Spending Report

2.8 The Act also requires the Secretary of State to make arrangements to conduct a Local Spending Report. A local spending report provides information about public expenditure in relation to a particular area to help promote the sustainability of local communities by providing access to high quality information about the public funding that is spent in the area. CLG will publish consultation on the arrangements for the local spending reports and will publish final arrangements before 23 April 2009.

3.0 Main Issues

3.1 The Act has generated interest among elected Members and community groups who will wish to see Leeds City Council using every opportunity to work with Government and others to improve the quality of life in its area.

3.2 Within Leeds there already exist extensive consultation mechanisms from Area Committees to VCFS forums and groups as well as groups covering specific sections of the population such as the BME Strategy Group. If Leeds City Council decides to submit proposals under this Act it will need to decide if its existing consultative committees, groups and forums meet the terms of the Act and what special arrangements, if any, might need to be made to consult with any 'under-represented' groups.

3.3 Government has indicated that joint submissions that address common issues faced by several local authorities are likely to be viewed favorably by the Selector and the Secretary of State. Leeds City Council may wish to discuss and develop proposals with

other authorities in West Yorkshire or Core Cities for example and submit joint proposals to the Selector.

4.0 Recommendations

4.1 Scrutiny Board is asked;

- note and consider this report
- Suggest any proposals under the Sustainable Communities Act.

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 2nd March 2009

Subject: Sickness Absence Management Inquiry – Session 4 – Final Session

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 This is the fourth and final session of the Board's Inquiry into Sickness Absence Management. In line with the agreed terms of reference for the Inquiry, Andrew Mason, Chief Environmental Services Officer, has been invited to attend to discuss attendance management issues with Members.
- 1.2 The Board agreed to see Mr. Mason because he is relatively new to this authority, brings with him experience of other practices and can offer a fresh perspective on the arrangements in Leeds.
- 1.3 Following this discussion the Board is asked to consider the content of its final Inquiry report and proposed recommendations.

3.0 RECOMMENDATIONS

- 3.1 Members are asked to;
- debate with the above witness those issues identified within the Boards agreed terms of reference for this Inquiry.
 - Consider what recommendations it wishes to make to the Executive following this Inquiry

Background Papers

Agreed Inquiry Terms of Reference

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Originator:
Heather Pinches
Tel: 224 3347

Report of the Head of Policy, Performance and Improvement

Meeting: Central and Corporate Functions Scrutiny Board

Date: 2nd March 2009

Subject: Performance Report Quarter 3 2008/09

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

1.1 This report discusses the key performance issues considered to be of corporate significance identified for each of the Directorates as at 31st December 2008.

2 Purpose of the Report

2.1 The purpose of this report is to present the key areas of under performance at the end of Quarter 3 (1st October to 31st December 2008).

3 Background Information

3.1 This 'highlight report' has been prepared in readiness for the Accountability process, which included the CLT meeting on 17th February, Leader Management Team on 19th February 2009 and the Scrutiny Boards in the March/April cycle.

3.2 The issues discussed in this report have been identified because performance in these areas impacts upon one of the following, the delivery of our corporate priorities, performance against the National Indicator set which will be reflected in our CAA judgement or the lack of assurance relating to data quality.

4 Central and Corporate Functions Performance Issues

Planning, Policy and Improvement

BP-10/11 Customer Correspondence Indicators

Overall the quarter 3 performance remains strong for both letter and email response rates. However, although there remain some concerns about the completeness of the data underpinning these indicators significant improvements have continued to be made quarter on quarter. Since the last report Customer Strategy Board initiated a piece of work covering all directorates, to ensure that the data used for this indicator was useful and appropriate. This sought to improve the data quality in two ways – firstly an audit of current arrangements and volumes showed that some service areas dealt with very small volumes of correspondence. It was agreed that while they should continue to ensure that corporate standards are met, there was little value in including their returns in a corporate indicator. Therefore, those areas receiving less than 100 items of correspondence a month have now been excluded from the indicator so that the information provided really focuses on the council's principal customer-facing services. Secondly, there has also been an improvement in the proportion of services who have provided a return for quarter 3 and this is set to improve further, as many services which have not yet provided any data have committed to implementing an approach to provide a return in quarter 4. Finally, the on-going project to develop our approach to NI 14 - which seeks to measure and reduce avoidable customer contact - is also supporting the delivery of these indicators. There is an on-going risk with these indicators that those services which are not currently reporting may be performing poorly so by improving the coverage of data we may not meet the targets.

Resources

No significant issues of performance to highlight.

Corporate Governance

No significant issues of performance to highlight.

5 Recommendation

That the Central and Corporate Functions Scrutiny Board note the Quarter 3 performance information and highlight any areas for further scrutiny.

Corporate Balanced Scorecard 2008/09
(Based on predicted year end performance from quarter 3 results)

Citizen/Strategic Outcomes (Leeds Strategic Plan Indicators)				
Culture Indicators			Transport Indicators	
NI 8	Adult Participation in Sport and Active Recreation/Visits to sports centres	●	LSP-TR1bij	Local bus passenger journeys originating in the authority area
LSP-CU1ai	Number of physical visits to libraries	●	NI 167	Congestion - average journey time per mile during the morning peak
LSP-CU1aii	Total number of visits to Museums and Galleries	●	NI 47	People killed or seriously injured in road traffic accidents against baseline of 2006-2008 average
NI 11	Engagement in Arts	○	LSP-TR1bi	Increase the percentage of inbound, non-car journeys in the morning peak-period
LSP-CU2ai	Restore, refurbish and increase the cultural infrastructure of the city: a) Amount spent on developing facilities of national and international significance.	○	LSP-TR1a	Cycle trips to the City Centre in the morning peak period (7:30-9:30)
LSP-CU2aii	Restore refurbish and increase the cultural infrastructure of the city: b) Number of physical infrastructure capital build projects of national or international significance that will increase and/or improve culture provision.	○	NI 169	Percentage of the non-principal classified road network where maintenance should be considered
Economy & Enterprise Indicators			Harmonious Communities Indicators	
LSP-EE1a	Support the establishment of 550 new businesses in deprived communities in Leeds by 2011.	●	NI 1	% of people who believe people from different backgrounds get on well together in their local area
NI 157 - Majors	Processing of planning applications as measured against targets for major application types	●	NI 6	Participation in regular volunteering
LSP-EE2a	Percentage of UK residents surveyed who regard Leeds as a 'great place to live'.	○	NI 7	Environment for a thriving third sector
LSP-EE2b	Improve Leeds' image as a major centre for business.	○	NI 4	% of people who feel that they can influence decisions in their locality
LSP-EE1b	Result of annual satisfaction survey relating to Planning Performance Agreements.	○	NI 110	Young people's participation in positive activities.
Health and Wellbeing Indicators			Thriving Places Indicators	
NI 141	Percentage of vulnerable people achieving independent living	●	LSP-TP1e	Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts)
NI 63	Stability of placements of looked after children: length of placement	●	LKI-HAS4	The number of homeless acceptances made in the year (cumulative)
NI 66	Looked after children cases which were reviewed within required timescales	○	NI 16	Serious acquisitive crime rate
LSP-HW2bi	Number of children looked after and rate per 10,000. This figure excludes unaccompanied asylum seeking children.	○	NI 20	Number of assaults with less serious injury (including racially and religiously aggravated) (as a proxy for alcohol related violent offences)
NI 130	Social care clients receiving Self Directed Support per 100,000 population	●	NI 30	Prolific and other Priority Offender re-offending rate
NI 132	Timeliness of social care assessment (all adults)	○	NI 152	Working age people on out of work benefits
NI 123	16+ current smoking rate prevalence	○	NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods
NI 123	16+ current smoking rate prevalence 10% SOA	○	NI 158	% non-decent council homes
NI 133	Timeliness of social care packages following assessment (all adults)	○	LSP-TP2bi	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome
NI 120	All-age all cause mortality rate - Females city wide	○	LSP-TP2bii	A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode.
NI 120	All-age all cause mortality rate - Females 10% worst SOA	○	NI 155	Number of affordable homes delivered (gross)
NI 120	All-age all cause mortality rate - Males city wide	○	NI 154	Net additional homes provided
NI 120	All-age all cause mortality rate - Males 10% worst SOA	○	NI 187a	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating
NI 121	Mortality rate from circulatory diseases at ages under 75 (per 100,000 population)	○	NI 187b	Tackling fuel poverty - % of people receiving income based benefits living in homes with a high energy efficiency rating
NI 57	Children and young people's participation in high-quality PE and sport	○	NI 40	Number of drug users recorded as being in effective treatment
NI 112	Under 18 conception rate	○	NI 69	Children who have experienced bullying
NI 58	Emotional and behavioural health of looked after children	○	NI 88	Number of extended schools
NI 139	The extent to which older people receive the support they need to live independently at home	○	Environment Indicators	
NI 136	People supported to live independently through social services (all adults)	○	NI 195a	Improved street and environmental cleanliness (levels of litter)
LSP-HW2bii	Estimated number of staff employed by the independent sector registered care services in Leeds that have received some training on protection of vulnerable adults that is either funded or commissioned by Leeds Adult Social Care	○	NI 195b	Improved street and environmental cleanliness (levels of detritus)
Learning Indicators			NI 195c	Improved street and environmental cleanliness (levels of graffiti)
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	○	NI 195d	Improved street and environmental cleanliness (levels of fly posting)
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	○	NI 192	Percentage of household waste sent for reuse, recycling and composting
NI 78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A* - C grades at GCSE and equivalent including GCSEs in English and Maths	○	NI 188	Planning to adapt to climate change
NI 75	Proportion of pupils in schools maintained by the authority achieving five or more GCSEs at grades A* - C or equivalent, including Maths and English	○	NI 185	CO2 emissions from local authority operations
NI 87	Secondary school persistent absence rate	○	Learning Indicators (cont.)	
NI 93	Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in English*	○	NI 117	16 to 18 year olds who are not in education, training or employment (NEET).
NI 94	Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths*	○	NI 79	Achievement of a Level 2 qualification by the age of 19
NI 73	Key Stage 2 - to increase proportion achieving level 4+ in both English and maths *	○	NI 80	Achievement of a Level 3 qualification by the age of 19
NI 95	Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English*	○	NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher
NI 96	Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths*	○	NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher.
NI 74	Key Stage 3 - to increase proportion achieving level 5+ in both English and maths *	○	NI 99	Children in care - to increase proportion achieving level 4+ in English at Key Stage 2
NI 83	Key Stage 3 - to increase proportion achieving level 5 in science *	○	NI 100	Children in care - to increase proportion achieving level 4+ in maths at Key Stage 2
NI 97	Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English*	○	NI 101	Children in care - to increase proportion achieving 5 A*-C grades at GCSE and equiv Incl GCSE English and maths
NI 98	Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths*	○	NI 148	Care leavers in education, employment or training
Council Business Plan				
Valuing our Colleagues			Value for Money/Resources	
BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	●	BP-03	% variation from overall council budget in year
BP-18	Voluntary leavers as a percentage of staff in post	●	BP-05	% income collected from:
BP-23	% local authority staff from BME communities	●		a) council tax
BP-24	% local authority staff with disability	●		b) Non Domestic Rates
BP-25	% of top earners who are:	●		c) housing rents
	a) women		d) sundry debtors	
	b) From BME communities		BSC-8	% undisputed invoices paid within 30 days of receipt
c) Disabled	●	NI 185	CO2 emissions from local authority operations	
BP-26	IIP Accreditation	○	BP-01	EMAS Accreditation
			BP-02	% resource reprioritisation achieved compared to medium term financial plan
			BP-04	Use of Resources Score
Business Improvement/Excellence			Customers First	
BP-27	Equality Standard level	○	NI 14	% customer contacts which are of low or no value to the customer and can be avoided
BP-28	% implementation of the equality and diversity scheme	○	NI 140	% people who say that they have been treated with respect and consideration by local public services
BP-30	Number major projects not receiving independent project assurance	○	BP-08	Volume of total transactions delivered through customer self service
BP-31	Number major projects independently assured by Project Assurance Unit with a red rating for the effectiveness of overall project management arrangements	○	BP-09	% complaints responded to within 15 days
BP-32	Direction of Travel Score	○	BP-10	% letters from the public that are responded to within 10 working days
BP-33	Delivery of IO programme through % project milestones achieved vs those planned	○	BP-11	% emails from the public that are responded to within 10 working days
BP-34	% of colleagues who have an understanding of the Council's approach to the management, use and sharing of its information and knowledge	○	BP-12	% calls answered as a proportion of calls offered
BP-35	% of service areas audited where Information Governance Arrangements are assessed as being 'compliant' with corporate policy.	○	BP-14	% services which are accessible as assessed by:
BP-36	Data Quality measured by:	○		a) Self assessment
	a) number key systems using corporately agreed monitoring framework and defined metrics			○
b) % strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality	○			
BP-37	% key decisions which did not appear in the forward plan	○	b) Independent audit	○
BP-29	Voter Turn Out	●		

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

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Central and Corporate Quarter 3 2008-09 Update

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Qtr3	Predicted Full Year Result	Data Quality
1	AG Business Plan / LSP - Government Agreed	NI 185 CO2 reduction from local authority operations. (NB Current figures are actual CO2 emissions - in 2009/10 this will be reported as a % reduction)	Sustainable Development	Quarterly Tonnes	Fall	N.A.	N.A.	N.A.	N.A.	24,588	42,882	143,500	See commentary below
<p>An NI 185 working group has been meeting quarterly during this baseline year to develop robust reporting mechanisms for all council buildings (including schools), fleet (including outsourced vehicles), business travel and streetlighting. In Q3, the group continued to review the reported data, identify missing data, process map and refine the data collection and develop targets. These improvements have further increased the confidence in the quality and robustness of the data being recorded.</p> <p>Omissions identified include vehicles covered by fuel cards and some business travel claims (mode of travel) and it is anticipated that these will be resolved in the reporting year 09/10. The group are confident that the developing data collection process is robust and will satisfy the Defra requirements and these have already been subject to external EMAS audit, which concluded that the work to date should enhance the level of confidence in the data being fed into the Defra spreadsheet and output performance data.</p> <p>Definitive targets will be negotiated with Government Office in March 2009 and a table of proposed targets has been produced which identifies predicted savings and risks based on various scenarios. Overall change is a 74% increase between Q2 and Q3. This is entirely consistent with forecasts for this quarter and reflects the increased heating and lighting required in all buildings and streetlights at this time of year.</p>													
2	AG Business Plan	BP-01 Maintain our externally verified Eco Management Audit System Accreditation	Sustainable Development	6 Monthly Yes/No	Yes/No	Yes	Yes	Yes	Yes	Yes	No result due	Yes	No concerns with data
<p>External Audit Summary: Leeds CC continues to improve its impact on the environment, evidence was tabled to demonstrate that improvements are being achieved. All staff seen demonstrated a strong commitment to EMAS. The EMAS Section and Energy Guardians are ensuring that the environmental message is being communicated with positive results for Leeds CC.</p>													
3	AG Business Plan	BP-03 % variation from the overall council budget in year	Finance	Quarterly %	Fall	N.A.	N.A.	N.A.	0.60%	0.50%	0.14%	0.00%	No concerns with data
<p>Based on the third quarter monitoring the forecast is an overspend of £739k (0.14%). The Economic slowdown continues to have a significant impact on a number of external income sources. The City Development Directorate is facing a projected shortfall of £2.0m from a number of external income sources, including planning and building fees, rental income, markets income, surveyors and legal fees income and Sport income. The number of Land Searches are continuing to decline and the net effect is an overspend of £0.5m. Although the Council is facing significant increases in its energy contracts and additional staffing costs resulting from the pay award over the 2% provided for in the budget, funding sources have been identified to offset these. Directorates are continuing to develop and implement action plans to manage the pressures which will include the identification of specific proposals where savings can be made or additional income generated. The expectation is that by autumn a balanced position will be achieved.</p>													
4	AG Business Plan	BP-30 Number of major projects not receiving independent project assurance	Audit & Risk	Quarterly Numerical	Fall	N.A.	N.A.	0	N.A.	36	44 out of 52	Unable to predict year end result	See commentary below
<p>During quarter 3 there have been issues identified in relation to data reporting and data quality due to some incomplete information being received from directorates. A short presentation highlighting the benefits to be gained by the project board and other stakeholders through regular Health Check Reviews has been developed for Project Owners. Further work has taken place to improve the data and as at February, 29 projects are rated as being 'major' and have not received independent project assurance. All of the 29 project owners have been contacted to arrange Health Checks. As this is the first year of collecting data for this PI a baseline is being established therefore no traffic light or prediction would be appropriate at this stage.</p>													

Central and Corporate Quarter 3 2008-09 Update

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Qtr3	Predicted Full Year Result	Data Quality
5 AG	BP-31	Number of major projects, independently assured by the Project Assurance Unit, with a red rating for the effectiveness of overall project management arrangements	Audit & Risk	Quarterly Numerical	Fall	N.A.	N.A.	0	N.A.	1	1	0	No concerns with data
<p>1 out of 20 major projects have been identified with an overall health check rating of 'red', 14 projects have received a health check rating of 'amber' and 5 are currently 'green'.</p> <p>The major project identified as 'red' is the Waste Solutions Programme due to resources issues identified during quarter 2. Resources have now been put in place and a further health check will be undertaken in March 2009 to assess progress.</p>													
6 AG	BP-18	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Fall	8.9%	8.9%	9.0%	2.0%	4.7%	6.7%	9.0%	No concerns with data
<p>The projected year end forecast is likely to be around 9%. The reduced rate of change during this quarter may be an early sign of tightening labour markets, with fewer people moving to new jobs. This situation will be closely monitored into quarter 4.</p>													
7 AG	BP-23	% local authority staff from BME communities	HR	Quarterly %	Rise	7.70%	7.70%	8.00%	7.62%	7.70%	8.03%	8.00%	No concerns with data
<p>All employee records have now been updated following the employee personal data capture exercise. This has contributed to an increase of 165 BME staff declaring their ethnicity which is reflected in the quarter 3 result. The results will be considered at the Employment Equality Board during quarter 4 to ensure further improvements next year.</p>													
8 AG	BP-24	% local authority staff with disability	HR	Quarterly %	Rise	3.20%	3.19%	3.60%	3.09%	3.08%	3.89%	3.90%	No concerns with data
<p>All employee records have now been updated following the employee personal data capture exercise. As a consequence, staff disability figures have increased by 271 - arguably as people are confident to let their employer know about this. New schemes working with Replay and LAA programmes are being used to support this and will expand in the next reporting period.</p>													
9 AG	BP-25A	% of top earners who are women	HR	Quarterly %	Rise	36.83%	36.83%	39.00%	38.83%	39.20%	39.11%	39.00%	No concerns with data
<p>A marginal decrease is noted. As previously reported this results from variations in the size of the top 5% earners group and very limited turnover i.e. fewer than 1 appointment. In quarter 4 the Employment Equality Board will consider a range of initiatives around succession planning and talent management adopted in other organisations to improve diversity in senior positions.</p>													
10 AG	BP-25B	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	5.96%	6.25%	6.13%	6.21%	5.81%	6.25%	No concerns with data
<p>All employee records have now been updated following the employee personal data capture exercise. As a result, the total number of staff declaring their ethnicity has increased. This has meant that the number of staff included in the top 5% calculation for this indicator has also increased - from 659.55 fte in Sep08 to 773.5 fte in Dec08. The net result of this is that the top 5% earners from BME communities has actually decreased as reflected in the quarter 3 result.</p> <p>In quarter 4 the Employment Equality Board will consider a range of initiatives around succession planning and talent management adopted in other organisations to improve diversity in senior positions. These will be aimed to deliver long term sustained changes.</p>													
11 AG	BP-25C	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	4.05%	4.20%	3.36%	3.31%	4.14%	4.20%	No concerns with data
<p>All employee records have now been updated following the employee personal data capture exercise. As a consequence, staff disability figures have increased in this group by 5.31 (fte) - arguably as people are confident to let their employer know about this. A smaller number of appointments in the next quarter or a change the size of the 5% group could mean the target is met this year. However, through the Employment Equality Board a range of talent management and initiatives will be considered. A reasonable adjustment toolkit is being rolled out and a staff conference to be held about improving representation in the next reporting period.</p>													

Central and Corporate Quarter 3 2008-09 Update

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Qtr3	Predicted Full Year Result	Data Quality
12 AG	BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	HR	Monthly Days	Fall	12.18	12.18	11.5	2.85	5.43	8.62	11.5	No concerns with data
		<p>At the end of quarter 3, 0.45 fewer days per FTE were lost due to sickness absence than at the same stage in 2007/08. This represents a saving of over 11,730 days and over £900,000. At the end of quarter 3 there were 246 fewer cases of long term sickness absence than at the same period last year. A number of interventions are ongoing to continue to improve sickness absence including:</p> <p>Challenge Events hosted by the Chief Officer HR where main issues have been identified, these will be address through project groups within local HR Teams.</p> <p>Governance – the Attendance Programme Board continues to meet regularly to monitor progress on improving attendance.</p> <p>Consultation – The 'joint managing attendance' forum with Trade Union colleagues continues to meet regularly to help identify and remove barriers to manage attendance.</p> <p>Well-being – a pilot well-being programme is currently being rolled out in Streetscene and Revenues and Benefits. The new joint funded, Health Improvement Specialist has been appointed who will focus on co-ordinating activity to improve the health and well-being of council workforce. A new rehabilitation pilot will be rolled out in February 2009 to compliment the work of the new Occupational health service.</p> <p>The Managing Attendance Scrutiny Enquiry is due to be reported in March/ April 2009. This has heard from a number of witnesses and is focused on evaluating examples of best practice. Dame Carol Black, author of the government commissioned review 'Working for a Healthier Tomorrow', attended one meeting and opportunities to participate in government-sponsored pilots are being explored.</p> <p>Finally we are awaiting the impact of widespread viral illnesses during late December/January which may have an impact on the final outturn but trend data will remain the critical factor.</p>											
13 AG	BP-05A	% income collected by authority through Council Tax collected in year	Revenues and Benefits	Monthly %	Rise	96.41%	96.41%	96.65%	28.29%	55.78%	83.54%	96.50%	No concerns with data
14 AG	BP-05B	% income collected by authority through non-domestic rates collected in year	Revenues and Benefits	Monthly %	Rise	98.72%	98.72%	98.60%	33.82%	61.48%	87.53%	98.00%	No concerns with data
15 AG	BP-05D	% income collected by authority through sundry debtors income collected within 30 days of invoice issued	Revenues and Benefits	Monthly %	Rise	97.00%	N.A.	97.00%	81.30%	92.70%	93.70%	97.00%	No concerns with data
16 AG	NI 180	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	Revenues and Benefits	Monthly Numerical	Rise	N.A.	N.A.	724	309	218	462	763	No concerns with data
		<p>The original target of 875 was based on the understanding that performance would be measured over the full 12 months. The DWP has advised LAs that performance will be measured based on activity from June 2008 only. Therefore the target has had to be amended to reflect this change. The new target is 724 for the period 01/06/08 to 31/03/09 and is equivalent to 875 over the full 12 months. The service is on course to meet the target which data up to 30/1/08 shows that 33,342 changes have been identified which equates to 763 changes per 1,000 cases. A further 18,958 changes need to be identified to achieve the annual target. The current number of changes achieved per week is 1,282 which is in excess of the number needed to achieve the annual target.</p>											

Central and Corporate Quarter 3 2008-09 Update

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Qtr3	Predicted Full Year Result	Data Quality
17 AG	Local Indicator NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Revenues and Benefits	Monthly Days	Fall	N.A.	N.A.	14	22.42	23.2	18.41	16.5	No concerns with data
		The target is based on 2 elements: average time taken to assess New Claims and average time taken to fully deal with Change Events (including bulk changes at year end such as increases in benefits rates). Performance is reported by DWP and is derived from analysis of full system data scans - however, DWP have had difficulties in reporting performance and the first performance data for 09/10 is not expected before the end of January. Internal arrangements to accurately measure performance have been developed but are only able to report performance up to the end of November at this time. Quarter 3 performance report is, therefore, based on performance up to the end of November. Performance in quarter 3 continued to be adversely affected by system issues that have now been resolved and there has been a 2% increase in caseload during the 3rd quarter meaning an additional 2000 cases with associated changes and workload implications. Arrangements have been made for additional resource to deal with what is expected to be a growing caseload for the foreseeable future. In light of current performance levels and caseload trends the expected out-turn for 08/09 is now 16.5 days.											
18 AG	National Indicator BSC-8	The percentage of undisputed invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority	Corporate Financial Services	Monthly %	Rise	86.3% (new baseline as at Dec 08 from web-FAB)	91.5%	92.0%	88.2%	78.0%	86.3%	86.4%	See commentary below
		There continue to be problems with invoices having to be returned to departments because orders have not been received. In addition, software problems with the calculation continue. Manual investigation of payments made by the authority within 30 days have identified that many payments recorded on the system as being made outside timescales were in fact paid within the 30 days. The process for recording payments within the Council's online financial system (Web-FAB) is currently under investigation and changes should be made in time for quarter 4 reporting.											
19 AG / JR	Business Plan BP-04	Use of Resources Score	Policy, Performance & Improvement / Financial Management	Annually Number	Rise	N.A.	3	3	NA	NA	4	4	No concerns with data
		KPMG External Audit Report Summary: In this year's Use of Resources assessment, the Council's overall score has been assessed as 4, which means that overall you are performing strongly subject to final quality control by the Audit Commission. This score represents an improvement of performance from 2007, when the Council scored at a level 3. A comparison of the scores between years shows that specific improvements have been made in relation to the production of the annual accounts and in particular the working papers and this has resulted in the maximum score for the Financial Reporting theme. In addition the Council has worked to embed target setting across the organisation and this has improved the score for the Financial Standing theme. Other KLOE scores remain unchanged from 2007, and therefore the Council has sustained its performance with regard to the other themes and KLOEs.											
20 NJ	Business Plan BP-37	Percentage of key decisions which did not appear in the forward plan	Scrutiny Support	Quarterly %	Fall	33%	N.A.	15%	11%	12%	14%	15%	No concerns with data
		There were 65 key decisions in Q3 and 9 were not in the Plan.											
21 JR	Business Plan BP-08	Volume of total transactions delivered through customer self service	Customer Services	Quarterly Number	Rise	467,054	N.A.	513,500	131,360	156,965	419,165	1,115,029	No concerns with data
		In quarter 3, a significant proportion (257,960 out of 419,165) of the overall total is made up of self service transactions carried out via Radio Frequency Identification terminals. This quarter is the first time that these transactions have been included in the total for this indicator. RFID terminals are currently available in 12 libraries and can be used by library card holders to issue, renew and return books by recognising and reading the RFID tag located within each book. This volume is expected to increase substantially as the system is rolled out to other sites. Apart from this major new contributor, there has also been a slight rise in other self service transactions between quarters 2 and 3 (156,965 to 161,296).											

Central and Corporate Quarter 3 2008-09 Update

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Qtr3	Predicted Full Year Result	Data Quality		
22	JR	Business Plan	BP-09	% of complaints to the council that receive a substantive response within 15 working days (or shorter service standard period)	Customer Services	Quarterly %	Rise	69.00%	N.A.	76.00%	71.05%	61.62%	75.60%	70.24%	No concerns with data
<p>This quarter's performance is close to target, however, performance in the first two quarters means that it is unlikely we will achieve the full year target. Until Siebel is reconfigured in line with the new directorates for 2009/10, reporting for this indicator continues in line with the former departments. For quarter 3, Chief Executives Department, City Services, Development, Education and West North West ALMO were on or above target. The high volume of complaints received by City Services (almost 1/3 of all quarter 3 complaints), together with their over target performance of 89%, has the effect of increasing the overall performance reported for this indicator. Of the six departments which were below target, Neighbourhoods & Housing (31%) and Corporate Services (57%) had the lowest performance. Resources/Corporate Services have repeatedly been among the highest performing council departments, but have had a dip in performance during the period September-November 2008. Resources Performance Team have completed a one-off housekeeping exercise on their Q3 casework, which would have had the effect of producing a significantly improved response rate, likely to be 78%, above the corporate target. This work will be repeated on a monthly basis, which should improve performance in future quarters.</p>															
23	JR	Business Plan	BP-10	Percentage of letters from the public that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N.A.	N.A.	75.00%	86.50%	79.71%	83.73%	83.19%	Some concerns with data
<p>Quarter 3 performance remains strong, however the result is based on 40% of the current expected volumes of letters received across all services being reported on. Several of those services which have not provided a return for this quarter are committed to implementing an approach to provide a return in quarter 4. Following the last report, Customer Strategy Board initiated a piece of work covering all directorates, to ensure that the data used for this indicator was useful and appropriate. An audit of current arrangements and volumes showed that some service areas dealt with very small volumes of correspondence. It was agreed that while they should continue to ensure that corporate standards are met, there was little value in including their returns in a corporate indicator. The data collected for this indicator therefore focuses on the council's principle customer-facing services which receive in excess of 100 items of correspondence a month. The definition of correspondence for this indicator excludes those items which have their own established timescales, e.g. Freedom of Information, complaints and standard appeal letters.</p>															
24	JR	Business Plan	BP-11	% of customer emails sent to publicly advertised email addresses that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N.A.	N.A.	75.00%	99.33%	96.95%	92.64%	93.41%	Some concerns with data
<p>Quarter 3 performance remains strong, however the result is based on 52% of the current expected volumes of emails received across all services being reported on. Several of those services which have not provided a return for this quarter are committed to implementing an approach to provide a return in quarter 4. Following the last report, Customer Strategy Board initiated a piece of work covering all directorates, to ensure that the data used for this indicator was useful and appropriate. An audit of current arrangements and volumes showed that some service areas dealt with very small volumes of emails. It was agreed that while they should continue to ensure that corporate standards are met, there was little value in including their returns in a corporate indicator. The data collected for this indicator therefore focuses on the council's principle customer-facing services which receive in excess of 100 emails per month. The definition of email for this indicator excludes those items which have their own established timescales, e.g. Freedom of Information and complaints. CBL email data, which had been included previously, has been removed as the majority were housing bids from customers which required no response; it is anticipated that this service will migrate to self service in the future.</p>															
25	JR	Business Plan	BP-12	% of telephone calls answered as a proportion of calls offered. All services to reach a common high standard of 90% (92% for contact centres) within three years so that we have a 'One Council' approach.	Customer Services	Quarterly %	Rise	78.00%	N.A.	80.00%	82.07%	84.51%	87.18%	87.18%	No concerns with data
<p>Although the overall figure remained above target at 87% in quarter 3, there are a number of services where performance is significantly below this level. The following services, Taxi Licensing (21%) and Education (74%), which have not achieved their performance target in quarters 1, 2 or 3, are due to migrate to the contact centre in the future. Other services which have migrated their telephone operations to the contact centre recently have seen a significant improvement in call answer rates.</p>															
26	JR	Business Plan	BP-36B	Percentage of strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality.	Policy, Performance & Improvement	Quarterly %	Rise	N.A.	N.A.	N.A.	55%	66%	67%	Unable to predict year end result	No concerns with data
<p>For those indicators where we still do have concerns with the data quality 26% have no checklists and therefore we do not know what their arrangements are for assuring the quality of this data. For 6% specific concerns have been raised and action is being taken to resolve these issues, these concerns are mainly based on supporting systems, processes and controls. The Corporate Performance Team recently met with the PCT who agreed a process for the timely completion of as many of the outstanding checklist as possible. In addition, through the forthcoming year end process all data quality arrangements will be revisited with checklists reviewed, updated and checked.</p>															

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Agenda item:

Originator: D Meeson

Tel: 74250

Report of the Director of Resources

Executive Board

Date: 13th February 2009

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

Electoral wards affected:

Specific implications for:

Ethnic minorities

Women

Disabled people

Narrowing the gap

Eligible for call In

Not eligible for call in
(details contained in the report)

Executive Summary

1. The purpose of this report is to inform members of the financial health of the authority after nine months of the financial year in respect of the revenue budget, both General Fund and the Housing Revenue Account.
2. Overall, it would not seem unreasonable to project a balanced position on the General Fund revenue budget, although individual directorates must ensure that their action plans are deliverable. In terms of the HRA, a surplus of £2m is projected.
3. Members are asked to note the projected financial position of the authority after nine months of the financial year and the proposed actions to mitigate against budget pressures. Members are also requested to approve the utilisation of £0.8m for the Affordable Housing scheme and £0.65m for the purchase of 10 properties within the EASEL regeneration area.

1. PURPOSE OF REPORT

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

2. BACKGROUND INFORMATION

- 2.1 Members will recall that the net budget¹ for the general fund was set at £540.5m, which provided for a contribution of £5.1m from reserves. As a result, the level of General Fund Reserves at 31st March 2009 were estimated to be £12.0m.
- 2.2. As reported in the 2007/08 outturn report² to Board in June 2008, the net contribution to General Fund reserves was £0.3m in excess of the budget and Board approved the transfer of this to bolster the 2008/09 Contingency Fund.

3. MAIN ISSUES

- 3.1 After nine months of the financial year, the projected outturn is £739k as detailed in the following table:-

GENERAL FUND	Total Staffing	Other Costs	TOTAL PROJECTED VARIANCE
	£000	£000	£000
Total Adult Social Care	(1,782)	2,858	1,076
Total Children's Services	(606)	1,148	542
Total City Development	(974)	2,959	1,985
Total Environment and Neighbourhoods	(40)	(588)	(628)
Resources	(1,161)	1,065	(96)
Corporate Governance	272	(156)	116
Public Private Partnership Unit	(598)	575	(23)
Policy, Performance and Improvement	203	164	367
Total Corporate & Central Functions	(1,284)	1,648	364
TOTAL DIRECTORATES	(4,686)	8,025	3,339
Debt		(600)	(600)
LABGI		(2,000)	(2,000)
NET POSITION	(4,686)	5,425	739

- 3.2 Debt savings of £4.5m have been achieved through proactive treasury management and interest on revenue balances, although £3.9m has already been used to fund energy costs, LATS and the impact of the pay award from 2% to 2.45% as agreed by the Board at quarter two. In addition, it is likely that the Council will receive a share of the £100m contingency for LABGI which the government retained, pending the outcome of legal challenges. It is anticipated that this will be around £2m. During the year costs of £1.6m have been identified which are more appropriately charged to the

Housing Revenue Account than General Fund in respect of costs associated with anti social behaviour and noise nuisance on Council estates.

3.3 The overall variation at the end of quarter three is therefore projected at £0.7m. Based on previous years' projection patterns, it would be reasonable at this stage to assume that an overall balanced position will be achieved by the year end. The extent to which action plans are not effective in containing spending within approved estimates will impact on the Council's reserves, which are already estimated to be at the minimum level required under the risk based reserves strategy.

3.4 The main variations are as follows:

3.4.1 Income Variations

The City Development directorate is continuing to feel the effect of the economic downturn through a shortfall of over £3.0m from a number of external income sources, including planning and building fees, rental income, markets income, surveyor and legal fees and Sport income. Budget action plans, which include reductions in staffing, have been implemented in Asset Management, Planning and Sport to reflect the downward trends in income.

As reported at the half year, a decline in the number of land searches requested has resulted in a forecasted shortfall in income, partly offset by reduced costs associated with carrying out searches. The net effect of this is an overspend of £0.6m.

The value of Housing Benefit overpayments identified has continued to reduce, reflecting trends experienced by a number of other local authorities, meaning that budgeted income will not be met by an estimated £350k.

At the half year, within Adults Social Care, an additional £1.5m was transferred to the Supporting People (SP) budget, met from savings on Community care packages in respect of fully funded NHS continuing care. A reassessment of the available funding still leaves a shortfall of £1m reflecting the extent to which targeted SP income has been under achieved.

3.5.2 Demand Variations

Outside Placement costs continue to be a major pressure on the Children's Services budget and are now projected to be £1.4m overspent, which together with support to unaccompanied asylum seeking children of £0.2m have been partly mitigated by savings of £0.4m on the in-house fostering budget. As explained at the half year the cost of Public Law Fees is projected to be £0.5m higher than the amount allocated from central government. The Council was not successful in a judicial review challenging this additional burden.

Within the Adult Social Care Directorate there has been an increase in demand for domiciliary care, direct payments and the net impact on the Community Care packages budget is an overspend of £1.4m, although this is partly offset by staffing savings described in paragraph 3.5.3 below.

The increased activity in the Elections Service is now projected to be £0.3m.

3.5.3 Staffing

Overall staffing savings are £1.4m at the third quarter, projected to be £4.7m at the year end. This compares to a projected underspend of £1.9m from the half year, an increased saving of £3.3m. This change since the half year is primarily within the Adult Social Care budget at £1.8m, partly reflecting the downward trend in Community Support Services as work delivered by the directly provided and independent sector services are rebalanced.

Continued savings within the Resources Directorate have increased by £600k to £1.2m reflecting the non filling of vacant posts pending the implementation of new structures and the need to achieve further savings in future years within the support service functions.

City Development are projecting a £1m staff saving, double the prediction at the half year, helping to offset the income losses experienced by the service.

Children's Services are projecting a £600k staff saving which reflects an underspend on staffing across the Early Years Service.

3.5.4 Early Leavers Initiative

To support plans to ensure that the 2008/09 staffing budget was achieved the Council's Compensation Policy has been used on a targeted basis to reduce overall staffing costs. The initiative has been focussed on targeted services and employee groups where there is an organisational priority for change and savings backed up by a business case. Exercises have been undertaken during the year in specific services with timing linked to service need and budget plans.

It is projected that by the end of the current financial year 172 staff will have left the Council through this initiative.

The scheme has been financed from a reserve created to support the future cost of the Council's Street Lighting PFI scheme which used a sinking fund to equalise payments with PFI grant over the life of the scheme. The Street Lighting Scheme costs will now be met in the year they are incurred, although this will create a budget pressure in future years which will have to be resourced.

4.0 **SCHOOLS**

4.1 School reserves stood at £12.4m as at 31st March 2008. This comprised overall surpluses of £10.4m in primary, £1.7m in secondary and £0.3m in special schools. The average Primary School balance is 5.6% of the school budget and the average Secondary school balance is 0.9%. The Schools Forum scrutinises all surplus balances above 5% in secondary and 8% in primary and special. If a school is unable to provide a satisfactory explanation for the balance the excess surplus is clawed back for redistribution to other schools.

4.2 Within these overall surpluses there are some individual schools with deficit balances. Schools which had deficits at the close of 2007/08 and were planning to set a deficit budget for 2008/09 were required to submit an action plan detailing how they intend to achieve a balanced position within three years. Most of these have now been submitted to Education Leeds and have been evaluated and reviewed for their viability in light of pupil numbers and staffing complements for the new academic year.

and are now to be submitted to the Director of Resources for approval in accordance with the agreed arrangements.

5.0 HOUSING REVENUE ACCOUNT

5.1 The original budget assumed that general HRA reserves would be £3.71m at 1st April 2008. The latest estimated position projects a surplus at the year end of £2m; the main reasons for the movement in 2008/09 are:

- A reduction in supplies and services reflects the estimated reduction in Swarcliffe unitary charge payments (£0.75m), RTB valuation costs (£0.1m) and Claims and Compliance costs (£0.2m) etc. offset by additional resources (0.5m) required for the Little London and Beeston & Holbeck PFI schemes.
- Based upon write-offs, arrears levels and disrepair caseloads, indications are for the bad debts and disrepair provisions to be underspent by £0.3m
- Property and void numbers – Lower actual void levels should generate additional rental income of £1.3m. The fall in Right to Buy (RTB) numbers during 2007/08 has also resulted in higher opening property numbers than budgeted, and this factor together with the continued decline in RTB numbers projects further contributions to rental income of £1.2m.
- One off payments of £0.19m and £0.08m will be paid to the ALMOs to compensate for additional SLA cleaning costs and an additional grass cut.
- It is proposed to utilise £0.8m of this surplus to fund the decanting and demolition costs on HRA land to support the Affordable Housing programme, and £0.65m towards the purchase of 10 HRA properties within the EASEL regeneration area; details of these two schemes are contained in separate reports to Executive Board. Executive Board are requested to release these resources.

6.0 OTHER FINANCIAL HEALTH INDICATORS¹

6.1 The level of Council Tax collected at the end of December 2008 is 83.54% of the debit for the year of £249.3m. This position is 0.14% behind 07/08. This reflects a significantly increased value of debt which is now being paid over 12 months rather than 10 months. The target set by Executive Board for the year is 96.65% and performance against this is being closely monitored.

6.2 The collection of non-domestic rates for the first nine months is 87.53% of the current net debit of £321.7m, which is 0.59% behind 07/08. The number of insolvency cases has doubled compared to last year and this results in less Business Rates being collected, a trend which is expected to continue. However the introduction of the option of 12 instalments to March 2009 has increased the amounts due in February and March which may offset some of the reduction in collection later in the financial year. Again, performance against the target of 98.6% is being closely monitored.

6.3 In terms of Sundry income the collection rate of invoices issued for more than 30 days at the end of December is 93.7%. This is ahead of this time last year and on target to meet year end target of 97%.

7. **RECOMMENDATION**

7.1 Members of the Executive Board are asked to

- Note the projected financial position of the authority after nine months of the financial year.
- Release £1.45m earmarked reserves for the Affordable Housing scheme and the purchase of 10 HRA properties within the EASEL regeneration area.

BACKGROUND

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

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

Other working papers available from the originator

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Reserves Statement 2008/09 as at period 9

Reason for the Reserve

Reserve	Actual Balance 31st March 2008	Planned (Additions) / Withdrawals	Estimated Balance 31st March 2009
	£k	£k	£k
General fund reserves			
General fund	(17,441)	5,430	(12,011)
Total general fund reserves	(17,441)	5,430	(12,011)
Earmarked reserves			
<i>Sums set aside for major schemes</i>			
Building Schools for the Future	2,498	(523)	1,975
Schools PFI	(1,827)	1,195	(632)
Cardinal Heenan PFI	(55)	65	10
Street lighting PFI	(7,046)	2,850	(4,196)
Adult Social Care PFI	0	(338)	(338)
LBIA Compensatory Added Years	(779)	0	(779)
Capital reserve	(1,995)	407	(1,588)
Insurance Reserves			
Schools consequential loss insurance	(500)	0	(500)
Reserves retained for service departmental use			
Members club	(8)	0	(8)
Leeds learning network	(109)	0	(109)
Taxi & Private Hire licensing surplus	(679)	242	(437)
Youth Offending Service	(409)	323	(86)
Lord Mayor	(36)	0	(36)
Energy efficiency reserve - LCC	(229)	0	(229)
Energy efficiency reserve - Salix	(175)	25	(150)
Adult Social Care PCT Contribution	(343)	330	(13)
School balances			
Schools Balances	(9,450)	11	(9,439)
Central schools block - DSG	(3,013)	3,013	0
Extended schools balances	(2,507)	0	(2,507)
Schools fire prevention works consortia	(394)	394	0
Ring fenced reserves			
Neighbourhoods renewals fund	(172)	172	0
Other available reserves			
Catering agency	(42)	0	(42)
Wellbeing	(499)	0	(499)
Total earmarked reserves	(27,769)	8,166	(19,603)
Housing Revenue Account general reserves			
General reserves	(3,712)	(37)	(3,749)
Total HRA general reserves	(3,712)	(37)	(3,749)
Housing Revenue Account earmarked reserves			
Decency	(5,854)	(496)	(6,350)
EASEL demolition costs	(500)	0	(500)
PFI set up costs	(150)	0	(150)
Swarcliffe environmental works	(300)	0	(300)
Swarcliffe PFI	(10,821)	(1,258)	(12,079)
Lifetime Homes preparation works	(50)	0	(50)
Lifetime Homes PFI set up costs	(500)	0	(500)
Void property re-instatement costs	(350)	0	(350)
Underoccupancy costs	(300)	0	(300)
Early leavers initiative	(500)	(500)	(1,000)
Total HRA earmarked reserves	(19,325)	(2,254)	(21,579)
TOTAL RESERVES	(68,247)	11,305	(56,942)

PFI sinking funds.

This reserve holds a lump sum receipt from which LCC will meet the pension obligations of LBIA employees following sale of Leeds Bradford Airport to these staff. Departmental contns towards prudential borrowing costs of capital schemes received over life of asset and released back to revenue to cover debt costs over life of loan.

School reserve to fund any related costs as a result of fires not covered by insurance.

Surplus on the members club. Unspent school contributions used to develop learning platforms and maintain the quality and resilience of the network.

Ring fenced reserve for taxi and private hire licensing service. Surpluses of partner contributions have been retained to provide for potential liabilities re-fixed term employment contracts and accommodation dilapidation costs. Unspent mayoral allocation ctwd at year end due to the difference between the financial & mayoral years.

The energy efficiency reserves to fund expenditure on energy efficiency initiatives. Additional PCT contn to the learning disability pooled budget in 2007/08 to cover the reduced PCT contribution in 2008/09.

Ctwd of ring fenced DSG for centrally managed pupil orientated services.

Ctwd of surpluses on extended school activities to make greater use of school facilities.

School reserves for fire prevention works

Unspent NRF funding 07/08 to be allocated to schemes in 2008/09.

Use to fund loans to schools to improve catering facilities. Underspends on the wellbeing area committees.

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 2nd March 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 13th February 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 UPDATED FEBRUARY 2009

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

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
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

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

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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>	<p>Director of Resources</p>	<p>2/2/09</p>	<p>As a minimum the Executive Board Member, Staff and TU's.</p>	<p>Attached is the Local Government Circular LAC (DH) (2008) 1 for background.</p>	<p>Director of Resources lorraine.hallam@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)
<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)
<p>The provision of supply of Siebel Development Resource Framework Contract</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 March 2009</p>	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

Executive Board Portfolios

Executive Member

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

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

EXECUTIVE BOARD

FRIDAY, 13TH FEBRUARY, 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 and K Wakefield

Councillor J Blake – Non voting advisory member

DEVELOPMENT AND REGENERATION

185 The Former Royal Park Primary School

A report was submitted by the Director of City Development providing an update on the current position regarding the former Royal Park Primary School and outlining several options which would enable the matter to be progressed.

A supplementary report including an appendix subsequently confirmed as exempt at minute 186(e), under Access to Information Procedure Rule 10.4(3) had been circulated prior to the meeting providing details of an offer which had been made by the Muslim Association of Leeds 11 regarding the acquisition of the freehold of the former school. A letter from Headingley Ward Councillors and a petition submitted by a representative of the Royal Park Community Consortium was also tabled at the meeting.

RESOLVED – That the report be withdrawn, with a further report being submitted to the Board at the earliest opportunity following respective meetings being held with both the Muslim Association of Leeds 11 and the Royal Park Community Consortium.

186 Exclusion of the Public

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

- (a) Appendix 2 to the report referred to in minute 193 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that this information is not publicly available from the statutory registers of information kept in respect of certain companies or charities. It is considered that since this information was obtained through one to one negotiations for the purchase of the land/property referred to then it is not in the public interest to disclose this information at this point in time. Also, the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and

Draft minutes to be approved at the meeting
to be held on Wednesday, 4th March, 2009

undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchases and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

- (b) Annex 2 to the report referred to in minute 197 under the terms of Access to Information Procedure Rule 10.4(1) and (2) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information because Education Leeds has a duty to secure improvement and increased confidence in the schools concerned and this would be adversely affected by the disclosure of the information.
- (c) Annex 2 to the report referred to in minute 198 under the terms of Access to Information Procedure Rule 10.4(1) and (2) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information because Education Leeds has a duty to secure improvement and increased confidence in the schools concerned and this would be adversely affected by the disclosure of the information.
- (d) Appendices 1, 2 and 3 to the report referred to in minute 205 under the terms of Access to Information Procedure Rules 10.4(3) and on the grounds that this information is not publicly available from the statutory registers of information kept in respect of certain companies or charities. It is considered that since this information was obtained through one to one negotiations for the transfer of assets then it is not in the public interest to disclose this information at this point in time as it could undermine this method of negotiation and affect the integrity of transfer of assets by this process. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation other similar asset transfers in that prospective transferees of other similar assets about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchases and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (e) The appendix to the supplementary report referred to in minute 185 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information relates to the financial or business affairs of a particular charitable organisation and of the Council. The information is not publicly available from the statutory registers of

information kept in respect of certain companies and charities. It is considered that since the information was obtained through one to one negotiations for the disposal of the property then it is not in the public interest to disclose the information at this point in time as it could undermine this method of negotiation and affect the integrity of disposing of property/land by this process. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to this or other similar transactions in that prospective purchasers of this or other similar properties would have information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of any transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing the information at this point in time.

- (f) Appendix 1 and Schedule 1 to the report referred to in minute 206 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption on the information contained within Appendix 1 and Schedule 1 of the report which relates to the proposals to progress design proposals for the proposed arena development, the adoption of the contractor procurement strategy, the implementation of the project management arrangements and the proposed legal agreement outweighs the public interest in disclosing the information, as to do so would prejudice the ongoing negotiations and hence the cost to the Council of developing the arena.

187 Declaration of Interests

Councillors A Carter, Brett and J L Carter all declared personal interests in the items relating to Support for Affordable Housing and Regeneration Priorities (minute 193) and Affordable Housing Strategic Partnership Pump Priming for Decanting and Demolition (minute 194) due to their respective positions on the Affordable Housing Strategic Partnership Board.

188 Minutes

RESOLVED – That the minutes of the meeting held on 14th January 2009 be approved as a correct record.

CENTRAL AND CORPORATE

189 Council Budget 2009/2010 and Capital Programme

The Board extended its thanks to all those involved in compiling the 2009/10 budget.

(A) Revenue Budget 2009/10 and Council Tax 2009/10

The Director of Resources submitted a report on the Council's budget for 2009/10 following detailed consideration of service requirements and taking account of the Local Government Finance Settlement, the

Council's Financial Plan and the current economic climate. The report indicated that the budget would result in a Band D Council Tax of £1,095.61.

RESOLVED –

- (i) That Council be recommended to approve the Revenue Budget for 2009/10 totalling £556,808,000, as detailed and explained in the submitted report and accompanying papers, including a 2.9% increase in the Leeds element of the Council Tax.
- (ii) That with respect to the Housing Revenue Account, Council be recommended to:
 - (a) approve the budget at the average rent increase figure of 6.2%;
 - (b) increase the charges for garage rents to £5.89 per week;
 - (c) depool service charges in 2009/10, but increase them in line with the average rent rises;
 - (d) abolish the Residential Housing Officer service charge to tenants in the East North East and Aire Valley ALMO areas for 2009/10 onwards.
- (iii) That Council be recommended to approve the proposed revisions to the Budget and Policy Framework rules as detailed in Appendix 3 to the submitted report

(B) Capital Programme 2008-2012

The Director of Resources submitted a report setting out the updated capital programme for 2008-2012.

RESOLVED -

- (i) That the following be recommended to Council:
 - (a) That the capital programme, as attached to the submitted report be approved, and that the list of schemes shown at Appendix H to the report be reserved until additional resources become available;
 - (b) That Executive Board be authorised to approve in year amendments to the capital programme including transfers from and to the reserved programme in accordance with Financial Procedure Rules;
 - (c) That the updated capital approval delegations in Financial Procedure Rules as shown in Appendix I to the report be approved;
 - (d) That the Minimum Revenue Provision policy for 2008/09 be amended as set out in paragraph 5.3.2 of the report;
 - (e) That the proposed Minimum Revenue Provision policies for 2009/10, as set out in paragraph 5.3.3 and explained in Appendix G to the report be approved.

- (ii) That the list of land and property sites shown in Appendix F to the report be disposed of to generate capital receipts to support the capital programme;
- (iii) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments to ensure that the programme is affordable.

(C) Treasury Management Strategy 2009/10

The Director of Resources submitted the proposed Treasury Management Strategy for 2009/10 and provided an update on the implementation of the 2008/09 strategy.

RESOLVED –

- (i) That the initial treasury strategy for 2009/10, as set out in section 3.3 of the report be approved, and that the review of the 2008/09 strategy and operations, as set out in sections 3.1 and 3.2 of the report be noted;
- (ii) That Council be recommended to set the borrowing limits for 2008/09, 2009/10, 2010/11 and 2011/12 as detailed in section 3.4 of the report;
- (iii) That Council be recommended to set the treasury management indicators for 2008/09, 2009/10, 2010/11 and 2011/12 as detailed in section 3.5 of the report;
- (iv) That Council be recommended to set the investment limits for 2008/09, 2009/10, 2010/11 and 2011/12 as detailed in section 3.6 of the report;
- (v) That Council be recommended to reaffirm the Treasury Management Policy Statement and to note the amendments to section 7 of the statement entitled “Approved Instruments and Organisations for Investments” as detailed at appendix C to the report.

(The matters referred to in parts A(i), A(ii)(a) to A(ii)(d), A(iii), B(i)(a) to B(i)(e) and C(ii), (iii), (iv) and (v) of this minute being matters reserved to Council were not eligible for Call In)

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

190 Financial Health Monitoring 2008/09 - Third Quarter Report

The Director of Resources submitted a report setting out the Council’s financial health position for 2008/09 after nine months of the financial year, in respect of the revenue expenditure and income to date compared to the approved budget, the projected year end position and proposed actions to work towards achieving a balanced budget by the year end. In addition, the report also highlighted the position regarding other key financial indicators including the Housing Revenue Account.

RESOLVED –

- (i) That the projected financial position of the authority after nine months of the financial year be noted;
- (ii) That the release of £1,450,000 earmarked for the Affordable Housing scheme and the purchase of 10 HRA properties within the EASEL regeneration area be approved.

DEVELOPMENT AND REGENERATION

191 Leeds Flood Alleviation Scheme: Design Vision and Guide

The Chief Highways Officer submitted a report presenting for comment the latest version of the Leeds Flood Alleviation Scheme Design Vision and Guide and seeking authorisation for the document's use in joint public consultations which would be undertaken in conjunction with the Environment Agency (EA) in Spring 2009.

The report was accompanied by a joint presentation from the Chief Highways Officer and Martin Slater of the Environment Agency outlining the key issues to the Board.

RESOLVED –

- (i) That the progress made on a Flood Alleviation Scheme for Leeds be noted;
- (ii) That the latest version of the Design Vision and Guide for the Leeds Flood Alleviation Scheme be noted;
- (iii) That the continuing development and refinement of the Design Vision and Guide document be approved and that participation in a comprehensive public consultation exercise to be undertaken in conjunction with the Environment Agency in Spring 2009 be approved;
- (iv) That the Environment Agency be requested to continue exploring the feasibility of a hybrid flood defence scheme for Leeds, comprising upstream storage facilities within the scheme, in order to lower the height of the raised 'flood defences' in the City Centre.

NEIGHBOURHOODS AND HOUSING

192 EASEL Regeneration Planning

Further to minute 120, 5th November 2008, the Director of Environment and Neighbourhoods submitted a report setting out the regeneration context, strategy and programme for the East and South East Leeds (EASEL) regeneration initiative. The report also provided an update on the delivery of the project to date which included key areas of activity, current projects and identification of recent and current investment into the EASEL area, including the contributions of partners to the key regenerative outcomes of the programme.

RESOLVED – That the approach to regeneration investment being taken in support of the EASEL initiative be noted.

193 Support for Affordable Housing and Regeneration Priorities

The Director of Environment and Neighbourhoods submitted a report providing details of proposals to support the Council's affordable housing and regeneration priorities in response to current economic conditions, and sought approval to incur expenditure of £2,368,000 to support the EASEL initiative and enable the Council to buy twenty houses on the EASEL phase one sites to be used as social and intermediate rented homes.

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

RESOLVED –

- (i) That the priorities for affordable housing and regeneration be supported and that the Director of Environment and Neighbourhoods be authorised to negotiate an appropriate support package with the HCA and to report details of the result of those discussions to Executive Board in June 2009;
- (ii) That the purchase of twenty units, as outlined within the report be approved, that the responsibility for completing the purchase agreements for the twenty units be delegated to the Director of Environment and Neighbourhoods, the Director of City Development and the Assistant Chief Executive (Corporate Governance) within the funding approved in the submitted report;
- (iii) That the use of £2,368,000 of Council funding as outlined in the submitted report, including the release of £500,000 from HRA Reserves be approved, with the funding from the HRA Reserves being injected into the capital programme through the report of the Director of Resources entitled, 'Capital Programme 2008-2012' considered earlier in the meeting;
- (iv) That the expenditure of £2,368,000 for the acquisition of the units on this scheme to support the EASEL phase one sites and the promotion of the economic, social and environmental wellbeing of the EASEL area be authorised;
- (v) That the findings of the Scrutiny Board (Environment and Neighbourhoods) inquiry entitled 'Housing Lettings Pressures' be circulated to Executive Board members for information.

194 Affordable Housing Strategic Partnership - Decanting and Demolition Scheme

The Director of Environment and Neighbourhoods submitted a report outlining the options for the Affordable Housing Strategic Partnership (AHSP) to undertake demolition and decanting on sites which formed part of the 87 acres ring fenced for the provision of affordable housing, and sought approval to inject into the capital programme and requested authority to spend £3,784,000 to fund the decanting and demolition costs associated with clearing sites on Housing Revenue Account (HRA) land for use in the Environment and Neighbourhood AHSP programme.

RESOLVED –

- (i) That expenditure of £3,784,000 to fund the demolition/decanting programme and fees for the period April 2009 to March 2011 be approved;
- (ii) That officers be instructed to bring an annual update report back to Executive Board detailing the progress of the scheme.

195 Waiving of Planning Contributions on 100% Affordable Housing Schemes

The Director of Environment and Neighbourhoods and the Director of City Development submitted a joint report outlining proposals regarding the introduction of a waiver of the planning contributions for greenspace on schemes below 50 units which were funded via the 2008/2011 HCA National Affordable Housing Programme and which would provide 100% affordable housing in accordance with the Council's priorities.

RESOLVED –

- (i) That the usual contribution requested for greenspace be waived on schemes which are below 50 units and which will provide 100% affordable housing (in accordance with the planning definition of affordable housing), subject to the individual merits of each scheme being given due consideration;
- (ii) That the resolution detailed at (i) be applied to schemes which are grant funded via the HCA in the 2008/2011 National Affordable Programme;
- (iii) That the submitted report be forwarded to the Plans Panels for information;
- (iv) That the policy be reviewed in 12 months time.

CHILDREN'S SERVICES

196 Proposed Changes to the Council's Policy for the Provision of 16+ Transport

The Chief Executive of Education Leeds submitted a report presenting proposals to undertake a consultation exercise regarding the provision of Home to School/College transport for those 16 years or older.

RESOLVED –

- (i) That the commencement of a consultation process from the 23rd February 2009 and ending on the 3rd April 2009 on the proposal to withdraw discretionary provision of Home to School/College transport for those 16 years or older be approved;
- (ii) That a further report on the outcome of the consultation process be submitted to the Executive Board in May 2009.

197 Annual Standards Report - Primary Schools

The Chief Executive of Education Leeds submitted a report providing an overview of the performance of primary schools at the end of 2007/08, as demonstrated through statutory national testing and teacher assessment.

The report outlined the actions taken by Education Leeds to fulfil its responsibilities to the Board and schools and summarised some of the current key challenges and priorities faced by primary schools.

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

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

198 Annual Standards Report - Secondary Schools

The Chief Executive of Education Leeds submitted a report providing a summary of the progress which had been made in secondary school improvement in Leeds during the past year, a commentary on the successful strategies which had been implemented and an overview of the challenges for further improvement which lay ahead. The report also provided a summary of the outcome of recent OfSTED inspections, progress in schools with focused and extended partnerships, and details of trends of improvement for key indicators including priority groups.

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

RESOLVED –

- (i) That the progress which has been made in recent years, in addition to the key issues and challenges which are currently being addressed be noted;
- (ii) That a report be submitted to a future meeting of the Board outlining the actions being taken to improve the educational attainment levels of Looked After Children.

LEISURE

199 Leeds Public Rights of Way Improvement Plan 2009-2017

Further to minute 231, 14th May 2008, the Director of City Development submitted a report presenting for approval the final Rights of Way Improvement Plan (ROWIP) following the conclusion of the 12 week statutory consultation period which had been undertaken.

Officers undertook to ensure that relevant Ward based maps detailing the Rights of Way network were made to be available to Ward Members.

RESOLVED –

- (i) That the contents of the report, including the Rights of Way Improvement Plan, the Executive Summary and Action Plan, as appended to the report, be noted;

- (ii) That the Leeds Rights of Way Improvement Plan for 2009-2017 be approved.

200 Parks and Green Space Strategy

The Director of City Development submitted a report presenting for endorsement the Council's Parks and Greenspace Strategy, following the conclusion of a comprehensive consultation process.

RESOLVED – That the Council's Parks and Greenspace Strategy be endorsed.

201 City Centre Park

The Director of City Development submitted a report advising of the progress which had been made on the proposals for a City Centre Park, specifically with regard to the medium and long term objectives identified which could be developed further through feasibility work, in order to enable more specific proposals to be submitted to a future meeting of the Board.

RESOLVED –

- (i) That the contents of the report be noted;
- (ii) That the implementation of the feasibility works required to explore the development of a new green space at Sovereign Street, which will require the allocation of £50,000 from the Council's revenue contingency be agreed;
- (iii) That the preparation of a Planning and Development Brief for the Sovereign Street site be agreed;
- (iv) That officers be authorised to undertake consultation with key stakeholders in the city centre in order to inform any further proposals which are brought back to Executive Board for consideration;
- (v) That officers report back to Executive Board following the outcome of the feasibility work and the consultations undertaken, including the outcome of any work undertaken in parallel on the provision of a new bus station;
- (vi) That work be undertaken on the land assembly and land use planning issues associated with the development of a new green space to the south of the River Aire, and that officers report back on the outcome of this work to the Board;
- (vii) That the provision for a major city centre park to the south of the city centre be included within the City Centre Action Plan;
- (viii) That a Supplementary Planning Document regarding contributions toward City Centre public realm be prepared;
- (ix) That a further report outlining potential options for funding be presented to a future meeting of the Board.

ADULT HEALTH AND SOCIAL CARE

202 Design and Cost Report - Department of Health Extra Care Housing Fund Bid: 2008 - 2010

The Director of Adult Social Care submitted a report introducing the capital scheme and seeking authority to spend the £1,845,000 which had been injected into the Capital Programme in November 2008.

RESOLVED –

- (i) That authority be given to spend the £1,845,000 in order to allow payment of the grant to Methodist Homes when instalments of the grant are received from the Department of Health;
- (ii) That the Project Brief, as presented within the submitted report be approved.

203 Income Review for Community Care Services

Further to minute 17, 11th June 2008, the Director of Adult Social Care submitted a report presenting the outcomes from the review of income for non-residential adult social care services following conclusion of a consultation exercise and recommending changes with respect to service user contributions.

RESOLVED –

- (i) That the outcomes of the consultation and the way in which they have been addressed as set out in section 7 of the submitted report be noted;
- (ii) That the outcomes of the equality impact assessment and the way in which they have been addressed as set out in section 8.2 of the report be noted;
- (iii) That the Charging and Contributions Policy Framework as set out at appendix 2 to the report be approved;
- (iv) That changes to service user contributions, as set out in sections 10.10, 10.11, 11.2, 11.4 and 11.5 of the report be approved;
- (v) That a summary document be prepared for service users outlining the service user contributions as detailed in section 11.8 of the report;
- (vi) That officers be requested to carry out additional work on carers support services and the community support enablement service, as outlined in sections 10.12 to 10.14 of the report and submit a further report to Members as soon as possible;
- (vii) That further reports be brought to Executive Board on any implications of implementing personalisation on the principles and detail of service user contributions, as set out in the report.

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

DEVELOPMENT AND REGENERATION

204 City Centre Vision - One Year On

The Director of City Development submitted a report providing an update on the progress which had been made in achieving the City Centre Vision, as developed at the City Centre Vision conference in January 2008.

The Board discussed the possibility of holding a further event to consider some of the key themes detailed within the report.

RESOLVED –

- (i) That the progress achieved in delivering the City Centre Vision, as detailed within the submitted report, be noted;
- (ii) That a report be submitted to a future meeting of the Board outlining the options available with respect to the regeneration of Upper Briggate.

205 School Partnership Trust, Garforth

Further to minute 151, 23rd January 2008, a joint report was submitted by the Chief Asset Management Officer and the Assistant Chief Executive (Corporate Governance) providing an update on the current position with respect of the terms approved by Executive Board on 23rd January 2008 for the transfer of relevant land and buildings at Garforth to the School Partnership Trust. As it had not been possible to agree the transfer terms in a form approved by Executive Board in January 2008, the report provided options for possible ways forward.

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

RESOLVED –

- (i) That the contents of the report be noted;
- (ii) That the terms of the Side Letter, as detailed in confidential appendix 1 to the report be approved;
- (iii) That the Chief Officer (Legal Licensing and Registration) be authorised to:-
 - negotiate terms in the Transfer Agreement – sufficient to protect the Council's position on any future disposal of assets by the Trust, or
 - if this cannot be achieved, to refer the matter to the Schools Adjudicator for determination;
- (iv) That the risks around school asset transfer, as outlined within confidential appendix 2 to the report, and the action being taken in relation to this, be noted;
- (v) That the investigations currently being undertaken into the ways in which the Council can address the issues arising from school asset transfer be continued as a priority, and that both the LGA and Core Cities be consulted on how they are addressing such matters.

206 Leeds Arena - Proposed Project Delivery/Management Arrangements

Further to minute 133, 5th November 2008, the Director of City Development submitted a report on the progress made in acquiring the site of the Brunswick Building from Leeds Metropolitan University and providing a summary of the current position relating to the conclusion of a legal agreement to facilitate the development of the arena.

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

RESOLVED –

- (i) That the procurement strategy for the design team and the retention of consultants to progress the design proposals for the arena development be approved;
- (ii) That the Director of City Development under the Council's scheme of delegation be authorised to determine the preferred form of construction contractor procurement;
- (iii) That the acquisition of the site of the Brunswick Building from Leeds Metropolitan University be noted;
- (iv) That the progress made in concluding the legal agreement to facilitate the development of the arena be noted;
- (v) That the project management arrangements for the arena development be noted.

(The matters referred to in this minute were not eligible for Call In on the basis that Executive Board at its meeting on 5th November 2008 took the decision to lead on the development of the arena, to appoint a design team and contractor and to determine the project management arrangements for the delivery of the project, and instructed officers to report back on the proposed delivery mechanism. The resolutions contained within this minute were consistent with decisions taken by Executive Board on 5th November 2008)

DATE OF PUBLICATION: 17TH FEBRUARY 2009
LAST DATE FOR CALL IN: 24TH FEBRUARY 2009 (5.00 PM)

(Scrutiny Support will notify Directors of any items called in by 12 noon on 25th February 2009)

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