



SCRUTINY BOARD (CENTRAL AND CORPORATE)

Meeting to be held in Civic Hall, Leeds on
Monday, 1st February, 2010 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;

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF INTEREST</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES - 11TH JANUARY 2010</p> <p>To confirm as a correct record the attached minutes of the meeting held on 11th January 2010.</p>	1 - 6
7			<p>PROCUREMENT AND SCRUTINY</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	7 - 10
8			<p>PROGRESS AGAINST IMPROVEMENT PRIORITIES RELATING TO COMMUNITY ENGAGEMENT AND INVOLVEMENT</p> <p>Further to Minute No. 48, 7th December 2009, to receive and consider the attached report of the Chief Officer of Leeds Initiative and Partnerships.</p>	11 - 14
9			<p>COMMUNICATIONS, REPORT WRITING AND PLAIN ENGLISH</p> <p>Further to Minute No. 34, 5th October 2009, to receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	15 - 16

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<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>	17 - 36
11			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>Monday 1st March 2010 Monday 29th March 2010</p> <p>Both at 10.00am (Pre-Meetings 9.30am)</p>	

Agenda Item 6

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 11TH JANUARY, 2010

PRESENT: Councillor P Grahame in the Chair
Councillors J Bale, S Bentley, B Chastney,
M Hamilton, A Hussain, J Lewis,
A Parnham and D Schofield

Apologies Councillors P Ewens, V Kendall, A Lowe
and A McKenna

52 Chair's Welcome

The Chair welcomed everyone to the meeting and wished everyone a Happy New Year.

53 Declarations of Interest

Councillor P Grahame declared a personal interest in relation to Agenda Item 7 (Minute No. 56 refers), Budget Strategy 2010/11, in respect of the Swarcliffe PFI Fund, in her capacity as a member of the Swardale Swarcliffe Eastwood Residents' Association.

54 Apologies for Absence

Apologies for absence from the meeting were submitted on behalf of Councillors P Ewens, V Kendall, A Lowe and A McKenna.

55 Minutes - 7th December 2009

RESOLVED – That the minutes of the meeting held on 7th December 2009 be confirmed as a correct record.

56 Budget Strategy 2010/11

Further to Minute No. 48, 7th December 2009, the Director of Resources submitted a report outlining in broad terms the Council's current financial position and the major considerations to be taken into account when establishing a budget for the 2010/11 financial year. The Council would be considering the 2010/11 budget at its next meeting on 24th February.

In attendance at the meeting and responding to Members' queries and comments were:-

- Doug Meeson, Chief Officer (Financial Management).
- Helen Mylan, Head of Finance (Corporate Financial Management).

Draft minutes to be approved at the meeting
to be held on Monday, 1st February, 2010

In brief summary, the main areas of discussion were:-

- Doug Meeson introduced the report and highlighted the following issues:-
 - The fact that 2010/11 was the third year of the medium term financial plan. To a large degree, due to the financial difficulties which had developed in the world economy since 2008, the plan had been overtaken by events and was in need of significant review. A fundamental review of likely income and Council priorities was now necessary against a backdrop of severe restraints on public spending levels in the foreseeable future.
 - How Leeds had fared comparatively with other types of local authorities from Local Government Finance Settlement 2008-09 – 2010-11 (paragraphs 2.3 and 2.4 of the report).
 - The principles supporting the method of allocation of resources within the current financial plan (paragraph 2.9 refers).
 - Current resource allocations by Directorate (paragraph 2.10).
 - The fact that in spite of difficulties in recent years, Leeds still had one of the lowest Council Tax charges in the country.
 - The £20m of budget savings built into the 2009/10 budget (paragraph 2.13) and the other short term funding sources used in the budget (paragraph 2.14).
 - Further to Minute No. 48, 7th December 2009, the actions taken to address the estimated £5.5m deficit (as at month 6) in respect of the 2009/10 budget (paragraph 2.15).
 - The changing financial landscape and the Council's financial planning arrangements (appendix to report).
 - The Government's financial capping powers.
 - Possible levels of reserves for 2010/11.
 - A number of key budget pressures in 2010/11 (paragraph 5.3).
 - The possible effect of the budget process on the Council's capital programme and PFI schemes.
 - The Dedicated Schools Budget (paragraph 6).
 - The Housing Revenue Account situation and guideline rent increases (paragraph 7).

- Projected future budget pressures and their estimated effect on the Council's finances (paragraph 8.2).
- The Council had been successful in delivering efficiency savings in recent years to help to balance the budget, and the possible benefits of the DECATS (Delivering Effective Corporate and Transactional Services) exercise, referred to at the last meeting, were as yet unknown. If the Council was faced with a more radical need to save a further, say, £10m per annum as a result of Government diktat, then it would be possible, but it would invoke a more fundamental review of priorities for spending. A review of the Council's Strategic Plan was already underway.
- Members made reference to local governments' large wage bill and the likely need for either staff reductions or quantum increases in productivity (or both) if cuts in essential services were to be avoided.
- The funding pressures within Children's Services were discussed, and it was noted that it was likely that additional funding would have to be found over and above that provided in the Financial Plan. The possibility of ring-fencing of expenditure on Children's Services would place enormous pressure on other Directorates to find savings. It was accepted that safeguarding children was an essential priority, but that should not prevent a fundamental look at the structure of the Directorate.
- An audit was now being undertaken to ascertain the likely effect of the actions listed in paragraph 2.15 of the report in terms of savings in order to meet the 2009/10 budget.
- Reference was made to the worsening situation in respect of the Adult Services budget, the reasons behind this, and the possible longer term effect on the Council's ability to fulfil its objective of supporting a greater number of older people to remain in their own homes for longer.
- Reference was also made to the improved overall staff sickness absence record and the need for continuing improvements in this area.
- The local government final salary pension scheme, and recent changes, was also referred to in terms of whether it was sustainable in the current economic climate.
- Whether some capital schemes, although desirable, might have to be deferred for the immediate future. Members requested a written response regarding details of the proposed funding arrangements in respect of the A65 Quality Bus Initiative (Executive Board, 9th December 2009, Minute No. 141 refers).

- In respect of PFI sinking funds, although the Council had made use of some PFI funds, e.g. the Street Lighting Fund, the Swarcliffe PFI Fund remained intact and available to meet immediate and anticipated future commitments.
- If an increase in charges, e.g. Leisure Centres, was envisaged, then any proposals would be subject to a cost benefit analysis and Members would be consulted before decisions were made.
- The Board requested Mr Meeson to give further consideration to any possible areas of review which the Scrutiny Board might possibly assist with.

The Chair thanked Mr Meeson for the excellent report and the manner in which he had responded to Members' queries and comments.

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

(NB: 1 Councillor Hamilton left the meeting at 15:10, during the consideration of this item, and rejoined the meeting at 15:33, during the next item.

2 Councillor Hussain left the meeting at 15:16 and re-joined the meeting at 15:21, during the consideration of this item.)

57 Scrutiny Inquiry - Consultant Engagement - Session Three

Further to Minute No. 27, 7th September 2009 and Minute No. 49, 7th December 2009, the Board received evidence from Doug Meeson, Chief Officer (Financial Management) and Neil Hunter (Head of Internal Audit) as part of its ongoing inquiry into the use and costs of external consultants.

In addition to the report circulated with the agenda, Neil Hunter distributed a draft best practice guide, based on Internal Audit's limited involvement and knowledge to date on this subject, which might assist the Board in drawing up its final recommendations.

The Head of Scrutiny and Member Development suggested that the document circulated, added to similar work carried out by the Yorkshire and Humberside Regional Improvement and Efficiency Partnership (RIEP) (Minute No. 49, 7th December 2009 refers) and, allied to the proposed report back to the February Board meeting regarding four particular contracts (2 high value and 2 low value), would probably be sufficient evidence for the Board to draw up its final Inquiry report.

RESOLVED – That, subject to the above comments, the report be received and noted.

(NB: 1 Councillor Parnham left the meeting at 15:30 and rejoined the meeting at 15:34, during the consideration of this item.

2 Councillor J Lewis left the meeting at 15:35 at the conclusion of this item.

58 Work Programme, Executive Board Minutes and Forward Plan of Key Decisions

The Head of Scrutiny and Member Development submitted the Board's Work Programme, updated to reflect decisions taken at previous meetings, together with a relevant extract from the Council's Forward Plan of Key Decisions for the period 1st January - 30th April 2010 and the minutes of the Executive Board meeting held on 9th December 2009.

RESOLVED – That, subject to any changes necessary as a result of today's meeting, and the request for further information in respect of Executive Board Minute No. 141 (see earlier Minute No. 56), the Board's Work Programme be approved.

59 Dates and Times of Future Meetings

Monday, 1st February 2010.
Monday, 1st March 2010.
Monday, 29th March 2010.

All at 10.00 am (pre-meetings at 9.30 am).

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 1st February 2010

Subject: Procurement and Scrutiny

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 A recent Call In meeting around the decision to award a contract for the delivery of Connexions Intensive Support Services has raised a number of concerns with Members. These concerns were recently discussed by the Scrutiny Chairs Advisory Group¹ who agreed that the matter should be referred to Scrutiny Board (Central & Corporate Functions) for further investigation.
- 1.2 By way of background, the initial concerns which triggered the said Call In centered on the robustness of the tender process which awarded the Connexions contract. These concerns included the tender scoring process, the make-up of the tender evaluation panel and the general rigour and transparency in the process.
- 1.3 During the investigation of these concerns it emerged that members of the Call In committee had in actual fact very little influence over the final decision as to who should be awarded the contract. It also emerged that despite the wishes of Members; officers were bound by the outcome of the procurement process and faced possible legal challenge should they fail to appoint the firm which came out top using the agreed contractor selection criteria.
- 1.4 The issue before the Board today is not the detail of the Call In which gave rise to these concerns but the wider issue of when and how elected Members can become involved in the procurement process.
- 1.5 Attached as Appendix 1 is a briefing note prepared by the Chief Procurement Officer which details areas where members in their different roles can influence

¹ The meeting of all seven Scrutiny Chairs

procurement. This may not however be an exhaustive list and Scrutiny Board Members may wish to ask officers whether Scrutiny Members have a role in;

- Calling In any decision to go out to tender in the first place
- have a role in influencing the tender specification and
- have a role in influencing the contract award criteria.

1.6 Members may wish to ask for clarification as to whether once a contract is awarded they are able to Call In that decision or whether in fact they have no jurisdiction on these matters. If the later is the case, Members may wish to ask whether such decisions should be declared '*Not available for Call In*' on any decision notification.

1.7 The Chief Procurement Officer will be in attendance at today's meeting.

2.0 RECOMMENDATIONS

2.1 Members of the Board are asked to discuss issues around this agenda item, seek any further information they may require and or make any appropriate recommendations.

Background Papers

Scrutiny Board (Children's Services) Agenda and minutes of 12th October 2009

Briefing Note: Role of Members in Procurement

Members' Roles

The extent to which Members are involved in the procurement process is largely dependent upon the Member's role. The following provides a brief overview in relation to the main roles:

Members of the Executive Board

- Adopting the Council's Procurement and Commissioning Strategies, ensuring it is aligned with strategic objectives and monitoring its implementation.
- Overseeing the corporate arrangements for procurement and contract management to ensure they are operating effectively.
- Making key decisions in the procurement cycle for major projects.
- Endorsing the use of gateway reviews established with the Council's "delivering successful change" programme and project management.
- Monitoring the performance of partnerships and other key contracts.
- Learning lessons from major projects and partnerships.

Members of a Scrutiny Board

- Conducting enquiries into new models of service delivery.
- Reviewing areas of high spend to identify opportunities for improved value for money.
- Challenging the progress of major procurement projects.
- Reviewing the performance of partnerships and other key contracts.
- Ensuring that lessons are learnt from major projects and partnerships.

In addition, Members may have individual roles which see them having some involvement in the procurement process:

Executive or Lead Member Responsible for a Particular Service or Policy Area

- Receiving updates on procurement activity within their area of responsibility e.g. future procurement plans, significant changes to procurement arrangements, current performance on key contracts, etc.

Ward Member Responsibility

- Inputting into the process of determining needs, by representing the views of people and business in their wards.
- Challenging issues of poor performance on existing contracts where their wards are affected

Limits to Involvement

In the main, Members are responsible for determining the strategic framework within which procurement operates. They determine policy and strategy around procurement activity and input into determining needs. They also have a monitoring role in relation to the procurement process and the resulting contractual arrangements.

However, Members are excluded from the operational aspects of individual procurement projects. This is to ensure that Members are, and are seen to be, totally independent from the procurement process. This protects Members from any accusations of inappropriate influence over procurement decisions. The Members' Code of Conduct makes further reference to this.

Further Guidance

Further guidance is available from the Council's intranet site and from the IDeA

- Procurement Guide for Members - [<Click Here – LCC Intranet>](#)
- Members' Guide to Procurement - [<Click Here - IDeA Website>](#)

Wayne Baxter
Chief Procurement Officer
Tel: 0113 22 43353



Report of Chief Officer of Leeds Initiative & Partnerships

Central and Corporate Functions Scrutiny Board

Date: 1 February 2010

Subject: Progress against Improvement Priorities relating to community engagement and involvement

Electoral Wards Affected:

Ward Members consulted (referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose Of This Report

1.1 In response to a request made by the Central and Corporate Functions Scrutiny Board in December 2009, this report details work being undertaken against two Improvement Priorities in the council business plan:

IO3a Increase involvement, engagement and participation of all communities especially hard to reach groups

IO3b Build trust with local communities to encourage greater engagement

2.0 Background information

2.1 'Community engagement' is a term that covers a wide range of activities, often divided into other terms such as 'informing', 'consultation', 'empowerment' and 'research'. There are practical differences between the activities these describe, but all aim to make sure that residents and other stakeholder groups can be involved in shaping local places and services.

Policy

2.2 The council's Community Engagement Policy and Community Engagement Toolkit provide more detail on these different types of engagement and our agreed approach.

2.3 National studies and local research (for example the 2009 Leeds Residents Survey) tell us that residents that feel informed about what the council does and feel able to influence local services are more likely to feel the council provides value for money. In turn they are more likely to be satisfied with the council overall.

2.4 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' needs and be able to communicate changes to services in ways residents prefer.

'Hard to reach groups'

2.5 The Community Engagement Policy does not attempt to define 'hard to reach groups'. However, the Policy does state that "the council is committed to accessing the views of

groups in the community and particularly socially excluded ones...the methods used to engage communities need...to [be] appropriate for the area, the community, the issue and the timescales”.

- 2.6 ‘Hard to reach’ is often taken to mean ‘equality communities’ such as BME residents, disabled residents, women, younger or older residents, LGBT residents, residents with different faiths. However, any group can face barriers to engagement, and become ‘hard to reach or hear’. These barriers will change with the contexts of different opportunities to engage.
- 2.7 Some residents will choose not to engage. However, if there are no barriers to stop them engaging if they wished, they should not be seen as ‘hard to reach.’

Building trust

- 2.8 Trust in public sector organisations is a complex issue, as discussed in the recent report ‘State of trust: how to build better relationships between councils and the public’ (Demos, 2009 <http://www.demos.co.uk/publications/stateoftrust>).
- 2.9 After extensive research with residents and key stakeholders around England, Demos argue that residents’ trust in organisations is increased by the quality of interactions between the people that represent those organisations (officers and politicians), by feeling that decision making is fair and that services get better over time.
- 2.10 Therefore while trust does help engagement happen, positive engagement experiences also boosts feelings of trust.

Measuring progress

- 2.11 Improvement priority IO3A and IO3B are measured through the Leeds Residents Survey by the questions “how satisfied or dissatisfied are you with the way the council allows residents a say in what it does” and “how well informed do you think the council keeps residents about the services and benefits it provides overall”.
- 2.12 The results from the 2009 Residents Survey are:
- 44% are satisfied with the way the council allows residents a say in what it does – in 2007 the result was 43%
 - 58% think the council keeps resident well informed about the services and benefits it provides overall – in 2007 the result was 51%
- 2.13 Results from the 2009 Leeds Residents Survey show that the About Leeds newspaper and council website are the most trusted– and most preferred – source of information about the council.

Examples of engagement activity

- 2.14 The council continues to carry out work aimed at increasing the involvement of local people in decision making. To increase engagement we must first understand how different residents wish to engage, so some of the work will be research into these issues.
- 2.14.1 Establishment of the Leeds Initiative Harmonious Communities Partnership and related Equality Hubs and Assembly will provide further opportunities for increasing engagement of groups whose voices are seldom heard.
- 2.14.2 There is also work underway to measure the monetary and social benefits of involving residents living in the 10% most deprived neighbourhoods in working with service providers. A number of demonstration projects are being developed to better understand and identify the factors that lead to more empowered, active and self reliant communities. The findings will inform a programme of community empowerment work across a wider range of neighbourhoods over time.
- 2.14.3 A wide range of consultations inform the way in which we plan and deliver services and provide a strong source of strategic intelligence. The use of press and media to communicate key messages to the public continues.

- 2.14.4 Area management teams are creating community engagement plans for each Area. The work of Area Committees and ward councillors continues to prioritise engagement.
- 2.14.5 The increased use of the Talking Point consultation coordination tool has helped officers understand the overall volume of consultation activity taking place and try and reduce duplication of work.
- 2.14.6 Two meetings of Leeds Initiative AnswerTime and one meeting of the Leeds Initiative Assembly were held and through this some 150 organisations gave their views from across the public, business, academic and third sectors.
- 2.14.7 The 2009 Leeds Residents Survey has delivered robust reporting on public perception to Area Committee level for use in Area Delivery Plans. This will be combined with results from other existing data sources, e.g. other surveys, Neighbourhood Index, MOSAIC data, and further research into public perceptions of 'value for money'.

Research and evaluation

- 2.14.8 Research designed to better understand effectiveness of consultation and communication activities is taking place in early 2010, in partnership with the PCT.
- 2.14.9 Research into the presentation of information through About Leeds, the A to Z of Services leaflet and the Council Tax pack recently finished.
- 2.14.10 Research into the role of the voluntary, community and faith sector (VCFS) sector in engagement is being planned by the VCFS Engagement Sub Group, chaired by Leeds Voice with council support.
- 2.14.11 A strategy for the future of the council website has been developed.
- 2.14.12 The Leeds Strategic Involvement Leads (LSIL) group was recently set up to help public and voluntary sector organisations in the city work together on consultation and engagement issues.

3.0 Main Issues

Indicators

- 3.1 The current Improvement Priorities may mean different things to different people. For instance, does 'involvement' refer to taking part in council decision making, or to confident communities acting independently, or both?
- 3.2 Measuring progress is potentially complex, given the wide range of activities and communities that could be involved. The indicators currently used to show progress provide data on outcomes – being satisfied with being able to have a say, feeling informed or not, but do not show what leads to these outcomes.
- 3.3 Equally, the indicators do not specifically measure levels of trust, whether within communities or how far they trust the council. Again, trust is a complex issue that is hard to measure by single indicators.
- 3.4 Our indicators do not look at the quality of the experience for those getting involved, or the impact of that involvement on service development.

Challenges and risks

- 3.5 A number of challenges and risks relating to the Improvement Priorities have been identified by officers:
 - 3.5.1 A lack of expert support for council staff tasked with engaging.
 - 3.5.2 Inadequate coordination of council engagement activity.
 - 3.5.3 Not always giving feedback to residents that take part in council engagement activities.
 - 3.5.4 Not always being able to interpret intelligence gained from a range of sources.

3.5.5 A lack of understanding of what works and what doesn't for different communities.

Future action

- 3.6 Section 2.15 shows current work that should help reduce these risks and increase levels of engagement, and go some way to building trust in public sector bodies in Leeds. To make sure this work makes a significant impact we need to develop effective networks and structures for officers working in the engagement field.
- 3.7 We are starting to discuss how the council might create an 'Engagement'-focussed board, responsible for giving a lead on all types of engagement work, from informing to empowering. Equally, for consultation activity, there is a need for a formal group of skilled officers to help coordinate and deliver work across the council, achieving a consistent and high-value experience for any resident taking part in consultation, whatever the issue and whichever service is delivering it.
- 3.8 These issues are being addressed by members of the Communications Team and others, including the Strategic Planning and Policy Board.
- 3.9 A formal engagement structure should make it easier to work effectively with partners through the Leeds Strategic Involvement Leads (LSIL) group. This is an issue identified by the 2009 Comprehensive Area Assessment. The Strategic Planning and Policy Board has started to look at making sure the most appropriate officers attend the LSIL group.
- 3.10 The initial discussions in the VCFS Community Engagement Sub-group show that the council often needs to work with or through voluntary and community organisations to engage certain communities. In many cases the voluntary or community groups have established a trusting relationship with vulnerable residents, or those that face barriers to engaging statutory organisations (our ability to address their cultural, language or learning disability issues, for example).
- 3.11 The council, and partners, need to know which voluntary or community groups are the best-placed to help us engage. The VCFS Community Engagement Sub-group has started to map these groups with the ambition to create a single database of useful contacts for officers to use.
- 4.0 **Conclusions**
- 4.1 There are a number of initiatives to improve the council's ability to meaningfully engage residents and other stakeholder groups.
- 4.2 Establishing a formal governance arrangement for engagement will be a major part of meeting this ambition.
- 4.3 There is a clear need to pool information, skills and resources between partners in the city to tackle these issues.
- 4.4 There is a need to understand how effective the council (and our partners) is at engaging residents; a number of research projects are planned to increase this understanding but it will need ongoing evaluation to prove any improvement over time. This means that better data on engagement will need to be captured as work is delivered.
- 4.5 We need to develop indicators that reflect the breadth and depth of activity or outcomes linked to this issue, particularly around trust.
- 5.0 **Recommendations**
- 5.1 That the Central and Corporate Functions Scrutiny Board considers and comments on the information presented in this report.

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 1st February 2010

Subject: Communications, Report Writing and Plain English

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 At the October 2009 meeting of the Board, Members discussed with Andy Carter (Acting Head of Communications) and Alex White (Communications Manager, Strategic Communications and Marketing) the standard and style of written reports issued by the Council, both to external partners and internally between officers and Elected Members.
- 1.2 Members also discussed some of the issues experienced by the Corporate Communications Team, the initiatives and training that has been developed to address them, and helped shape the future standard and style of communications within the Council.
- 1.3 In brief summary, the main points of discussion were:-
- The poor use of English and the over-use of jargon, officialese and acronyms in Council correspondence, publications and reports, often to the detriment of the intended aim of the document;
 - The need to be customer-focused when considering the method and content of communication from the Council, and above all, the need to communicate as plainly and simply as possible;
 - The imminent launch of a free, on-line Plain English training course as part of a high level campaign being co-ordinated by the Council's Corporate Communications Team.
- 1.4 The Board asked that officers attend today's meeting to provide an update.

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2.0 RECOMMENDATIONS

- 2.1 Members of the Board are asked to discuss issues around this agenda item and make any appropriate recommendations.

Background Papers

None used



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 1st February 2010

**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 6th January 2010 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 JANUARY 2010

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			
Information Management			

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
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
Consultants Review			PR
Quarterly Accountability Reports	To receive quarter 3 performance reports		PM
Meeting date: 29th March 2010			
Annual Report			

SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST REVISED JANUARY 2010

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
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

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

EXECUTIVE BOARD

WEDNESDAY, 6TH JANUARY, 2010

PRESENT: Councillor A Carter in the Chair

Councillors R Brett, 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

158 Exclusion of the Public

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

- (a) Appendices 1 and 2 to the report referred to in minute 171 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 disclosing the information as disclosure could be prejudicial to the commercial interests of the Council.

159 Declaration of Interests

Councillor Wakefield declared personal interests in the matters referred to in minutes 161, 162, 163, and 164 as a school and college governor.

160 Minutes

RESOLVED – that the minutes of the meeting held on 9th December 2009 be approved.

CHILDREN'S SERVICES

161 The Future of Primrose, City of Leeds and Parklands Girls High Schools, and of Girls Only Secondary Education in Leeds

The Chief Executive of Education Leeds submitted a report regarding the future of Primrose, City of Leeds and Parklands Girls High Schools, and with respect to girls only secondary education in Leeds.

During the discussion on this item it was agreed that the Board discount paragraph 3.6.1 of the report for the purposes of their consideration of this matter.

RESOLVED –

- (a) That approval be given to move to formal consultation on a proposal to close Primrose High School in August 2011, and to open a new 11-18

Draft minutes to be approved at the meeting
to be held on Friday, 12th February, 2010

Academy, sponsored by the Co-operative Group, with Leeds College as education partner, on the site in September 2011.

- (b) That approval be given to move to formal consultation on a proposal to close City of Leeds High School and for future use of the site for educational purposes.
- (c) That approval be given to move to formal consultation on a proposal to close Parklands Girls High School in August 2011, and to open a new co-educational 11-18 Academy, sponsored by the Edutrust Academies Charitable Trust (EACT), on the site in September 2011.
- (d) That approval be given for a city wide consultation on the future of girls only secondary education in Leeds.
- (e) That a further report be brought to this Board in April 2010 on the outcome of the consultations and progression of the proposals.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting in respect of the proposal referred to in (b) above insofar as the report included reference to a possible future hub development at the site of the City of Leeds High School which will be the subject of a further report)

162 Annual Standards Report - Primary

The Chief Executive of Education Leeds submitted a report providing an overview of primary schools' performance at the end of 2008/9, as demonstrated through statutory national testing and teacher assessment.

A correction in appendix 1 to the report was noted in that reference to the number of schools below the 55% floor target in paragraph 3.8 should read 34 and not 40.

RESOLVED – That the progress made, the implications of the new Ofsted framework and the implications for provision of support, challenge and intervention arising from the government white paper on 21st Century Schools be noted.

163 Annual Standards Report - Secondary

The Chief Executive of Education Leeds submitted a report summarising the progress made in relation to secondary school improvement in Leeds and providing a commentary on the challenges faced with respect to further improvement in the future.

RESOLVED –

- (a) That the progress made, the implications of the new Ofsted framework and the implications for provision of support, challenge and intervention arising from the government white paper on 21st Century Schools be noted.

- (b) That statistical information be provided to all members of the Board on performance levels in Leeds compared with other similar authorities.

164 Attendance and Exclusions Report 2008/09

The Chief Executive of Education Leeds submitted a report providing a summary of performance with respect to school attendance, persistent absence and permanent and fixed term exclusions in Leeds.

RESOLVED – That the report be noted.

165 Proposal for Statutory Consultation for Changes to Primary Provision in Horsforth in 2011

The Chief Executive of Education Leeds submitted a report on proposed consultation on two linked proposals for primary expansion in Horsforth for September 2011.

RESOLVED –

- (a) That approval be given for statutory formal consultation on the linked prescribed alterations to:
- i) change the age range of Horsforth Newlaithes Junior School from 7-11 to 5-11, whilst maintaining an admissions limit of 60, with an overall capacity of 420 children; and
 - ii) change the age range of Horsforth Featherbank Infant School from 5-7 to 5-11, and decrease the admissions number from 60 to 30, with an overall capacity of 210 children.
- (b) That the Board notes that the consultation on a proposed expansion of Horsforth West End Primary School, authorised under minute 153 of the last meeting, will coincide with the proposals authorised above.

166 Children's Services Improvement Board

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report providing an update on the proposal to establish an independently chaired Improvement Board to oversee the implementation of the Council's improvement plan for children's services.

RESOLVED –

- (a) That the proposal to establish an independently led Improvement Board be endorsed and that a further report be brought to the February 2010 meeting of this Board with proposed terms of reference for the new board; an outline of the proposed reporting arrangements and an updated Improvement Plan.
- (b) That consideration be given to the introduction of arrangements to secure that all political groups are kept informed of progress in Children's Services and afforded the opportunity to support that progress.

ADULT HEALTH AND SOCIAL CARE

167 'Your Hospital Your Say' - Leeds City Council's Response to the Consultation on Foundation Trust Status by Leeds Teaching Hospitals Trust

The Director of Adult Social Services submitted a report on the key strategic issues for the City arising from the public consultation being undertaken by the Leeds Teaching Hospitals Trust on their application to achieve Foundation Trust status and on the proposed formal response by the Council.

RESOLVED - That a formal written response be made to the consultation document 'Your Hospitals Your Say', with specific reference to the points outlined in the conclusion to the submitted report and detailed in section 3 of the report.

CENTRAL AND CORPORATE

168 Leeds City Region Forerunner Agreement

The Assistant Chief Executive (Planning, Policy and Improvement) and the Director of Resources submitted a joint report providing details of the city region Forerunner Agreement which was signed by Government and city region Leaders at the recent City Region Summit on 27 November 2009. The report also outlined the next steps in delivering the programme.

RESOLVED –

- (a) That the Forerunner Agreement commitments be noted.
- (b) That a further report be brought to the Board detailing the implications of the Agreement and its implementation for Council policy and governance.
- (c) That detailed briefing sessions be arranged, one for all political group leaders and members of this Board, and one for each political group.
- (d) That further consideration be given to the means of keeping the wider membership of the Council informed of city region developments on an ongoing basis.

DEVELOPMENT AND REGENERATION

169 Legible Leeds - City Centre Wayfinding Scheme

The Director of City Development submitted a report outlining the development of the on-street wayfinding scheme including a new pedestrian focussed 'Walk It' map, concept designs for the proposed new on-street pedestrian wayfinding units and the initial placement plan of where such units should be located.

RESOLVED - That the current position of the Legible Leeds project be noted, that the scheme as outlined in the report be approved and that authority be

given to incur expenditure of £1,200,000 on the proposed works as outlined in the report.

170 Proposed Middleton Enterprise Centre

The Director of City Development submitted a report on proposals for a new Enterprise Centre in Middleton funded by the Local Enterprise Growth Initiative.

RESOLVED – That authority be given to incur expenditure of £1,616,450 on the proposed Middleton Enterprise Centre.

171 Land at Czar Street, Leeds 11

The Chief Officer Libraries, Arts and Heritage submitted a report on proposals to contribute land owned by the Council to support the Old Chapel Rehearsal Studio project.

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

RESOLVED – That land at Czar Street, as identified on the plan attached to the submitted report, be declared surplus to requirements and that the freehold of the land be transferred to Old Chapel Music CIC for the construction of new rehearsal studios in return for the service benefits as detailed in exempt appendix 2 to the report.

172 Chapeltown and Armley Townscape Heritage Initiative Schemes

The Director of Environment and Neighbourhoods submitted a report on the proposed implementation of the Chapeltown and Armley Townscape Heritage Initiative Schemes, in accordance with the schemes' Delivery Programmes as agreed with the Heritage Lottery Fund and the Townscape Heritage Initiative/Town and District Centres Programme Board.

RESOLVED –

- (a) That scheme expenditure of £1,136,000 in respect of the Chapeltown and £1,223,000 in respect of the Armley Townscape Heritage Initiative grant schemes be authorised.
- (b) That, with reference to minute 258 of the meeting held on 13th May 2009, appropriate officers hold discussions with the Chair with a view to progressing the matter.

NEIGHBOURHOODS AND HOUSING

173 Employability Initiatives

The Director of Environment and Neighbourhoods submitted a report summarising the current claimant rates for out-of-work benefits and providing information on the new employability initiatives to support priority groups back into employment. The report also highlighted the changes required to enable the Council to continue to provide support to priority groups in a changing

funding environment to make best use of resources through partnership working.

RESOLVED – That the work to deliver targeted support to those at risk of becoming and remaining long term unemployed be noted and supported

174 Councillor Kabeer Hussain

The Chair referred to the recent death of Councillor Hussain and the Board stood in silent tribute.

DATE OF PUBLICATION: 8TH JANUARY 2010
LAST DATE FOR CALL IN: 15TH JANUARY 2010 (5.00 PM)

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on 18th January 2010)

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS – CENTRAL & CORPORATE BOARD

For the period 1 February 2010 to 31 May 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)
Framework Agreement for Technical Advisors for PFI Projects Approval to issue OJEU notice for the procurement of the framework agreement	Director of Resources	1/2/10	Not applicable (Advisors from Client Departments)	Report to Board	Chief Officer (PPPU) david.outram@leeds.gov.uk
Executive Search and Selection Extension Who to include on the Executive Search and Selection Contract Framework Extension which is due to be awarded in April 2010	Chief Officer (HR)	1/2/10	Until 31 st January 2010	Extension of Executive Search and Selection Framework Contract Extension	Chief Officer (HR) ellie.bennet@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Thorpe Lane/Bradford Road Junction Improvement Authority to undertake construction works total cost £287,500 including S106 contribution of £50,000	Director of Resources	1/2/10	Members, Emergency Services etc consulted as part of the scheme development	None.	Director of Resources richard.hobson@leeds.gov.uk
Collection of Local Taxation Approval of Council Tax and Business Rate write off for the period 1 st April 2009 to 30 th September 2009	Director of Resources	1/2/10	n/a	Report on values by type	Director of Resources peter.hutchinson@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>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>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>	Chief Commercial Services Officer	1/2/10	Procurement Department	Tender Submissions	Chief Commercial Services Officer carl.snowden@leeds.gov.uk
<p>Corporate Records Management Facility - Westland Road</p> <p>Approve the Authority to spend £438,275</p>	Deputy Chief Executive	1/2/10	Consultation between Lee Hemsworth, Alan Gay and where appropriate Elected Members	Design and Cost Report	Deputy Chief Executive lee.hemsworth@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
City Card To approve an injection to the capital programme of £1,342,000 and to give authority to spend	Executive Board (Portfolio: Central and Corporate)	12/2/10	Executive Member, LMT	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Resources and Strategy ed.mylan@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: Central and Corporate)	12/2/10		The report to be issued to the decision maker 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
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	1/3/10	Group consultation on quality of product / Consultation with Existing Supplier / Muslim Panel	Tender specifications	Director of Resources mandy.snaith@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Catering Consumables Contract for Catering and Cleaning Services To proceed with PQQ and Tender specification for renewal of contract	Director of Resources	1/4/10	Group consultation on quality of product / Consultation with Existing Supplier	Tender Specifications	Director of Resources mandy.snaith@leeds.gov.uk
Outcome of the consultation on 2011 admission arrangements Approval of the recommendations	Executive Board (Portfolio: Children's Services)	7/4/10	4 th December 2009 to 5 th February 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds barbara.comiskey@leeds.gov.uk
Sustainable Buildings Strategy Approval requested	Executive Board (Portfolio: Development and Regeneration)	19/5/10	September Strategic Investment Board	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.gov.uk

NOTES

Key decisions are those executive decisions:

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

Executive Board Portfolios

Executive Member

Central and Corporate

Councillor Richard Brett

Development and Regeneration

Councillor Andrew Carter

Environmental Services

Councillor James Monaghan

Neighbourhoods and Housing

Councillor John Leslie Carter

Leisure

Councillor John Procter

Children's Services

Councillor Stewart Golton

Learning

Councillor Richard Harker

Adult Health and Social Care

Councillor Peter Harrand

Leader of the Labour Group

Councillor Keith Wakefield

Leader of the Morley Borough
Independent Group

Councillor Robert Finnigan

Advisory Member

Councillor Richard Lewis

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

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Budget	Council	24 th February 2010	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Council Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	
Children & Young People's Plan	Council	1 st July 2009	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Community Strategy	Council	2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Council Business Plan	Council	July 2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Crime and Disorder Reduction Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environments and Neighbourhoods

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Development Plan documents	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Local Transport Plan	Council	2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Plans and alterations which together comprise the Development plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Youth Justice Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Licensing Authority Policy Statement	Council	December 2009	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Corporate Governance)
Leeds Strategic Plan	Council	July 2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Safer Leeds Partnership Plan 2008	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environments and Neighbourhoods
Health and Wellbeing Partnership Plan	Council	July 15 th 2009	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Care

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Economic Development Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Climate Change Strategy	Council	22 nd April 2009	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Leeds Housing Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Neighbourhoods and Environment

NOTES:

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council (a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.

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