



SCRUTINY BOARD (CENTRAL AND CORPORATE)

Meeting to be held in Civic Hall, Leeds on
Monday, 7th December, 2009 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

- P Grahame (Chair) - Cross Gates and Whinmoor;
J Bale - Guiseley and Rawdon;
S Bentley - Weetwood;
B Chastney - Weetwood;
P Ewens - Hyde Park and Woodhouse;
M Hamilton - Headingley;
A Hussain - Gipton and Harehills;
V Kendall - Roundhay;
J Lewis - Kippax and Methley;
A Lowe - Armley;
A McKenna - Garforth and Swillington;
A Parnham - Farnley and Wortley;
D Schofield - Temple Newsam;

A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF INTEREST</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES - 2ND NOVEMBER 2009</p> <p>To confirm as a correct record the attached minutes of the meeting held on 2nd November 2009.</p>	1 - 4
7			<p>QUESTIONS TO THE EXECUTIVE BOARD MEMBER (CENTRAL AND CORPORATE)</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development, plus accompanying reports.</p>	5 - 60
8			<p>SCRUTINY INQUIRY - CONSULTANT ENGAGEMENT</p> <p>Further to Minute No. 27, 7th September 2009, to receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	61 - 68
9			<p>WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	69 - 90

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>Monday 11th January 2010, <u>14.00</u>, (Pre-Meeting 13.30)</p> <p>Monday 1st February 2010</p> <p>Monday 1st March 2010</p> <p>Monday 29th March 2010</p> <p>All (except 11th January) at 10.00am (Pre-Meetings 9.30am)</p>	

Agenda Item 6

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 2ND NOVEMBER, 2009

PRESENT: Councillor P Grahame in the Chair

Councillors J Bale, S Bentley, B Chastney,
P Ewens, M Hamilton, V Kendall, J Lewis,
A Lowe, A McKenna, A Parnham and
D Schofield

38 Declarations of Interest

Councillors Grahame, Lowe and McKenna declared personal interests in Agenda Item 9, Gambling Act 2005 – Statement of Licensing Policy as they all had been members of local casinos. Minute No. 44 refers.

39 Minutes - 5th October 2009

RESOLVED – That the minutes of the meeting held on 5 October 2009 be confirmed as a correct record.

40 Request for Scrutiny - Woodhouse Moor - Park Byelaws

The report of the Head of Scrutiny and Member Development made reference to the request for Scrutiny regarding Park Byelaws at Woodhouse Moor. Details of the request, a copy of the Byelaws for Pleasure Grounds, Public Walks and Open Spaces and a response of the Section Head – Regulatory and Enforcement to the request were appended to the report. It was highlighted that this request was to consider the Byelaws and not the Executive Board decision to implement a designated barbecue area on Woodhouse Moor.

The Chair welcomed the following to the meeting:

- Councillor John Procter, Executive Member for Leisure
- Sean Flesher, Principal Area Manager (West), Parks and Countryside Services
- Richard Mond, Chief Recreation Officer
- Gill Marshall, Section Head for Regulatory and Enforcement, Legal Services
- Mr R Halliwell and Mr B McKinnon, Friends of Woodhouse Moor

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

- The Council did not operate a 'no enforcement policy'.

- Parks and Countryside Services operated a mobile patrolling team 'Parkswatch'. Part of their role was to enforce byelaws. It was reported that there had been 1,618 reported incidents across the City in 2008.
- There had been 13 incidents reported at Woodhouse Moor, mainly concerns about nuisance behaviour. The Police had been involved to help disperse offenders and the fire brigade had also been called to deal with a fire.
- With respect to enforcing the control of barbecues, it was reported that once a barbecue had been lit, it was difficult to pinpoint who had lit it and there were risk management implications in dealing with these situations.
- Fines had not been issued in respect of the breaking of byelaws in the City's parks.
- A commitment from Councillor Procter that byelaws would be vigorously upheld during the trial period.

The Chair invited Mr Richard Hellowell of the Friends of Woodhouse Moor to address the meeting. Photographic evidence was submitted to the Board, which showed areas of concern regarding activities taking place on Woodhouse Moor. Correspondence between the Friends of Woodhouse Moor and Lambeth Council was also circulated to Members and demonstrated measures implemented by Lambeth Council in response to similar issues.

Further issues discussed included the following:

- The provision of a designated barbecue area for Woodhouse Moor
- Contact with other Local Authorities regarding similar enforcement issues
- The use of Woodhouse Moor by students – it was reported that the Council had been in discussion with the universities regarding this
- It was suggested that the situation regarding enforcement be reviewed following the implementation of the barbecue area on Woodhouse Moor as this may reduce the number of incidents

RESOLVED – That a further report be brought to the Board following the implementation of the designated BBQ Area in Woodhouse Moor.

(Councillor M Hamilton joined the meeting at 10.10 a.m. during the discussion on this item. Councillor J Lewis left the meeting at 10.55 a.m. following the conclusion of this item).

41 Review of the Council's Treasury Management Policies post-Icelandic Reports

The Director of Resources submitted a report which informed the Board of the recommendations of three reports written by the Communities and Local Government Select Committee (CLG), the Audit Commission and Chartered

Institute of Public Finance and Accountancy (CIPFA) as a response to lessons learnt from the Icelandic banking crisis.

The Chair welcomed Maureen Taylor, Chief Officer – Financial Development and Bhupinder Chana, Principal Financial Manager to the meeting.

It was reported that all three reports had highlighted that local authorities should have some kind of audit committee to scrutinise treasury management issues. The report would also be considered by the Corporate Governance and Audit Committee at its November meeting.

In brief summary, the following issues were discussed:

- Treasury Management in Leeds had been praised at a national level.
- Whether the role of scrutiny of treasury management should sit with the Corporate Governance and Audit Committee or the Scrutiny Board (Central and Corporate).
- Training issues for Members in relation to treasury management and accounting information.

RESOLVED –

- (1) That the treasury function is operating effectively and that many of the recommendations made in the three reports are already incorporated within treasury practice be noted.
- (2) That the scrutiny of the treasury management function should sit with the Corporate Governance and Audit Committee.
- (3) That the Corporate Governance and Audit Committee should consider whether it is adequately trained to discharge its responsibilities to scrutinise the treasury function.

42 Work Programme, Executive Board minutes and Forward Plan of Key Decisions

The Head of Scrutiny and Member Development submitted a report that outlined the Board's Work Programme and also included a copy of the Council's Forward Plan of Key Decisions and recent Executive Board Minutes.

Issues discussed included the following:

- December 7th Meeting – Cllr Brett would be in attendance and quarterly budget and performance reports would be submitted.
- Use of section 106 monies – it was reported that this was to be considered by the Scrutiny Board (City Development)

RESOLVED – That subject to any changes necessary as a result of today's meeting, the Board's Work Programme be approved.

43 Gambling Act 2005 - Statement of Licensing Policy

Draft minutes to be approved at the meeting
to be held on Monday, 7th December, 2009

The report of the Assistant Chief Executive (Corporate Governance) updated the Board on the public consultation on the Gambling Act 2005 Statement of Licensing Policy as required by the Gambling Act 2005. The report also included the final consultation report and presented the final draft version of the Policy for comment.

The Chair welcomed – Nicola Raper, Section Head and Susan Holden, Principal Project Officer, Licensing and Registration Services to the meeting.

In brief summary, the following issues were discussed:

- There had been a small response during the consultation period.
- Changes had been made regarding the protection of vulnerable people.
- The provision of licenses to undesirable premises/persons.
- It was reported that a report was due to the next meeting of the Executive Board and would also be going to the full Council meeting in November.

RESOLVED – That in accordance with the Budget & Policy Framework Procedure Rules, the comments of the Scrutiny Board be noted.

44 Date and Time of Next Meeting

Monday, 7 December 2009 at 10.00 a.m. (Pre-meeting for all Members at 9.30 a.m.).

The meeting concluded at 11.17 a.m.

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 7th December 2009

Subject: Questions to the Executive Board Member - Central and Corporate.

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 At the beginning of the Municipal Year, the Board agreed, following initial discussions between the Executive Member, Central and Corporate and the Chair, to invite Cllr Brett to the Board every quarter.
- 1.2 This would give Board Members the opportunity to have a wide ranging discussion with the Executive Member on issues within his portfolio and would also coincide with the receipt of quarterly financial information and quarterly performance information.
- 1.3 Attached as Appendix 1 is the Financial Health Monitoring 2009/10 – Half Year Report. The purpose of this report is to inform members of the financial health of the authority after six months of the financial year in respect of the revenue budget and the housing revenue account. Officers have also been invited to attend for this item.
- 1.4 Attached as Appendix 2 is the Performance Report 2009/10 Quarter 2. Officers have also been invited for this item.
- 1.5 The Chair has indicated that she will take questions on Appendix 1 and 2 first and then allow a general question and answer session with the Executive Board Member on issues within his portfolio that have not been covered in the previous discussion.

2.0 RECOMMENDATIONS

2.1 Members are asked to;

- (i) Note the Council's financial position for the first six months of the financial year.
- (ii) Note the performance information and highlight any areas for further scrutiny.
- (iii) Engage in a discussion with the Executive Member, Central & Corporate on matters falling within his portfolio

Background Papers

None used



Report of the Director of Resources

Executive Board

Date: 4th November 2009

Subject: Financial Health Monitoring 2009/10 – Half Year Report

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)

*except for the recommendation at 6.2.1

Executive Summary

1. The purpose of this report is to inform members of the financial health of the authority after six months of the financial year in respect of the revenue budget and the housing revenue account.
2. The report identifies a number of pressures, many of which impacted on the 2008/09 outturn particularly affecting income and demand led budgets. At the first quarter it was reported that an overspend of £10.9m was projected. Whilst directorates have developed and implemented a number of action plans nevertheless an overall overspend of £5.5m is still projected at the half year position. Detailed directorate reports are included at Appendix 1.
3. It is clearly crucial that directorates continue to develop action plans to contain spending within approved budgets. Members are asked to note the projected financial position of the authority after six months of the financial year together with the impact on reserves should directorate spending not be maintained within approved estimates.

1. PURPOSE OF REPORT

- 1.1 This report sets out for the Board the Council's financial health position for 2009/10 after six months of the financial year. The report covers revenue expenditure and income projected to the year end. The report also highlights the position regarding other key financial health indicators, including the collection of local taxation and the payment of creditors. Separate reports regarding the capital programme and treasury management can be found elsewhere on this agenda.

2. BACKGROUND INFORMATION

- 2.1 Members will recall that the net budget¹ for the general fund was set at £556.8m, which was not supported by the use of any general fund reserves. As a result, the level of general fund reserves at 31st March 2010 were estimated to be £12.0m.
- 2.2. The report on the 2008/09 Statement of Accounts, presented to Corporate Governance and Audit Committee² on 30th June 2009, highlighted that the net contribution to general fund reserves was £4.6m in excess of the budget bringing the level of general reserves up to £16.6m.
- 2.3. A subsequent report on 30th September³ gave details of a number of insurance claims which had been settled or where further circumstances had come to light which required the insurance provision at the end of 2008/09 to be amended. The result of these post balance sheet events was to increase the insurance provision by £469k, resulting in a corresponding reduction in general reserves to £16.1m.
- 2.4. The reserves also include a claim for overpaid VAT within Sport which could give a potential refund of £6.3m. In view of the unknown final outcome of the VAT claim and the present uncertain economic circumstances, it was agreed that the Council should maintain a higher level of reserves than the minimum required.
- 2.5 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget after six months and comments on the key issues impacting on the overall achievement of the budget for the current year.

3. MAIN ISSUES

- 3.1 After six months of the financial year an overspend of £5.5m is currently projected, a decrease of £5.4m from the month 3 position as detailed in the following table:

General fund	Total Staffing £000	Other Costs £000	Total Projected Variance £000	Memo Variation at Month 3 £000	Variation from mth 3 to mth 6 £000
Adult Social Care	543	799	1,342	300	1,042
Children's Services	603	2,285	2,888	2,500	388
City Development	419	1,298	1,717	4,200	(2,483)
Environment and Neighbourhoods	(1,395)	2,026	631	1,260	(629)
Central & Corporate Functions	(205)	128	(77)	155	(232)
Total Directorates	(35)	6,536	6,501	8,415	(1,914)
Debt Charges		(2,000)	(2,000)	0	(2,000)
Section 278 Income		1,700	1,700	1,200	500
Early Leaver Initiative		1,500	1,500	1,300	200
Contingency Fund		(750)	(750)	0	(750)
Other		(1,500)	(1,500)	0	(1,500)
Net Position	(35)	5,486	5,451	10,915	(5,464)

- 3.2 The financial position has improved by £5.4m since month 3. This is partly due to the implementation of action plans and the identification of corporate savings. Corporate savings of £3.5m have been identified primarily from debt savings of £2m, a freeze on Contingency Fund releases of £750k and £1.5m from further capitalisation and use of earmarked reserves. However this is partly offset by additional costs of the Early Leavers Initiative and a further decline in Section 278 income reflecting the slowdown in development activity. The overall staffing overspend has reduced by £0.6m (excluding the effects of the industrial action in streetscene – see 3.2.4), primarily as a result of tighter controls over recruitment and there has been no significant change in running costs, although there have been variations within individual directorates as explained in the following paragraphs.
- 3.2.1 Within Adult Social Care, the projected overspend has increased by £1m since month 3. This is due to staffing variations of £0.4m, mainly as a result of slippage in implementing planned savings, particularly within directly provided services. In addition, the cost of community care packages has increased by £1.6m. This mainly relates to independent sector domiciliary care, for which demand has increased, although this has been partly offset by an increase in service user contributions and reduced agency and contract payments. The projected costs to Adult Social Care for the Holt Park Wellbeing Centre have reduced by £0.2m since month 3.
- 3.2.2 The projected overspend on Children's Services has increased by £0.4m. The cost of externally provided placements has increased by £1.8m offset by a contribution from the Education Leeds reserve of £1m and an increase in grant and external income.
- 3.2.3 Within City Development, the projected overspend has reduced by £2.5m mainly as a result of £1m of highways expenditure which has been identified as more appropriately charged to capital and further savings of £1m in operational budgets.
- 3.2.4 The projected overspend within Environment and Neighbourhoods has reduced by £0.6m, largely reflecting an improved income projection for car parking services and general savings on running costs across the directorate. The current net cost of the industrial action in streetscene is broadly neutral, although this manifests itself as £0.8m staffing savings offset by the use of external contractors and communication costs.

3.2.5 The projection for Central and Corporate has improved slightly as a result of further staffing savings.

3.3 The following paragraphs describe the main projected variations from the approved 2009/10 budget at the half year stage.

3.3.1 Income Variations

The economic downturn is continuing to have a significant effect on income levels in 2009/10. Within the City Development directorate a shortfall of £3.5m is projected from a number of external income sources, including planning and building fees, Recreation, Libraries Arts and Heritage and commercial rental income. Other net variations within the directorate of £0.9m partially offset this. Within Environment and Neighbourhoods, a shortfall in car parking income of £700k is forecast. In addition, the 2009/10 budget includes income from Section 278 schemes of £5.2m, and the latest assessment is a shortfall of £1.7m, again reflecting a slowdown in development activity.

The level of nursery fee income within Children's Services is projected to be £1m lower than the budget, although this has been offset by maximizing grant and external income and also through additional Nursery Education funding.

Additional income has been generated within Adults Social Care with a one-off grant contribution for neighbourhood networks of £0.4m towards the city wide scheme.

There is a projected loss income of £745k within the Jobs and Skills service, primarily work based learning grant.

3.3.2 Demand Variations

Externally provided placements, both residential and with independent fostering agencies, continue to be a major pressure on the Children's Services budget and are now projected to be £3.9m overspent.

Within Adult Social Care, £0.35m has been provided for costs associated with the Holt Park Wellbeing centre that were not included in the budget. The amount and distribution of these costs remains under review. In addition, increased pressure on the Community Care budget is estimated at £1.7m, mainly for independent sector domiciliary care for which demand has increased.

3.3.3 Staffing

The overall staffing projection is now in line with the budget although this figure would have been some £2.2m higher were it not for a projected reduction in the level of the NJC pay award of an increase of 1.25% for the lower grades and 1% for higher grades. The 2009/10 budget provided for a 2% increase.

During 2008/09, the Council's Early Leaver Initiative (ELI) was used to help reduce overall staffing costs. The scheme was financed from an earmarked reserve and facilitated 132 people leaving the authority where there was an organisational priority for change and future savings backed up by business cases. The 2009/10 budget built in assumptions around reducing staffing levels and these reductions are being progressed in a number of services where there is a robust business case demonstrating a clear rationale to achieve future savings. It is projected that additional funds of £1.5m will be required to cover the in year costs of the initiative, and it is proposed to fund this initiative from savings in debt charges.

3.3.4 Other

Debt savings have been achieved through proactive treasury management, taking advantage of the continued low short term interest rates and a £2m saving is currently projected. It is proposed to use £1.5m of this to fund the early leavers initiative.

In view of the current financial position it is proposed that no more funds be released from the Contingency Fund and the balance of £750k be used to reduce the general overspend position. In addition it is anticipated that an additional £1.5m could be found from further capitalisation and the use of earmarked reserves.

3.3.5 Further details of directorate variations are attached as Appendix 1. It is important that budget pressures are addressed by directorates who are required to continue to develop and implement action plans to manage their pressures within available resources. The extent to which action plans are not effective in containing spending within approved estimates will impact on the Council's reserves which will clearly have implications on the medium term plan assumptions going forward.

3.3.6 The current level of overspend gives some cause for concern and the Director of Resources following consultation with the other Directors has introduced stricter controls on external recruitment.

4. **HOUSING REVENUE ACCOUNT**

4.1 At the end of the second quarter the HRA is projecting a surplus of £343k. This is after taking into account the following:

- a budgeted contribution to the Swarcliffe PFI sinking fund (£284k)
- a revenue contribution to capital (RCCO) to fund decency works on the Woodbridge estate (£500k)
- RCCO to fund a projected shortfall in resources for the HICT project (£200k)
- Capital charges associated with the unsupported borrowing for early demolition of properties in the Little London, Beeston Hill and Holbeck PFI area ((£128k)
- Removal of care ring equipment from sheltered warden properties (£160k).

4.2 £1.5m of additional income is projected from housing rents. This takes into account the compensation from Government, via the subsidy system, for increasing rents by 3.1% rather than the 6.2% originally budgeted.

4.3 The additional income is as a result of void levels being lower than budgeted and the decline in Right to Buy (RTB) sales. Of the increased income, £487k will be paid over to the ALMOs as additional void incentive payments.

5. **OTHER FINANCIAL PERFORMANCE**

5.1 The level of Council Tax collected at the end of September 2009 is 55.73% of the debit for the year of £255.5m. This is marginally behind the same point last year however it is still forecast to match last year's performance of 96.3% by 31st March 2010.

5.2 The collection of non-domestic rates for the first six months is 60.79% of the current net debit of £330.7m, which, whilst being behind the same period last year, is currently on target against a reduced yearly target of 97.5% agreed due to the impact of the recession.

- 5.3 In terms of Sundry income, the collection rate at the end of September is 92.9% of the amount due of £61.9m. The collection rate is similar to the same period last year and currently forecast to reach the year end target of 97%, however the planned project to move to a new recovery system, Authority Financials, during the 4th quarter of 2009/10 may have an impact on this.
- 5.4 The prompt payment result for the half year is 90% against a target of 92%. This represents a significant improvement on the position last year.

6. RECOMMENDATION

- 6.1 Members of the Executive Board are asked to note the projected financial position of the authority after six months of the financial year and request that directorates continue to develop and implement action plans.
- 6.2 Members are also requested to approve the following budget adjustment :-
- 6.2.1 Recommend to Council a virement in the sum of £1.5m from debt charge savings to fund the early leavers initiative.

BACKGROUND

¹ Revenue Budget and Council Tax 2009/10 – report to Executive Board 13th February 2009

² The Statement of Accounts 2008/09 – report to Corporate Governance and Audit Committee 30th June 2009

³ Audited Statement of Accounts and the Use of Resources Assessment 2008/09 30th September 2009

ADULT SOCIAL CARE DIRECTORATE: 2009/10 BUDGET – PERIOD 6 REPORT

1.0 Introduction

This report sets out the financial position for the Adult Social Care directorate for Period 6.

2.0 Overall Summary

The Period 6 position for the Adult Social Care Directorate is a projected overspend of £1.3m. This is after assuming achievement of in-year action plans of £5.3m.

3.0 Explanation of the Projected Overspend

The main reasons for the projected overspend are:

- **Holt Park Wellbeing Centre - £0.35m**
 The initial bid for PFI credits for a Wellbeing Centre was rejected last year and because a response had not been received regarding the appeal lodged against that decision, no costs were included in the Adult Social Care budget proposals for 2009/10. However, in March of this year the appeal was upheld and the opportunity of securing over £30m of PFI credits to further the development of universal services as part of the 'Putting People First' agenda, together with the re-provision of the Holt Park Leisure Centre was seen as an important contribution to the delivery of ASCs objectives. The costs associated with the procurement of this facility and their allocation across the partners are yet to be finalised, and may be impacted by the final allocation of floorspace and additional contributions from other agencies; but for planning purposes Adult Social Care are currently projecting to share the cost equally with the City Development directorate.
- **Community Care Packages - £1.7m**
 This partly reflects an increase in direct payments and the average cost of community care placements being higher than budgeted together with reduced PCT income. However, the main pressure relates to independent sector domiciliary care. The domiciliary care projection reflects increased number of new care packages being required, partly to facilitate timely discharges from hospital and intermediate care beds.
- **Staffing - £0.5m**
 Mainly due to slippage in implementing planned savings, particularly within the directly-provided home care service.
- **Agency and Contract Payments – (£0.5m)**
 This is mainly due to a repayment relating to previous years funding from an organisation providing a significant level of service on behalf of Adult Social Care. The repayment of £0.3m is not yet confirmed and so is included within the action plan.
- **Service User Contributions – (£0.3m)**
 This mainly relates to residential care, for which assessed contributions are higher than budgeted.
- **Neighbourhood Networks – (£0.4m)**
 The directorate has successfully bid for and received a one off grant contribution towards the city-wide scheme.

CHILDREN'S SERVICES: 2009/10 BUDGET – HALF-YEAR POSITION

1.0 Introduction

This report sets out the financial position for Children's Services for the half-year position.

2.0 Overall Summary

The half-year position for Children's Services is a projected overspend of £2.9m. This forecast overspend is net of £3.1m of action plan savings.

3.0 Explanation of the projected over/underspend

3.1 Within the overall Children's Services budget the individual service position is:

Line	Service	Forecast Variation Over/(under) £m
1.	Children & Young People's Social Care	4.72
2.	Early Years	(1.32)
3.	Integrated Youth Support Service (incl. Youth Offending Service)	(0.10)
4.	DCS Unit	-
5.	Education	(0.07)
6.	Central & Strategic budgets	1.17
7.	Use of reserves & grant balances	(1.50)
	Total	2.90

3.2 Children & Young People's Social Care (CYPSC)

In line with other local authorities, there is significant pressure on Children & Young People's Social Care in terms of service transformation, increased referrals and increased costs. The main financial pressures continue to be in the externally provided residential and fostering placement budgets which together are forecast to overspend by £3.9m. This is due to the changing mix of internal/external provision and an increase in the number of children & young people who are placed with external providers. Across CYPSC, there is also additional pressure on the budget around slippage on some of the budgeted action plans, for example the corporate review of employee travel policies, procurement efficiencies and delivery of the potential efficiencies from reducing the level of sickness absence.

3.3 Early Years

The forecast underspend on the Early Years budgets continues to be focussed mainly on the employee budgets across the Children's Centres. Nursery fee income is reduced when compared to the budget although this is offset by maximising grant and external income and also through additional Nursery Education Funding.

3.4 Integrated Youth Support Service (incl. Youth Offending Service)

In the main, the pressure on the IYSS budget is around a forecast overspend across the employee budgets, together with slippage on the some of the budgeted action plan savings (employee travel, procurement & maximising income) and non-reclaimable costs associated with the development of the Youth Hub in South Leeds. These pressures are offset through the implementation of an action plan around restricting non-essential spend, reviewing buildings costs and maximising income.

3.5 Central & Strategic Budgets

The approved budget strategy for 2009/10 included some challenging targets around the delivery of efficiencies from service transformation and in particular the application of strategic commissioning, the development of integrated working at a locality level and by reviewing and rationalising back-office and support functions. Whilst progress continues to be made against these objectives, the half-year projections recognise that there will be slippage on the delivery of these budgeted efficiencies into 2010/11.

CITY DEVELOPMENT DIRECTORATE: 2009/10 BUDGET – PERIOD 6 REPORT

1.0 Introduction

This report sets out the financial position for City Development Directorate for Period 6.

2.0 Overall Summary

The Period 6 position for City Development Directorate is a projected overspend of £1.7m and includes a proposal to capitalise £1m of Highways revenue spend.

Within this projection are assumed savings of £1.5m on staffing and running costs which have already been agreed by City Development Directorate.

3.0 Explanation of the Projected Overspend

Reduced external income is by far the most significant budget pressure faced by the Directorate. Projected shortfalls in key income sources across the Directorate now amount to over £4m. The projected overspend can be summarised as follows:

Income Shortfalls:

Planning and Building Fees	£2.0m
Recreation	£1.0m
Libraries, Arts and Heritage	£0.2m
Commercial Property and Markets	£0.3m
Architectural Design Services	<u>£0.5m</u>
	£4.0m

Capital fee recoveries	£1.0m Cr
Planning Delivery Grant	£0.6m Cr
Other income variations	<u>£0.4m Cr</u>
Total Income variations	£2.0m

Expenditure Variations:

Staffing	£0.4m
Operational budgets	£0.7m Cr

Overall Total **£1.7m**

Income Variations

Despite the 2009/10 budget being adjusted to allow for an expected reduction in external income, the actual position experienced in 2009/10 is far worse than was anticipated at the time the budget was set. The Period 6 budget projection assumes a shortfall of £4m in key income sources. The most significant problem continues to be planning and building fee income with a shortfall of over £2m. The shortfall against the monthly phased budget has continued to increase during 2009/10 and the Service does not see any prospect for this position to change in the short term. Other income shortfalls include £0.3m on commercial property and markets rental income and £1.0m on recreation. An optimism figure of £250k on external income has been assumed for the final quarter on the basis that external income should pick up as the economic outlook starts to improve.

Reduced workloads for Architectural Design Services means that there is a projected shortfall in income of £0.5m after allowing for reduced staffing costs. The service has produced a budget action plan to deal with this situation and is currently working on a revised staffing structure.

The DCLG have informally notified the Authority that the likely Housing & Planning Delivery Grant for 2009/10 is £1.4m, an additional allocation of £625k above the base budget. This is to be used to part fund the shortfall in fee income. However, since this initial informal notification there has been a delay in a formal announcement of the allocations being made. This is now a cause for concern as there is a risk that the initial allocations could be reviewed and amended with the possible consequence that the actual award to Leeds is lower than the £1.4m.

Staffing

To help fund income shortfalls, reduced workloads and meet other substantial cost pressures the budget strategy for City Development for 2009/10 included a staffing saving target of over £3m. An additional staff saving of £220k was also included for savings resulting from reduced sickness. Over 50 Early Leaver Initiative (ELI) cases were approved during 2008/09. An additional 13 business cases have been agreed to date in 2009/10 and services continue to actively review further expressions of interest. Restructures are also being progressed in a number of services which are experiencing reduced income and workloads. Overall the directorate has achieved a significant element of the £3m target but service budgets also include a vacancy factor saving. In many service areas staff turnover is very low resulting in services not meeting assumed vacancy factor assumptions in the budget and overall an overspend in staffing of £0.4m is projected. This also takes account of the fact that the latest pay offer for 2009/10 is less than the 2% pay award assumed in the budget.

Achieving the staffing savings target continues to be a priority for the Directorate. The ELI is being promoted and recruitment will continue to be closely managed in the Directorate with only front line service posts being released when vacancies occur.

Operational Budgets

The Highways maintenance budget shows a saving of £1m due to £1m of highways expenditure being identified as more appropriately charged to capital. This will help offset a number of expenditure pressures including Street Lighting energy costs, signal maintenance costs in Urban Traffic Management Control, increased energy costs in Leisure facilities and projected additional spend on operational budgets in both Sport and Parks and Countryside. In order to reduce the potential overspend operational budgets have been reviewed across the Directorate and savings identified in each service area. These are reflected in the projected outturn.

ENVIRONMENT AND NEIGHBOURHOODS DIRECTORATE: 2009/10 BUDGET – PERIOD 6 REPORT

1.0 Introduction

This report sets out the financial position for Environment and Neighbourhoods Directorate for Period 6.

2.0 Overall Summary

The period 6 position for Environment and Neighbourhoods Directorate is a projected overspend of £0.6m. This is after assuming the successful implementation of identified actions.

3.0 Explanation of the Projected Over/Underspend

Neighbourhoods and Housing Services are projecting an overall variation of £0.772m. Within Jobs and Skills residual staffing issues following the implementation of the new structure has resulted in a £0.413m pressure and in addition there is a projected loss of income of £0.745k primarily for work based learning. Furthermore, within Jobs & Skills there is a pressure of £0.229m largely due to delays in the disposal of 1 Eastgate which the service vacated in 2008. The projected variation of £0.196m in Roseville Doors reflects a combination of the latest assumptions in respect of staffing and activity levels for doors production. The variation on Housing Services is largely due to the identification of appropriate charges of £0.431m to the HRA for medical rehousing and Carering. The projections at period 6 assume vacant posts are not filled for the remainder of this year, thus generating savings of £0.268m.

Within Environmental Services a forecast saving of £0.1m after actions agreed with the Executive Member and by the Directorate Leadership Team of around £0.7m.

Car parking income is estimated to be £0.7m lower than the budget. Of this, approximately £0.3m is forecast to be lost from Suspended Bays (where Developers pay the Council to close on street parking bays); a further £0.2m shortfall will arise from the decision not to introduce Sunday / Evening Car Parking charges; the income to be generated from City Centre bus lane enforcement has been reduced by £0.2m; Savings in staffing costs and running expenses of £0.3m are helping offset some of the income pressures. Parking is now projected to be £0.3m over budget.

Within HEAS pressures total £0.2m, a loss of external funding in the Fuel Savers team has created a £0.3m pressure. This loss of funding was announced after the 2009/10 budget had been approved; a further £0.1m of pressures has arisen within the pest control service. Additional grant income of £0.04m has been received from DEFRA.

Helping to offset the parking and HEAS pressures are savings within Waste Management of £0.4m. An increase in the market rates for recycled material will generate an additional £0.1m and following a review on all posts staff savings of £0.3m will accrue.

Total waste arising is forecast to be contained within budgeted levels, but there has been a general reduction in the levels of trade waste taken at the transfer station which means that income could be £0.2m lower than budgeted levels.

The current net cost of the Industrial Action in Streetscene is £0.1m. This does not include the effect of increased waste going to landfill as the tonnages are not yet available.

Within Street Cleansing and Anti-Graffiti services, vacant posts and reduction in the level of Agency and Overtime is projected to save £0.3m. In addition £0.1m will be saved by the delay in the introduction of Automatic PCs.

CENTRAL AND CORPORATE FUNCTIONS: 2009/10 BUDGET – PERIOD 6

1.0 Introduction

This report sets out the financial position for Central and Corporate Functions for period 6 of 2009/10.

2.0 Overall Summary

The position for Central and Corporate Functions is a projected underspend of £77k.

3.0 Explanation of the Projected Over/Underspend

The main reasons for overall projected overspend are:

Corporate Governance (£32k underspent)

- Due to a review of the fee for Local Authority Property Searches and an improvement in the housing market there has been an increase in the level of income generated to date. The budget was based on an estimated level of searches and this has increased significantly. Based on a monthly average for the first six months of the year, £315K of additional income could reasonably be expected to be generated in 2009/10. However, there is a major risk in assuming that the additional income will be achieved. The assumption is that trends will continue at the current levels, but there is a great deal of uncertainty in the current housing markets and further increases/decreases in sales could lead to significant variation in the current forecast levels of income. More importantly, a recent review by the Information Commissioner regarding whether part of the information provided by a local land charges search has to be provided free of charge has just arisen nationally and this would have a significant impact on the income to be received if the decision is confirmed by the Government.
- Professional Legal Services staffing costs are projected to exceed budget by £589k reflecting increases in the volume of work requested. These additional costs will be recharged to clients.
- The main reason for the projected overspend is the cost of members allowances (£101k) and Democratic Services pay (£65k).
- Since last month an amount of £80k has been included on the assumption that further costs borne by LCC can be funded from the European Election account.

Policy, Performance and Improvement (net overspend after actions £191k)

- The overspend is due to additional pressures in Customer Services (mainly within the Corporate Contact Centre) required to meet the additional activity levels from customers due to the current economic climate. The delay in the introduction of Integrated Voice Recognition (IVR) has also created an additional pressure.
- Senior Management within PPI are continuing to review forecast expenditure levels to seek to identify further levels of savings that could be made to produce a balanced budget for 2009/10.

Resources (net underspend after actions £259k)

- A £259k underspend is now projected following the implementation of further action plans amounting to £323k, offset by further pressures in a number of areas.

Other previously reported pressures and savings remain much the same and are summarised as follows:

- Net pay savings now amount to £622k.
- The impact of receiving less income from housing benefit overpayments is still projected at £350k. Additional resources are being channeled into 'intervention' work which is hoped will identify more overpayments and reduce the pressure.
- The Commercial Group is projecting an adverse trading position of £107k. This comprises pressures within Property Maintenance Building of £194k and Catering of £64k, offset by a better trading position within other areas amounting to £151k.
 - The Property Maintenance Building function remains the most challenging area following the 2008/09 net overspend of £700k. The 2009/10 budget relies on the service realising a number of efficiencies in areas such as reduction in sickness as well as generating additional income. Significant internal resource has been employed in introducing enhanced financial controls as well as a new model of working with the Corporate Property Management service in 2009/10. Currently an adverse position of £194k is projected due to a lower income projection as well as slightly higher expenditure.

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Report of the Head of Policy and Performance

Meeting: Central and Corporate Functions Scrutiny Board

Date: 7th December 2009

Subject: Performance Report 2009/10 Quarter 2

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

- 1.1 This report presents the Quarter 2 action trackers summarising our progress against the Council Business Plan improvement priorities relevant to the Central and Corporate Functions Scrutiny Board for the first six months of 2009/10. The action tracker templates have been revised based on feedback received at quarter 4 to provide a more succinct and focused update but they still provide both a contextual update of achievements and results for aligned performance indicators. Furthermore the trackers are provided by exception only ie only those with an overall progress rating of red or amber are supplied with this report. A complete set of action trackers are provided on the intranet for information. In addition a full set of performance indicator results are also provided at in appendix 3. Appendix 1 provides an overall summary of performance against all the relevant Council Business Plan improvement priorities and shows that 44% (16 out of 36) of these are currently assessed as green. Members should note that in some cases two or more related improvement priorities have been combined into a single action trackers to streamline reporting arrangements.

2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against the priority outcomes relevant to the Central and Corporate Functions Scrutiny Board including an analysis of performance indicator results at the end of Quarter 2 so that the Board may understand and challenge current performance.

3 Background Information

- 3.1 The format of the action trackers have been amended following on from feedback received from the 2008/09 Quarter 4 reports where it was highlighted that too much information was provided. Accountable Officers were asked where possible to limit their action trackers to one A4 page (2 sides), however, some Chief Officers felt this was not possible without cutting out essential information, therefore, the limit was not rigidly applied so that the trackers provided a complete picture of performance.

3.2 A number of appendices of information are provided with this report and these are summarised below:

- **Appendix 1** – summary sheet showing the overall progress rating against the improvement priorities relevant to the Central and Corporate Functions Scrutiny Board.
- **Appendix 2** – Amber and red rated action trackers. These trackers include a contextual update as well as key performance indicator results.
- **Appendix 3** – Performance Indicator report containing quarter 2 results for all business plan performance indicator which can be reported in year including those relevant from the National Indicator set.

This information is support by two guidance documents to aid the reader in interpreting the actions trackers and the performance indicator reports.

4 Main Issues

4.1 As part of the performance management process each strategic improvement priority is given a overall traffic light or RAG (Red/Amber/Green) rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. The action trackers provided in this report (see appendix 2) are those where overall progress has been assessed as red or amber ie:

- **Amber** defined as minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target.
- **Red** defined as significant delays or issues to address and unlikely to meet targets for key performance indicators

4.2 This exception reporting is to enable the Board to focus their attention on those areas where progress is not on track. However, all action trackers for Quarter 2 have been published on the intranet so that all the green action trackers are also available for members to examine and challenge. These can be found on the intranet by following the link to the Council Business Plan / Leeds Strategic Plan from the front page.



4.3 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results. However there are also a number of other national and local indicators for which quarter 2 result are available and many of these do indeed support the delivery of our priorities. Therefore, a full performance indicator report is also included at appendix 3 (this has also been

published on the intranet) and again these results are traffic lighted based on the predicted year end performance. However, the commentary provided on this report is limited to key issues about the data itself rather than providing an explanation of key performance issues.

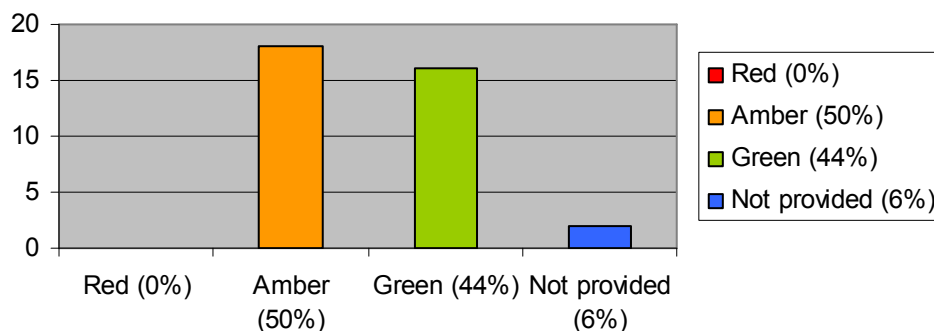
4.4 Action trackers for two of the improvement priorities have not been provided at Q2 by the Accountable Officer/Director these are:

- VP-3a – Strengthen our democratic processes to improve governance and policy making
- VP-3b - Maximise member involvement in policy development, decision making and accountability

Analysis of Overall Performance at Quarter 2
Improvement Priorities

4.5 There are currently 36 improvement priorities within the Council Business Plan which are relevant to the Central and Corporate Functions Scrutiny Board and of these 16 are assessed as green, 18 as amber, none as red and two are assessed as completed. Full details are provided in appendix 1.

RAG rating of the Improvement Priorities in the Council Business Plan

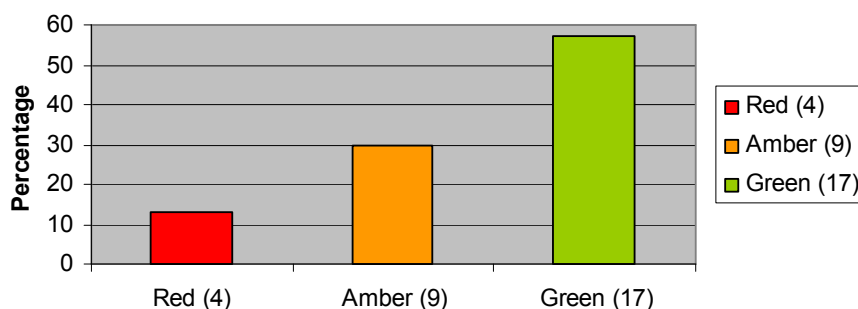


4.6 For comparison at Q4 of 2008/9 55% were assessed as green and 17% assessed as amber and none were red or not provided.

Performance Indicators

4.7 In a similar way to the Action Trackers the performance indicators are given a traffic light based on the predicted year end performance and at Q2 the percentage in each category are shown in the chart below (with the actual number of indicators show in brackets). Full details are provided in appendix 3.

RAG rating of Council Business Plan Performance Indicators



- 4.8 Members should note that there are a number of annual indicators which cannot be reported in year and these have been removed from this calculation.

Data Quality

- 4.9 The Corporate Policy and Performance Team have undertaken a review of the criteria used to inform the data quality judgements that are included in Accountability reports for each performance indicator. Our objective is to work closely with directorates and partners in order to adopt a more robust, consistent and over-arching approach that provides a wider based data quality judgement. A revised data quality checklist, with a built in scoring mechanism to determine the traffic light rating, has been produced. This is currently being piloted in Children's Services and Environment and Neighbourhoods in order to ensure that it is fit for purpose and that the scoring criteria are effective. Once agreed the new approach will be rolled out prioritising the Leeds Strategic Plan / Council Business Plan indicators first followed by national and local indicators. This does mean that the data quality traffic lights during 2009/10 may change as this more rigorous approach starts to be used.

4 Implications for Council Policy and Governance

- 4.1 The Leeds Strategic Plan and Council Business Plan is part of the council's Budget and Policy Framework. 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 is a key element of the organisational assessment under the Comprehensive Area Assessment. The CAA examines and challenges the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

5 Legal and Resource Implications

- 5.1 The Leeds Strategic Plan fulfils the Council's statutory requirement to prepare a Local Area Agreement for its area. These slightly revised performance reporting arrangements are achievable within current resources across the organisations as they essentially replace an existing similar process.

6 Conclusions

- 6.1 This report provides the Board with a high level overview of the city's performance against the key priorities relevant to the Board from the Leeds Strategic Plan as at the 30th September 2009. This report highlights those areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

7 Recommendation










- 7.1 Members are asked to consider the overall performance against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised.

Action Tracker Guidance

Introduction

The 'Action Trackers' are prepared on a half yearly basis and are intended to give an organisational 'snapshot' view of the progress against the city's top level priorities as set out in the Leeds Strategic Plan and Council Business Plan. They provide a broader range of information and progress than is provided in the performance indicator results alone. Each improvement priority within the Leeds Strategic Plan and Council Business Plan has been allocated to an **Accountable Officer** whose role is to provide leadership, co-ordinate the activities of contributing officers/partners and evaluate the performance information to ensure the delivery of the improvement priority. An action tracker has been completed for every improvement priority by the Accountable Officer who has provided an overall evaluation of progress to date and an assessment of the direction of travel. Please see below a brief summary of the information that has been provided in each of the sections of the action tracker template.

Overall Progress Traffic Light and Direction of Travel Ratings Explained

	<p>Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.</p> <p>Overall the direction of travel is improving.</p>		<p>Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target.</p> <p>Overall the direction of travel is improving.</p>		<p>Significant delays or issues to address and unlikely to meet targets for key performance indicators.</p> <p>Overall the direction of travel is improving.</p>
	<p>Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.</p> <p>Overall the direction of travel is static.</p>		<p>Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target.</p> <p>Overall the direction of travel is static.</p>		<p>Significant delays or issues to address and unlikely to meet targets for key performance indicators.</p> <p>Overall the direction of travel is static.</p>
	<p>Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.</p> <p>Overall the performance is deteriorating.</p>		<p>Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target.</p> <p>Overall the performance is deteriorating.</p>		<p>Significant delays or issues to address and unlikely to meet targets for key performance indicators.</p> <p>Overall the performance is deteriorating.</p>

Why is this a Priority?	This section provides a brief comment on why this improvement area is a priority. For example it may be to address poor performance particularly in comparison to other similar cities, be a Government priority or it may address a specific local need / inequality etc.
Graphs	This section presents one or two of the aligned performance indicators as a graph. The graph will include information such as past and present performance and future targets
Overall Summary	This section provides an overall summary analysis of the progress to date - taking a view based on all the information provided in the action tracker including the results for the aligned performance indicators. This section should provide a clear explanation for the overall traffic light and direction of travel ratings.
Achievements since the last report	This section provides details of the key achievements/outcomes delivered in the last 6 months. For many improvement priorities there will be a large number of actions and activities but this section will only include the most important high level achievements.
Challenges/Risks	This section sets out any key risks or challenges that may prevent the delivery of the improvement priority.
Council/Partnership Groups	This outlines at which key council or partnership group the Action Tracker has been discussed and/or approved.
Key Actions for the next 6 months	This section provides a summary of next steps/key actions which are due to be carried out over the coming 6 months. Again these are limited to the most important and high level activities and where possible focus on what the impact/outcome will be. For each action/activity the contributory officer/partner responsible for leading this work, any milestones and timescales are included.
Performance Indicator Information	In this section the results for the aligned performance indicators for this improvement priority are presented including the target and are traffic lighted both for the result itself and for data quality. NB Additional performance information is presented in appendix 4.

Accountability Reporting Guidance

Column Title	Description
PI Type	<p>The PI Type column describes which basket each indicator belongs to. A basket is a set of indicators which we use to report on progress relating to different plans or frameworks, such as the Leeds Strategic Plan.</p> <p>Leeds Strategic Plan Government Agreed - These indicators show progress against the Leeds Strategic Plan and also form our Local Area Agreement.</p> <p>Leeds Strategic Plan Partnership Agreed - These indicators are the locally agreed priorities included in the Leeds Strategic Plan.</p> <p>Business Plan - These are indicators that form part of the Council Business Plan.</p> <p>National Indicator - These indicators are part of the set that are used to measure local government performance.</p> <p>Local Indicator - These are local key indicators for Leeds set by specific service areas.</p>
Reference	Each indicator has a unique reference number.
Title	This is the title given to the indicator.
Service	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
Frequency & Measure	<p>The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March).</p> <p>The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes.</p>
Rise or Fall	The good performance column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.
Baseline	The baseline column provides a base result for the indicator against which progress can be measured. This is usually based on performance at a specific time in the past. E.g. a previous year.
Last Year Result	This column displays the result at the end of the previous financial year (31 March 2009).
Target	This column shows the target we have agreed for this financial year.
Quarter	This column identifies the result at the end of the quarter.

Predicted Full Year Result	Directorates use this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance over time of the indicator. We use this figure as one method to inform whether an indicator is red, amber or green.	
	The green light shows that the Directorate predicts this indicator WILL meet its target. The Directorate uses current performance information to make this forecast.	
	An amber traffic light shows that the Directorate predicts this indicator will not meet its target. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast.	
	The red lights shows that the Directorate predicts this indicator WILL NOT meet its target at the end of the year. The Directorate uses current performance information to make this forecast.	
Data Quality	To know we can rely on the information in these reports, it has to be of good quality. Directorates use this column to identify indicators where they have concerns about the quality of the information or data in the report. If a Directorate has Some or Significant concerns regarding Data Quality there will be an explanation in the comments field.	
	No Concerns indicates that the Directorate has signed off the data as accurate.	No Concerns
	If Some Concerns has been chosen, the Directorate has concerns about the data and are working to ensure it is accurate and reliable.	Some Concerns
	If Significant Concerns has been chosen, the Directorate thinks that the quality of the data may not be good or that maybe they have not got the correct data.	Significant Concerns
Comments	The comments for each indicator should explain why performance varies. They should also highlight if there are any problems with the quality of the data and what steps the Directorate is taking to improve it. This section will also focus on what will be done to improve the actions and state what outcomes they have achieved.	

We are an intelligent organisation, using good quality information to deliver better				Our resources are clearly prioritised to provide excellent services and value for money			
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director
IO-1a	Improve our systems and processes to enable us to use our information effectively and efficiently		James Rogers	VfM-1a	Deliver our 5 year financial strategy to align resources to our strategic priorities		Alan Gay
IO-1b	Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels		James Rogers	VfM-1b	Embed sustainability in our resource management processes		Alan Gay
IO-1c	Ensure we have the right intelligence to inform our strategic planning		James Rogers	VfM-1c	Consider all additional sources of funding available to support our priorities		Alan Gay
IO-1d	Develop arrangements to protect and share information in line with legislative and regulatory requirements		James Rogers	VfM-2a	Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management		Alan Gay
IO-2a	Increase choice so customers can access services in more convenient ways		James Rogers	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
IO-2c	Improve our services based on customer feedback		James Rogers	Vfm-4a	Ensure strategic business transformation/improvement activity is prioritised and co-ordinated		James Rogers
IO-2d	Manage customer expectation and deliver on our promises		James Rogers	Vfm-4b	Enhance service improvement capacity to support business change at directorate/service level		James Rogers
IO-2e	Develop joined up and person centred services designed around the needs of our customers		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
IO-3a	Increase involvement, engagement and participation of all communities especially hard to reach groups		James Rogers	Vfm-5a	Develop sustainable and effective partnership governance framework		Nicolé Jackson
IO-3b	Build trust with local communities to encourage greater engagement		James Rogers	Vfm-6a	Improve quality and efficiency of support services		Alan Gay

10/03/17

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

Code	Improvement Priority		Accountable Director	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-3b	Maximise member involvement in policy development, decision making and accountability		Nicolé Jackson
VP-1b	Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals		Alan Gay	VP-4a	Ensure colleagues reflect the diversity of our communities		Alan Gay
VP-1c	Improve understanding and transparency of our decision-making and accountability processes		Nicolé Jackson	VP-4b	Ensure fair access to all our services		James Rogers
VP-2a	Improve leadership at all levels including officers and elected members		Alan Gay	VP-4c	Embed equality and diversity throughout the organisation		James Rogers
VP-2b	Enhance our leadership of the city		James Rogers	VP-5a	Reduce the carbon emissions arising from our buildings, vehicles and operations - BIG IDEA		Alan Gay
VP-2c	Strengthen communication (skills and mechanisms) at all levels		James Rogers	VP-5b	Increase the proportion of socially responsible goods and services that we procure		Nicolé Jackson
VP-3a	Strengthen our democratic processes to improve governance and policy making		Nicolé Jackson	VP-5c	Support the achievement of our strategic outcomes through our corporate social responsibility programme		James Rogers

Leeds Strategic Plan

Environment

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

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Key

	Significant delays or issues to address
	Minor delays or issues to address
	Progressing as expected – on schedule to complete actions & targets
	Improvement priority delivered/completed no further actions or activities planned



Why is this a priority	Local government is being asked to define its role as a place shaper. In order to do this effectively we need to know about our population, their needs and wants and understand how these are likely to change over time. We also need to effectively monitor the performance of the city and use this challenge service provision and support decision-making.
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Graphs - There are no graphs for this priority.

Overall progress to date and outcomes achieved 1st April – 30th September 2009

Overall Summary: A recommendation from the CAA Organisational Assessment was that the council needs to strengthen its arrangements relating to data sharing, enhance data quality assurance and compliance arrangements contained in existing partnership agreements so that partnerships can deliver enhanced outcomes. Work is underway on addressing these areas. The Area Assessment has identified that we do not yet have effective performance management arrangements across the partnership. Work is underway to review our performance management systems and processes and to review partnership governance arrangements. These activities will lead to improvements in the way that we can more effectively challenge poor performance quickly and take clear improvement action. Key appointments have been made within the Business Transformation team to strengthen our capacity towards developing the Business Transformation and Data Governance areas. Whilst progress is being made this priority remains amber as the outcomes have not yet been delivered from this work.

Achievements since the last quarter

- Corporate Data Quality Group expanded and now has a wider representation from across the council.
- An improved Action Tracker template has been introduced for Qtr 2.
- Business Intelligence consultants have been appointed to formulate a development plan for the delivery of Business Intelligence / Corporate Performance Management applications.
- A Corporate Intelligence Manager has been appointed.
- A Strategic Intelligence Officer group established with representation from each Directorate.
- A Research and Intelligence Group has been established within Policy, Planning and Improvement.
- The development of a project brief to improve our performance management processes across the partnerships.
- Consultation with Directors on corporate performance management arrangements.
- Closer working with NHS Leeds performance team has resulted in better quality and more joined up performance reporting. It has just been agreed to share data between the Council and NHS partners via the Leeds Initiative extranet.

Challenges/Risks

- Establishing a way forward for gathering and collating our evidence base for next year's CAA Organisational Assessment.
- To consider the council's approach to demographic information needs and to put in place arrangements for an effective approach for the commissioning and delivery of research and intelligence.
- Working with directorates to develop a business plan/scoping document for commissioning demographic research.
- Ensuring we have staff with good analytical skills in order to turn data and information into intelligence which can be used effectively
- The delivery of more effective performance management arrangements across the partnership requires the commitment of senior officers across the partnership and to be supported by effective governance arrangements across the Leeds Initiative structures that ensure a clear focus on delivery.
- This work is dependent upon the delivery of effective IT solutions to enable data to be analysed and presented in a more effective way.

Council / Partnership Groups	Strategic Planning and Policy Board		
Approved by <i>(Accountable Officer)</i>	Kathy Kudelnitzky	Date	28 November 2009
Approved by <i>(Accountable Director)</i>	James Rogers	Date	9/11/09

Improvement Priority – IO-1b/c Use our information to shape service provision, provide challenge and improve decision making; and ensure we have the right intelligence to inform our strategic planning

Accountable Officer – Kathy Kudelnitzky

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1.	To have a baselines of the data quality across a number of key systems	Ellie Fitzpatrick	To address levels of data quality, undertake a data profiling exercise on a number of key line of business systems.	Ongoing
2.	We have the right intelligence to inform our strategic planning	All Directorates and Partners	Production of major strategies as well as the Vision refresh and production of the next Leeds Strategic Plan will require collection and analysis of quality data and information. Contribute to preparatory work for Census 2011.	Ongoing
3.	A more robust, consistent and over-arching approach that provides a wider based data quality judgement for each performance indicator.	All Directorates and Partners	Working closely with directorates and partners to undertake a review of the criteria used to inform the data quality judgements that are included in Accountability reports for each performance indicator.	Spring 2011 March 2010
4.	Development of a Performance Management Framework for the city	Steve Clough	Review Q2 arrangements Develop proposals for addressing poor performance Documentation of PMF	Mar 2010 Mar 2010
5	Review of partnership governance and structures to facilitate better performance management through partnerships	Jane Stageman		

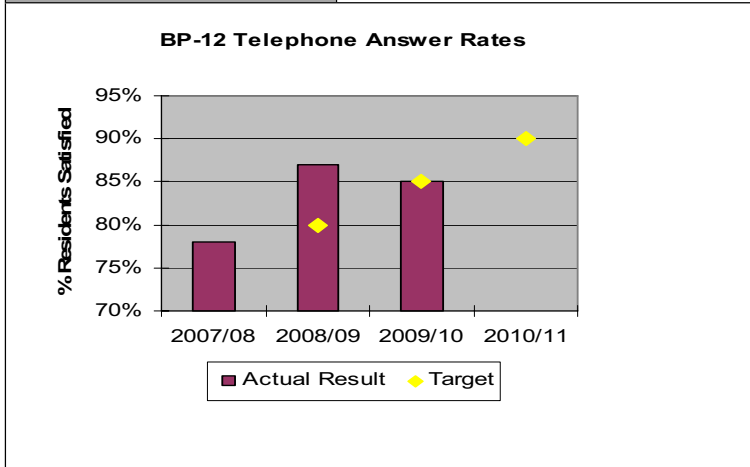
Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 2	Current Predicted Full Year Result	Data Quality
BP-4bii	Use of Resources Score for Use of Information	PP&I	Annual Number 1-4	Rise	2	3	3	2	2	No concerns
BP-36b	% of strategic indicators (LSP/CBP & NI) where we have "no concerns" on data quality	PP&I	Annually %	Rise	76%	76%	90%	Reported Annually due in Q4	Annually result due in Q4	No concerns



Why is this a priority	Through a better understanding of our customers, we will be able to provide better services and be a more customer focused organisation.
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The council aims to improve customer involvement, choice and satisfaction through the following four inter-related themes: We will:

- Increase choice so customers can access services in more convenient ways;
- Improve our services based on customer feedback;
- Develop joined up and person centred services designed around the needs of our customers; and
- Manage customer expectation and deliver on our promises.

Overall progress to date and outcomes achieved

Overall Summary
 Through its Customer Strategy Board, the council is developing a ‘One Council’ approach to Customer Relations, drawing together Customer Insight, Communications, Customer Services, electronic and other access channel development. This will build on good awareness and progress in some service areas and translate it into an improved corporate approach, including reducing the level of avoidable contact to the council, which has benefits for customer satisfaction and efficiency.

In the second quarter, the council has made some good progress overall against the PI measures for this Business Plan priority, continuing from 2008/09, when targets were exceeded and new stretch targets set for future years. The volume of self service continues to increase significantly overall. Performance on the handling of complaints and letters within stated standards is improving on last year, although letters are not quite yet achieving the target for 2009/10. Email performance has fallen in line with increased demand linked to the economic downturn, which has also impacted on overall telephony where answer rates have fallen slightly from quarter 1 to quarter 2. Some services such as Council Tax have experienced significantly increased levels of customer contact linked to the economic downturn. The percentage of contact which is of low or little value is reported annually as NI 14. Whilst this is not included in the mid year PI summary overleaf, action plans have been developed and are being monitored across the council.

- Achievements since the last report**
- Go live of several projects improving choice and access for customers, e.g. bidding for council properties and paying for school meals.
 - Opening dates agreed for two Joint Service Centres in Chapeltown and Harehills, jointly provided between the council and NHS Leeds.
 - Positive Ombudsman letter for 2008/09 praising the council’s liaison on escalated complaints.
 - Customer Master Index links customer data in CRM Leeds and Housing ICT systems. This is an important first step in the council using a ‘single view of the customer’ to improve services.

Challenges/Risks
Challenge - The economic downturn has increased the customer demand for council-administered benefits and in the number of customers having difficulty making regular payments to the council.

Council / Partnership Groups	Customer Strategy Board, Chief Officer Business Transformation, Head of Corporate Communications.		
Approved by <i>(Accountable Officer)</i>	Paul Broughton	Date	26 October 2009
Approved by <i>(Accountable Director)</i>	James Rogers	Date	9 th Nov 2009

Improvement Priority – Improve customer involvement, choice and satisfaction

Accountable Officer – Paul Broughton

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer/Partner	Milestone / Actions	Timescale
1	Increase choice so customers can access services in more convenient ways.	All CSB members and project leads	1 Implementation of Interactive Voice Recognition to allow customers to complete simple transactions by phone 24 hours a day, starting with choice based lettings and then other services to follow. 2 Developments in self service for key services (library book loans, blue badge permits) and wider improvements to the council website.	1 Jan 2010 2 Ongoing
2	Improve our services based on customer feedback.	All CSB members and project leads	1 Improved customer insight and intelligence linking citizen consultation and engagement research to customer preferences, profiles and life events. 2 Research on the 'customer experience' for people claiming council-administered benefits.	1 Ongoing 2 Jan 2010
3	Develop joined up and person centred services designed around the needs of our customers.	All CSB members and project leads	1 Development of a Customer Focus Vision/Strategy. 2 Progress of Electronic Service Delivery, Housing ICT +, Council Tax/Benefits/change of address and allied programmes, and realisation of customer and financial benefits identified in business cases. 3 Progress of end to end process reviews for Social Care to provide more joined up working with Customer Services.	1 Ongoing 2 Ongoing 3 April 2010
4	Manage customer expectations and deliver on our promises.	All CSB members and project leads	1 Development of cross-council action plans for reducing avoidable contact, and linking them to other insight and data to improve end to end service design. Action plans for reducing avoidable contact reviewed and shared at council-wide workshop 2010. 2 Introduce regular reports to key stakeholders on the level of repeat contact.	1 April 2010 2 Ongoing

Performance Indicators

Performance indicators aligned to this Improvement Priority

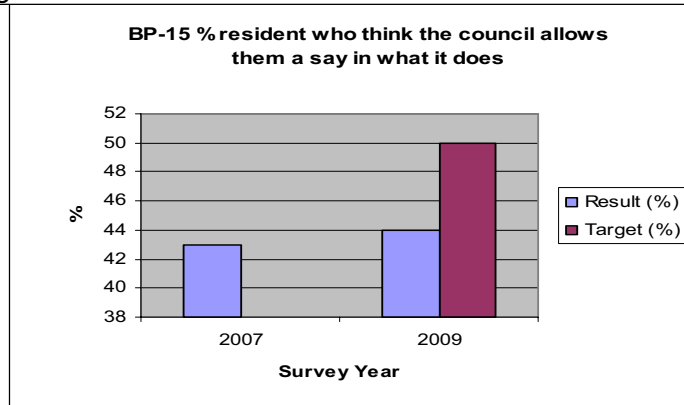
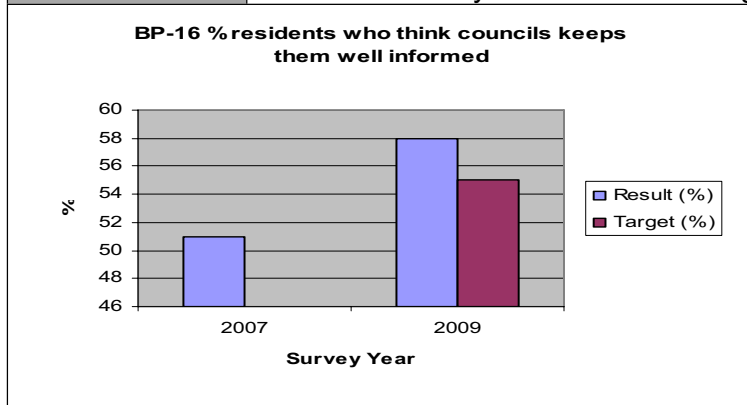
Ref.	Title	Owner	Frequency & Measure	Rise or Fall	Baseline (2007/08)	2008/09 Result	2009/10 Target	2009/10 Quarters 1 + 2	Current Predicted Full Year Result	Data Quality
BP-08	Volume transactions through customer self service	Customer Services	Quarterly Number	Rise	467,054	1,058,555	1,250,000	968,960	1,900,000	No concerns
BP-09	% of complaints to the council that receive a substantive response within 15 working days (or other stated service standard)	Customer Services	Quarterly %	Rise	69%	72%	86%	87%	86%	No concerns
BP-10	% of letters from the public that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N/A	85%	90%	89%	89%	No concerns
BP-11	% of customer emails sent to publicly advertised email addresses that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N/A	93%	95%	81%	81%	Checklists currently being revised
BP-12	% of telephone calls answered as a proportion of calls offered	Customer Services	Quarterly %	Rise	78%	87%	85%	85%	85%	

Improvement Priority – IO-3a/b Increase involvement, engagement and participation of all communities especially hard to reach groups; and build trust with local communities to encourage greater engagement

Accountable Officer – Kathy Kudelnitzky



Why is this a priority Evidence from national studies and local research (Residents Survey) tells us that residents that feel they are informed about what the council does and feel able to influence local services delivery, are more likely to feel the council provides value for money and in turn be satisfied with the council. Equally, in the current economic situation, the council needs to be confident that it is allocating resources to the best effect for residents. To do this the council needs to understand residents' evolving needs, and be able to effectively communicate changes to services.



Overall progress to date and outcomes achieved 1st April – 30th September

Overall Summary

The council continues to carry out a great deal of consultation and engagement work aimed at increasing the involvement of local people in decision making. The combined results of these consultations inform the way in which we plan and deliver services and provide a strong source of strategic intelligence. The increased use of the Talking Point system has assisted in providing an overall picture of the level of consultation activity taking place. However, we recognise the need for further work to improve strategic co-ordination of our involvement, consultation and engagement activities and to make this more effective across the council and the partnership. This is an area of activity identified as needing more attention within the CAA. Similarly, further work is needed to adequately capture, understand and analyse the involvement, engagement and participation activities taking place within localities. We have a number of activities in place or planned but this is at an early stage hence the amber rating. Initial results of the 2009 residents survey are being analysed and improvement is not consistent as the results above show - further work is underway through the resident's survey board to better understand what are the drivers of public opinion and how these translate into differences in satisfaction across the city.

Achievements since the last report

- Options for better consultation management/expertise arrangements being considered
- Establishment of the Leeds Initiative Harmonious Communities Partnership and related Equality Hubs and Assembly going forward this will provide further opportunities for increasing engagement, involvement and participation of groups whose voices are seldom heard.
- Two meetings of Leeds Initiative AnswerTime and one meeting of the LI Assembly were held and through this some 150 organisations gave their views from across the public, business, academic and third sectors.
- Research designed to better understand effectiveness of consultation and communication activities
- Residents Survey 2009 delivered, initial reporting will form basis for wider process of combining results with other existing data sources, e.g. other surveys, Neighbourhood Index, MOSAIC data. For the first time this has delivered relatively robust reporting to Area Committee level for use in Area Delivery Plans.
- Research to assess presentation of service information via A to Z of Services leaflet and Council tax pack
- Establishment of a research officer group reporting into the Strategic Planning and Policy Board
- Continued use of press and media to communicate key messages to the public
- A new web strategy has been developed and the requirements of a new content management system to power the council's website in future have been drafted.

Improvement Priority – IO-3a/b Increase involvement, engagement and participation of all communities especially hard to reach groups; and build trust with local communities to encourage greater engagement

Accountable Officer – Kathy Kudelnitzky

- Initial results from the 2009 Residents Survey show that the majority of people use and trust the About Leeds newspaper and council website as their preferred – and most trusted – source of news about the authority.
- Initial meetings with partners through Leeds involvement Leads group, aiming to develop collaborative work on consultation and engagement

Challenges/Risks

- Not having a culture of early and effective planning of consultation
- Lack of available expert support for those staff tasked with consulting
- Lack of central coordination of activity
- Low level of giving feedback on consultations to participants
- Lack of access to analytical skills to interpret intelligence gained from a range of sources
- Lack of evaluation of consultation effectiveness
- Our ability to make good progress with our consultation/engagement and web development work.

<u>Council / Partnership Groups</u>	Residents Survey Board		
<u>Approved by</u> <i>(Accountable Officer)</i>	Kathy Kudelnitzky	<u>Date</u>	30 th October 2009
<u>Approved by</u> <i>(Accountable Director)</i>	James Rogers	<u>Date</u>	9/11/09

Improvement Priority – IO-3a/b Increase involvement, engagement and participation of all communities especially hard to reach groups; and build trust with local communities to encourage greater engagement
Accountable Officer – Kathy Kudelnitzky

Key actions for the next 6 months					
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale	
1	Complete various research projects that look at residents' views on the way we engage (communicate and consult), and feed learning into revised/new guidance and/or training for relevant officers	Matt Lund	All should report by March 2010	Mar 2010	
2	Agree new organisational arrangements for supporting the delivery of consultation activity	Matt Lund	Meeting to agree next steps	Nov 2009	
3	Explore suitable approaches to rolling evaluation of our engagement work, to stay aware of what works and what doesn't for each community.	Matt Lund	Meeting to agree next steps	Nov 2009	
4	Resident Survey to be followed by a second phase of investigative research and consultation with communities, insight to be shared with partners	Residents Survey Group (Steve Clough chair)	TBC, should be before end 09/10	March 2010	
5	Complete an initial review of the About Leeds newspaper in order to inform the budget setting process.	Andy Carter Alex White		Oct 09	

Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 2	Current Predicted Full Year Result	Data Quality
BP-15	% people who are satisfied that they think the council allows residents a say in what it does	PP&I	Bi-annual %	Rise	43%	No survey	50%	44% (Final result)		No concerns
BP-16	% people who think the council keeps them well informed about services and benefits it supplies	PP&I	Bi-annual %	Rise	51%	No survey	55%	58% (Final result)		No concerns

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Why is this a priority	The council needs to strengthen its governance arrangements to reduce the risk of challenge and create efficiencies through improved commissioning. To ensure commissioning is undertaken in a consistent and robust manner across the authority, the Procurement Unit is developing a One Council Approach to Commissioning (OCATC) Framework which focuses on improving outcomes. This approach will also contribute towards raising our Use of Resources assessment score under the Comprehensive Area Assessment.
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Graphs - There are no graphs for this priority.

Overall progress to date and outcomes achieved

Overall Summary


The council is committed to delivering the OCATC Framework as a mechanism to ensure officers take a consistent and improved approach in commissioning. The OCATC will ensure prioritisation according to local need, demonstrate value for money in service delivery and provide continuous improved outcomes for service users. The overall progress has been rated as amber because the introduction of the framework is taking longer than expected. The OCATC development has been lead by the Procurement Unit. Guidance documents and resources for the framework have been published. There has been a significant amount of Directorate-consultation to ensure that it takes into account the needs of Directorates and the requirements of other relevant commissioning frameworks. CLT sign-off for the framework has been delayed due to issues raised by some Directorates and further implementation is awaiting resolution of these issues.

Achievements since the last report

- The Procurement Unit has restructured in order to adopt a category-management approach to procurement and improved governance support across the authority. These changes will improve efficiency, consistency and value for money.
- The commissioning function in Adult Social Care has restructured to improve VfM, consistency and efficiency
- The council collaborates on a range of procurements and leads on shared services such as the management of Approved Lists in the region.
- The council makes use of e-procurement methods including e auctions, the mandatory use of purchasing cards and leading the regional Supplier and Contract Management System.
- The procurement ‘Certificate of Competency’ is being rolled out to improve capacity and capability.
- The OCATC project has delivered some key products and the framework has been mapped to key assessment criteria strengthening the overall approach. A Corporate Commissioning Project Group has been established to deliver specific work packages and ensure commitment to the framework.
- The council has a range of strategic partnerships to ensure effective prioritisation of services according to local need.
- The council identifies needs and gaps in provision through partnership work (such as in the Skilled for Success contract) and through the JSNA.

Challenges/Risks

- The authorities in the region continue to work closely to deliver shared services and systems.
- To provide a OCATC Framework which addresses the needs of the council.
- Identifying improved outcomes through commissioning activity, through service re-design and partnership working to ensure the best provision.
- Use the OCATC to develop formalised shared governance arrangements with partners.

Council / Partnership Groups			
Approved by <i>(Accountable Officer)</i>	 pp Wayne Baxter	Date	3 rd November 2009
Approved by <i>(Accountable Director)</i>	Nicole Jackson	Date	

Improvement Priority – VfM 3 Implement a commissioning approach which delivers value for money and ensures best provider Accountable Officer – Wayne Baxter

Key actions for the next 6 months

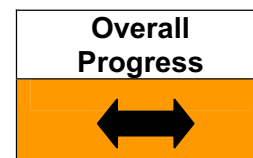
Action (Desired Achievements)		Contributory Officer / Partner	Milestone / Actions	Timescale
1	The Procurement Unit restructure will have ensured improved market intelligence, improved consistency in evaluation processes and contract management processes.	Wayne Baxter	Completion of restructure	Dec 2009
2	Leeds will continue to act as Programme Manager for the RIEP's Smarter Procurement work stream to develop regional projects and partnerships.	Wayne Baxter	Annual reports to RIEP.	April 2010
3	The OCATC Framework is embedded and utilised by commissioning officers across the council.	Wayne Baxter	Delivery of key products. Web tool goes live	March 2010
4	Further roll-out of the Certificate of Competency training package	Wayne Baxter	Practical use of the learning to be captured through case studies.	April 2010
5	The Corporate Commissioning Project Group will identify improved commissioning outcomes from the service areas, which will be shared across the authority	Wayne Baxter	Commissioning outcomes will be added to the group's standard agenda and fed into the OCATC Framework resources	April 2010
6	The OCATC will develop mechanisms for developing shared governance arrangements.	Wayne Baxter	Build into the Corporate Commissioning Project Group's work package and agenda for the events	April 2010

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 2	Current Predicted Full Year Result	Data Quality
BP-04bi	Use of Resources score for commissioning & procurement	Corporate Procurement	Annual Num. 1-4	Rise	N/A new key line of enquiry for 2009 assessment		3		2 Confirmed result	No concerns

Improvement Priority – VfM-4a/b Ensure strategic business transformation/improvement activity is prioritised and co-ordinated; and enhance service improvement capacity to support business change at directorate/service level



Accountable Officer – Lee Hemsworth

Why is this a priority	Delivering strategic business transformation/improvement outcomes will be critical in realising the Council’s aspirations as set out in the Business Plan. In particular business transformation activity will bring about increased efficiency in terms of stream lined business processes, a modernised work environment leading to better service outcomes that meet the diverse and changing needs of local citizens.
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Graphs - There are no graphs for this priority

Overall progress to date and outcomes achieved 1st April – 30th September 2009

Overall Summary

The Business Transformation team has been in existence for 6 months (since April 2009), during this period the team has built up its staffing capacity and scoped out its future work programme reflecting the Council’s Business Transformation programme. CLT have given their full support to the Council’s Business Transformation programme and associated corporate and service priorities in April 2009. CLT agreed that the Council’s Business Transformation programme be broken down into the following 4 key priority programmes;

- Changing the workplace,
- Customer Focus,
- Business Management, and
- Aspirational Culture.

In September, CLT gave their commitment in principle to invest the appropriate level of capacity to deliver the Council’s Business Transformation priorities. Work related to Business Management is yet to be scoped, but this work is to be informed by business case recommendations arising out of the Delivering Efficient Corporate And Transactional Services (DECATS) programme. The DECATS programmes will provide the Council with a cross-council baseline for our transformation ambitions and identify areas where we can make improvements, standardise processes and deliver efficiencies (see collaboration action tracker).

Achievements since the last report

- Staff appointed to key positions within the Business Transformation team – from September 2009 all staff brought together into one team.
- Identification of key Business & Service Transformation priorities by CLT in April 2009.
- Agreement in principle by CLT to invest in building the Council’s transformation capacity/resources.
- Agreement in principle to initiate the national DECATS programme which will inform the Council’s overall approach to transformation and in particular our approach to ‘business management’.

Challenges/Risks

- Inadequate capacity invested by Council leading to non-delivery or delays in BT programmes.
- Benefits arising out of programmes not fully realised due to weak business cases or other financial pressures
- The Council does not fully understand what BT means and its implication on future direction
- DECATS programme may delay or lead to major changes to existing programmes

Council / Partnership Groups	All directorates engaged		
Approved by <i>(Accountable Officer)</i>	Lee Hemsworth	Date	22 October 2009
Approved by <i>(Accountable Director)</i>	James Rogers	Date	9/11/09

Improvement Priority – VfM-4a/b Ensure strategic business transformation/improvement activity is prioritised and co-ordinated; and enhance service improvement capacity to support business change at directorate/service level

Accountable Officer – Lee Hemsworth

Key actions for the next 6 months

Action (Desired Achievements)		Contributory Officer / Partner	Milestone / Actions	Timescale
1.	Agreement by all directorates to invest appropriate level of resources to build up staffing capacity to deliver business & service transformation priorities as agreed by CLT.	Lee Hemsworth & Arfan Hanif	<ul style="list-style-type: none"> CLT to agree practicalities of identifying and allocating required capacity SLTs to be engaged and their capacity requirements identified and agreed. 	Mar 2010
2.	Business cases arising out of the 'Changing the workplace' and 'Customer Focus' programmes to be drafted.	Jane Watson Julie Snowden	<ul style="list-style-type: none"> Business cases drafted and recommendations agreed 	Mar 2010
3.	Completion of DECATS programme to confirm current Council transformation baseline and identification of additional opportunities to maximise transformation outcomes.	Arfan Hanif & Bernard McPheely	<ul style="list-style-type: none"> Business cases arising out of DECATS considered and acted on. DECATS to inform Council's approach to 'business management' 	Mar 2010
4.	Proposals to establish a corporate programme office to co-ordinate & monitor BT programmes to be finalised.	Anthony Burnham & Neil Colley	<ul style="list-style-type: none"> Agreed framework and structure for a corporate programme office finalised 	Mar 2010

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 2	Current Predicted Full Year Result	Data Quality
BP-30	Number major projects not receiving independent project assurance (NB project list is currently under review)	Audit and risk	Quarterly Number	Fall	22 projects	22 projects	0 projects	27 projects	Unable to predict year end result	No concerns
BP-31	Number major projects, independently assured by the Project Assurance Unit, with a red rating for the effectiveness of overall project management arrangements	Audit and risk	Quarterly Number	Fall	0 projects	0 projects	0 projects	0 projects	Unable to predict year end result	No concerns



Why is this a priority	Exploring opportunities for collaboration is one of the ‘Big Ideas’ in the Council’s Business Plan. Through collaboration we are seeking to deliver significant improvements in value for money (vfm) and efficiency. In order to progress this agenda we are taking part in the national Delivering Efficient Corporate And Transactional Services or DECATS programme. Phase 1 of DECATS provides a diagnostic tool to identify where we might make efficiency savings through standardising and improving our back office functions. This will provide a cross-council baseline in terms of the Council’s Business and Service Transformation Programmes. The final output of the detailed diagnostic methodology will be a outline business cases and an implementation plan for transformation across all council processes.
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Graphs - There are no graphs for this priority.

Overall progress to date and outcomes achieved 1st April – 30th September 2009

Overall Summary

The scope of the original collaboration brief had been extended to include all key business processes through PwC’s transformation diagnostics organisational review tool. Initial contact was made with the Yorkshire and Humber RIEP to examine possible funding opportunities to extend the scope of this work. Lack of commitment from the RIEP resulted in an approach being made directly with Local Partnership’s (previously known as 4Ps) DECATS programme with serious consideration given to joining programme with a view to sharing experience and best practice. Benefits and implications of participating in the Local Partnership’s DECATS were explored during the summer in conjunction with Chief Officers Resources and Strategy (CORS). It was agreed that the Council join the DECATS programme which will still include the exploration of potential strategic collaborative work with the private and/or public sectors. Local Partnerships are to fund two thirds of costs at ‘risk’ on the basis the Council will pay for all costs if more than £6 million additional savings can be delivered. These discussions have resulted in some delays which is why this has been assessed as amber; however, there is now a robust scope and way forward for this improvement priority and progress is expected to be rapid once the DECATS programme is underway.

Achievements since the last report

- Agreement to extend scope of collaboration brief to cover a comprehensive range of business processes covering all Council services.
- Links made to the national DECATS programme with opportunities to gain and share best practice with others.
- Buy-in to proposal in principle by CLT, CORs and Resources & Performance Board
- Additional efficiency savings above and beyond the Council’s baseline target to be identified and delivered
- Two thirds of funding (£100K) to be paid by Local Partnerships at risk ie if an additional £1 million of saving are delivered the council pays back £50K and if an additional £5 million of saving are delivered the council pays back another £50K.
- DECATS programme to provide baseline for Council’s BT Business Management theme/function

Challenges/Risks

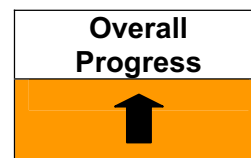
- Programme not delivered within agreed time scales – potential contractual penalties.
- Lack of buy-in or commitment within Council to participate in DECATS programme including failure to collate required data and attend appropriate workshop sessions.
- Lack of willingness to act on business case opportunities/recommendations, leading to missed opportunities to improve and maximise efficiency outcomes.
- Identification of Council’s agreed baseline efficiency savings maybe difficult to identify or get a clear Council position.
- May lose focus of potential options and benefits to collaborate with the private and/or public sector
- Council information in particular bad practice exposed externally through the DECATS programme
- Lack of improvement in response to DECATS may be embarrassing for the Council.

Council / Partnership Groups	Council Directorates involving all Chief Officer portfolio/function areas. External partners Local Partnerships and PwC.		
Approved by (Accountable Officer)	Lee Hemsworth	Date	22 October 2009
Approved by (Accountable Director)	James Rogers	Date	9/11/09

Improvement Priority – VfM-4d Explore opportunities for collaboration with private and public sector bodies
Accountable Officer – Lee Hemsworth

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1.	Contractual arrangements to join the DECATS programme to be finalised with clearly defined outcomes. Original collaboration brief contract with PwC to be terminated	Arfan Hanif Iain Dunn	<ul style="list-style-type: none"> Original collaboration contract terminated Contract with Local Partnerships to join DECATS agreed 	Nov 2009 Nov 2009
2.	Communication Plan outlining strategy to raise awareness about DECATS and empowering the Council to effectively participate in the programme to be agreed and embedded.	John McPherson	<ul style="list-style-type: none"> Communication Plan agreed Communication with key stakeholders including senior managers and nominated Head of Service completed 	Nov 2009 Nov 2009
3.	DECATS programme to be initiated with agreed timescales and outcomes.	Arfan Hanif Bernard McPheely	<ul style="list-style-type: none"> Contract initiated with buy-in from all key stakeholders 	Nov 2009
4.	DECATS programme completed within agreed time scales and business cases identified to maximise efficiency and improvement opportunities	Arfan Hanif Bernard McPheely	<ul style="list-style-type: none"> DECATS programme completed Business cases identified and opportunities explored 	Apr 2010 Apr 2010

Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

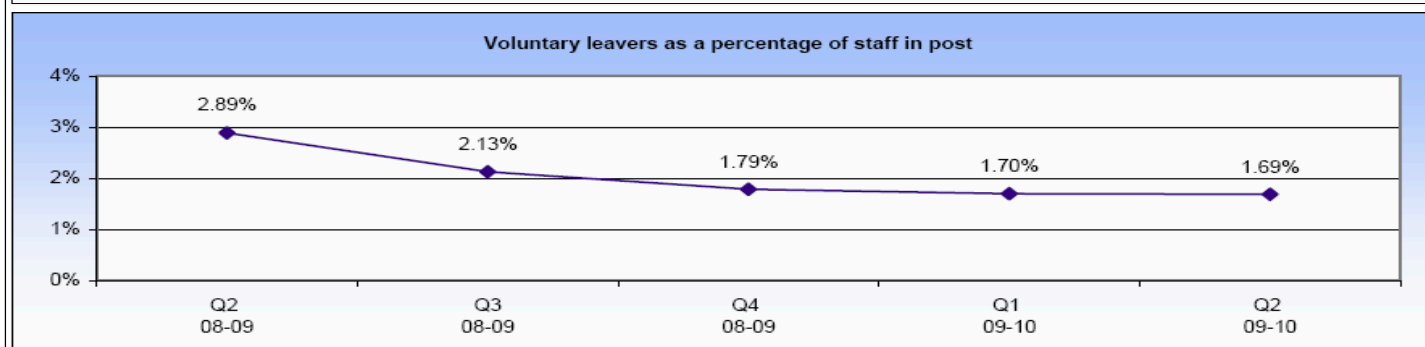
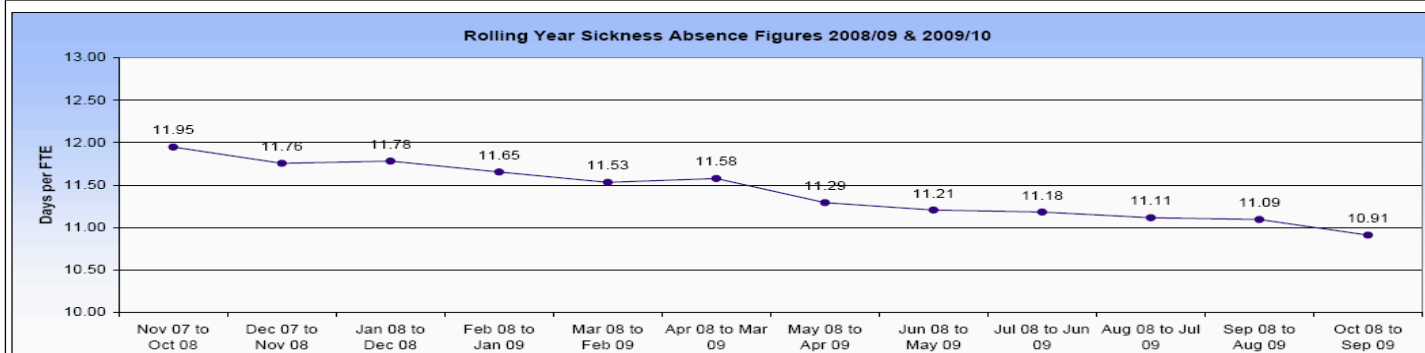


Improvement Priorities: VP 1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

Accountable Officer – Lorraine Hallam

Why is this a priority

LCC delivers a wide range of services which contribute to business plan outcomes. Underpinning this is the performance of the staff we employ and how they are managed. As a large complex organisation, we need to plan this. Successful delivery of services to people in Leeds also needs to be undertaken by a workforce that is inclusive and reflects diversity across different communities and groups. These themes are now reflected in the Use of Resources assessment and our progress and impact will be inspected regarding workforce matters in summer 2010.



NB. 08-09 voluntary leavers figures are based on Q4 data; 09-10 figures are based on Q2 data; As such figures may differ from previously reported quarterly results.

Overall progress to date and outcomes achieved 1st April – 30 September 2009

Overall Summary

Generally we are progressing well against this improvement area, in particular there are notable improvements in safety, wellbeing and attendance with sickness absence predicted at 11.0 days per full time equivalent at the end of quarter 4. The impact of the current economic climate has however, affected our performance results relating to equality and diversity and staff turnover. This is mainly due to the reduced level of external recruitment taking place across the council and the need for us to review our priorities particularly in light of the efficiency agenda and the inspection regimes such as the Comprehensive Area Assessment.

Achievements since the last report

Workforce Planning:

The Council's Workforce Plan is now in place and will be used to provide evidence against the Comprehensive Area Assessment (CAA). A review of the use of agency workers is underway, this includes a procurement model which will enable better control of the use of agency workers. The procurement model is on track for implementation from April 2010.

Budget Action Plan:

2009 Budget is being supported with headcount reductions being made. We are on course to meet our target of 636 fte's. This is combined with other savings being made on car parking and a review of the use of car user allowances. Additionally, a re-deployment and vacancy release panel have been introduced.

Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

Improvement Priorities: VP 1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

Accountable Officer – Lorraine Hallam

Safety, Wellbeing and Attendance:

Sickness absence levels continue to decrease. The rolling average for sickness has reduced from 11.95 days per fte in October 2008 to 10.91 days per fte in September 2009. At the end of September 2009, the council had recorded a total of 375 reported swine-flu related absences. The impact of the VieLife pilot (a personalised health and wellbeing programme which recommends options and interventions to address individual health and well being issues) is currently being evaluated. Ongoing evaluation indicates solid evidence of potential to work proactively with the workforce to encourage healthy lifestyles and a positive impact on health, well-being and attendance levels.

The Council's "in-house" Occupational Health Service is progressing well. We are seeing improvements which are currently being evaluated.

Pay, Reward and Recognition:

Options for the equal pay model (at phase 2) are on schedule for completion during 2009/10. Two pilots for the Changing the Workplace Programme are currently taking place within City Development and Adult Social Care. The programme incorporates a range of HR initiatives including; flexible working, Health and Safety Standards and Cultural Change all of which are being delivered as an integrated programme alongside ICT, IKM, Asset Management and Property Management.

Safeguarding:

2000 staff within Adult Services have received Safeguarding training. A review of practices and procedures are ongoing in light of inspection requirements and in preparation for the introduction of the Independent Safeguarding Authority (scheduled 2010).

Learning and Development:

360° appraisals have taken place with all Directors and Senior Managers. The Leadership and Management standards are also embedded into the new appraisal process for all managers. The 2009/10 staff survey took place in June 2009 and the validated results will be available during quarter 3. The Good to Great Workshop (2008) launched the council's aspirational culture. Since the launch, services have delivered staff briefings and are using the aspirational culture as an organisation development tool. The extent to which the aspirational culture is starting to be embedded throughout the organisation will be measured, in part, through the staff survey.

Equality and Diversity:

The procurement exercise for the equality and diversity learning and development plan is currently taking place. Interim arrangements are in place for the delivery of training, 150 managers and staff have been trained since April 2009. The HR actions within the council's Equality and Diversity Strategy 2008-11 are on track to be delivered within timescales; this includes Impact Assessments. However, pressures to reduce headcount and low turnover are likely to have an impact.

Challenges/Risks

- Impact of the current economic climate - Low and reduced staff turnover; combined with increased in-year budget pressures, we may be less able to meet diversity targets.
- Impact of a swine flu second phase on sickness from October onwards will be monitored.
- Refuse Collection industrial action is diverting attention from other service improvements.

Council / Partnership Groups	Resources and Performance Board, HR Leadership team, CORS		
Approved by (Accountable Officer)	Lorraine Hallam	Date	21/10/09
Approved by (Accountable Director)	Alan Gay	Date	21/10/09

Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

Improvement Priorities: VP 1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

Accountable Officer – Lorraine Hallam

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
Workforce Planning				
	Review of Agency workers	Caroline Beesting	- HR to support review use of agency workers and set new control parameters - New contract let	Nov 09 Mar 10
Budget Action Plan				
	Review arrangements to reduce numbers of staff in managing work-force change processes	Alex Watson	- Create specialist teams to manage changes with surplus staff	Nov 09
Safety, Wellbeing and Attendance				
	Maintain improving attendance	Richard Moss-Blundell	- Proactive Wellbeing strategies developed - Manager's toolkit for Attendance rolled out - Challenge meetings undertaken to retain focus on manager's role in attendance	Dec 09 Oct 09 On-going
Pay, Reward and Recognition				
	Hold Corporate Recognition Event	Emma Wyatt	- Event scheduled	Dec 09
Learning and Development				
	Assess staff survey results and development of the Council's Aspirational culture Outcomes from 360° appraisals to be mapped against the Leadership Standard to identify skills gaps.	Emma Green	- Results reported to CLT - Action plan developed - Mapping exercise to be completed	Dec 09 Feb 10 Dec 09
Equality and Diversity				
	Equality action plans	Gavin O'Brian	- Implement a recruitment and retention toolkit - Review data and targets - Introduce challenge sessions in Directorates - Support disabled staff following closure of the Roseville Door factory - Review diversity targets to reflect an achievable position given job opportunities	Jan 10 Dec 09 Dec 09 From Oct 09 Nov 2009

Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

Improvement Priorities: VP 1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

Accountable Officer – Lorraine Hallam

Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 2	Current Predicted Full Year Result	Data Quality
BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	HR	Monthly Days	Fall	12.18	11.63	11.00	4.85 days	11.0 days	No Concerns
BP-18	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Maintain	8.90%	9.13%	9.00%	3.40%	6.80%	No Concerns
BP-19	% staff who feel valued	HR	Bi-annually	Rise	61%	N/A	63%	Staff Survey results will be available at Q3		No Concerns
BP-20	% staff who have had an appraisal	HR	Bi-annually	Rise	70%	N/A	72%			No Concerns
BP-21	% staff who feel they contribute to the directions of the organisation	HR	Bi-annually	Rise	70%	N/A	74%			No Concerns
BP-23	% local authority staff from BME communities	HR	Quarterly %	Rise	7.70%	8.10%	8.50%	8.03%	8.11%	No Concerns
BP-24	% local authority staff with disability	HR	Quarterly %	Rise	3.20%	3.89%	4.00%	3.85%	3.90%	No Concerns
BP-25a	% of top earners who are women	HR	Quarterly %	Rise	36.83%	38.96%	40.00%	39.54%	40.00%	No Concerns
BP-25b	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	5.78%	6.50%	5.67%	6.50%	No Concerns
BP-25c	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	4.20%	4.40%	3.80%	4.40%	No Concerns
BP-26	Maintain Investors in People accreditation	HR	Every 3 years Yes/No	N/A	Yes	Yes	Yes	Full accreditation (Confirmed result)		No Concerns



Why is this a priority	The equality and diversity agenda is fundamental to the achievement of our overall mission "to bring the benefits of a prosperous vibrant and attractive city to all the people of Leeds" and crucial to narrowing the gap. It is an underpinning theme of CAA and key to understanding our customers and their needs. There is also significant legislation around equality and diversity with which the council must comply
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Overall progress to date and outcomes achieved 1 April 2009 – 30 September 2009

Overall Summary

Progress has continued to be made in embedding equality and diversity and to ensure fair access to all our services. An indication of this is the progress made in the following areas:

- developing an equality assurance process for procurement;
- an increased understanding of the use and benefits of impact assessments; and
- establishing the Leeds Equality Network which has taken forward work around child poverty which will inform further developments in this area.

Whilst progress is being made in taking forward the Equality Assembly, this has been slower than anticipated due to the considerable outreach work required to make sure that full representation is achieved. For the same reason, there has been some difficulty progressing the gender hub, and there is still work to be done to fully establish the other hubs but work remains underway to drive forward these activities

Work has taken place to provide a full up to date list of planned equality impact assessments for 2009-2010.

Progress across all areas is in a forward direction

Achievements since the last report

- Equality and Diversity Board work plan being progressed eg the Board is taking responsibility for challenging any changes to the Equality and Diversity Scheme, and equality performance indicators
- Recommendations from the review of corporate staff groups being progressed. Staff groups feed into the decision making processes – see VP-4a
- Leeds Equality Network (partnership group) has been key to progressing a series of gender impact assessments within areas which impact on child poverty – teenage pregnancy, NEET, and worklessness
- Equality Framework working group has established method/process of transferring from the Standard to the Framework
- Equality Assurance process for procurement rolled out, and directorates now using this process
- Reviewed and clarified performance indicator and targets to measure of equality and diversity performance in Council Business Plan 2008-11
- The Equality Assembly has been established and programmes of work are being developed.

Challenges/Risks

- Challenge to fully embed Equality, Diversity, Cohesion and Integration agenda and ensure positive outcome in this area within CAA, as this is an underpinning theme
- Risk of not meeting our legal duties
- Risk of failing to achieve outcomes within the Equality and Diversity Scheme and Cohesion and Integration Priorities Delivery Plan
- Risk of failing to achieve successful transition to the Equality Framework
- Challenge of diminished satisfaction from key stakeholders resulting in potential disengagement with the Equality Assembly and involvement mechanisms
- Challenge of providing continued professional support with fewer resources

Council / Partnership Groups	Equality and Diversity Board		
Approved by <i>(Accountable Officer)</i>	Kathy Kudelnitzky	Date	30/10/09
Approved by <i>(Accountable Director)</i>	James Rogers	Date	9/11/09

**Improvement Priority – VP-4b/c Embed equality and diversity throughout the organisation and ensure fair access to all our services.
Accountable Officer – Leilir Yeung**

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	Embed equality & diversity at partnership level via Leeds Equality Network	Anne McMaster	Finalise report on child poverty.	December 2010
2	Elected Members and Lead Officers are well informed to be able to progress all areas relating to Equality, Diversity, Cohesion and Integration	Geoff Turnbull	Report to Central and Corporate Functions Scrutiny about Fairplay actions	March 2010
3	Effective leadership structures for Equality, Diversity and Cohesion in place.	Leilir Yeung Helen Grantham	New work programmes in place for the Equality Boards	March 2010
4	Improve embedding equality & diversity considerations in decision making.	Anne McMaster	Recommendations to be produced	March 2010
5	Achieve excellence of the Equality Framework	Anne McMaster	Launch Equality Framework	November 2010
6	Ensure we have effective and vibrant equality staff groups who feed into the decision making process	Alex Hannant	Report to the E&D Board progress on recommended actions from review	March 2010
7	Effective equality and diversity training and development in place	Helen Grantham	Appointment of external providers	December 2010
8	Fully take account of equality considerations in the procurement process	Wayne Baxter	Provide 4 training courses in procurement	March 2010
9	All equality areas are able to actively participate in involvement and consultation.	Leilir Yeung	Representative network to take place in March 2010	Ongoing March 2010
10	Consistent approach to celebrating and promoting equality events at a local, citywide, national and international level.	Geoff Turnbull	Recommend consistent approach around the celebration of equality events	March 2010

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 2	Current Predicted Full Year Result	Data Quality
BP-14a	% services which are accessible as assessed by self assessment	Equality Team	Annually %	Rise	*		100% mainly accessible	Annual indicator reported at Q4		No concerns
NI 140	% people who say they have been treated with respect and consideration by local services	PP&I	Place Survey %	Rise	69.8%	69.8%	No survey due	No survey due 2009/10		No concerns
BP-27	The level of the Equality Framework to which the authority conforms	Equality Team	Annually Level	Rise	Working towards Excellent	N/A	Working towards Excellent	Annual indicator	Working towards excellence	No concerns
BP-28	Implementation of the Equality and Diversity Scheme	Equality Team	Annually %	Rise	5%	5%	50%	Annual indicator reported at Q4		No concerns

*ASC: Partly Accessible – ASC, E&N, CD, EY&YS. Mainly accessible – Ed Leads, CYPSC, Resources

Central Corporate Services Performance Indicator Report

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Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality
AG 1	NI 185	CO2 reduction from local authority operations	Sustainable Development	Quarterly %	Fall	141,699 tonnes CO2	0%	2.1% reduction	30,623 Tonnes CO2	24,018 Tonnes CO2	137,161 Tonnes CO2 (3.2%)	No Concerns with data
		<p>Good progress has been made for the first half year, with emissions declining in most categories (buildings achieved -6.8%; streetlights +0.9%; staff travel +4.6%; fleet -1.3% and outsourced fleet -20.1%).</p> <p>The overall Q2 data shows a 4.8% reduction in emissions compared to the same period last year. 2008/9 was the first year that the data was collected and it is made up of hundreds of individual buildings all with numerous potential variables. Interpreting the data and ascribing cause and effect for variations is difficult. Whilst there is reasonable confidence in the data, our ability to understand and predict outcomes will improve through experience. Also the introduction of more automated meter reader and better reporting software will help with predictions and trend analysis.</p> <p>A detailed NI185 action plan has been agreed and actions are now being taken forwards, focussed on cost-effective carbon reductions</p>										
AG 2	BP-30	Number of major projects not receiving independent project assurance.	Audit & Risk	Quarterly Number	Fall		22 projects	0	37 projects	27 projects	Unable to predict	No Concerns with data
		<p>BP-30 only relates to projects identified by Project Assurance Unit (PAU) through the quarterly survey and excludes PFI projects and projects which receive external assurance. The quarter 2 survey identified 48 major projects and programmes. Of these 27 have not received independent project assurance from PAU, however 12 have requested a Health Check or have agreed to discuss assurance further. The remaining 15 projects not receiving assurance will be contacted again in line with PAU Service Plan timescales to arrange independent project assurance or to complete an initial health check review.</p>										
AG 3	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 Number	Fall		0 projects	0 projects	1 projects	0 projects	Unable to predict	No Concerns with data
		<p>At quarter 2, 21 major impact projects and programmes are currently being assured i.e. subject to regular Health Check Reviews. No major impact projects and programmes were assessed as 'red' this quarter.</p>										
AG 4	BP-03	% variation from the overall council budget in year	Finance	Quarterly %	Fall	-0.52%	-0.52%	0.00%	2.00%	0.97%	0.30%	No Concerns with data
		<p>Based on the 2nd quarter monitoring the forecast is an overspend of £5.5m (0.97%) of the budget. The economic slowdown continues to have a significant impact on a number of external income sources. Within the City Development directorate, rental, markets and surveys income are projecting a shortfall of £0.3m and planning and building fees £2.0m. This is partially offset by £1m of highways expenditure which is more appropriately charged to capital and £1m savings on operational budgets. Income from Section 278 (Roads and Street Works Act) is projected at £1.7m less than budget. Overall staffing budgets are projected to balance although £1.5m is included for the Early Leavers Initiative. The cost of looked after children is projected as an additional pressure of £3.9m. Corporate savings of £3.5m have been identified, primarily from debt savings of £2m, a freeze on further contingency fund releases of £750k and £1.5m from further capitalisation and the use of earmarked reserves. 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.</p> <p>The extent to which action plans are not effective in containing spending pressures within approved estimates will impact on the Council's reserves.</p>										

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Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality
AG 5	BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	Human Resources	Monthly Days	Fall	12.18 Days	11.63 Days	11.00 Days	2.36 Days	4.85 Days	11.00 Days	No Concerns with data
<p>Sickness absence levels continue to show a sustained downward trend with the rolling average for sickness falling from 11.95 days per full time equivalent (fte) in October 2008 to 10.91 days per fte in September 2009. At the end of September the Council had recorded a total of 375 swine-flu related absences. Despite these sustained improvements, the developing flu pandemic may affect results in the coming months and we will continue to monitor the situation. The Council's occupational health service will be administering swine flu vaccines to 3000 front line staff (predominately within Social Care).</p> <p>The impact of the VieLife pilot (a personalised health and wellbeing programme which recommends options and interventions to address individual health and well being issues) is currently being evaluated. Ongoing evaluation indicates solid evidence of potential to work proactively with the workforce to encourage healthy lifestyles and a positive impact on health, well-being and attendance levels.</p> <p>The Council's "in-house" Occupational Health Service is progressing well. We are seeing improvements which are currently being evaluated.</p>												
AG 6	BP-18	Voluntary leavers as a percentage of staff in post	Human Resources	Quarterly %	Fall	8.90%	9.13%	9.00%	1.53%	3.40%	6.80%	No Concerns with data
<p>Second quarter performance is traditionally associated with peak turnover linked to school holidays. The percentage of leavers at quarter 2 (1.69%) is lower than predicted and is lower than the same period last year (2.89%). For 2009/10 turnover is likely to come in under target due to the economic downturn. The implications of this for work-force planning are being considered, together with implications for all diversity targets.</p>												
AG 7	BP-23	% local authority staff from BME communities	Human Resources	Quarterly %	Rise	7.70%	8.10%	8.50%	8.07%	8.03%	8.11%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a further reduction in both BME staff (32) and the overall headcount for this indicator (246). To achieve the 09/10 target we would need to recruit additional BME staff. Each 0.01% improvement equates to approximately 3 employees, and therefore we are cautiously predicting a year end result of 8.11%.</p> <p>The Equalities in Employment project will deliver specific activities which will help to achieve our equality and diversity targets. These activities include : Developing HR capability and capacity ensuring all our HR staff have the necessary skills to support directorates with Equality and Diversity; Development of a recruitment tool kit (enabling recruiters to more effectively consider the needs of under represented groups before, during and after the recruitment process); Implementing equality challenge meetings to consider levels of representation and to act as a forum to take forward positive action initiatives; and engagement with staff groups to ensure that actions address shared issues and common goals.</p>												
AG 8	BP-24	% local authority staff with disability	Human Resources	Quarterly %	Rise	3.20%	3.89%	4.00%	3.86%	3.85%	3.90%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a further reduction in both disabled staff (15) and the overall headcount for this indicator (342). During the quarter 40 disabled employees left the council (of these 12 retired) and 25 disabled employees either joined or were identified. To achieve the 09/10 target we would need to recruit additional disabled staff. Each 0.01% improvement equates to approximately 3 employees, and therefore we are cautiously predicting a year end result of 3.90%.</p> <p>The Equalities in Employment project, will deliver specific activities which will help to achieve our equality and diversity targets - as per BP-23. Other initiatives which are also now in place include the review of the take up of grants (such as Access to Work) and the review of use of the Reasonable Adjustment Toolkit launched earlier this year.</p>												

Central Corporate Services Performance Indicator Report

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Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality
AG 9 Business Plan	BP-25A	% of top earners who are women	Human Resources	Quarterly %	Rise	36.83%	38.96%	40.00%	40.56%	39.54%	40.00%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a reduction in both women in this group (8) and the overall headcount for this indicator (3). To achieve the 09/10 target we would need to recruit an additional 3.1 full time equivalent staff (fe's). Further work is being undertaken to introduce talent management processes to help more women move into senior roles. Directorate-level challenge meetings will also be introduced to increase accountability for performance. It may be still possible to meet this target as internal restructures and recruitment could potentially increase the number of women employed in the top 5%.</p>												
AG 10 Business Plan	BP-25B	% of top earners who are from BME communities	Human Resources	Quarterly %	Rise	5.96%	5.78%	6.50%	5.89%	5.67%	6.50%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a small reduction in BME staff (1) and an increase in the overall headcount for this indicator (7.5). To achieve the 09/10 target we would need to recruit an additional 5.5 fe's. The Equalities in Employment project will deliver specific activities which will help to achieve our equality and diversity targets - as per BP-23. In addition work is also being undertaken to link talent management processes to increasing diversity and assessing data to identify where there are cohorts with promotional potential. It may be possible to meet the target as internal restructures and recruitment would potentially increase the number of BME staff employed in the top 5%.</p>												
AG 11 Business Plan	BP-25C	% of top earners who are disabled (excluding maintained schools)	Human Resources	Quarterly %	Rise	4.05%	4.20%	4.40%	4.20%	3.80%	4.40%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a reduction in both disabled staff in this group (3.6) and the overall headcount for this indicator (29). To achieve the 09/10 target we would need to recruit an additional 3.7 fe's. The Equalities in Employment project will deliver specific activities which will help to achieve our equality and diversity targets - as per BP-23. Other initiatives which are also now in place include the review of the take up of grants (such as Access to Work) and the review of use of the Reasonable Adjustment Toolkit launched earlier this year. It may be possible to meet the target as internal restructures and recruitment would potentially increase the number of Disabled staff employed in the top 5%.</p>												
AG 12 Business Plan	BP-05A	% income collected by authority through % Council Tax collected in year	Revenues and Benefits	Monthly %	Rise	96.30%	96.30%	96.40%	28.33%	55.73%	96.30%	No Concerns with data
<p>Collection performance behind 08/09 by only £130K. It should also be noted that the proportion of Council Tax accounts taking up the option of payment over 12 months continues to increase. We already have £2.1m due in March 2010 the comparable figure for last year being £1.4m.</p>												
AG 13 Business Plan	BP-05B	% income collected by authority through % non-domestic rates collected in year	Revenues and Benefits	Monthly %	Rise	97.68%	97.68%	97.50%	33.12%	60.79%	97.50%	No Concerns with data
<p>Position slightly behind last year's however well within usual range of deviation which occurs every financial year due to timing of payments etc - deferral scheme uptake will have impact of approximately 0.4%</p>												
NE 14 Business Plan	BP-05C	Rent collected by the local authority as a proportion of rents	Housing Management	Monthly %	Rise	96.53%	96.62%	97.50%	96.42	96.57	96.75	Checklist completed, no
<p>Performance continues to mirror performance in 2008/09. Discussions are taking place with ALMOs to find out what measures are being implemented to improve performance, and what impact the recession is having on performance.</p>												
AG 15 Business Plan	BP-05D	% income collected by authority through % sundry debtors income collected within 30 days of invoice issued	Revenues and Benefits	Monthly %	Rise	96.80%	96.80%	96.80%	84.70%	92.90%	97.00%	No Concerns with data
<p>Collection continues to move closer to comparative period last year, however final position will be dependant upon impact of the move to Authority Financials.</p>												

Central Corporate Services Performance Indicator Report

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Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality
AG 16 National Indicator	NI 179	% of cash releasing efficiency savings made (cumulative total over three years)	Finance	6 Monthly £m	Rise	£28.759m	£24.545m	£58.476m	N.A.	N.A.	£53.425m	No Concerns with data
<p>At the half year, the cumulative projection to 31/03/10 is £53.425m, below the target of £58.476m by 8.64%. Of this shortfall, £4m reflects the underachievement in 08/9. While revenue value for money gains are continuing to be identified and captured, there continues to be significant pressures with regards to capital gains. Against a cumulative target of £22.518m (a component of the overall target) for capital, gains are projected to total £2.584m. Work is ongoing across the Authority and with Core Cities to try to identify possible capital gains that meet the definition of this indicator.</p>												
AG 17 National Indicator	NI 180	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	Revenues and Benefits	Monthly Number	Rise	1,426.0	1,426.2	1,470.0	849.3	1,520.3	2,786.0	No Concerns with data
<p>On track to exceed target. Initial target was set using Government predictions that each case has on average 1.47 changes per year. Result affected by number of bulk changes that happen in the year. Quarter 1 saw a council rent decrease which generated an additional 35,000 changes, also the most recent month was based on data taken on a rent free week which included another 35,000 council tenant claims which would have indicated a reduction in their benefit. November will see another bulk change in benefit cases due to changes in the way that capital and child benefit are treated in the scheme which means that we are now on track to exceed initial target.</p>												
AG 18 National Indicator	NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Revenues and Benefits	Monthly Days	Fall	14.98 Days	14.98 Days	14.00 Days	10.46 Days	13.68 Days	14.00 Days	No Concerns with data
<p>On track to achieve target. Performance is affected by the number of bulk changes and the council rent decrease in Quarter 1, which applied to all ALMO tenancies and counts as a 1-day change, has boosted performance in Quarter 1. Speed of processing new claims, which is included within the overall NI-181 figure, is deteriorating (currently 32.5 compared to 31.02 at quarter 1) because of the increased number of claims as a result of the growing unemployment rate. Additional resources have been secured to address this issue.</p>												
AG 19 Local Indicators	BSC-8	The percentage of undisputed invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority	Corporate Financial Services	Monthly %	Rise	83.50%	83.50%	92.00%	91.11%	89.55%	90.00%	No Concerns with data
<p>The closure of schools over the summer holiday period led to delays in invoices being sent to the Central Payments Team for processing. As a result of this, a large majority of invoices are already outside of the 30 day timescales before they reach Central Payments. The average processing time for late invoices is 40 days.</p>												
<p>"Purchase to Pay" training (the end to end process from the procurement of goods/ services to payment of invoices) has commenced within City Development and will be rolled out across the Council. This will help to ensure that Services raise, authorise and goods receive orders in a consistent way.</p>												
<p>Central Payments will be working with the lowest performing Services to improve processes so that more invoices are sent to Central Payments timely and clean. A newsletter is issued to all FMS Leads users on a quarterly basis, this details important information which should educate service areas on the things they can do to ensure that the prompt payment of invoices. Prompt payment performance is reported to Finance Performance Group and Heads of Finance on a monthly basis. The number of firms on the small suppliers scheme remains static and we are continuing to pay 100% of their invoices within 30 days.</p>												
<p>We are seeing an increase in the use of the Procurement Card (Council Debit Card), which is the council's preferred method of payment which will account for approximately 24,000 transactions, and are on track to meet our target of £5million spend through procurement cards for 2009/10. We will continue to encourage the use of procurement cards during 2009/10</p>												

Central Corporate Services Performance Indicator Report

Appendix 3

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality
JR 20	BP-08	Volume of total transactions delivered through customer self service	Customer Services	Quarterly Number	Rise	467,054	1,058,555	1,250,000	472,935	496,025	1,900,000	No Concerns with data
<p>This measure is drawn from quarterly responses from key council services detailing the volume of self-service transactions. The Quarter 2 result of 496,025 is a slight (5%) increase on Quarter 1, as the volume of self-service and range of services offering self-service options continues to rise. Key services contributing more than ten thousand transactions to this measure in Quarter 2 are library item bookings/renewals (332 thousand), choice based letting bids (76 thousand), payments (64 thousand), and recruitment (19 thousand).</p>												
JR 21	BP-09	% of complaints to the council that receive a substantive response within the relevant timescale.	Customer Services	Quarterly %	Rise	69%	72%	86%	85%	87%	86%	No Concerns with data
<p>This measure is drawn from monthly and quarterly analysis of complaints response times. The Quarter 2 result of 87% is a slight rise on Quarter 1, suggesting the council is broadly on track to meet its year-end target of 86%. The figure does not include Social Care complaints for this quarter owing to their problems with working to the extended timescales using manual systems.</p>												
JR 22	BP-10	Percentage of letters from the public that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	85%	85%	90%	88%	89%	89%	No Concerns with data
<p>This measure is drawn from quarterly returns by services on their response times to written correspondence. The Quarter 2 result of 89% is the same as Quarter 1, suggesting the council is slightly below its year-end target of 90%. However performance has improved significantly compared to last year.</p>												
JR 23	BP-11	% of customer emails sent to publicly advertised email addresses that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	93%	93%	95%	89%	75%	81%	Checklists currently being revised
<p>This measure is drawn from quarterly returns by services on their response times to email correspondence. The Quarter 2 result of 75% is lower than Quarter 1, suggesting the council is significantly below its year-end target of 95%. The council received an additional ten thousand emails in Quarter 2 over Quarter 1, the majority (six thousand extra) to the main onestop@leeds.gov.uk email address, and almost two thousand more to council tax. Both high volume services have seen their response rate fall in proportion to this increase in contact. However, the majority of council services reporting a result report answer rates in excess of 95%.</p>												
JR 24	BP-12	% of telephone calls answered as a proportion of calls offered. All services to reach a common high standard of 90% (92% for contact centres) within three years so that we have a 'One Council' approach.	Customer Services	Quarterly %	Rise	78%	87%	85%	86%	85%	85%	Checklists currently being revised
<p>This measure is drawn from quarterly returns by services on their telephone answer rate for identified telephone numbers. The Quarter 2 result of 85% is slightly lower than Quarter 1, but indicates that the council is on track to meet its year-end target of 85%. While the council did not report a significant increase in overall contact by telephone in Quarter 2 from Quarter 1, school admissions reported a ten thousand rise in calls on Quarter 1, and a proportionate fall in answer rates. The lowest performing services in Quarter 2 were Taxi & Private Hire Licensing (18%), Council Tax (71%), and Benefits (76%).</p>												

Central Corporate Services Performance Indicator Report

Appendix 3

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality
JR 25	BP-07	Overall Resident Satisfaction levels	Customer Services	Survey %	Rise	61%	No Survey	65%	N.A.	N.A.	70% (Provisional)	No Concerns with Data
JR 26	BP-13	Provisional result from the 2009 Residents Survey % of those customers making a complaint who are satisfied with the handling of their complaint.	Customer Services	Survey %	Rise	62%	No Survey	65%	N.A.	N.A.	37% (Provisional)	No Concerns with Data
JR 27	BP-15	Provisional result from the 2009 Residents Survey % people who are satisfied that they think LCC allows residents a say in what it does	Customer Services	Survey %	Rise	43%	No Survey	50%	N.A.	N.A.	44% (Provisional)	No Concerns with Data
JR 28	BP-16	Provisional result from the 2009 Residents Survey % people who think the council keeps them well informed about services and benefits it supplies	Customer Services	Survey %	Rise	51%	No Survey	55%	N.A.	N.A.	58% (Provisional)	No Concerns with Data
NJ 29	BP-37	Provisional result from the 2009 Residents Survey Percentage of key decisions which did not appear in the forward plan	Scrutiny Support	Quarterly %	Fall	33%	16%	13%	11%	15%	13%	No Concerns with Data
<p>Quarter 1 and 2 combined show a result of 12.5% which is under target.</p> <p>We regularly provide support and reminders to Departments to try and ensure that wherever possible Key decisions are noted on the Forward Plan and this has seen the % figure reduce significantly over the last 18 months. We will continue to do this in an attempt to ensure that the targets are met.</p>												

Central Corporate Services Performance Indicator Report

Appendix 3

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality
All 30	BP-04	Use of Resources Score	Policy, Performance & Improvement / Financial Management	Annually Number	Rise	N.A.	4	3	N/A	3	3	No concerns with data
<p>Extract from KPMG Report on Use of Resources 2009:</p> <p><i>"The Council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources and regularly reviewing their adequacy and effectiveness. We are required to conclude whether the Council has adequate arrangements in place to ensure effective use of its resources. This assessment draws on the findings from the new use of resources assessment framework introduced by the Audit Commission.</i></p> <p><i>This assessment is a harder test than the previous assessment and is focused on outcomes for local people rather than processes. It is not sufficient for bodies to put in place well designed processes. They must be able to demonstrate the impact that those processes have made in relation to value for money and outcomes for local people. As a consequence it is not possible to make direct comparisons with the previous year's assessment. The new framework assesses local authorities against three themes: managing finances, governing the business and managing resources. We have assessed the Council as level 3 overall which means the Council is performing well."</i></p> <p>The full break down of scores against each key line of enquiry is shown in the table below.</p>												

Use of Resources Themes and Key Lines of Enquiry	KLOE Scores	Theme Score
Theme: Managing Finances		3
KLOE 1.1 Planning for Financial Health	3	
KLOE 1.2 Understanding Costs and Achieving Efficiencies	2	
KLOE 1.3 Financial Reporting	3	
Theme: Governing the Business		2
KLOE 2.1 Commissioning & Procurement	2	
KLOE 2.2 Use of Information/Performance Management	2	
KLOE 2.3 Good Governance	2	
KLOE 2.4 Risk Management and Internal Control	3	
Theme: Managing Resources		3
KLOE 3.1 Use of Natural Resources	3	
KLOE 3.2 Strategic Asset Management	3	
KLOE 3.3 Workforce Planning	-	

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 7th December 2009

Subject: Scrutiny Inquiry - Consultant Engagement – Session Two

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 At its meeting on 8th June 2009 Scrutiny Board (Corporate and Central Functions) resolved to undertake an Inquiry into Consultant Engagement within the Council.
- 1.2 Members wished to review the process by which consultants are engaged and how they are evaluated. Members are concerned that engaging consultants provides a cost effective method of producing the required outcomes to a sufficiently high standard.
- 1.3 The Board was also interested in whether the use of consultants reflects a perceived skills gap within the Council, or whether there is a necessary focus on core business which requires ad hoc engagement of consultants.
- 1.4 Members have clarified that they do not wish to assume that the use of consultants is either right or wrong. Clearly, there will be a case for buying in the necessary skills at different times. However, Members have stated that they wish to establish whether there is a consistent approach to the use of consultants and whether there is regular evaluation of the Council's required skills base.

2.0 SESSION ONE EVIDENCE

- 2.1 During the Board's first session of this Inquiry, Members received a breakdown of expenditure on consultancy services for 2007/08 and 2008/09. Members asked that this information be analysed further by category and by highest spend. This is attached as Appendix 1.

2.2 Members also asked the Scrutiny Unit to research areas of best practice across the country and to identify those areas Scrutiny Board Members should be investigating further.

3.0 SESSION TWO EVIDENCE

What is best practice and what does good look like?

3.1 There are no national data sets produced by or on behalf of local government analysing Councils' use of consultants and other external input to their work. It is not possible therefore to assess our spend on consultants relative to any of our usual comparator groups (Core Cities). This is mainly down to different definitions and accounting processes.

3.2 However it is estimated that local authorities collectively spend £1.8bn per annum on external consultants. A saving of just 1% could release £40m. There is, therefore, a common interest in ensuring that the best value for money is achieved from consultancy use.

3.3 Throughout the country a number of Scrutiny reviews have taken place on this topic and the recurring recommendations from these reviews are;

- The need for a standard definition of what consultants are and what is expected of them, adopted by all departments
- An internal 'gatekeeper' to monitor all procurement of consultants
- A database to record all details of consultants, including ratings, to be shared between departments and potentially with other authorities
- Any decisions to procure consultants to be brought to the attention of the relevant Director and Executive Member, or in some cases to be directly authorised by the Executive Member

3.4 The Regional Improvement and Efficiency Partnerships (RIEPs) is also working on ways to ensure greater improvement in the hiring of consultants. By way of information the nine RIEPs were created in April 2008 with a three-year funding package from Communities and Local Government. The RIEPs harness the expertise of councils to add new capacity to local government in order to accelerate the drive for greater improvement and efficiency. Put simply, they help councils and their partners to deliver better services, set through local area agreements (LAAs), by supporting them in their efforts to become more efficient and innovative.

3.5 The Yorkshire and Humberside RIEP is currently working on developing a set of organisational conditions they would consider constitutes best practice. These are shown in appendix 2

3.6 Controlling consultancy spend is an issue for the public sector generally, and as a result, the Office of Government Commerce (OGC) together with representatives from RIEPs and wider Local Government have set up a 'Collaborative Category Board' (CCB) to examine this area of spend. There are a number of CCB's operating nationally, each looking at different areas of public expenditure.

- 3.7 The Chief Procurement Officer represent the Council and the Yorkshire and Humber region on the 'Professional Services' CCB looking at the procurement of consultancy and agency staff. Some of the 'best practice' measures identified in appendix 2 are as a result of the CCB's work. As well as identifying best practice and ways to control spend in these areas – known as 'Demand Management' – the Board also looks at opportunities for collaboration and efficiency/improvements in each area.
- 3.8 In progressing this Inquiry, the Chair has suggested that the Board case studies two instances of the procurement of consultants (from the expenditure identified in appendix 1) and, using the criteria identified in Appendix, compares best practice against actual practice.
- 3.9 This exercise will identify where, if at all, we fall short of best practice and where improvements can be made to achieve better value for money. In the meantime the Chair also suggests that the Scrutiny Board monitors the development of best practice by REIP with a view, at an appropriate time, to discussing with the Chief Procurement Officer how it can be implemented in Leeds.

4.0 RECOMMENDATION

- 4.1 Members are asked to;
- (i) Discuss with officers present the current work of the Yorkshire and Humberside REIP with regards the development of best practice for the procurement and management of consultants.
 - (ii) Identify two areas for case study in order to bench mark current arrangements against best practice developed by REIP.

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Appendix 1

Consultancy Spend 2008-'09 complete financial year

Thomson Desc	Suppliers	Total
BUSINESS & MANAGEMENT CONSULTANTS	1101	£1,814,047.79
ENVIRONMENTAL CONSULTANTS	1266	£1,150,083.24
SAFETY CONSULTANTS	712	£990,320.60
MARKETING CONSULTANTS & SERVICES	419	£649,481.65
HEATING CONTRACTORS & CONSULTANTS	406	£480,871.72
COMPUTER CONSULTANTS	145	£338,381.57
TELECOMMUNICATION CONSULTANTS	308	£318,060.98
SITE INVESTIGATION CONSULTANTS	50	£214,227.75
PUBLIC RELATIONS CONSULTANTS	26	£141,306.69
DESIGN CONSULTANTS	70	£98,176.45
HORTICULTURAL CONSULTANTS	75	£64,474.33
ENERGY CONSERVATION CONSULTANTS	30	£59,039.60
TOWN PLANNING CONSULTANTS	12	£59,034.16
BEAUTY CONSULTANTS & SPECIALISTS	37	£57,314.82
TRANSPORT CONSULTANTS	108	£55,478.48
BUILDING CONSULTANTS	78	£46,604.43
AIR CONDITIONING CONSULTANTS	34	£30,112.00
LIGHTING CONSULTANTS	24	£23,153.39
FIRE PROTECTION CONSULTANTS & ENGINEERS	30	£16,546.56
TAX CONSULTANTS	7	£10,804.73
ACOUSTIC CONSULTANTS	12	£7,868.00
CONSULTANTS - INDUSTRIAL	3	£3,767.00
FITNESS CONSULTANTS	9	£1,319.17
FOOD CONSULTANTS & TECHNOLOGISTS	1	£444.00
SALES PROMOTION CONSULTANTS	2	£192.49
Grand Total	4965	£6,631,111.60

Consultancy Spend 01.04.09 - 15.09.09

Thomson Desc.	Suppliers	Total
ENVIRONMENTAL CONSULTANTS	589	£473,056.36
BUSINESS & MANAGEMENT CONSULTANTS	367	£456,923.97
MARKETING CONSULTANTS & SERVICES	169	£363,822.85
HEATING CONTRACTORS & CONSULTANTS	110	£291,768.05
TELECOMMUNICATION CONSULTANTS	282	£258,179.16
SAFETY CONSULTANTS	134	£256,723.71
COMPUTER CONSULTANTS	51	£161,931.04
HORTICULTURAL CONSULTANTS	46	£50,717.64
DESIGN CONSULTANTS	27	£49,265.95
BEAUTY CONSULTANTS & SPECIALISTS	41	£45,618.86
PUBLIC RELATIONS CONSULTANTS	10	£38,988.45
SITE INVESTIGATION CONSULTANTS	20	£31,947.64
BUILDING CONSULTANTS	37	£29,532.17
TRANSPORT CONSULTANTS	39	£15,703.70
FIRE PROTECTION CONSULTANTS & ENGINEERS	12	£11,532.07
LIGHTING CONSULTANTS	13	£9,688.10
AIR CONDITIONING CONSULTANTS	5	£7,519.00
ACOUSTIC CONSULTANTS	4	£6,043.00
ENERGY CONSERVATION CONSULTANTS	10	£4,626.98
TOWN PLANNING CONSULTANTS	3	£1,887.83
FOOD CONSULTANTS & TECHNOLOGISTS	1	£320.00
CONSULTANTS - INDUSTRIAL	1	£240.00
Grand Total	1971	£2,566,036.53

Appendix 2

Yorkshire & Humberside RIEP – Best Practice – Consultant Procurement
Full MI available and is analysed and the outputs used to help inform the organisations approach to the use of consultants.
Full use is made of frameworks to engage consultants and this is the norm.
Procurement is mainly a strategic function driving added value for the business. All individuals within the organisation who have responsibility for engaging and managing consultants have been trained appropriately in management techniques and understand how to gain value for money from these engagements.
The organisation uses alternative payment mechanisms to incentivise suppliers as a matter of course and suppliers are always encouraged to offer innovative solutions.
Organisation fully understands the benefits to be gained from regional and national collaborative activity and this is now treated as business as usual activity.
Input into specifications for collaborative deals, working with regional and national partners to deliver quality solutions and frameworks which reflect the requirements and provide cost effective support. The organisation is seen as a beacon for its work on collaborative activity.
Most of the contractual arrangements meet the category compliance definition.
Most of the arrangements for consultancy spend have been taken to market, (minimum 95%). Most of the spend is through an EU compliant route. All OJEU advertisements for consultancy frameworks or contracts fully reflect the requirements for enabled deals relating to nominal value and correct descriptors, so allowing other organisations to use them collaboratively.
Full contract management in place with dedicated officers who have been appropriately trained and hold relevant qualifications.
Contract end dates are known and the business engages with procurement before any decision is taken to extend, to allow consideration of best options etc.
Full Strategic Supplier Relationship Management techniques are implemented and suppliers fully and willingly contribute to the process, seeing the full benefit for both themselves and the organisation.
Full supplier performance information is shared with other organisations locally and regionally to inform future procurements. Payment mechanism is tied to supplier performance to encourage incentivisation.
Organisations have a strategy and policy in place when governing the use of consultants, which is tied into plans for training and recruitment. The strategy is regularly reviewed and training and recruitment plans are regularly updated to reflect the strategy. Compliance is monitored and findings acted upon where necessary.
The use of consultants is fully embedded within the workforce plan.
MI is collected from over 75% of engagements, this is sufficiently robust to enable the organisation to fully understand how it spends its money and directs its approach to the use of consultants, only making use of them if all other options have been fully considered.
Robust Business cases are produced for over 75% of all engagements and these are captured and reviewed by the team to inform KPI's. They are part of a designated process.
An approval/challenge process is embedded for agreeing use of consultants. The use of alternative resources can be demonstrated and measured and savings made can be captured.
Mechanisms exist to ensure consultants are only procured if there are no relevantly skilled internal staff. Alternative ways to meet the requirement are always considered, when appropriate, eg the use of interim managers etc..
The organisation considers skills transfer to be a key opportunity to improve internal capability and skills and ensures staff always consider this option.

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 7th December 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 Attached as Appendix 2 and 3 respectively are the Executive Board minutes from 4th November 2009 and the Council's current Forward Plan relating to this Board's portfolio.

2.0 RECOMMENDATIONS

- 2.1 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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SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST REVISED NOVEMBER 2009

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Suggested Areas for Scrutiny Currently Unscheduled			
Corporate Call Centre Performance			
Corporate approach to efficiency savings			
Carbon Trading			
Services to Disabled Groups			
EASEL - Contract			
Decision making and Consultation			
Information Management			

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 7th December 2009			
Questions to the Executive Board Member (Central & Corporate)	Opportunity to discuss issues relating to Cllr Brett's portfolio.		B
Scrutiny of the Budget	To receive and consider quarter 2 financial report.		PM
Quarterly Accountability Reports	To receive quarter 2 performance reports		PM
Scrutiny Inquiry – Use of Consultants	To undertake Session Two of this Inquiry		PR

SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST REVISED NOVEMBER 2009

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 4th January 2010			
Scrutiny of the Budget	To receive budget proposals under the budget and policy framework rules		
Meeting date: 1st February 2010			
Scrutiny of the Budget	To receive and consider quarter 3 financial report.		PM
Communications and Plain English	To receive an update on the progress of various communication initiatives		PR
Meeting date: 1st March 2010			
Scrutiny of the Budget	To receive and consider quarter 3 financial report.		PM
Recommendation Tracking	To monitor progress on meeting the recommendations agreed following Inquiries into; Member Management, Attendance Management & Procurement of Services		MSR
Quarterly Accountability Reports	To receive quarter 3 performance reports		PM
Meeting date: 29th March 2010			
Annual Report			
Translation and Interpretation Services	To receive an update on the implementation and consequences of new budget arrangements.		PR

Key:

CCFA / RFS – Councillor call for action / request for scrutiny

SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST REVISED NOVEMBER 2009

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

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EXECUTIVE BOARD

WEDNESDAY, 4TH NOVEMBER, 2009

PRESENT: Councillor R Brett in the Chair

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

Councillor R Lewis - Non-Voting Advisory Member

108 Minutes

RESOLVED – That the minutes of the meeting held on 14th October 2009 be approved.

ADULT HEALTH AND SOCIAL CARE

109 Deputation to Council - The 'Time to Change' City Wide Steering Group Seeking Leeds City Council Support for the Events Planned to be held in Leeds as part of the National 'Time to Change' Campaign

The Director of Adult Social Services submitted a report in response to the deputation to Council from the 'Time to Change' City-Wide Steering Group on 16th September 2009.

RESOLVED –

- a) That the Council's support for the Deputation be confirmed, and that the work of Time to Change be endorsed by promoting the campaign to a wide audience across the City.
- b) That it be noted that the Council will carry promotional materials in One Stop Centres, Libraries etc and place links to the Time to Change campaign on the LCC website and intranet.
- c) That the Board notes the Council's approach in tackling these issues, as described in paragraph 3.1.2 of the report, and agrees that the Council can lead by example in line with its Disability Employment Strategy, by ensuring that good practice is followed in supporting employees with mental health problems.

110 Deputation to Council - The Access Committee for Leeds regarding Planned Day Centre Closures

Draft minutes to be approved at the meeting
to be held on Wednesday, 9th December, 2009

The Director of Adult Social Services submitted a report in response to the deputation to Council from the Access Committee for Leeds on 16th September 2009.

RESOLVED - That the response to the deputation be noted and considered in conjunction with the accompanying report from Day Centres to Day Services: Response to the Consultation on Day Services as referred to in minute 111 below.

111 From Day Centres to Day Services - Response to the Consultation on Day Services

Further to minute 43 of the meeting held on 22nd July 2009 The Director of Adult Social Services submitted a report summarising the consultation process undertaken with respect to the future role and purpose of the Council's day centres for older people, and detailing the recommendations for the development of day services for older people, following consideration of the responses received.

RESOLVED -

- a) That the outcome of the consultation and comments received be noted.
- b) That the revised proposals outlined at paragraphs 5.4 to 5.8 of the report be approved
- c) That the implementation plan outlined in paragraph 6 be endorsed.
- d) That active consideration be given to the future use of the buildings with a particular review of locally based services in the Holbeck area.
- e) That further work to publicise and promote the implementation of self directed support and personal budgets be championed through the scrutiny review of Personalisation.
- f) That supply and demand of day care services be kept under close review with further reports as required.

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

CENTRAL AND CORPORATE

112 Financial Health Monitoring 2009/10 - Half Year Report

The Director of Resources submitted a report on the financial health of the authority after six months of the financial year in respect of the revenue budget and the housing revenue account.

RESOLVED –

- a) That the projected financial position of the authority after six months of the financial year be noted and that directorates be requested to continue to develop and implement action plans.
- b) That Council be recommended to approve a virement in the sum of £1,000,500 from debt charge savings to fund the early leavers initiative.

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

113 Capital Programme Update 2009-2013

The Director of Resources submitted a report providing financial details of the 2009/10 month 6 Capital Programme position and proposing a small number of scheme specific approvals which had arisen since the 2008/09 – 2012/13 Capital Programme was approved in February 2009.

RESOLVED –

- a) That the latest position on the general fund and Housing Revenue Account capital programmes be noted together with the fact that further work will take place with East North East Homes to clarify funding responsibilities.
- b) That it be noted that the general fund capital programme now takes account of £1,000,000 of additional highways maintenance costs and £1,600,000 of Building Schools for the Future development costs in 2009/10.
- c) That approval be given to the release of £844,000 from the Strategic Development Fund already earmarked for New Generation Transport to meet the Council's share of development costs in 2009/10.
- d) That approval be given to the transfer of £50,000 from the capital contingency scheme to meet the development costs on the Accelerated Development Zones pilot scheme.
- e) That the earmarking of the Wortley High School capital receipt to the Building Schools for the Future programme be approved.

Draft minutes to be approved at the meeting
to be held on Wednesday, 9th December, 2009

- f) That the injection of additional spend of £600,000 on the City Varieties Music Hall be approved.

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

114 Treasury Management Strategy Update 2009/10

The Director of Resources submitted a report providing a review and update on the Treasury Management Strategy for 2009/10.

RESOLVED - That the update on Treasury Management borrowing and investment strategy for 2009/10 be noted.

115 Gambling Act 2005 Statement of Licensing Policy

The Assistant Chief Executive (Corporate Governance) submitted a report providing an update on the review and public consultation of the Gambling Act 2005 Statement of Licensing Policy, and presenting the revised document for the purposes of the Board's recommendation to full Council.

The Assistant Chief Executive (Corporate Governance) reported the outcome of discussions at the meeting of the Scrutiny Board (Central and Corporate) on 2nd November 2009.

RESOLVED –

- a) That having considered the responses to the consultation carried out, including the comments of Scrutiny Board given verbally at this meeting and the Final Consultation Report at Appendix 2, this Board endorses the proposed responses to the consultation exercise and recommends to full Council that these be approved as the Council's response to matters raised in consultation.
- b) That the revised draft Statement of Gambling Policy as set out at Appendix 1 to the report be noted and that full Council be recommended to approve this as the final Policy under the Gambling Act 2005.

116 Council Business Plan 2008-11: Mid-Term Review and Refresh

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report outlining a number of proposed amendments to the Council Business Plan 2008-2011.

RESOLVED –

- a) That the proposed changes to the Council Business Plan 2008-11 be approved.

- b) That Council be recommended to approve these amendments at their meeting on 18th November 2009.
- c) That the Chief Executive be authorised to review and update any performance targets for the final year of the plan.

ENVIRONMENTAL SERVICES

117 Revised Environment Policy

The Director of City Development submitted a report presenting for adoption the revised Environment Policy, clarifying the rationale behind the Policy and identifying the core elements and the links to the Leeds Strategic Plan, Eco Management and Audit Scheme (EMAS) and other requirements.

RESOLVED – That the revised Environment Policy at Appendix 1 to the report, which will be signed by the Joint Leaders of the Council and the Chief Executive, be approved for adoption.

DEVELOPMENT AND REGENERATION

118 Remediation of Gardens in the Meanwood Area - Contaminated Land Inspection Strategy

The Director of City Development submitted a report on a proposed scheme of remediation works to 41 properties in the Meanwood area to remove contaminated soil from all garden areas, to a minimum depth of 0.6m, and replacement with clean soil; the scheme to be funded by grant from the Department for the Environment, Food and Rural Affairs.

RESOLVED –

- a) That approval be given to a fully funded injection of £1,375,503 into the 2009/12 Capital Programme from DEFRA government grant.
- b) That approval be given to the incurring of expenditure of £1,375,503 on the construction works relating to the scheme.

NEIGHBOURHOODS AND HOUSING

119 New Social Housing in EASEL

The Director of Environment and Neighbourhoods submitted a report providing details of a new funding opportunity which would enable two of the EASEL phase 1 sites to be brought forward for the provision of new social housing.

RESOLVED –

- a) That the construction of a 63 unit scheme within the EASEL area be authorised and that responsibility for the appropriate negotiations within

the funding approved in this decision be delegated to the Directors of Environment and Neighbourhoods, City Development and Assistant Chief Executive (Corporate Governance).

- b) That approval be given to an injection into the capital programme of £7,089,000 and that expenditure in the same sum be authorised for the building of 63 new social houses which will be funded from £3,509,000 of Homes and Communities Agency grant and £3,580,000 prudential borrowing funded from the Housing Revenue Account.

CHILDREN'S SERVICES

120 Proposal for Expansion of Primary Provision in the Gildersome Area

The Chief Executive of Education Leeds submitted a report on a proposed consultation exercise with respect to permanently expanding Gildersome Primary School by one form of entry with effect from 2011, as part of the remodelling work planned through the Primary Capital Programme.

In presenting the report the Executive Member (Learning) corrected a reference to a recommendation of the report as contained in the Executive Summary by deletion of the reference to 2012 and its replacement with 2011.

RESOLVED –

- a) That formal consultation be undertaken on the proposal to permanently expand Gildersome Primary School by one form of entry to two forms of entry with effect from September 2011.
- b) That a report on the outcome of the consultation be brought back to the Board in Spring 2010.

121 Design and Cost Report - Boston Spa Children's Centre

The Acting Chief Officer of Early Years and Integrated Youth Support Service Leeds submitted a report outlining proposals with respect to the development of Boston Spa Children's Centre.

RESOLVED – That approval be given to the transfer of £468,900 from the Phase 3 Children's Centre Parent (capital scheme 14778) and £100,000 from the GSSG Extended Services Parent 2008-2010 (capital scheme 14777), £100,000 from GSSG Quality and Access funding, £60,000 Section 106 monies, £105,000 Area Management funding, £20,000 of Youth Capital funding and that authority be given to incur expenditure on construction £668,300, equipment £30,000, and fees £155,600.

122 Multi-function centre: Co-Location Capital Grant

(a) Design and Cost Report: 'Wyke Beck Community Centre' Co-Location Capital Grant 2009/10 – 2010/11

The Director of Children's Services submitted a report on the proposed injection of the £3,335,000 Co-Location Capital Grant funding into the Council's capital programme and seeking authority to spend the capital monies on the 'Wyke Beck Community Centre' scheme.

RESOLVED – That the injection of capital expenditure in the sum of £3,335,000 into the capital programme be approved and that authority be given to spend in the same amount as set out in section 3 of the report.

(b) Lease of Land Adjoining the David Young Academy

The Director of Children's Services submitted a report on a request received from the David Young Community Academy for a lease of land associated with the Co-location scheme referred to in (b) above.

RESOLVED – That the request from the David Young Community Academy to lease the additional land on the terms outlined in the report be agreed and progressed.

DATE OF PUBLICATION: 6th November 2009

LAST DATE FOR CALL IN: 13th November 2009

(Scrutiny Support will notify Directors of any items called in by 12:00 noon on 16th November 2009)

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EXECUTIVE BOARD

TUESDAY, 24TH NOVEMBER, 2009

PRESENT: Councillor R Brett in the Chair

Councillors A Carter, R Finnigan, S Golton,
R Harker, P Harrand, J Monaghan,
J Procter and R Lewis

Non-Voting Advisory Member: R Lewis

123 Exclusion of the Public

RESOLVED – That the public be excluded from the meeting during consideration of the appendices to the report for consideration on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosure as the appendices contain information which if disclosed could be prejudicial to the commercial interests of the Council and other outside bodies.

124 Late Supplementary Information

Correspondence between the Council and Leeds United Football Club on 20th and 23rd December was circulated to members and added to the appendices to the report as exempt information on the same grounds as the existing correspondence in those appendices.

125 Football World Cup 2018

Further to minute 7 of the meeting held on 17th June 2009 the Director of City Development submitted a report providing an update on progress to date of the bid to England 2018 for Leeds to become a Host City for the staging of the FIFA World Cup 2018. The report highlighted the legal and financial matters which needed to be considered when making a submission.

Following consideration of a second report and associated appendices designated as exempt under Access to Information Procedure Rule 10.4(3) and considered in private following the resolution passed above it was.

RESOLVED –

- (i) That the legal and financial implications of bid submission, as detailed in the exempt section of the report, be noted.
- (ii) That officers be authorised to seek to secure the agreement of Leeds United Football Club to the Stadium Agreement upon the basis of the Council commitments now outlined.

Draft minutes to be approved at the meeting
to be held on Wednesday, 9th December, 2009

- (iii) That, subject to such agreement with the Club being secured, officers be authorised to submit the final Host City Bid together with associated signed legal agreements.
- (iv) That funding for design work, as detailed in the exempt section of the report, be made available through the Capital Programme.
- (v) That this decision be exempt from Call In as any delay in the process so as to allow for that procedure would seriously prejudice the Council's and the public interest.
- (vi) That the proposals contained in the Exempt section of the report with regard to land acquisition matters be approved.

DATE OF PUBLICATION: 26th November 2009
LAST DATE FOR CALL IN: Not applicable



FORWARD PLAN OF KEY DECISIONS

1 December 2009 – 31 March 2010

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 December 2009 to 31 March 2010

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)
Agency Workers Contracts To re-let contracts for the provision of agency workers	Director of Resources	1/12/09	Supplier consultation undertaken	The decision will be supported by an evaluation of tenders	Director of Resources alex.watson@leeds.gov.uk
Thorpe Lane/Bradford Road Junction Improvement Authority to undertake construction works total cost £287,500 including S106 contribution of £50,000	Director of Resources	1/12/09	Members, Emergency Services etc consulted as part of the scheme development	None.	Director of Resources richard.hobson@leeds.gov.uk

Framework Agreement for Technical Advisors for PFI Projects Approval to issue OJEU notice for the procurement of the framework agreement	Director of Resources	1/12/09	Not applicable (Advisors from Client Departments)	Report to Board	Chief Officer (PPPU) david.outram@leeds.gov.uk
Parks and Countryside Nursery Seeds, Compost and Pot Tender To approve Suppliers	Chief Recreation Officer	1/12/09	N/A	Tender Submissions	Chief Recreation Officer paul.ackroyd@leeds.gov.uk
A63 Selby Road/B6137 Leeds Road, Junction Signalisation Capital Scheme Number	Director of Resources	1/12/09		None.	John J Mills - 0113 2478974
Bramley 20 Mph Zone Authority to undertake construction works total cost £345,000.	Director of Resources	1/12/09	Members, Emergency Services etc consulted as part of the scheme development. Public Consultation undertaken	Drawing Numbers HDC/229140/GA/01A, HDC/299140/GA/02A & HDC/299140/GA/03	Director of Resources chris.hickling@leeds.gov.uk
Award of tender for supply of cardiovascular and strength equipment	Chief Recreation Officer	1/12/09	Sport and Active Recreation Department	Relevant reports for the award of tender and associated Delegated Decision Notice	Chief Recreation Officer kim.newman@leeds.gov.uk

<p>Highways Asset Management</p> <p>i) Approve the injection of £609,500 into the City Development Capital Programme which will be fully funded by the Department for Transport;</p> <p>ii) Give authority to incur expenditure of £517,500 works and £92,000 staff</p> <p>iii) The money will be spent on systems, devices and data gathering of the inventory and conditions of assets such as roads, footways, signs, barriers, structures, trees, to provide a risk based approach to maintenance and renewal decisions across all of the assets related to the highway</p>	<p>Director of Resources</p>	<p>1/12/09</p>	<p>None</p>	<p>None</p> <p>Report/DDN</p>	<p>Director of Resources andrew.molyneux@leeds.gov.uk</p>
<p>City Card</p> <p>To approve an injection to the capital programme of £1,342,000 and to give authority to spend</p>	<p>Executive Board (Portfolio: Central and Corporate)</p>	<p>9/12/09</p>	<p>Executive Member, LMT</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Officer Resources and Strategy ed.mylan@leeds.gov.uk</p>

<p>Manager and Employee Self Service Design and Cost Report – Business Transformation in Leeds City Council and the Introduction of Manager and Employee Self Service – approval of expenditure of £1.5m over 3 years (fully funded by the Business Transformation Programme and ICT Development Fund).</p>	<p>Executive Board (Portfolio: Central and Corporate)</p>	<p>9/12/09</p>	<p>Extensive consultation activities with key stakeholders have been underway since 2007 and will continue into Feb 2010.</p>	<p>The report is to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Resources martin.gaunt@leeds.gov.uk</p>
<p>The framework arrangement for the supply of vehicles and equipment without driver for a three year period February 2010 to January 2013 with the option to extend for 12 months To approve the framework arrangement for the supply of vehicles and equipment without driver for a three year period February 2010 to January 2013 with the option to extend for 12 months</p>	<p>Chief Commercial Services Officer</p>	<p>1/1/10</p>	<p>Procurement Department</p>	<p>Tender Submissions</p>	<p>Chief Commercial Services Officer carl.snowden@leeds.gov.uk</p>

Catering Consumables Contract for Catering and Cleaning Services To proceed with PQQ and Tender specification for renewal of contract	Director of Resources	1/2/10	Group consultation on quality of product / Consultation with Existing Supplier	Tender Specifications	Director of Resources mandy.snaith@leeds.gov.uk
Fresh Meat, Cooked meats and Halal provision Contract for Catering and Cleaning Services To proceed with PQQ and Tender specification for renewal of contract	Director of Resources	1/2/10	Group consultation on quality of product / Consultation with Existing Supplier / Muslim Panel	Tender specifications	Director of Resources mandy.snaith@leeds.gov.uk
Financial Health Report - third quarter 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: Resources)	12/2/10		The report to be issued to the decision maker along with the agenda for the meeting	Chief Officer (Financial Management) doug.meeson@leeds.gov.uk
Changing the Workplace Business case approval for phase 1 of programme	Executive Board (Portfolio: Central and Corporate)	12/2/10	Ongoing Officer and Member consultation.	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources alan.gay@leeds.gov.uk
Grants to Major Arts Organisations Approve levels of funding	Chief Officer Libraries, Arts and Heritage	4/3/10	Applications subject to scrutiny by appropriate officers	Grant applications of Major Arts Organisations	Chief Officer Libraries, Arts and Heritage catherine.blanshard@leeds.gov.uk