



SCRUTINY BOARD (CENTRAL AND CORPORATE)

**Meeting to be held in Civic Hall, Leeds on
Monday, 5th January, 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

**Agenda compiled by:
Governance Services
Civic Hall
LEEDS LS1 1UR**

**Mike Earle
224 3209**

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

A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF INTEREST</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES OF THE PREVIOUS MEETING</p> <p>To receive and approve the minutes of the previous meeting held on 1st December 2008.</p>	1 - 6
7			<p>BUDGET STRATEGY 2009/10</p> <p>To consider a report of the Director of Resources on the Budget Strategy 2009/10.</p>	7 - 14
8			<p>COUNCIL BUSINESS PLAN PERFORMANCE REPORT FOR QUARTER 2 2008/09</p> <p>To consider a report of the Head of Policy, Performance and Improvement on the Council Business Plan Performance Report for Quarter 2 2008/9.</p>	15 - 42
9			<p>WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</p> <p>To consider a report of the Head of Scrutiny and Member Development on the Board's Work Programme, Executive Board Minutes and Forward Plan of Key Decisions.</p>	43 - 62

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			DATE AND TIME OF NEXT MEETING Tuesday 6 th January 2009 at 2.00pm (Pre meeting for Board Members at 1.30pm)	

Agenda Item 6

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 1ST DECEMBER, 2008

PRESENT: Councillor M Dobson in the Chair

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

48 Chair's Opening Remarks

The Chair welcomed everyone to the meeting, especially the numerous students from Trinity College who were observing the meeting.

49 Declarations of Interest

Prior to the meeting Councillor Lowe declared a personal interest in Agenda Item 11 – Scrutiny Board Working Group – ALMO Finances, in her capacity as a Director of West North West ALMO (Minute 52 refers).

Prior to the meeting Councillor J Dowson declared a personal interest in Agenda Item 11 – Scrutiny Board Working Group – ALMO Finances, in her capacity as a Panel Member of East North East ALMO (Minute 52 refers).

50 Minutes - 3rd November 2008

RESOLVED – That the minutes of the meetings held on 3rd November 2008, be confirmed as a correct record, subject to the following amendment:

Minute 43 – Declarations of Interest. Councillor A Lowe requested that her declaration should include ‘..... and were advised to leave the meeting due to their prejudicial interests’.

51 Scrutiny Inquiry - Member Development - Session 1 - Setting the scene

The Head of Scrutiny and Member Development submitted a report to set the scene for the first session of the Inquiry into Member Development.

The following documents were appended to the report:

- The Terms of Reference for this Inquiry as agreed at its meeting held on 8th September 2008.
- Member Development Strategy 2008/2011.
- Member Development Budget for 2008/2009.
- Benchmarking Statistics for Local Authority spend on Member Development.

The Head of Scrutiny and Member Development also tabled a letter from Councillor G Latty – Chair of the Member Development Working Group and Councillor P Gruen – Member Management Committee offering their comments on Member Development.

Kay Sidebottom, Member Development Officer presented the report and, together with Peter Marrington, Head of Scrutiny & Member Development responded to Members' questions and comments.

A lengthy discussion ensued and in brief, the main issues raised were:

- Clarification as to what involvement if any Member Development will play in getting members of the public interested in becoming Councillors. In response, the Officer informed the meeting that this was part of a new White Paper legislation encouraging people to become Councillors especially those associated with unrepresented groups.
- Further clarification of the total expenditure for Member Development. Members requested the Member Development Officer to provide their Working Group with calculations on the budget spent on inhouse training.
- Clarification on the value for the Council achieving the CharterPlus standard.
- Clarification of how many Councillors are currently taking advantage of having a personal development plan.
- Clarification of the potential work that could be done to attract new people on to the Council and how would Officers achieve this without compromising the role of political parties/groups and the democratic process of election and re-election of Councillors as a measure of their effectiveness.

The Chair thanked Kay Sidebottom for her attendance.

RESOLVED -

- (a) That the contents of the report and the agreed terms of reference at Appendix 1 be noted.
- (b) That a Working Group be set up to progress this inquiry.

Note: Councillor M Hamilton joined the meeting at 10.15 a.m. during discussions on the above item.

Councillor A Lowe left the meeting during consideration of the above item.

52 Financial Health Monitoring 2008/09 - Half-Year Report

The Head of Scrutiny and Member Development submitted a report informing Members of the financial health of the authority after six months of the financial year in respect of the revenue budget, Housing Revenue Account and capital programme.

Appended to the report were the following documents:

- Appendix 1 – The Director of Resources report on Financial Health Monitoring 2008/2009 – Half Year Report submitted to Executive Board meeting held on 5th November 2008.
- Appendix 2 – Outturn Reserves Statement 2007/2008

The Chair welcomed Doug Meeson, Chief Officer (Financial Management) and Helen Mylan, Head of Accountancy to the meeting who responded to Members' questions and comments.

A brief overview of the key points detailed within the report were provided and Members sought clarification on the following points:

- Clarification on what the general reserve figures and why this money is not being used. Members also requested a summary of the reserves for PFI Schools.
- Clarification of the mechanisms for using those reserves from the ALMOs and why is the Council not using those reserves to cover some of the Council's other expenses.
- Clarification of how much schools are allowed to hold in reserve and for how long.

Members felt that the figures in the Outturn Reserves Statement were rather confusing as they did not seem to add up. The Chief Officer (Financial Management) gave a brief explanation of the figures and informed the meeting that he would take on board their comments in terms of how financial reports are presented.

The Chair thanked Officers for their attendance.

RESOLVED -

- (a) That the projected financial position of the authority after six months of the new financial year and the proposed actions to mitigate against budget pressures, together with the impact on reserves should directorate spending not be maintained within approved estimates be noted.
- (b) That any outstanding issues referred to above be dealt with by those officers now identified within the minutes and reported back to Board Members.

53 Scrutiny Inquiry - Procurement, Outsourcing and Commissioning Services - Session 2

Referring to the meeting held on 6th October 2008, the Chief Procurement Officer a report outlining the next steps in developing the 'One-Council Approach to Commissioning' presented at the first session of this inquiry; details of the planned and ongoing work in the areas of concern and to

highlight suggested improvement areas that Board Members may wish to consider when formulating their recommendations resulting from this inquiry.

The Chair welcomed Wayne Baxter, Chief Procurement Officer to the meeting who responded to Members' questions and comments.

A brief overview of the key points detailed within the report were provided and the main areas of clarification and discussion were as follows:

- The approach currently being undertaken to improve contract management through training and development on generic contract skills.
- The certificate of competency and the 25 Council officers being trained in Specification writing, Tender Evaluation Skills and Contract Management Skills and the proposals .
- Incorporated contract management in the pre-contract procurement phase of a project and the basic guidance and training made available to council officers that 'operate' services such as the ALMOs and Education Leeds.
- Quality assurance on contract arrangements and the need to be socially responsible ie greener issues taken into consideration.
- The negotiation of contracts and procurement rules taking into account European regulations.

The Chair thanked Wayne Baxter for his attendance.

RESOLVED – That the contents of the report be noted.

Note: Councillor J Dowson left the meeting at approximately 11.55 a.m. whilst the above item was being discussed.

54 Income Collection

The Director of Resources submitted a report providing information and data on collection performance in relation to Council Tax, Business Rates and Sundry Debt and compares performance against other Core Cities.

Appended to the report were copies of the following documents for the information/comment of the meeting:

- A table showing ultimate collection rates for Council Tax (Appendix A refers).
- A table showing Payment Trends at 21st March 2008 (Appendix B refers)
- A table showing Payment Trends for Council Tax as at 31st March 2008 (Appendix C refers).
- Outturn Reserves Statement 2007/2008 (Appendix 2 refers) was distributed to Members under separate cover.

The Chair welcomed Steve Carey, Resources Department who provided a brief overview of the key points detailed within the report and responded to Members' questions and comments.

In brief, the main issues discussed were:

- The collection performance in respect of Council Tax and Business Rates for Leeds compared with other core cities.
- The success of the Council's preferred option of payments by Direct Debit.
- The collection of business rates and the changes relating to empty properties and empty business premises and the downturn on in year collection rates.
- The impact on investment into IT.

The Chair thanked Steve Carey and Peter Hutchinson for their attendance.

RESOLVED - That the contents of the report and appendices be noted.

55 Scrutiny Board Working Group - ALMO Finances

The Head of Scrutiny and Member Development submitted a report of the Scrutiny Board Working Group – ALMO Finance, especially following the recent Call In of an Executive Board decision to make adjustments to capital programme expenditure and resources.

Members also noted the briefing note on the Scrutiny Working Group – ALMO Finance attached at Appendix 1.

RESOLVED - To note the contents of the report and endorse the report of the working group.

56 Work Programme

The Head of Scrutiny and Member Development submitted a report inviting Members to consider and approve the current work programme for 2008/2009.

Appended to the report was a schedule of items for future Scrutiny Board meetings, an extract from the Council's Forward Plan of Key Decisions relating to this Board's portfolio for the period 1st December 2008 to 31st March 2009 and a copy of the minutes of the Executive Board meeting held on 5th November 2008.

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

57 Dates and Times of Future Meetings

That the following schedule of meetings were noted:

*Tuesday	-	6 th January 2009
Monday	-	2 nd February 2009
Monday	-	2 nd March 2009
Monday	-	6 th April 2009

*All meeting schedule for 10.00 a.m. (Pre-Meetings at 9.30 a.m.) **except** for the re-arranged meeting to be held on Tuesday, 6th January 2009, which will commence at 2.00 p.m. (Pre-Meeting at 1.30 p.m.).

(The Chair thanked Members for their attendance and the meeting concluded at 12.30 p.m.).



Originator: Alan Gay

Tel: 24 74226

Report of the Director of Resources

Scrutiny (Central and Corporate)

Date: 5th January 2009

SUBJECT: Budget Strategy 2009/10

Electoral wards affected:

Specific implications for:

Ethnic minorities

Women

Disabled people

Narrowing the gap

Eligible for call In

Not eligible for call in

(details contained in the report)

1 Introduction

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

2. Background

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

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

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

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

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

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

- 2.5 For 2007/08, the Council's approved budget and Council Tax (Band D) can be summarised as follows:

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

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

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

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

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

3. Development of the Plan

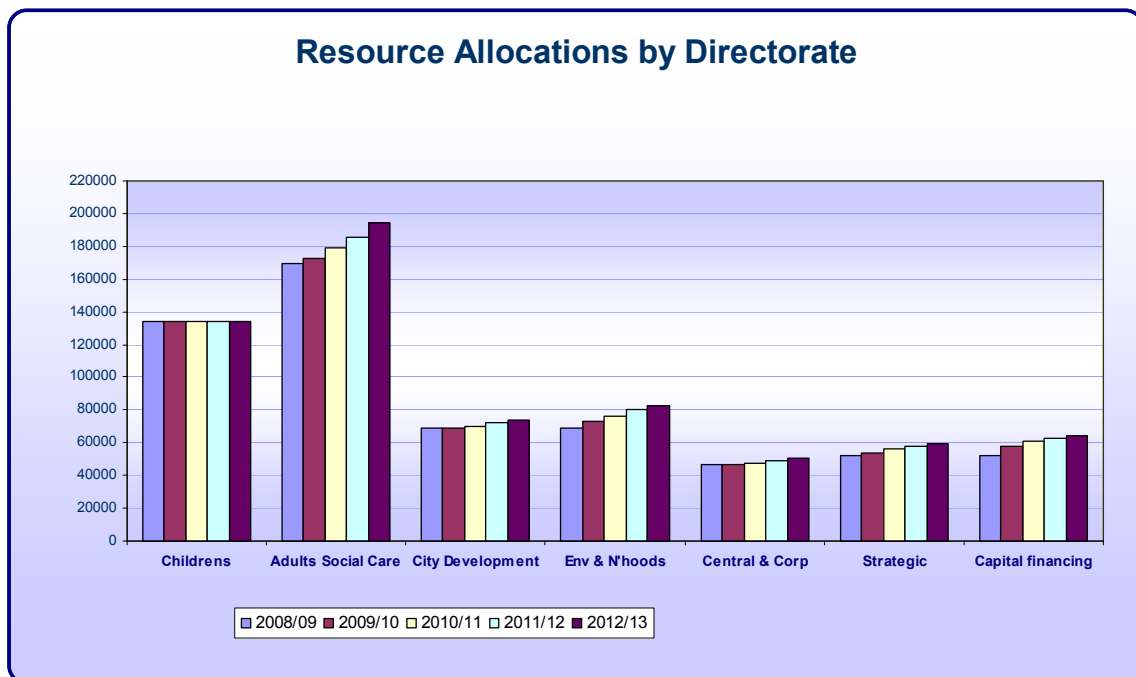
3.1 Taking account of the three year settlement, the estimated level of additional resources that would be available was likely to be less than £20m per annum over the life of the plan which presented a significant challenge to the authority to ensure that future resource allocations were more closely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

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

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

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

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



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

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

4. Update of the Financial Plan

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

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

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

- Pay awards - are assumed at 2.5% per annum in line with government targets for public sector pay increases, which equates to £12m for 2009/10. The

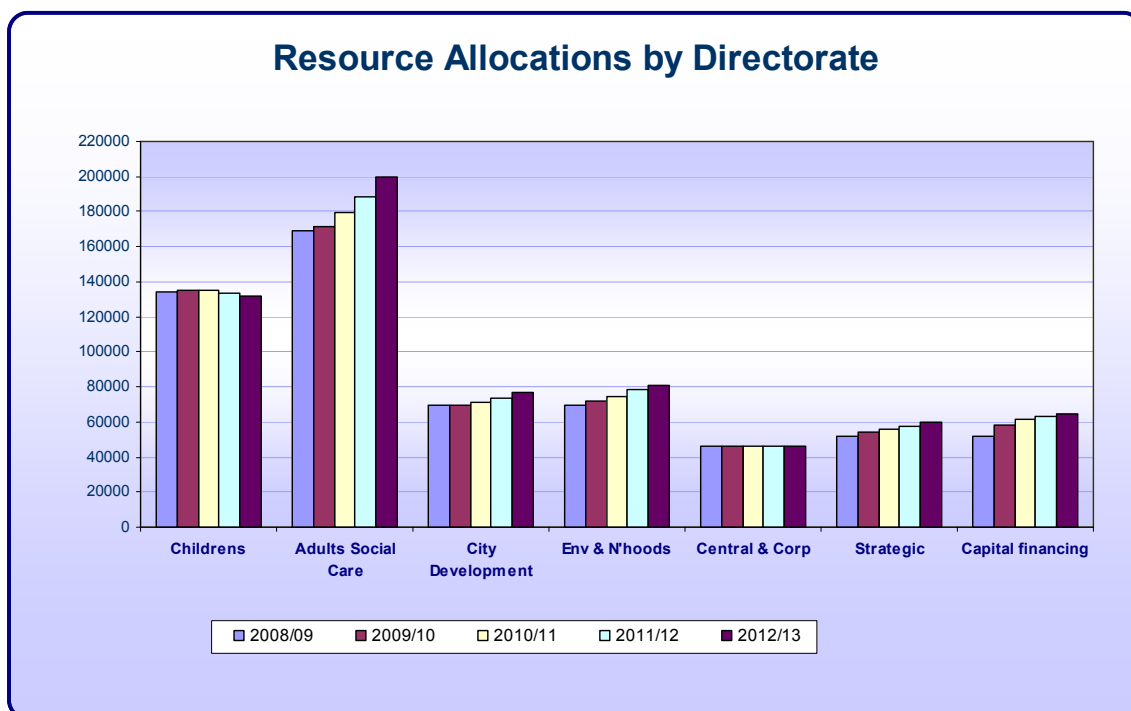
employer's contribution to the West Yorkshire Pension Fund is assumed to increase by a further 0.7% or £2m per annum.

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

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

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

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



5.0 Budget 2009/10

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

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

- Economic Downturn - the economic slowdown is having a significant impact on a number of external income sources including planning and building fees, rental income, markets income, surveyor and legal fees and income from leisure activities. In addition the slowdown in the property market has led to a decline in the number of land search requests. It is projected that the authority could be facing an income shortfall of several million pounds per annum.
- Energy Prices – the Council has recently renewed its gas contract at an additional cost of 37% and its Street Lighting electricity at a similar level.
- Personalisation agenda within Adult Social Care
- Use of Reserves – the 2008/09 budget includes the use of £5.1m of reserves. This is forecast to reduce reserves to the minimum level as determined by the risk based reserves policy. The extent to which the 2009/10 budget is supported by the further use of reserves is dependent on the ability to generate reserves in the current year.

5.3 These pressures clearly require additional efficiencies to be identified across the Council in order to achieve a balanced budget for 2009/10. Work is ongoing to identify efficiencies and savings options at both a directorate and corporate level and in

addition to the identification of general cost reductions and efficiencies the following areas have been targeted:

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

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

6. Dedicated Schools Budget

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

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

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

7. Housing Revenue Account

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

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

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

8. Conclusion

8.1 As anticipated, the funding available to the Council over the planning period is limited and clearly not sufficient to meet all the spending pressures that the Council will face. To respond to this the Financial Plan set out a strategy which placed resource

allocation in a stronger policy framework based on an analysis of needs, a focus on delivering efficiencies and an understanding of local priorities.

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

9. Recommendation

9.1 Scrutiny (Central and Corporate) is requested to:

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



Originators: Marilyn Summers

Tel: 39 50786

Report of the Head of Policy, Performance and Improvement

Central and Corporate Functions Scrutiny Board

Date: 5th January 2009

Subject: Council Business Plan Performance Report for Quarter 2 2008/09

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

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

EXECUTIVE SUMMARY

The introduction of the Leeds Strategic and Council Business Plans 2008 to 2011 and changes to the national performance management arrangements has required significant changes to be made to our performance reporting and accountability arrangements within the council, and additionally across the partnership.

The quality and robustness of our performance management arrangements for the Leeds Strategic and Council Business Plans will be fundamental in forming a key portfolio of evidence for both the organisational and area assessments under the new CAA methodology from April 2009.

The revised accountability arrangements developed to ensure delivery of the plans were agreed by Corporate Leadership Team and Elected Members at Quarter 1, and provide a strategic overview of performance. A key performance management role of Elected Members is to ensure that delivery of our strategic outcomes and improvement priorities within both the Leeds Strategic Plan and Council Business Plan is on track. The Scrutiny Board role is to challenge the council's performance by examining and questioning the range of actions, activities and decisions, and also considering and challenging the work of partnership bodies contributing to the delivery of improvement priorities.

Members need to be made aware of any issues and areas of under performance, and be assured that actions are being taken to improve performance, that the appropriate level of resources are available and that problems or blockages to delivery are identified and addressed. However, it is recognised that the volume of information within Action Trackers produced for each half year could hinder Scrutiny Boards in carrying out their roles in the accountability process. Therefore the attached report is based on exception, highlighting just those areas that are under performing or causing concern (rated Red or Amber), or where there are issues in relation to data quality.

1.0 Purpose of this Report

- 1.1 This report provides a strategic overview of performance against those improvement priorities within the Council Business Plan 2008-11. In particular the Action Tracker Summary Sheet (appendix 1) provides an overall assessment of progress against each of the improvement priorities and a rating of Red, Amber or Green is applied to indicate the status of each one.
- 1.2 In appendix 2 to this report the Action Trackers are provided on an exception basis for those areas of under performance and/or of concern in relation to the Council Business Plan improvement priorities as at 30th September 2008. In addition, performance indicator information is provided for those indicators from the 198 National Indicator Set which are not included within the Action Trackers, provided together with any locally agreed indicators where appropriate. Through this the Board will continue to receive the full set of performance indicator information.

2.0 Background Information

- 2.1 Executive Board approved a new corporate planning framework for the council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:
- **Leeds Strategic Plan 2008 to 2011** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes our requirements to produce a Local Area Agreement and is the main delivery mechanism for the Vision for Leeds 2004 to 2020.
 - **Council Business Plan 2008 to 2011** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.
- 2.2 Both these plans include a set of outcomes, improvement priorities and aligned performance indicators with three year targets. Through our performance reporting and accountability arrangements we need to track our progress against the improvement priorities as well as against the indicators to provide both a qualitative and quantitative picture of performance. This is because the scope of most of the improvement priorities is wider than that of the performance indicator and without some form of contextual reporting we would not be able to capture or monitor this progress.

3.0 Main Issues

3.1 *Comprehensive Area Assessment*

A key aspect of a robust performance management framework is to highlight an organisation's self-awareness. This will be a fundamental part of the CAA process where councils will be expected to carry out an annual self evaluation that will be crucial in determining the overall CAA judgement of the area and the organisation, having particular importance in relation to the Managing Performance KLOE.

The joint inspectorates' proposal for consultation, issued in summer 2008, notes that:

*"Councils and their partners, and their representative bodies, are developing approaches to self-evaluation. While we are not making it a requirement of CAA, we do expect that each area will wish to complete an annual self-evaluation and we will take full account of it and any service level self-evaluation. We do not intend to repeat the work carried out already by the council or its partners. We will expect that any self-evaluation is based on **verifiable evidence**. The more robust the self-evaluation the more reliance we will be able to place on it.*

CAA will draw as far as possible on the information used by the council and its partners to manage performance and deliver improvements set out in the Local Area Agreement and Sustainable Community Strategies. This approach will minimise the administrative burden imposed by CAA and will make optimum use of self-evaluation.”

The self evaluation will enable the partnership to work through and be able to demonstrate that it is sufficiently self-aware of key issues and that there are effective plans in place to address any concerns. It will demonstrate that the partnership is aware of where there are gaps in performance that need to be addressed or where more focused attention is needed to ensure that the partnership will deliver its outcomes. It will also highlight where action plans are in place to address these issues. This is important in ensuring self awareness and preparedness to really deliver on improvements.

As such, it is important that timely, appropriate and accountable performance information is available to the relevant audiences so that problems in relation to performance and/or data quality are flagged, the focus of improvement activity can be challenged and that appropriate action is being taken and reported to address areas of under performance.

Within the council Lead Chief Officers have the key role in making this happen through co-ordinating the activities of contributors and providing an overview of the progress against the improvement priority for which they are accountable. This overview position is described in the Action Trackers previously approved by CLT and agreed by Lead Officers, and updated at Qtr 2 and Qtr 4 of the performance reporting and accountability process. The Action Trackers at Qtr 2 & Qtr 4, therefore, provide a single source of performance information for the full range of different stakeholders in the accountability process.

3.2 *Role of Scrutiny Board*

A key performance management role of Elected Members is to ensure that delivery of our strategic outcomes and improvement priorities within both the Leeds Strategic Plan and Council Business Plan is on track. Members need to be made aware of any issues and areas of under performance, and be assured that actions are being taken to improve performance, that the appropriate level of resources are available and that problems or blockages to delivery are identified and addressed. However, it is recognised that the volume of information within the Action Trackers produced for each six months could hinder Scrutiny Boards in carrying out their role in the accountability process. Therefore the approach from Quarter 2 is to provide the Action Trackers by exception, highlighting just those areas that are under performing or causing concern ie those traffic lighted amber or red. This is supplemented by a performance indicator report that includes all of the performance indicators relevant to the Board - except for those that already appear within the action trackers themselves.

The Scrutiny Board role is to challenge the council's performance to raise standards acting as a balance to the Executive Board by examining and questioning the range of actions, activities and decisions, and also considering and challenging the work of partnership bodies contributing to the delivery of improvement priorities.

3.3 *Information Provided*

Therefore within this report the following information is provided:

Appendix 1 Action Tracker Summary Sheet - this sheet sets out all the improvement priorities relevant to the Board and shows the full set of overall progress traffic lights.

Appendix 2 Action Trackers – this appendix includes the action trackers for the improvement priorities that have been given an *amber* or *red* rating for overall progress. There is a guidance sheet to assist members in interpreting the information provided.

Appendix 3 Performance Indicator Report – this appendix list the Q2 performance indicator results for the indicators taken from the *green* action trackers, along with those from the rest of the 198 national indicator set and any locally agreed indicators for which quarterly results are available.

4.0 Implications for Council Policy and Governance

4.1 Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. Effective performance management also forms a key element of the organisational assessment proposed under the new Comprehensive Area Assessment. The CAA will examine and challenge the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

5.0 Legal and Resource Implications

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

6.0 Conclusions

6.1 The development of the partnership approach of the Leeds Strategic Plan, the introduction of a Council Business Plan and the changes resulting from CAA have required us to review and revise our council performance management framework and associated reporting processes. As a result, this has seen a significant change in identifying lead and contributory officers and partners with accountable roles for each improvement priority within the Leeds Strategic Plan and Council Business Plan as appropriate. There is a need to fully complete this framework and strengthen a culture of accountability within the council and with partner organisations through our scrutiny arrangements.

6.2 At Qtr 2 each Lead Chief Officer/partner has completed an Action Tracker against each of the improvement priorities, which has significantly increased the amount of performance information produced. As such, in order for Elected Members to fulfil their role effectively through the scrutiny process, these action trackers are reported by exception; highlighting just those areas that are under performing or causing concern. This is supplemented by a complete set of performance indicator information to enable members to maintain an overview of performance.

6.3 As the lead partner for the Local Area Agreement and Leeds Strategic Plan, it is fundamentally important that the council can demonstrate to partners, Government Office and through CAA that its has an integrated, robust performance management framework that is fit for purpose.

7.0 Recommendation

7.1 That members of Scrutiny Board note the content of the report and comment on any particular performance issues of concern.

Council Business Plan

We are an intelligent organisation, using good quality information to deliver better outcomes

Code	Improvement Priority	Accountable Director
IO-1a	Improve our systems and processes to enable us to use our information effectively and efficiently	James Rogers
IO-1b	Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels	James Rogers
IO-1c	Ensure we have the right intelligence to inform our strategic planning	James Rogers
IO-1d	Develop arrangements to protect and share information in line with legislative and regulatory requirements	James Rogers
IO-2a	Improve our understanding of our customers - BIG IDEA	James Rogers
IO-2b	Increase choice so customers can access services in more convenient ways	James Rogers
IO-2c	Improve our services based on customer feedback	James Rogers
IO-2d	Manage customer expectation and deliver on our promises	James Rogers
IO-2e	Develop joined up and person centred services designed around the needs of our customers	James Rogers
IO-2f	Enhance the links between front and back office services to deliver excellent end-to-end services	James Rogers
IO-3a	Increase involvement, engagement and participation of all communities especially hard to reach groups	James Rogers
IO-3b	Build trust with local communities to encourage greater engagement	James Rogers

We are a values led organisation and our people are motivated and empowered

Code	Improvement Priority	Accountable Director
VP-1a	Ensure we have the right staff, in the right place with the right skills at the right time	Alan Gay
VP-1b	Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals	Alan Gay
VP-1c	Improve understanding and transparency of our decision-making and accountability processes	Nicolé Jackson
VP-2a	Improve leadership at all levels including officers and elected members	Alan Gay
VP-2b	Enhance our leadership of the city	James Rogers
VP-2c	Strengthen communication (skills and mechanisms) at all levels	James Rogers
VP-3a	Strengthen our democratic processes to improve governance and policy making	Nicolé Jackson

Leeds Strategic Plan

P Code	Environment	Improvement Priority	Accountable Director
ENV-1b		Reduce emissions from public sector buildings, operations and service delivery and encourage others to do so	Jean Dent

Our resources are clearly prioritised to provide excellent services and value for money

Code	Improvement Priority	Accountable Director
VFM-1a	Deliver our 5 year financial strategy to align resources to our strategic priorities	Alan Gay
VFM-1b	Embed sustainability in our resource management processes	Alan Gay
VFM-1c	Consider all additional sources of funding available to support our priorities	Alan Gay
VFM-2a	Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management	Alan Gay
VFM-2b	Embed value for money at all levels	Alan Gay
VFM-3	Implement a commissioning approach which delivers value for money and ensures the best provider	Nicolé Jackson
VFM-4a	Ensure strategic business transformation/improvement activity is prioritised and co-ordinated	James Rogers
VFM-4b	Enhance service improvement capacity to support business change at directorate/service level	James Rogers
VFM-4c	Embed a consistent approach to service planning which clearly links workforce and asset management planning, risk, financial and performance management	James Rogers
VFM-4d	Explore opportunities for collaboration with private and public sector bodies - BIG IDEA	James Rogers
VFM-5a	Develop sustainable and effective partnership governance framework	Nicolé Jackson
VFM-6a	Improve quality and efficiency of support services	Alan Gay

Our resources are clearly prioritised to provide excellent services and value for money

Code	Improvement Priority	Accountable Director
VP-3b	Maximise member involvement in policy development, decision making and accountability	Nicolé Jackson
VP-4a	Ensure colleagues reflect the diversity of our communities	Alan Gay
VP-4b	Ensure fair access to all our services	James Rogers
VP-4c	Embed equality and diversity throughout the organisation	James Rogers
VP-5a	Reduce the carbon emissions arising from our buildings, vehicles and operations - BIG IDEA	Alan Gay
VP-5b	Increase the proportion of socially responsible goods and services that we procure	Nicolé Jackson
VP-5c	Support the achievement of our strategic outcomes through our corporate social responsibility programme	Alan Gay

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Appendix 2 Corporate and Central Functions Business Plan Action Trackers Quarter 2 2008-09

Lead Officer: TBA		Overall Progress Rating
Code	Improvement Priority	Contributory Officer(s) (CO)
VfM-2a	Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management	ACE (Planning, Policy and Improvement) Finance Leads and CORS in Directorates Chief Procurement Officer Acting Chief ICT Officer
VfM-2b	Embed value for money at all levels	Chief Asset Management Officer Chief Officer Resources Transformation
Overall Assessment of Progress on the Improvement Priority		
A Value for Money programme is being developed in conjunction with CORs and Procurement efficiency targets are being developed. Resources and Performance Board is monitoring both these programmes directly.		

Ref	Title	Base line	Target	Year to Date Result	Comments	Data Quality
BP-04	Use of Resources score	3	3	Annual Indicator	Result not available until Q3	No concerns with data
NI 179	% cash releasing efficiency savings (cumulative total over 3 yrs)	N/A	3%	£24.3m (predicted year end savings)	See detailed commentary above.	No concerns with data

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Delivery of efficiencies through procurement</p> <p>The Procurement Unit is developing work to maximise procurement efficiency within the council. The tools used to undertake this work include:</p> <ul style="list-style-type: none"> spend analysis; collaboration and shared suppliers; contract conditions; demand management; standardisations; energy contracts; purchasing cards; eAuctions; producing income; the savings register; framework contracts; the approved list; selections; market analysis' high value spend; off contracts spend; non contract spend; grants to contracts and training. <p>Examples of improved processes already implemented are:</p> <ul style="list-style-type: none"> ➤ Temporary staff contract extended on the proviso that Agencies took Purchasing Cards on board (April 08) (process saving) ➤ Trade Waste contract divided into five lots introducing recycling of paper/card and Plastic/cans and skips waste streams. Resulting in an efficiency saving. Contract offers 20% cost saving representing a saving of approx £29k pa. April 2008 ➤ Development of off-contract reports to identify who is not using the appropriate contract. ➤ Development of corporate contracts for high value areas of spend. ➤ Commercial Laundry equipment contract let on a whole life costing basis. June 08 ➤ Stationery contract let July 08 represents cashable saving of £76k. 	<p>Many of the efficiencies identified are only achievable if others across the council engage with this work</p> <p>Many of the efficiencies identified are at this stage potential figures and Resources and Performance Board need to work with Procurement on how these savings are realised in the Councils budgets</p>	<p>Whilst the review has identified these key initiatives much work is still to be done to implement and drive through change.</p> <p>Resources and Performance Board has agreed to take responsibility for regularly reviewing and challenging progress. As such a series papers will be reviewed by the board looking at these issues in more depth.</p>	CPO	On-going	Actions relating to these activities are embedded into the Procurement Unit's service plan

Appendix 2 Corporate and Central Functions Business Plan Action Trackers Quarter 2 2008-09

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Development of the Council's Efficiency Programme</p> <p>Work is underway to develop and align efficiency /VFM activity across the council with the aim of providing a structured way to capture efficiencies and enable the targeting of improvement resources across the Council.</p> <p>Resources and Performance Board recently agreed templates which are currently being developed and populated by the CORS. The developing process aims to bring together improvement programmes with value for money reviews and benchmarking into a more systematic approach across the council</p> <p>Asset Management</p> <ul style="list-style-type: none"> ➢ To optimise the use of council land and property resources for delivery of the council's strategic priorities, service needs and intended outcomes. ➢ Develop effective and sustainable asset management objectives to support the council's medium to long term strategic priorities ➢ Develop a criteria based evaluation framework to measure progress towards their delivery, upon which more detailed strategies will be based and for assessment of new proposals ➢ To optimise the council land and property resources for delivery of the council's strategic priorities, service needs and intended outcomes 	<p>Failure to deliver planned efficiencies may result in difficulties in delivery of the budget and the medium term financial plan. It would also have an impact on the council's Use of Resources assessment and city's CAA judgement</p>	<p>Complete the population of VFM profiles and programmes for the next three years.</p> <p>Ensure coherence with other accountabilities and qualitative benefits realisation plans</p> <p>Align corporate and service resources to ensure programmes are completed on time</p> <p>Prioritise resource conflicts</p>	<p>CORT & CORS in directorates</p>	<p>Q3 activity</p>	<p>This reports to R&P Board</p>
<p>Delivery of efficiency savings through use of ICT/new technology</p> <p>Examples (not exclusive) of recent actions/progress</p> <p>ICT Services initiated a detailed review and rationalisation of the use of printers across the Council and have now completed a thorough pilot exercise in one of the Council's largest, multi occupancy, administrative centres. This has saved £96,000 in 07/08 and is now moving to Council wide implementation based on the proven success of the pilot with estimated efficiencies in the region of £595,000 p.a. The pilot also tackled issues on security, privacy and green issues (best practice to reduce printing, waste and costs).</p> <p>Analysis of the costs and risk within the complete procurement to payment lifecycle (P2P) identified a number of areas which, with the assistance of better ICT systems and management information have demonstrated considerable efficiencies.</p> <ul style="list-style-type: none"> ➢ Streamlined the payments process by ensuring that invoices were paid on the optimum date (because too many invoices were being paid in advance of the due date). This alone saved £500,000 p.a. ➢ Implemented a Procurement Card (P-Card) system to replace paper based orders, low value purchases and petty cash. Process savings of over £435,000 Council wide has allowed staff reductions in central processing units (£195,000 cashable) as well as releasing capacity in departments. <p>Electronic interfaces with suppliers to place orders and receive invoices has saved a further £26,000 p.a.</p>	<p>The financial pressures of the Council are such that supporting the ICT budget to maintain services at the current levels may not be possible. The impact of this will mean a need to prioritise resources to minimise the operational impact on services that could be significant. This could impact on current work programmes and potential savings.</p> <p>Lack of awareness, within the business and ability to best exploit existing ICT investment to deliver business benefits.</p> <p>Significant risk is suppliers and external partners increasing costs of supplies and services.</p> <p>Risk of partners not having the required capabilities to meet our expectations and delivery of our outcomes to timescales.</p>	<p>The draft Corporate Asset Strategy objectives and evaluation criteria for developing Leeds as a sustainable community will be considered at the Asset Management Group on 5th December.</p> <p>The service asset management aspirations/ pressures will then be introduced into the Asset Management Plan.</p> <p>The Asset Management Plan and the will be combined with the revised Capital Investment Strategy, which will set out the capital prioritisation process.</p> <p>The Asset Management Strategy will include the City Centre office rationalisation proposal. This will support the business transformation agenda and Business Plan efficiency improvements through increased utilisation levels and reduction in office floor space requirements.</p> <p>Mobile and Fixed Line tender</p> <p>The replacement contract is being tendered by EU procurement route and will be a framework contract that enables the council to access more services and negotiate charges of each. There are four primary target outcomes we want to deliver. These are:</p> <ul style="list-style-type: none"> • A reduction in the existing spend: a target of 25% per year, or approximately £250k. • A reduction in the number and responsibilities of "Mobile Phone Administrators" working within the Directorates. • The introduction of field force enablement and field force automation services (medium to long term). These services will facilitate and enable the integration with council business processes and ICT systems. As the council has significant numbers of mobile staff these services will reduce delivery time, reduce costs and enhance engagement with customers of the council. E.g. Street Wardens, Social Workers, Single inspection services. • The delivery of the working from anywhere service offering to support the council drive to embrace more flexible ways of work, Work Life Balance and the City Centre Accommodation Project. <p>Strategically we will be looking to expand on mobile and reduce on fixed line. Additional benefits are the potential for schools to leverage from the contract and for small offices to use mobile phones that are integrated into the council's core telephony service. This will reduce the</p>	<p>COICT</p>	<p>Ongoing</p>	

Appendix 2 Corporate and Central Functions Business Plan Action Trackers Quarter 2 2008-09

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>The re-negotiation of our current contract with external suppliers for the desktop PC hardware estate yielded a cashable saving (cost avoidance in that this would have been spent by services) of over £483,000 per annum. Included in the contract are a number of 'green' efficiencies (incl. asset lifecycle management) which will also contribute to the Council's overall energy consumption and waste management targets.</p>	<p>If the necessary revenue budget support, as detailed in the business transformation business case, is not allocated to ICT, due to the constraints within the Council, then we will be unable to progress with this programme of work.</p>	<p>fixed line telephony spend and provide staff with more flexible services.</p> <p>Through this there will be significant cost avoidance in future as new sites are commissioned.</p> <p>Implementation of e-collaboration project will provide the Microsoft platform to enable better cross organisational team working, the delivery of document management and integrate electronic communications and identity with voice services.</p> <ul style="list-style-type: none"> Assuming approval of the Business Transformation Programme ' paper the following will be initiated which will lead to greater Return on Investment across the Council. 			

Appendix 2 Corporate and Central Functions Business Plan Action Trackers Quarter 2 2008-09

Lead Officer: Chief Officer Resources Transformation (CORT)		Overall Progress Rating
Code	Improvement Priority	Contributory Officer(s) (CO)
Vfm-6a	Improve quality and efficiency of support services	CO Human Resources Chief Procurement Officer Chief Officer Corporate Property Management Chief Officer Financial Management Chief Officer(s) Resources and Strategy

Overall Assessment of Progress on the Improvement Priority

The Support Service Review is being tracked to individual services / workstreams with realised benefits reported to the project board. Q2 progress is provisionally set at 'Amber' due to the governance and benefits realisation considerations, which need close monitoring in current and next phase

Ref	Title	Base Line	Target	Year to Date Result	Comments	Data Quality
BP-04	Use of Resources score	3	3	Annual Indicator	Result not available until Q3	No concerns with data
BP-32	Direction of Travel Score	Imp Well	Imp Well	Annual indicator	Result due Q4	No concerns with data

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Delivery of current support services efficiency programme is closely monitored and reported through its Benefits Realisation plan</p> <p>New organisation structures agreed and aligned (HR, Finance, CORs), with reduction in posts achieved through scale economies.</p> <p>Business Support Centre enacted and realising efficiencies through scale economies and more effective processes – eg e-recruitment and advertising</p> <p>More effective creditors function is assisting in identifying and realising efficiencies in ordering goods and services</p> <p>Streamlined procurement processes, including procure to pay and rollout of P-cards realising efficiencies and improved control of procurement</p> <p>Governance arrangements in SSR being reviewed and re-aligned to ensure coherence</p>	<p>Interface with the Council Business Plan 'transformation of support services' workstream, is impacting on progress / investment priorities</p> <p>Investment in other priorities in the Council may impede progress,</p> <p>Business Transformation and other workstreams may double count efficiencies</p>	<p>Assessment of progress of transformation of support service workstream and its impact.</p> <p>Interface with other programmes and workstreams to be fully understood to avoid duplication and benefits being double counted</p>	<p>CORT</p> <p>All ROs</p>	<p>Q3 activity</p>	<p>No concerns with data</p> <p>No concerns with data</p>
<p>Creation of Corporate Property Management and delivery of service improvement and efficiencies</p> <p>The new organisation structure for CPM has been successfully implemented. Good progress made on introducing the new corporate landlord arrangements working closely with Strategic Asset Management Unit. Improvements made in the coordination and planning of building maintenance projects.</p>	<p>Decisions being taken outside current governance arrangements of the SSR may affect benefits realisation</p> <p>Insufficient resources to deliver improved property maintenance and deal with backlog. Challenge to improve Facilities Management standards and deliver efficiencies. Changes to structures in Asset Management are being implemented to match new corporate landlord arrangements. A more corporate approach to changing the workplace is required and is starting to emerge through the office accommodation project.</p>	<p>Audit and Risk conducting review to bring back to Support Service Review Board for decision</p> <p>Health check review to be undertaken by Auditors, (KPMG) to assess progress and next steps</p> <p>Rationalising processes and procedures from old departments and consolidating on best practice using ISO Quality Assurance regime.</p> <p>Setting new performance management culture in CPM.</p> <p>Developing and delivering new corporate standards for property and facilities management with SAM.</p> <p>Development of new corporate asset management plan with SAM.</p> <p>Progressing the office accommodation review.</p>	<p>CO Audit & Risk</p> <p>CORT</p> <p>Chief Officer CPM</p>	<p>To be concluded Q3</p> <p>Q3/4</p>	

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Appendix 2 Corporate and Central Functions Business Plan Action Trackers Quarter 2 2008-09

Lead Officer: Chief Customer Services Officer (CCSO)		Overall Progress Rating				
Code	Improvement Priority	Contributory Officer(s) (CO)				
IO-2a	Improve our understanding of our customers - BIG IDEA	Head of Information, Knowledge Management (HIKM) Acting Chief ICT Officer (ICT) Chief Officer Business Transformation Customer Strategy Board members (CSB) Chief Officers Resources & Strategy Head of Communications				
IO-2b	Increase choice so customers can access services in more convenient ways					
IO-2c	Improve our services based on customer feedback					
IO-2d	Manage customer expectation and deliver on our promises					
IO-2e	Develop joined up and person centred services designed around the needs of our customers					
IO-2f	Enhance the links between front and back office services to deliver excellent end-to-end services					
Overall Assessment of Progress on the Improvement Priority						
<p>Leeds City Council has made considerable progress on the customer agenda over the past six years, drawing on the Access to Services Best Value Review (2002-3) and the Customer Strategy (2005-8). We have realised tangible improvements in the overall accessibility of services and the provision of alternative access channels, and it is evident that our services are increasingly aware of and focused on the needs of their customers. In addition, major initiatives such as the development of the corporate contact centre in 2006, have represented a step change in terms of improved outcomes for customers. Putting customers first remains a key value for the council, and the Business Plan 2008-11 reinforces the commitment to this agenda.</p> <p>Directorates and services are responsible for helping to deliver against the customer related improvement priorities, driven by Customer Strategy Board, and there is much evidence of good practice across the council. Corporately, the Intelligent Organisation programme has significant potential for transformation, through the development of the UCMI (Universal Customer Master Index) and Business Intelligence projects. In addition, a number of services are also developing significant improvement programmes, which have the potential to improve outcomes for customers; examples include the Housing Solutions Programme, and the Adult Social Care personalisation agenda (more detail on other actions is provided in the Appendix). However, while there are many positive developments, there remains significant inconsistency and lack of co-ordination and joined-up approach across the council. The Q2 results show performance is improving on telephone answer rates and the level of customer self-service is around 10% up on last year. There are still important gaps in access, customer relations and service delivery where performance needs to improve, not just to respond to new national priorities for the next three-year period such as reducing avoidable contact, but also to achieve some fundamental standards of handling customer contact and managing customer expectations.</p> <p>This action tracker baselines the current situation, drawing on named officers and their views as to priorities, actions and progress. The Chief Officer of Revenues and Benefits has also been asked to lead a sub-group from Customer Strategy Board to build on this by developing a set of principles regarding customer relations across the council. The focus of this will be to ensure a coordinated 'One Council' approach is agreed and implemented, allowing the council to deliver a more coherent and collective response to our customer related priorities and realise improved outcomes for customers.</p>						
Ref	Title	Base line	Target	Year to Date Result	Comments	Data Quality
NI 14	Avoidable contact	N/A	Baseline to be set	Annual Indicator	Results due Q4	Under development
BP-07	Overall Resident Satisfaction	61%	N/A	No Survey	Next Residents Survey 2009/10	No concerns with data
BP-08	Volume transactions through self service	467054	513000	288,325	The second quarter figure of 156,965 is slightly higher than the first quarter, and suggests that the council is broadly on target to increase its volume of self-service transactions by 10%. The main contributors to the total were Libraries (60,363) and Payments (61,221), with Vacancies (15,938) and Parking (15,604) also providing significant volumes. Some services which have not made a return for this quarter, for example Elections and Education, are subject to seasonal variances and would therefore be expected to report a significant level of self service transactions in quarters 3 & 4. In addition, new self-service streams in Housing, Streetscene and Environmental Health are expected to increase the overall council figure before the year end.	No concerns with data
BP-09	% complaints responded to in 15 days	69%	76%	65.8%	Quarter 2 reports a corporate performance figure of 61.62% responded to within performance standard. This performance shows a significant reduction from quarter 1	No concerns with data

Appendix 2 Corporate and Central Functions Business Plan Action Trackers Quarter 2 2008-09

	(NB Adult and Children's Services are measured against their own performance standard of 10 working days. For this indicator, the overall result is broken down by Department, rather than Directorate, due to the organisational structure within CRM-Leeds.)			(predicted year end position)	(71%), and suggests that the council is not likely to achieve our target of 76% by the year end. Concern regarding low performing services continues with the focus remaining on Environment & Neighbourhoods (Q2 8%), Social Care (Q2 12%), ENEHL (Q2 41%), Learning & Leisure (Q2 49%). Aire Valley and WNW Homes have significantly improved their performance this year, while not yet reaching our corporate target. Work with services to improve performance will continue via Customer Strategy Board.	
BP-10	% letters responded to in 10 days	N/A	75%	82.3%	The reported figure for this indicator is above target, however, this result is based on incomplete data and although a number of additional services have reported in Q2 compared to Q1 we are still not able to accurately predict a year end position at this point. This issue is being closely monitored by Customer Strategy Board and as a result of on-going work several services are developing an approach and should report in quarters 3 & 4 ensuring a fuller picture.	Concerns - incomplete data
BP-11	% emails responded to in 10 days	N/A	75%	98.2%	The reported figure for this indicator is above target, however, this result is based on incomplete data and although a number of additional services have reported in Q2 compared to Q1 we are still not able to accurately predict a year end position at this point. This issue is being closely monitored by Customer Strategy Board and as a result of on-going work several services are developing an approach and should report in quarters 3 & 4 ensuring a fuller picture.	Concerns - incomplete data
BP-12	% calls answered as a proportion of calls offered	78%	80%	84.5%	There has been an improvement in the overall performance of services providing a return for this indicator from 82% for quarter 1 to 84.5% for quarter 2, an increase on 78% in quarter 4 last year. Performance is however very good overall and on track to exceed significantly our year end target at year end. Performance has improved significantly in Registrars from 7% in Q1 to 85% in Q2 following migration to the contact centre. Performance remains high across the majority of promoted telephone lines, however, the following services have not yet reached target performance: Taxi Licensing (Q1 & Q2 - 24%) and School Admissions (Q2 - 71%). Services have been diligent in providing quarterly returns and only three services have not provided results this quarter: Children's Services (plans are in place to report in future quarters); City Development - Leeds Card; and Environments & Neighbourhoods - Parking. Quarter 4 performance will form the basis for our year end figure, so it is important that this improvement is sustained.	Some concerns with data
BP-13	% satisfied with complaints handling	62%	N/A	No Survey	Next Residents Survey 2009/10	No concerns with data

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Improve our understanding of our customers - BIG IDEA</p> <p>Most services have some method of obtaining and storing data about their customers, through the use of CRM or other ICT systems. In addition, customer information is gathered through consultation exercises. However, this information is often not utilised to the fullest extent; therefore, opportunities to market services or target improvements are often missed.</p> <p>Some services recognise this as a key priority going forward, and there are examples of significant good practice, which are detailed in Appendix I. However, this work is being undertaken primarily at service level, and will not deliver a one council approach.</p>	<p>The concept of a 'single view of the customer' is yet to be fully defined and communicated widely, and there is evidence of a lack of awareness and understanding of this priority.</p> <p>Managers have reported a lack of resources to undertake this work, in terms of analysing information already held, or in instituting new data collection and segmentation processes.</p> <p>Failure to integrate ICT systems to allow information about customers to be shared and analysed,</p> <p>Failure to address data protection issues fully, leading to potential legal issues.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> Establish a common understanding of this priority, and what potential benefits can be realised from improved .customer insight. Ensure a 'One Council' approach is agreed and adopted. Agree success measures, and how customer insight information should be used. Challenge services as to their understanding of their customers, their improvement priorities and how they contribute to the overall approach. 	CCSO HIKM CSB		

Appendix 2 Corporate and Central Functions Business Plan Action Trackers Quarter 2 2008-09

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Increase choice so customers can access services in more convenient ways</p> <p>The majority of service areas have realised improvements relating to this priority over the last five years, mainly as a result of the e-government agenda, and the transitioning of services into the corporate contact centre. Most areas have developed email and online access, for example in terms of online forms and improved information on the website; in addition, telephone answer rates have improved significantly across the authority as a whole.</p> <p>However, there remains potential to further develop in this area, in terms of extending online payments and booking facilities, implementing fully transactional web forms and providing more interactive functionality on the website.</p>	<p>If these issues are not resolved, the council will not be able to manage customer information in a way that enables a one council understanding of our customers.</p> <p>There is in many areas a trade off between improving and widening choice and providing value for money. This impacts on the business case for individual projects.</p> <p>Major ICT development work can have long lead in times, and there is a lack of business input into prioritisation of change requests.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> • Develop and agree a strategy around encouraging customers to move to more convenient and cheaper channels where appropriate. This will be key to realising efficiencies. • Electronic Service Delivery programme to provide options for customer self-service. • Develop an excellent website. 	CCSO ICT, CSB		
<p>Improve our services based on customer feedback</p> <p>The majority of services undertake periodic consultation exercises, mainly in the form of paper-based satisfaction surveys. In addition, there is evidence that some areas supplement this through telephone surveys, focus groups and online consultation, particularly in terms of proposals around major developments or service changes.</p> <p>However, there remains the potential to develop further against this priority, particularly in ensuring that customer feedback is utilised to its fullest extent, and informs service planning and development work.</p>	<p>There are challenges in terms of the council's ability to translate service specific feedback to council-wide improvement agenda, using customer feedback. The consultation portal Talking Point may be a lever for service improvement.</p> <p>We also have an opportunity to improve our perception and reputation among the public and with local businesses by valuing feedback and acting on it promptly.</p> <p>There is a risk of consultation fatigue – as a council we need to be more joined up, better at sharing analysis, feeding back actions to turn consultation into improved awareness, engagement.</p> <p>There are challenges in ensuring consultation is representative and meaningful.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> • Undertake an internal audit of communications and community engagement across the authority, led by the Corporate Consultation Manager. • Establish a comprehensive baseline position and identify future priorities. • Ensure Talking Point is used more widely and effectively. 	CCSO CCM CSB		
<p>Manage customer expectation and deliver on our promises</p> <p>In the main, services use performance indicators as the central mechanism to monitor delivery against customer standards. However, in some key areas monitoring systems are not in place to allow reporting against all measures, resulting in nil returns.</p> <p>In addition, whilst overall improvements have been realised during the last three years, there remain some areas of poor performance, either due to resource issues or a lack of ownership. There are particular concerns around the PIs on letter and email monitoring.</p> <p>There are few examples of services actively managing customer expectations, and work will be undertaken to challenge Contributory Officers on this priority.</p> <p>Develop joined up and person centred services designed around the needs of our customers</p>	<p>Business case for managing customer expectation might initially need more resource. It will be important to ensure the roles are appropriate and can be effective.</p> <p>There is a need to ensure that the focus is not solely on technology.</p> <p>It can be challenging to effectively join up services; this priority needs to be linked to the council change</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> • Further transitioning of services into the corporate contact centre. • Reducing avoidable contact (measured by NI14). • Develop and communicate local service standards. 	CCSO CSB		

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Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Significant work has been and is being undertaken to simplify and design services around the needs of customers, for example in terms of the personalisation agenda in Adult Social Care (see Appendix for further examples).</p> <p>However, joined up working remains an area of significant weakness. There are examples of good practice in this area, but these are most evident where there is a legislative or other requirement in this regard. A 'One Council' approach has yet to be realised, and while customers may view the council as a single entity, the 'silo mentality' is still very much in evidence in some areas.</p>	<p>programme to ensure buy in.</p> <p>Benefits from joining up services are not always apparent and services may have unrealistic expectations as to the size and scope of benefits at the start of projects/programmes.</p>	<ul style="list-style-type: none"> Golden number. Linking customer insight and UCMI, sharing data leading to better understanding of customers, and so better service provision. 			
<p>Enhance the links between front and back office services to deliver excellent end-to-end services</p> <p>There are generally good relationships between the front and back office where there is an obvious distinction, for example when front end enquiries are handled through Contact Leeds.</p> <p>In these cases, SLAs are in place with the majority of services, performance reports are provided, and regular meetings held to discuss any issues. However, in some cases this division can create a lack of clear ownership, and there is potential to ensure a greater number of service improvements are realised. Where both 'front' and 'back' are handled within the same service, roles and responsibilities can be less clear, and issues are often handled on an ad hoc basis.</p>	<p>There are risks of a two speed approach across the council, with customers experiencing a substantially better level of end to end service in some areas than others.</p> <p>There is a need for services to ensure that all areas involved in the end-to-end process are focused on working better to provide a more effective service to customers.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> Reducing avoidable contact (measured by NI14). There is potential to identify and realise significant improvements. 	CCSO CSB		

Improve our understanding of customers

- A number of services are involved with the Initiate project, the first stage of which is the development of a Universal Customer Master Index (UCMI). When complete, this index will hold a unique record for each customer and enable a 360 degree view of their interactions with LCC, using data extracted from a number of systems linked to the Index. Work will then be required by services to identify and realise potential benefits in terms of service planning and improvement. The first phase of UCMI is almost complete (linking records in Contact Leeds and Orchard) and due to go live before end of Dec 08. Customer profiling reports have also been produced for ALMOs who have used the information to more effectively target customers with information and services. Estimated a 15-20% saving in time as a result of enhanced information available through the UCMI. Four Leisure based systems (Libraries, Breeze Card and Leisure Flex, Leeds Card) added to UCMI. Key actions include: development of UCMI Strategy and addition of additional systems in line with UCMI Strategy and Business Priorities.
- Children's and Young People's Social Care is planning to conduct segmentation analysis to identify areas with a high proportion of vulnerable children and young people, and trends across the population such as deprivation, ethnicity and disability. This will assist in developing targeted and preventative services.
- The Housing Solutions Programme has been set up to look at services holistically, and develop a new model for delivery. Initially, this will focus on identifying who customers are, the profile of repeat customers, and creating journey maps, for both the current situation and what customer experiences should be in future. The work will also ensure that appropriate services and partner agencies are aware of customer circumstances and able to respond to their needs.
- Revenues and Benefits are currently working with Experian to pilot a system for dealing with customer arrears. Through this, when a customer is in the later stages of the process, Experian provides additional information about their financial records to help managers decide what route to take. The pilot started in February 2008 and a full roll out will be considered, largely dependent on costs.
- Streetscene services have purchased Acom and are using this to undertake some market segmentation work with the aim of influencing service provision. One example of this is the garden waste pilot, where data was used to identify which areas would be best targeted.
- Museums and Galleries are undertaking work to develop an Audience Development Plan, which will identify current customers and non-customers, and include an action plan of improvements targeted at specific groups and communities. Site development plans are currently being drafted. These will be complete by early 2009, when a service-wide audience development plan will be produced. Further details will be available once specific issues within site development plans are clear.
- Business Intelligence Projects have been initiated to improve customer insight. The BI Business case has been developed and approved. This identifies three first phase BI projects; Strategic Intelligence, Customer Insight and Corporate Performance Management. Initial high level scoping has been undertaken for all three projects and reports are being drafted to be presented at relevant Boards (Nov/Dec) with recommendations of future governance arrangements around projects. Funding for procurement of Corporate BI solution to form part of IKM funding bid to Executive Board in Quarter 3. A report on each of three BI projects to be presented at various boards (Nov/Dec) with recommendations of future governance of projects. Key actions include full scoping of projects; start to deliver capabilities identified in 2009-10.

Increase choice so customers can access services in more convenient ways

- Adult Social Care are implementing a major programme around self-directed support, which aims to move away from current commissioning practice towards one based on the use of direct payments, individual budgets and individual service funds, which will offer customers significantly more choice, in terms of how they get support, who it is provided by and what it looks like.
- Children's and Young People's Social Care has developed a number of options for direct payments to families, and is trialling individualised budgets for children and young people with disabilities.
- ICT, Adult Social Care and Customer Services are working to develop citizen self service for blue badge customers, which aims to provide fully transactional access to Blue Badge application and renewal forms via the LCC website; this will then be as a model for future developments.
- The Contact Centre is implementing extended hours from Autumn 2008, initially from 8 to 8 Monday to Friday, so customers will be able to contact LCC at a time that suits them.
- Customer Services also plan to soft launch the 'golden number' in Autumn 2008, with further publicity planned for Spring 2009. This will allow customers to access services using a single memorable number, rather than searching for the correct contact.
- Electronic Service Delivery (ESD) Programme established in April 2008 to provide self-service (web, SMS Texting & IVR) and streamlined mediated access to Council services via the development of integrated technology.

Improve our services based on customer feedback

- Education Leeds have undertaken a wide consultation exercise on their new transport policy and the development of a city wide education transport strategy
- Sports and Active Recreation have undertaken intensive community consultation and involvement exercises with residents, local media etc. as part of the PFI project to develop two new leisure centres, as this has required the closure of two existing sites for a period of 18 months. Consultation on the two new leisure centres (Armley and Morley) finished in early 2008. Contracts were signed and construction has started. Both centres are due to open in 2010. The lessons learnt from this exercise will be applied to any future leisure centre consultation exercises (for example, Holt Park).
- Museums and Galleries have created new posts of Community History Curators, to work with excluded communities to enable their story to be told in the City Museum; in addition, they have an Outreach Education Officer, who goes out to community centres and various groups to discuss the service. The new posts were involved in the planning and delivery of Gypsy, Traveller and Roma history month (July 2008). Next year's event will have a more visible presence by using the community space in the City Museum, and important liaison work took place this year, which has led to greater contacts for future consultation and engagement.
- Recycling and waste services have undertaken major consultation around the waste strategy, using telephone surveys, focus groups, the About Leeds newspaper, the website, leaflets, visits to community groups and area committees. This has informed the development of the strategy, and results have been shared with local people and placed on the website for the public to access.
- ESD Programme has set up a workshop entitled Marketing & Communication. Scope of this workshop includes obtaining customer feedback on access to services and end service delivery.

Manage customer expectation and deliver on our promises

- A major programme of work is taking place in response to the new national indicator 14, around avoidable contact. This has corporate implications, and workshops are currently being held to propose common definitions and agree a way forward. Revenues and Benefits have volunteered to be a pilot service as part of this, and it is expected that significant benefits can be realised, given sufficient buy in and ownership across key services.

Develop joined up and person centred services designed around the needs of our customers

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- The Dignity Campaign in Adult Social Care represents a major initiative to respond to customer needs and priorities. An in-depth review of how older people are treated when using services has been undertaken, and a number of changes have been implemented as a result, including the recruitment of 'Dignity Watchdogs', older volunteers who visit care homes to ensure residents' dignity is being respected.
- Education Leeds has a dedicated officer to work with refugee and asylum seeker families, and families new to the country. The officer supports families through the application process and signposts them to other relevant services or benefits. He also offers to accompany children with their parents on their first few days at school to facilitate the process and provide support. The service is personalised to meet any needs which are presented by families.
- Entertainment licensing is trialling an area based approach whereby one enforcement officer is allocated to each area alongside one licensing officer; customers will therefore find it easier to access the service, and those officers will develop better knowledge of the local community.
- Sports and Active Recreation are developing links with area management, as Community Sports Officers work in specific areas to develop marketing, communications and funding in conjunction with schools, the voluntary sector etc.
- Museums and Galleries works in partnership with a number of local, regional and national agents including Education Leeds, the Health Service, the Youth Service and pre-school organisations. It also builds links with different communities in the city through a range of initiatives including consultation, young people's forums, Young People's Parliaments and community exhibitions.

Enhance the links between front and back offices to deliver excellent end to end services

- Adult Social Care is undertaking a major project around end to end services, which aims to achieve one business process across the directorate, in terms of first contact, screening, assessment, care management and review. The project will eliminate current differences in practice between areas as well as eliminating inefficient and ineffective paper-based/fax based systems. The supporting technology (ESCR) will allow all staff to record their social work tasks in 'one right way' that supports the social work process. This should lead to improved outcomes for customers in terms of more efficient, straightforward and faster access.
- Revenues and Benefits have initiated the 'Touch Once' project to review and improve back office processes. At present, information received from customers often requires action from both services, and is therefore passed between sections. This project aims to ensure the person receiving the information can make all the necessary changes to systems at first point of contact, thus increasing efficiency. Linked to this, the management function is being restructured to encourage a more joined up approach, with a single management support service.
- ESD Programme is developing integration and automation between front and back office systems for both mediated and self-service access. This will avoid the need for CSOs to double key information between systems and provide them, as well as citizens, greater access to the status of service requests once an initial request has been made.

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Lead Officer: Assistant Chief Executive (Corporate Governance)		Overall Progress Rating	
Code	Improvement Priority	Contributory Officer(s) (CO)	
VP-1c	Improve understanding and transparency of our decision-making and accountability processes	Chief Officer Human Resources Chief Officer PPPU Head of Information and Knowledge Management Head of Governance Services Head of Scrutiny and Member Development	
Overall Assessment of Progress on the Improvement Priority			
Overall progress is highlighted as amber mainly due to the slowness in the implementation of the agreed officer governance framework which means that many decisions are still going to CLT rather than the corporate boards.			

Ref	Title	Base line	Target	Year to Date Result	Comments	Data Quality
BP-19	% staff feeling valued	61%	N/A	No survey	Next staff survey due in 2009/10	No concerns with data
BP-21	% staff feel contribute to direction of organisation	70%	N/A	No survey	Next staff survey due in 2009/10	No concerns with data

Improvement Priority Key Activities and Progress to Date		Risks/Challenges		Key Actions (for next 6 months)		CO	Timescale	Other Information
Embed governance arrangements								
A new framework for officer governance arrangements was approved by Corporate Leadership team in May 2008. However, some board and panels have either yet to be established or are not yet supported by the Democratic Services Information System (DSIS) in terms of management of papers and minutes.		Failure to embed will result in ineffective and inefficient corporate boards without a clear remit. Responsibility for implementation relies on the board chairs. Ineffective decision making through these boards result in more CLT time being taken up with decision that should be made through other boards		All boards and panels to meet and agree terms of reference. Clarify role of One Council Steering Group and its relationship to the other boards. All boards to start using Democratic Services Information System for papers and minutes.		Board Chairs ACE (CG) Board Chairs & HGS	March 2009	Corporate Governance Action Plan
Review the existing arrangements for the governance of public finance initiative projects.				Progress to be reported to Corporate Governance Board by no later than February 2009		CO PPPU	February 2009	
Ensuring our governance arrangements are adhered to by auditing a sample of recent decisions.		Risk of decision being taken <i>ultra vires</i> ie where a decision has been reached outside the powers conferred on the decision taker or where the prescribed procedures have not been properly complied with.		Internal Audit commissioned to undertake review of a sample of decisions taken by Executive Board and Officers under delegated powers. Audit discussed with and supported by CGAC.		HGS		
Ensure accountability arrangements for Leeds Strategic and Council Business Plans are aligned with delegated powers and RACI frameworks		If these do not align there is a risk of failure in the delivery of our priorities.		Meeting arranged to discuss linkages and alignment in Nov. Further actions to be developed after this		HGS	Further report Q4	Links to IO 1b/c
Improve understanding of our governance processes								
Implementing Ethical Audit Action Plan								
A combined Action Plan for 2006 and 2007 Ethical Audit agreed at Standards Committee 16th October 2008 which details programmes and actions targeted at embedding the council's ethical framework. Progress is monitored regularly by Officers and Members.		A key challenge is to provide the right level of information tailored to an individual's role.		Ethical Governance training packages to be developed for inclusion within Council Training programme – see below. Corporate Human Resources to ensure that from the 2009 staff survey, questions on ethical framework are incorporated.		HGS CO (HR)		Ethical Audit Action Plan Corporate Governance Statement Action Plan 2008/09

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Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Training for Members</p> <p>Member engagement working group established chaired by the ACE (Corporate Governance)</p> <p>Member Development Strategy approved by Member Management Committee in Sep 2008.</p> <p>Training of Members in relation to Member Code of Conduct (and related codes and protocols) completed for existing Members</p>		<p>Role specific update training for Members of planning and licensing panels to be delivered as part of Member Development training programme.</p> <p>Working toward Chartermark Plus external accreditation for member development programmes</p>	<p>HSMD</p> <p>HSMD</p>	<p>On-going</p> <p>On-going</p>	
<p>Training for Officers</p> <p>Providing all officers with a good understanding of the role of members as appropriate to their role.</p> <p>Introduce a 'One Council' Induction framework that effectively and consistently introduces new Council employees to the working environment</p>		<p>Specific governance competencies are being documented for varying levels of staff (along with tailored complementary training) in the following areas;</p> <ul style="list-style-type: none"> • Financial Management • Corporate Governance and the Constitution • Delegations, decision making and legal compliance • Codes and Protocols • Risk Management • Information and Knowledge management • Performance management <p>Corporate Human Resources are in the process of implementing an induction process for officers and development of core competencies for managers.</p>	<p>CO (HR)</p>	<p>On-going</p>	

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Lead Officer: Assistant Chief Executive (Corporate Governance)		Overall Progress Rating	
Code	Improvement Priority	Contributory Officer(s) (CO)	
VP-3a	Strengthen our democratic processes to improve governance and policy making	Chief Officer Legal Licensing and Registration Chief Democratic Services Officer	
VP-3b	Maximise member involvement in policy development, decision making and accountability	Head of Governance Services Head of Scrutiny and Member Development	
Overall Assessment of Progress on the Improvement Priority			
Work is well underway to strengthen our democratic processes and involve members more in policy development, the overall progress is rated as amber as the progress on the Area Committees work is not as advanced as it should be.			

Ref	Title	Base line	Target	Year to Date Result	Comments	Data Quality
BP-29	Voter turn out	35.76%	N/A	35.76%	2008 election result used as baseline, next local elections due in May 2010	No concerns with data
BP-37	% key decision not in forward plan	33%	15%	12%	3 decisions did not appear in the Forward Plan at the time of publication due to the decision of Council on 22nd May to change the definition of key decisions - therefore it was not possible for these to be included on the forward plan. These decisions have been removed from the calculation.	No concerns with data

Improvement Priority Key Activities and Progress to Date		Risks/Challenges		Key Actions (for next 6 months)		CO	Timescale	Other Information
Implementing improvements to our democratic processes and arrangements								
Review of role of full council								
<p>Extending scope of Budget and Policy framework - the following plans have been added to the budget and policy framework</p> <ul style="list-style-type: none"> Health and Wellbeing Plan; Economic Development Strategy; Climate Change Strategy¹; and Leeds Housing Strategy. <p>Review of threshold for key decision so that more decision are notified on the forward Plan</p> <p>Initial discussion held with the Leaders, however uncertain appetite for reviewing the role of Full Council other than at the margins of the current arrangements in terms of timings of items.</p>		Completed - no further actions at this time		HGS		N/A		
Increasing Scrutiny involvement in Policy Development		Member involvement and challenge of policy at an early stage ensures a full range of view are represented and support robust and sound policy making.		Leaders and Scrutiny Chairs Advisory Group to meet to discuss implementation of Memorandum of Understanding and ways to further involve scrutiny in policy development		HSMD		Dec 2009
Scrutiny Terms of reference reviewed at the Annual Council meeting. Memorandum of Understanding between Executive Board and Scrutiny Board Chairs agreed to clarify roles in relation to policy development.		KPMG engaged to audit Scrutiny function including examination of their role in policy development		KPMG report to provide recommendation from which an action plan will be developed		HSMD		Mar 2009

¹ The Health and Wellbeing Plan, Economic Development Strategy and Climate Change Strategy are currently being developed.

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Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Enhancing role of Area Committees</p> <p>New area functions delegated by the Executive Board in July along with a further broadening of the Committees advisory role.</p> <p>Area Delivery Plans for 2008/09 which clearly link to the Leeds Strategic Plan have been developed and approved.</p>	<p>Key risk include lack of understanding of members and officers on the enhanced role of area committees.</p>	<p>Working with Area Management to improve reports to Area Committees to specifically highlight key issues for the locality.</p> <p>Develop arrangements for timely performance reporting to area committees.</p> <p>Further enhancement of the role of area committees is underway including their co-ordination of local engagement activities in order to better represent the views of local people and responsibility for overseeing neighbourhood management activity</p>			
<p>Implementation of Empowerment Agenda</p> <p>A response was submitted to the empowerment white paper consultation.</p>		<p>Work streams developed for consultation documents emanating from the white paper.</p> <ul style="list-style-type: none"> • Improving Local Accountability • Revised codes of conduct for Members and Officers • Making and Enforcement of bylaws • Consultation Paper on Mayors • Time off entitlements • Code of recommended practice on local government publicity <p>Awaiting guidance from DCLG on empowerment white paper - in the interim continue to work with members in development capacity to respond to these new agendas.</p>	<p>HSMD HGS COLLR ? CDSO CDSO</p>	<p>Completed December 08 ? ? ? ?</p>	

Environment	Reference	ENV-1b
<p style="text-align: center;">Improvement Priority</p> <p style="text-align: center;">Reduce emissions from public sector buildings, operations and service delivery and encourage others to do so</p>	<p style="text-align: center;">Lead Officer</p> <p style="text-align: center;">Paul Brook</p>	<p style="text-align: center;">Organisation</p> <p style="text-align: center;">Leeds C C</p>
		<p style="text-align: center;">Overall Progress Rating</p> <p style="text-align: center;">Amber</p>

Overall assessment of progress

Overall progress has been made; however, further work is to be carried out to identify specific requirements for collecting data to ensure this improvement priority can be reported more accurately next quarter. Work continues to define new software to give detailed energy consumption, which allows for target setting and monitoring authority wide. The Council is working towards a number of schemes to help reduce carbon emissions, from using staff as 'energy guardians', to being involved in proposals for combined heat and power schemes in Leeds; from increasing sustainable travel options for staff, to launching the Leeds Climate Charter (focused on organisations), and the Leeds Climate Pledge (aimed at individuals).

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 185	CO2 reduction from local authority operations	2008-09 is being used as both the baselining year, and to establish an action plan and targets for the remaining two years. Data are collated from a number of different services across the council, and emissions from outsourced services are being recorded wherever possible. Because of the complex nature of the indicator, a process-mapping exercise is underway, to ensure data quality. This will be completed during the second half of 2008-09. Baseline figures for Q2 are complete; however, because the indicator compares performance on an annual basis, it is not possible to draw any conclusions from these figures (performance will likely fluctuate from season to season).	Baseline to be set from 2008 calendar year	To be set when the baseline has been calculated	n/a	n/a	No concerns

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Corporate and Strategic EMAS groups have been established, and an Environmental Policy drafted. Seven schools have now been accredited to EMAS standard.	Failure to retain EMAS accreditation.	Continue to work with corporate groups	Tom Knowland	Revised policy agreed by end of year	
The Carbon Trust has committed to paying 50% towards the cost of a Strategic Energy Action Plan for the leisure centre estate. Additional funding sources are being identified through consultation with LCC's Energy Management Unit.	Cost increase in utilities remain a major cost pressure. The age of some leisure centres mean the buildings do not rank favourably in terms of energy efficiency. Resources to deliver 'step change' in this area are not extensive.	Continue to review energy usage and to implement management action as appropriate.	Mark Allman	Ongoing	
The energy guardian network has been set up to actively raise awareness of energy usage and change the behaviour of all staff across Leeds City Council. The aim is to reduce energy usage and as a consequence make savings in our greenhouse gas emissions and the amount of money spent on fuel bills. The energy guardians have just been consulted to identify suggestions for development of the scheme. 'Energy Angels' have been established for each library site. The new Garforth Library has been designed with a number of key green elements.	As with any voluntary group, it is important to keep members of the network engaged; if this doesn't happen, the success of the scheme will be limited.	Continue to raise awareness of the scheme and to engage volunteers.	Tom Knowland	Ongoing	
Proposals on the legal structure of the regional Energy Service Company steering group are nearly complete. We aim to progress this at a project level e.g. Eastgate. A combined heat and power project can deliver cheaper, efficient heat and power to new developments, reducing costs for businesses, and reducing carbon emissions due to its efficiency.	Failure to take account of the effects of climate change on existing and future developments (and vice versa). Increasing number of design pressures and expectations have implications for the revenue budget.	Develop project implementation with colleagues from across the authority. Future Energy Yorkshire are currently negotiating funding for the next three years.	Tom Knowland	Complete project deliverables by December 2008	A 'combined heat and power' plant is one that uses the heat from power generation to heat buildings. Whilst the initial set-up costs are high, the efficiency of this system provides savings in the long term. It works best when supplying mixed use new developments, so that there is a constant demand for heat (e.g. offices/commercial venues during the day, and hotels/residential sites at night).
Replacing 80,000 street lights across Leeds: although the July milestone relating to the provision of an efficient and effective street lighting asset which minimised energy use was met, industrial action by electrical joiners has led to a concession request to delay the January 2009 milestone. A new energy contract, effective to 31 October 2010, has been signed.	The industrial action (now ended) has resulted in an anticipated delay of two months to the Core Investment Programme.	Continued roll out of the programme; the actual delay is being assessed.	Helen Franklin	Ongoing to 2011	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
In line with the 'One Council' change programme, the Corporate Travel Plan agenda has progressed by moving away from directorate-based travel plans to an updated Corporate Travel Plan Strategy, with site travel plans being implemented from June 2008. The promotion of sustainable travel options is ongoing, with programmes to rationalise and reallocate car parking permits, a review of casual/essential car user status based on business need, preparations to roll out the WhizzGo car club corporately, and an assisted bike purchase scheme.		Complete post release process for communications officer post.	Tom Knowland	Ongoing	N/A
The Leeds Climate Change Pledge is an initiative aimed at individuals, encouraging them to change their behaviour to reduce their impact on climate change. The scheme recently launched via the Leeds Initiative website, and those who have signed the pledge will be contacted in the future with practical tips on further reducing their impact on the environment (for example, tips on composting, alternative modes of transport etc). The Leeds Climate Charter is a similar initiative, but is aimed at companies/organisations who want to reduce their impact on the environment by examining their building/fleet emissions etc.	Currently funded through EU for some climate change events	Continue to promote both schemes by linking via partners' websites. Follow-up contact with people who have pledged to do something, to offer practical tips on how to meet their pledge(s).	Jon Andrews	Annual event	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Phil Crabtree	City Development	VCFS	John Preston/John Holland
Steve Speak	City Development	West Yorkshire Fire & Rescue	Mick Smith
Gary Bartlett	City Development	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Paul Stephens	City Development	Leeds Colleges	Carolyn Wright
Catherine Blanshard	City Development		
Martin Farrington	City Development		
John Kearsley	Resources		
Julie Meakin	Resources		
Dylan Roberts	Resources		
Wayne Baxter	Legal & Democratic Services		

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
1	AG Council Business Plan	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	Fail	N.A.	0	N.A.	1	Unable to predict year end position	No concerns with data
		The number of major projects with overall HealthCheck rating of Amber = 12. The number of major projects with overall HealthCheck rating of Green = 6. The projects with an overall rating of Amber have had a number of recommendations made which if implemented will help to raise the overall HealthCheck rating to Green improving the overall effectiveness of project management arrangements.										
2	AG Council Business Plan	BP-30	Number of major projects not receiving independent project assurance.	Audit & Risk	Quarterly Numerical	Fail	N.A.	0	N.A.	36	Unable to predict year end position	No concerns with data
		19 major projects (35%) have received independent project assurance - of the remaining 36 (65%), project owners have been contacted with a view to arranging project HealthChecks as soon as possible. PFI projects are not independently assured throughout their lifecycle and have therefore not being included in the calculation for BP-30. However, PFI projects are subject to 4P's Gateway Reviews (LGA project delivery specialists) at a limited number of gateways.										
3	AG Council Business Plan	BP-03	% variation from the overall council budget in year	Finance	Quarterly %	Fail	New Indicator	0.0%	+0.6%	+0.5%	+0.1%	No concerns with data
		Based on the half year monitoring the forecast is an overspend of £2.7m (0.5%). 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 £2.5m 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 extent to which action plans are not effective in containing spending pressures within approved estimates will impact on the Council's reserves.										
4	AG Council Business Plan	BP-25c	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	4.20%	3.36%	3.31%	4.20%	No concerns with data
		This decline in performance represents a change in the make up of the top earners population which is variable. Overall, the change is equivalent to less than 0.5 of a post. The links into wider strategies to improve employment for disabled people through the Equality and Diversity Board during quarter 3. Work will also link to initiatives to improve our personal records on staff with disabilities.										
5	AG Council Business Plan	BP-25b	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	6.25%	6.13%	6.21%	6.25%	No concerns with data
		This improvement in performance represents a change in the make up of the top earners population which is variable. Overall, the increase is equivalent to 0.5 more appointments. The implications of this performance will be considered by the Equality and Diversity Board during quarter 3. Work will also link with initiatives to improve our records on BME staff.										
6	AG Council Business Plan	BP-25a	% of top earners who are women	HR	Quarterly %	Rise	36.83%	39%	38.83%	39.2%	39%	No concerns with data
		This improvement in performance represents a change in the make up of the top earners population which is variable. Overall, the increase is equivalent to 2.5 more appointments. Options for further improving this performance will be considered by the Equality and Diversity Board during quarter 3.										
7	AG Council Business Plan	BP-24	% local authority staff with disability compared to local community	HR	Quarterly %	Rise	3.19%	3.6%	3.09%	3.08%	3.6%	No concerns with data

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
		<p>This reflects an increase in the overall numbers of staff employed, whilst the numbers of disabled staff remained static overall. Since the last report, work is being undertaken to link recruitment to more schemes that support disabled people's employment, and will be rolled out more in quarter 3, especially looking to see how more disabled people can be hired.</p> <p>During Autumn 2008, all staff were asked to update their personal data held on the council's SAP system, this included data about equality and diversity and skills levels. It is anticipated that this exercise will, in particular, have a significant impact on the number of people declaring as disabled.</p>										
8	AG	Council Business Plan	HR	Quarterly %	Rise	7.7%	7.7%	8%	7.6%	7.7%	8%	No concerns with data
		Performance has improved in quarter 2, however this is still short of our target. Data shows 48 additional BME staff were employed in the period. To accelerate progress, the new Equality and Diversity Board will consider this performance and suggest actions in quarter 3 and quarter 4.										
9	AG	Council Business Plan	HR	Quarterly %	Fall	8.9%	8.9%	9%	2%	4.7%	9%	No concerns with data
		The increase in the number of leavers reflects a busier period of turnover associated with the filling of posts around the start of the new school year. The figure is still within tolerance levels and does not cause concern.										
10	AG	Council Business Plan	HR	Monthly Days	Fall	12.18 days	12.18 days	11.5 days	2.85 days	5.43 days	11.5 days	No concerns with data
		The year-end prediction based on current 08/09 performance is 10.85 days (not adjusted for seasonal variation). However, we are still predicting to come in on target. Previously a range of initiatives were listed to improve attendance. This included a series of ongoing challenge meetings for Directors. As a result of these, action has been prioritised to reduce long term sickness cases. Improved figures underline this. Further work will now be taken to address short term absence as well, and to pilot new approaches to health awareness. Clearly a downward trend has been affected by an increase in absence in September. It is important that substantive / embedded improvements are sustained and efforts will continue to ensure this is not a temporary spike.										
11	AG	Council Business Plan	Revenues and Benefits	Monthly %	Rise	97%	97%	97%	81.3%	92.7%	97%	No concerns with data
		Performance at end of September is ahead of this time last year and on target to meet year end target.										
12	AG	Council Business Plan	Revenues and Benefits	Monthly %	Rise	98.72%	98.72%	98.6%	33.82%	61.48%	98.6%	No concerns with data
		Whilst ahead of last years performance at the end of September, still cautious about the likely year end result due to economic recession and impact of empty rates.										
13	AG	Council Business Plan	Revenues and Benefits	Monthly %	Rise	96.41%	96.41%	96.65%	28.29%	55.78%	96.5%	No concerns with data
		Whilst position at end of September is 0.12% behind 07/08, collection rate during September showed an improvement on the same month last year. End of year indicator flagged Amber to reflect both the uncertainty of the impact of current economic situation and the fact we have initiated more recovery action in the first half of this year compared to last year by bringing forward the timing of the action.										

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality		
14	AG	National Indicator	NI 180	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	Revenues and Benefits	Monthly Changes per 1000 caseload	Rise	New indicator	N.A.	724 changes per 1000 caseload	309 changes per 1000 caseload	218 changes per 1000 caseload	724 changes per 1000 caseload	No concerns with data
				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. The most up to date data covers the period from 01/06/08 to 08/09/08 and shows that 15,662 changes have been identified. This equates to 669 changes per 1,000 cases. A further 36,500 changes need to be identified to achieve the annual target. Increased intervention activity has been initiated to coincide with the reinstatement of the risk-based data matching listings from the DWP.										
15	AG	National Indicator	NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Revenues and Benefits	Monthly Days	Fall	New Indicator	N.A.	14.0 days	22.4 days	23.2 days	14 days	No concerns with data
				The target is based on 3 elements : New Claim Processing - Current performance on this is 28.74 and needs to be 17.34 for the remainder of the year. Changes in Circumstances - Current performance is 19.90 and needs to be 13.67 for the rest of the year. (Both estimates are based on the assumption that the number of claims and changes remain at the same level for the rest of the year as those to date). In addition "Year End" activity contributes to the target - This will generate around 53,000 "1 day" changes in March 2009. Additional resources have been secured to help achieve the annual target of 14 days.										
16	AG	National Indicator	BV-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	Quarterly %	Rise	91.53%	91.53%	92%	88%	78%	85%	See comments below
				There are some concerns about the validity of the information being produced from the prompt payment report. This is due to Web-FAB not always prompting for a late reason to be recorded against invoices that are being paid late. The FAB Development team are investigating this to identify the problem and hope to have this fixed in time for quarter 3. The quarter one figure was reported using 'Blue' FAB, which recorded the late reasons accurately, so the quarter two and year to date figures have been calculated using the same proportion of disputed invoices that were recorded at quarter one, which should provide an accurate picture of the service's performance. Processes within Central Payments are currently being investigated to ensure the service is working efficiently, however, due to the large amount of invoices which have to be returned to services within the council because either an order number is not quoted or the correct coding is not supplied, a proportion of the council's invoices will continue to be paid late until this rectified. If an order was raised, authorised and goods received when goods or services were ordered this would go a long way to improving the prompt payment of invoices. Although current full year predictions show performance to be below target, it is felt appropriate that an "Amber" status be applied at this point until the issues surrounding this indicator are resolved.										
17	JR	Council 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	New Indicator	N.A.	To be set for 2009/10	55%	66%	Unable to predict year end position	No concerns with data
				Since quarter 1 a number of performance indicator data quality concerns have been addressed. 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.										

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 5TH January 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 3rd December 2008 and the Council's current Forward Plan relating to this Board's portfolio.

3.0 RECOMMENDATIONS

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

Background Papers

None used

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

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

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 6th January 2009	The deadline for reports for this meeting is 12 Noon 15th Dec 2008		
Attendance Management	To undertake session 3 of this Inquiry		RP
Meeting date: 5th February 2009	The deadline for reports for this meeting is 12 Noon 19th Jan 2009		
Use of Consultants	To undertake session 1 of this Inquiry		PM
Outsourcing Services	To undertake session 3 of the Inquiry		RP
Meeting date: 2nd March 2009	The deadline for reports for this meeting is 12 Noon 16th Feb 2009		
Scrutiny of the Budget	To receive and consider quarter 3 financial report.		RP
Scrutiny of the Council Business Plan			PM
Use of Consultants	To undertake session 2 of this Inquiry		PM
Attendance Management	Session 4		RP
Member Development	To agree final report		PM
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		

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

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Use of Consultants	To agree final report for this Inquiry		PM
Attendance Management	To agree final report		
Outsourcing Services	To agree final report		RP

Key:

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

EXECUTIVE BOARD

WEDNESDAY, 3RD DECEMBER, 2008

PRESENT: Councillor A Carter in the Chair

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

Councillor J Blake – Non voting advisory member

137 Exclusion of the Public

The substantive reports referred to under minutes 140 and 141 had been designated as exempt until 3rd December (1.00 pm) and 27th November respectively. This designation had arisen from embargoes on the documents which had substantially been the source of the contents of those reports and all information had been published on lifting of those embargoes.

138 Declaration of Interests

Councillor Wakefield declared a personal interest in the item relating to Machinery of Government and 14-19 Commissioning Arrangements (minute 149) as a schools and college governor.

Councillor Blake declared a personal interest in the item relating to the Vision for Council Leisure Centres (minute 154) as an NHS Leeds Board member.

139 Minutes

RESOLVED –

- (a) That the minutes of the meeting held on 5th November 2008 be approved.
- (b) That with reference to minute 122 relating to the Deputation to Council regarding sports facilities in the Hyde Park area, a further report be brought to the next meeting of the Board.

ADULT HEALTH AND SOCIAL CARE

140 Independence, Wellbeing and Choice Inspection of Adult Social Services

Tim Willis, the lead inspector from the Commission for Social Care Inspection, attended the meeting and presented the Service Inspection Report following the inspection in Leeds which was undertaken in Leeds in July/August 2008.

The Director of Adult Social Services submitted a report on the outcome of the inspection and presented an action plan relating to the 25 recommendations contained in the inspection report.

RESOLVED –

- (a) That the inspection report, the report of the Director and the action plan be noted.
- (b) That updates on progress against the action plan be brought to this Board as part of the Annual Performance Assessment reporting in December 2009.
- (c) That the inspection report and associated action plan be referred to the Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set out in the plan.

141 Annual Performance Assessment (Star Rating) for Adult Social Services 2007/08

The Director of Adult Social Services submitted a report on the annual assessment of Adult Social Care Services published by the Commission for Social Care Inspection on 27th November 2008 and attached to the report of the Director. The response to the assessment was integrated into the action plan referred to in minute 140 above.

RESOLVED –

- (a) That the report of the Director and the Performance Review report from the Commission be noted.
- (b) That the Annual Performance Review report be referred to the Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set in respect of identified areas for improvement.

CHILDREN'S SERVICES

142 Future Secondary Provision Proposal for South Leeds High School

Further to minute 43 of the meeting held on 16th July 2008 the Chief Executive of Education Leeds submitted a report on proposals to close South Leeds High School and to replace it with an Academy to serve the needs of children and young people from the Beeston and Holbeck, City and Hunslet and Middleton Park wards.

The Chair referred to correspondence which had been addressed to members of the Board in relation to this, and to the proposal referred to in minute 143 below, and other members confirmed their receipt of the same.

RESOLVED –

- (a) That the outcome of the consultation, to close South Leeds High School on 31st August 2009, conditional upon Department for Children, Schools and Families approval to open an academy on that site opening on 1st September 2009, be noted.
- (b) That approval for the publication of a statutory notice to that effect be given.

143 Future Secondary Provision Proposal for Intake High School

Further to minute 220 of the meeting held on 16th April 2008 the Chief Executive of Education Leeds submitted a report on proposals to close Intake High School Arts College and to replace it with an Academy to serve the children and young people from the Bramley and Stanningley ward.

RESOLVED –

- (a) That the outcome of the consultation, to close Intake High School on 31st August 2009, conditional upon Department for Children, Schools and Families approval to open an academy on that site opening on 1st September 2009 be noted.
- (b) That approval be given for the publication of a statutory notice to that effect.

ADULT HEALTH AND SOCIAL CARE

144 Reprovision of Windlesford Green Hostel for People with Learning Disabilities

Referring to minute 57 of the meeting held on 22nd August 2007 the Director of Adult Social Services submitted a report on the proposed change of scope for the scheme established to create a new supported living development for people with learning disabilities at Windlesford Green.

The rescoping provided for a smaller development meeting the needs of current residents, requiring a less than best disposal of land and resulting in land being made available for alternative use.

RESOLVED – That the changes to the scheme as previously reported be noted, that the revised scheme as detailed in the report be approved and that the terms of the proposed lease as detailed in the report also be approved.

NEIGHBOURHOODS AND HOUSING

145 Deputation to Council - Pets in Council Houses

The Director of Environment and Neighbourhoods submitted a report in response to the deputation to Council from Cats Protection on 10th September 2008.

RESOLVED – That the report be noted.

146 Home Energy Conservation Act (HECA) (1995) - 12th Progress Report

The Director of Environment and Neighbourhoods submitted a report on the progress made in improving the overall energy efficiency of the Leeds housing stock.

RESOLVED – That the content of the 12th HECA progress report and its release to the Government Office for Yorkshire and the Humber be noted.

147 West Yorkshire Energy Efficiency Scheme - Expenditure Discharge and Legal Delegation

The Director of Environment and Neighbourhoods submitted a report on proposals that Calderdale Council be appointed as banker for the West Yorkshire Regional Energy Efficiency Scheme with responsibility for administering the scheme budget for the period April 2008 to March 2011.

RESOLVED –

- (a) That the West Yorkshire Energy Efficiency Scheme be approved.
- (b) That the Scheme annual and approximate sub set expenditure be approved for discharge.
- (c) That Calderdale Council continue in the role of banker for the West Yorkshire Energy Efficiency Scheme for the period April 2008 to March 2011 and that the Legal Delegation Form as contained in Appendix 1 to the report be approved.

CHILDREN'S SERVICES

148 Options for changes to primary provision in the Richmond Hill Planning Area

The Chief Executive of Education Leeds submitted a report on the options available with regard to primary education provision in the Richmond Hill Planning Area.

The options presented in the report were:

1. The expansion of Richmond Hill Primary School linked to a proposal to close Mount St Mary's Primary School.
2. Closure of both Richmond Hill and Mount St Mary's Primary Schools and the establishment of a new school.
3. Closure of Richmond Hill and Mount St Mary's Primary Schools and the establishment of a joint community and Catholic Provision.

RESOLVED –

- (a) That formal consultation be undertaken on the linked proposals to:
 - Expand Richmond Hill Primary School by one form of entry with new community specialist provision for children with Special Education Needs
 - Close Mount St Mary's Primary School.
- (b) That a further report be brought to the Board with regard to the land ownership position at Mount St Mary's.

149 Machinery of Government and 14-19 (25 for Learners with Learning Difficulties and/or Disabilities) Commissioning Arrangements

The Chief Executive of Education Leeds submitted a report on the proposed local approach to the implementation of the Machinery of Government changes to deliver the transfer of responsibilities from the Learning and Skills Council to the City Council. The report also referred to the strategic approach to the commissioning for 16-19 (25 for learners with learning difficulties and/or disabilities) learners in Leeds from September 2009 through which the Council will trial the operational response to its new responsibilities.

RESOLVED –

- (a) That approval be given to the local approach to implementing the arrangements for the Council's response to the Machinery of Government changes that will transfer responsibilities from the LSC to Leeds City Council as detailed in sections 3.1.2 and 3.1.3 of the report.
- (b) That the basis for the strategic commissioning arrangements for post 16 learners in Leeds from September 2009 as detailed in sections 3.2.2 to 3.2.4 of the report be noted, and that the Director of Children's Services develop detailed arrangements for the commissioning of provision and for monitoring and evaluating the impact of these activities.
- (c) That a further report be brought to the Board as early as possible in 2009 on the proposed strategic commissioning arrangements for post 16 learners.

(Councillor Finnigan declared a personal interest in this item as a governor of Joseph Priestley College).

150 Building Schools for the Future Phase 2 Priesthorpe Specialist Sports College

The Chief Executive of Education Leeds submitted a report on proposals to proceed with the refurbishment of Priesthorpe Specialist Sports College as part of Wave 1, Phase 2 of the Building schools for the Future programme.

RESOLVED –

- (a) That approval be given to the completion and entry into all necessary legal documentation for the Design and Build contract for Priesthorpe Specialist Sports College.
- (b) That expenditure of £16,579,338 from the capital programme be authorised.

151 Leeds Building Schools for the Future: Follow On Project and Expression of Interest

The Chief Executive of Education Leeds submitted a report on the 'Follow On' project for the Building Schools for the Future programme and on the submission of the expression of interest as the basis for transforming the remaining schools in BSF.

RESOLVED –

- (a) That the priorities identified within the Expression of Interest be approved as the follow on project in Leeds through additional investment in Building Schools for the Future.
- (b) That further work be undertaken to detail the specific programmes in all the remaining geographical areas of Leeds.

152 2008 Audit Commission School Survey

The Chief Executive of Education Leeds submitted a report summarising the results from the Audit Commission's School Survey for 2008.

RESOLVED –

- (a) That the findings of the 2008 Audit Commission School Survey as set out in Appendix A to the report be noted.
- (b) That it also be noted that the results of the survey will be used to inform children's services and partners' service improvement plans.

LEISURE

153 Long Term Burial Requirements for the City

The Director of City Development submitted a report on the current position with regard to the supply of burial space in Leeds and options for meeting the expected demand for burial space for the next 50 years and beyond.

RESOLVED –

- (a) That the recommended policy to establish a preference for smaller locally based cemetery sites combined with the extension, where possible, for existing sites be adopted.
- (b) That officers explore further the potential to extend Farnley and Lofthouse cemeteries including consultation with planning officers about the inclusion of proposals in the Local Development Framework.
- (c) That officers look in more detail at the potential to develop small locally based cemeteries at Elmete, Priesthorpe Lane, Alwoodley Gates, Tile Lane East Moor and Haigh Farm Rothwell and report back to this Board on the outcome of this work.
- (d) That approval be given to the development of a 5 acre Cemetery at Whinmoor on the site identified on Plan B attached to the report, and that the implementation of this development be delivered as part of a larger masterplan for the site involving the decant of the Council's nursery from Redhall.
- (e) That proposals to deliver a 14 acre cemetery extension at Lawnswood be not progressed.

- (f) That officers liaise with Leeds University to acquire the site of the American Football Field either through private treaty or Compulsory Purchase to deliver a 3.8 acre extension to Lawnswood Cemetery, that officers explore further the potential to deliver a 5 acre cemetery on the site of the former Elmete Caravan Park and that officers seek to acquire the 2.5 acre site at Horsforth Cemetery either through private treaty or Compulsory Purchase Order.
- (g) That the Capital Programme be amended to reflect schemes at Lawnswood £1,750,000 , Elmete Cemetery £743,000, Horsforth Cemetery Extension £350,000, Kippax Cemetery Extension £51,000 and Harehills Cemetery £125,000, releasing £281,000 back to the general Capital Programme.
- (h) That officers liaise further with representatives of the Muslim community on the accommodation of Muslim burial needs in the Council's network of smaller cemeteries.
- (i) That officers carry out consultations with the relevant Ward Members and Area Committees regarding these proposals.

154 Vision for Council Leisure Centres

Further to minute 74 of the meeting held on 2nd September 2008 the Director of City Development submitted a report on the outcome of the public consultation exercise undertaken in relation to the Council's draft Vision for Leisure Centres.

RESOLVED –

- (a) That the outcome of the public consultation exercise on the Vision for Council Leisure Centres be noted.
- (b) That officers explore in more detail the proposal to transfer Richmond Hill Sports Hall to community management as part of a community asset transfer.
- (c) That Sport England be requested to re-run their Facilities Planning Model for swimming pools provision in Leeds and in particular examine the implications of the Council's draft proposals.
- (d) That officers consider the potential for community management for each of the centres most affected by these proposals and report back to a future meeting of this Board.
- (e) That officers further develop capital investment proposals for Aireborough, Bramley, Kirkstall, Pudsey, Otley, Rothwell, Scott Hall and Wetherby Leisure Centres.

CENTRAL AND CORPORATE

155 Implications of Introducing a Living City Wage for Leeds

The Chief Executive submitted a report on the implications of introducing a Living City Wage in Leeds following a resolution made by Council at its meeting on 9th April 2008.

RESOLVED – That the report be noted.

156 Business Transformation in Leeds City Council

(a) Organisational Programme

The Assistant Chief Executive (Planning, Policy and Improvement) and the Director of Resources submitted a joint report outlining the Council's developing business transformation agenda and setting out the reasons behind the development, the high level scope of the programme of work required, initial benefits accruing from the work and governance arrangements to secure delivery.

RESOLVED – That the establishment of an organisational wide Business Transformation Programme be endorsed in the terms outlined on the submitted report.

(b) Design and Cost Report for Key Enabling Projects

The Director of Resources and Assistant Chief Executive (Planning, Policy and Improvement) submitted a joint report on proposals for the delivery of the first phase of the Business Transformation Programme.

RESOLVED –

(a) That approval be given to the release of £7,183,000 (over a five year period), to be funded from the Business Transformation allocation in the Strategic Development Fund for the first phase of the Business Transformation programme.

(b) That authority be given to incur expenditure on procuring and implementing the key enabling projects which provide the foundations for delivering the Council's Business Transformation aspirations.

157 Calling In of Decision Taken on 8th October 2008

The Chief Democratic Services Officer submitted a report on the outcome of the Call In of a decision of the Executive Board on 8th October 2008 regarding the Capital Programme Update 2008 –2012

RESOLVED – That the report be noted.

DEVELOPMENT AND REGENERATION

158 Deputation to Council - Spenhill Residents' Association regarding the Protection of Butcher Hill Playing Fields and Surrounding Land

The Director of City Development submitted a report in response to the deputation to Council from the Spenhill Residents' Association on 10th September 2008.

RESOLVED – That the report be noted.

159 Leeds Local Development Framework Annual Monitoring Report

The Director of City Development submitted a report on the City Council's recommendations on the Leeds Local Development Framework for the Secretary of State's consideration.

An amended page of the submission was circulated at the meeting.

RESOLVED – That the Annual Monitoring Report be approved for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

DATE OF PUBLICATION: 5th December 2008
LAST DATE FOR CALL IN: 12th December 2008

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Monday 15th December 2008).

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 December 2008 to 31 March 2009

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Design Cost Report - Youth Capital Fund To give authority to incur expenditure of £370,100 (fully funded by DCSF).	Director of Resources	1/12/08	Panel of young people	Youth Matters	Sally Threifall, Head of Early Years Service sally.threifall@leeds.gov.uk
Transforming Social Care In response to the government agenda "Transforming Social Care" (DoH LA Circular (DH) (2008)1) there will need to be a variety of changes to staffing arrangements predominantly within Adult Social Care. At this stage it is not determined what these are but as action plans are progressed it is expected that there will be a range of changes to resourcing to ensure achievement of targets. There will be a series of reports as this is developed.	Director of Adult Social Services, Chief Officer (HR)	1/12/08	As a minimum the Executive Board member, Staff and Trade Unions. However a consultation plan will be developed to ensure all stakeholders are consulted and informed appropriately.	Local Government Circular LAC (DH) (2008)	Director of Adult Social Services, Director of Resources

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Maintenance and repairs to Leeds City Council's site excluding Housing Stock in the trades of painting and decorating; drainage / drain clearance; gutter cleaning; glazing; lightning protection; metalwork, roofing and tarmacdam / groundworks Award of Contracts</p>	<p>Chief Officer, Corporate Property Management</p>	<p>1/12/08</p>	<p>Client Departments</p>	<p>Contract Award Report</p>	<p>Chief Officer, Corporate Property Management</p>
<p>Restructure of Property Management Services (Environments and Neighbourhoods) To approve new structure proposals for the Property Management Service, in line with recent changes to contractual and funding arrangements.</p>	<p>Chief Officer (HR)</p>	<p>1/12/08</p>	<p>Staff and TU consultation started September 08 (informal). Formal consultation period will commence on production of Delegated Decision report (anticipated end October). Management will continue to work with TUs during implementation proposals. The service will also liaise with key members as appropriate.</p>	<p>Delegated Decision Panel Report</p>	<p>Chief Officer (HR) neil.evans@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>Corporate Records Management Facility at Westland Road. Approval of release of £745,400 from the Strategic Development Fund to enable conversion of the selected Westland Road Site into a bespoke records management facility.</p>	<p>Executive Board (Portfolio : Central and Corporate)</p>	<p>3/12/08</p>	<p>The business case in the appendix of this report has been consulted upon widely across the authority, and has gained approval from Asset Management Group, and from Corporate Leadership Team. Please see document control sheet for full details. The Design and Cost report had been consulted on by the Project Manager (Document and Records Management), Project Manager for the Westland Road project itself, Project Officer (Document and Records Management), and colleagues in the Strategic Design Alliance, and within Financial Management.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting.</p>	<p>James Rogers, Assistant Chief Executive (Planning, Policy and Improvement) james.rogers@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 a new mobile and fixed voice and data services contract</p> <p>The tender is currently being advertised and we aim to be in position to make a decision and award in December 2008. The new contract will need to be in place for when the current agreement with Orange expires in March 2009.</p>	Chief ICT Officer	2/1/09		Tender pack / bids	Director of Resources
<p>Learning disabilities staffing review</p> <p>To approve a revised staffing structure for the learning disability service within social care.</p>	Director of Resources, Chief Officer (HR)	2/1/09	Consultation has taken place with staff and their representatives.	Report to the Chief Human Resources Officer including updated job outlines.	Director of Resources paul.broughton@leeds.gov.uk
<p>Consents and variations to the Council's Loan Agreement with Yorkshire County Cricket Club</p> <p>To grant consents and agree variations to the Council's Loan Agreement with Yorkshire County Cricket Club pursuant to the development of the Headingley Cricket Ground</p>	Executive Board (Portfolio : Central and Corporate)	14/1/09	The Executive Member for Development and the Regeneration and the Executive Member for Central and Corporate.	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources doug.meeson@leeds.gov.uk

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

NOTES

Key decisions are those executive decisions:

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

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

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