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**SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)**

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Monday, 5th December, 2011 at 10.00 am

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

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**MEMBERSHIP****Councillors**

S Bentley	-	Weetwood;
A Blackburn	-	Farnley and Wortley;
J L Carter	-	Adel and Wharfedale;
B Chastney	-	Weetwood;
N Dawson	-	Morley South;
P Grahame (Chair)	-	Cross Gates and Whinmoor;
R Grahame	-	Burmantofts and Richmond Hill;
J Hardy	-	Farnley and Wortley;
A Lowe	-	Armley;
C Macniven	-	Roundhay;
R Wood	-	Calverley and Farsley;

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*Please note: Certain or all items on this agenda may be recorded*

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**Agenda compiled by:**  
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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></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><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>2 To consider whether or not to accept the officers recommendation in respect of the above information.</li> <li>3 If so, to formally pass the following resolution:-</li> </ol> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p><b>No exempt items on this agenda.</b></p>	

3		<p><b>LATE ITEMS</b></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><b>DECLARATIONS OF INTEREST</b></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><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notifications of substitutes.</p>	
6		<p><b>MINUTES OF THE PREVIOUS MEETING</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 7<sup>th</sup> November and a Call In meeting held on 9<sup>th</sup> November 2011.</p> <p>(Copies attached)</p>	1 - 10
7		<p><b>2011/12 QUARTER 2 PERFORMANCE REPORT</b></p> <p>To consider a report by the Assistant Chief Executive (Customer Access and Performance) which presents a summary of the quarter 2 performance data for 2011-12 and provides an update on the progress in delivering the priorities in the Council Business Plan which are relevant to this Board.</p> <p>(Report attached)</p>	11 - 36

8		<p><b>WASTE MANAGEMENT PROCESS REVIEW PROJECT</b></p> <p>To consider a report by the Head of Scrutiny and Member Development which provides an update on the Waste Management Process Review Project.</p> <p>(Report attached)</p>	37 - 40
9		<p><b>WORK SCHEDULE</b></p> <p>To consider a report of the Head of Scrutiny and Member Development on the Board's draft work schedule, together with the latest Executive Board minutes and Forward Plan</p> <p>(Report attached)</p>	41 - 76
10		<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday 9<sup>th</sup> January 2012 at 10.00am in the Civic Hall, Leeds (Pre – Meeting for Board Members at 9.30am)</p>	

## SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

**MONDAY, 7TH NOVEMBER, 2011**

**PRESENT:** Councillor P Grahame in the Chair

Councillors S Bentley, A Blackburn,  
J L Carter, Dawson, C Fox, R Grahame,  
J Hardy, A Lowe and C Macniven

### **36 Declarations of Interest**

Councillor Ron Grahame declared a personal interest in relation to agenda item 7, Financial Health Monitoring 2011/12 – Month six report, in his capacity as a Director of East North East Homes ALMO, a Member of the GMB Union, a Leeds Credit Union Member and a member of West Yorkshire Fire and Rescue Authority (Minute No. 39 refers)

Councillor Hardy declared a personal interest in relation to agenda item 7, Financial Health Monitoring 2011/12 – Month six report, in his capacity as a Member of West North West Homes ALMO, and as a Member of the GMB Union (Minutes No.39 refers)

### **37 Apologies for Absence and Notification of Substitutes**

Apologies for absence were received from Councillor Chastney and Councillor R Wood. Notification had been received that Councillor C Fox was to substitute for Councillor Wood.

### **38 Minutes of the Previous Meeting**

**RESOLVED** – That the minutes of the meeting held on 3<sup>rd</sup> October 2011 be confirmed as a true and correct record.

### **39 Financial Health Monitoring 2011/12 - Month 6 Report**

The Head of Scrutiny and Member Development submitted a report which provided information for Financial Health Monitoring 2011/12 month 6.

The Board had agreed in October that the November meeting would focus on Children's Services.

The following Councillors and Officers attended;

Executive Board Member Children's Services, Councillor Blake,  
Chair of Scrutiny Board (Children and Families), Councillor Chapman  
Chief Officer (Financial Management)  
Director of Children's Services  
Head of Finance, Children's Services

Opening the discussion the Chief Officer (Financial Management) provided Members with a summary overview of the financial position of the Council at month 6.

The overall projected overspend at the half year stage was £7.2m, which was largely unchanged from last month.

In brief summary the issues discussed relating to the overall financial position of the Council were;

- The increased level of reserves
- Non achievement of assumed procurement savings for residential and nursing care packages within Adult Social Care
- Income shortfalls mainly relating to planning and building regulation fees, car parking, advertising and children's centres
- Projected surplus in the Housing Revenue Account
- The high levels of financial performance management in relation to council tax collection, non-domestic rates and Sundry income

In response to a question on phased budgeting the Chief Officer (Financial Management) explained the role of the monthly budget monitoring reports and the requirements of budget holders and reviewing officers to monitor budget projections against real time expenditure. The Board would be provided with month 6 actual overspend.

Following these general budget discussions the Board focused on Children's Services. A Document entitled, *Children's Services – Turning the curve on placements for looked after children*, referred to as the 'Plan on a Page' was tabled by the Director of Children's Services.

Whilst Members acknowledged the considerable improvements made by Children's Services which were now being evidenced by good external inspections, the following issues were raised and discussed;

- The number of externally provided residential and fostering placements in Children's Services and consequential budget pressures
- Opportunities to safely reduce reliance on external placements through smarter and better working with partners, increased preventative work and maximising the role of fostering and the City Councils 'offer' in relation to fostering.
- Scope to reduce the costs of external placements that continue to be needed
- Ensuring all partners made appropriate financial contributions to the service
- The need to set realistic budgets to meet demand whilst continuing to turning the curve on placements
- The importance of locality working in decision making and the development of a 'total place' culture in the delivery and funding of services.

Throughout the discussion Members were informed of, and acknowledged the work being undertaken by Scrutiny Board (Children and Families) in addressing a number of these issues and noted a general invitation given by the Scrutiny Chair, Councillor Chapman, for Members to observe this work.

**RESOLVED –**

- (i) To thank those members and officers attending for their input
- (ii) To note the Council's Financial Performance for month 6
- (ii) To receive the additional information requested

(Councillor Lowe left the meeting at this point at 11.20 am)

**40 Large Casino - Approval of Revised Gambling Act 2005 - Statement of Licensing Policy 2010 - 2012**

In line with the Budget and Policy Framework, the Director of Resources submitted a report referred from Executive Board presenting the revised Gambling Act 2005 Statement of Licensing Policy which contained a statement of the principles the Council would apply when making the determination of the large casino licence. In addition, the report also presented the Consultation Report which was the proposed Council response to the public consultation on the large casino section in the Policy, and the draft application pack.

The following officers attended the meeting and responded to Members questions and Comments:

Nicole Raper – Section Head – Entertainment Licensing  
Susan Holden – Principal Project Officer – Entertainment Licensing  
Rowena Hall – Executive Manager, Specialist projects, City Development

The main areas of discussion were;

- The role and remit of the Social Inclusion Fund
- The potential social effects on the city of a large casino
- The logistics of how applicants would monitor 'negative social, equality and health impacts' as written in the policy

**RESOLVED –**

- (i) That the Executive Board be advised that this Scrutiny Board recommends that Executive Board and full Council should be confident that there are clear economic benefits in having a large casino and that these benefits are not outweighed by any negative social/economic impacts.

- (ii) That Executive Board and full Council note the recommendations made by NHS Leeds during the consultation exercise

(Cllr Bentley left the meeting during this item at 11.45 am)

#### **41 Fleet Services - Additional Information**

The Chief Commercial Services Officer submitted a report which provided an update for Scrutiny Board on a number of issues raised at its meeting on 3rd October. These included;

- Vehicle down time issues, particularly for the Refuse service
- Progress on more sustainable fuelling strategies
- The financial performance of the service
- The exercise of powers to charge within Commercial Services
- The outcome of a visit by Scrutiny Members to Fleet Services on 21<sup>st</sup> October 2011

The following officers attended the meeting and responded to Members questions and comments:

- Julie Meakin – Chief Commercial Services Officer
- Terry Pycroft – Head of Fleet Services

In brief summary, the main areas of discussion were:

- The potential for merging Fleet Maintenance for Parks and Countryside with Fleet Services at the York Road depot
- Maximising income through more proactive advertising of MOTs for example, working with other public sector partners
- The need to discuss with Streetscene whether Vehicle off Roads are causing a problem and whether the spare vehicle threshold needed to be raised
- Alternative fuels
- Apprentices

#### **RESOLVED –**

- (i) That the report and appendices be noted and the officers thanked for their attendance
- (ii) That further information be brought back to the Board in February 2012 on the following topics:
  - Vehicle replacement programme and the consequences for introducing alternative fuels
  - The cost of Apprentices



- The further considerations taken in relation to expanding income through increased MOTs

#### **42 Work Schedule**

A report was submitted by the Head of Scrutiny and Member Development which detailed the Scrutiny Board's work programme for the current municipal year.

Appended to the report for Members' information was the current version of the Board's work programme, the minutes from the Executive Board meeting held on 12<sup>th</sup> October 2011, together with an extract from the Forward Plan of Key Decisions for the period 1<sup>st</sup> October to 31<sup>st</sup> January 2012.

**RESOLVED** – That the work programme, as amended, be approved.

#### **43 Date and Time of Next Meeting**

**RESOLVED** – To note that the next meeting will take place on Monday 5<sup>th</sup> December 2011 at 10.00am in the Civic Hall, Leeds (Pre- Meeting for Board Members at 9.30am)

(The meeting concluded at 12.20pm)

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## **SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)**

**WEDNESDAY, 9TH NOVEMBER, 2011**

**PRESENT:** Councillor P Grahame in the Chair

Councillors J Akhtar, A Blackburn,  
B Chastney, R Grahame, J Hardy,  
C Macniven, J Matthews, V Morgan,  
M Robinson and R Wood

### **44 Declarations of Interest**

None were received

### **45 Apologies for Absence and Notification of Substitutes**

Apologies for absence were submitted on behalf of Councillors Bentley, JL Carter, Dawson and Lowe.

Councillors Akhtar, Matthews Morgan and Robinson were in attendance as substitutes.

### **46 Call - In Decision - Briefing Paper**

The report of the Head of Scrutiny and Member Development informed Members of the Call In arrangements in accordance with the Council's Constitution and the options of action available to the Board. It was reported that the following options were available to the Board:

- Release the decision for implementation
- Recommend that the decision be reconsidered
- Recommend that the decision be reconsidered and refer the matter to full Council if recommendation not accepted

**RESOLVED –** That the report be noted and the procedures adopted as detailed within the report.

### **47 Call In - Beckett Park Building, Foxcroft Close, Leeds, LS6 3NT - Internal Refurbishment Works**

The report of the Head of Scrutiny and Member Development presented the background papers to a decision which had been Called In, in accordance with the Council's Constitution. The decision was a Delegated Decision Notice of the Chief Officer Financial Development regarding the release of capital expenditure for internal refurbishment works at the Beckett Park building.

The Chair welcomed the following to the meeting:

- Councillor S Bentley – Signatory to the Call In
- Councillor J Illingworth - Signatory to the Call In
- Maureen Taylor - Chief Officer Financial Development
- Gary Milner – Head of 14 -19 Strategy, Children's Services
- Denise Finch, Project Manager, Children's Services
- Christine Addison, Acting Chief Asset Management Officer
- Paul Quarmby – Service Project Manager – City Development
- Iain Priest – Capital Finance Officer – Children's Services

Councillor Illingworth and Councillor Bentley outlined the reasons for the Call In of the decision. These included the following:

- The lack of detail in the report in terms of alternative locations considered and the lack of evidence within the report to support the statement that Beckett Park Primary School was the ideal location for Vine
- the lack of early and appropriate local ward member involvement and consultation
- The lack of robust administrative processes which would alert decision makers if adequate consultation with members had not taken place
- An opportunity to raise a more fundamental question regarding capital schemes, the decision making process and where accountability lies.

In response to the concerns raised, Officers present raised the following issues:

- Acknowledgment that Member consultation had been inadequate on this occasion
- Acknowledgment of the lack of detail in relation to option appraisals within the delegated decision report
- Reiteration that the Beckett Park scheme offered the best solution

Councillor Illingworth and Councillor Bentley were invited to summarise the reasons for calling in the decision. In doing so, they stated that had they been offered adequate detail, within the delegated decision report, of the option appraisal undertaken, resulting in Beckett Park being chosen, and had there been sufficient Member involvement and consultation then it would have been likely that this decision would not have been Called In. However, the opportunity to raise the wider issue of delegated decisions, capital schemes and accountability was welcomed.

Members were asked to consider the options available to them.

(Councillor A Blackburn joined the meeting during this item at 10.20am)

#### **48 Outcome of Call In**

It was agreed unanimously by the Board that the decision be released for implementation.

It was similarly agreed that a working group of the Scrutiny Board be established to look at the issues raised in terms of the way in which delegated decisions in relation to capital schemes are made, the point at which decisions are published and decision makers accountable and the level of Member consultation during the decision making process.

**RESOLVED –** (i) to release the decision for implementation.  
(ii) to establish a scrutiny working group

#### **49 Date and Time of Next Meeting**

Monday, 5th December 2011 at 10.00 a.m. (Pre-meeting at 9.30 a.m. for all Board Members.

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**Report of Assistant Chief Executive (Customer Access and Performance)**

**Report to Resources and Council Services Scrutiny Board**

**Date: 5<sup>th</sup> Dec 2011**

**Subject: 2011/12 Quarter 2 Performance Report**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: N/A	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report presents to Scrutiny a summary of the quarter 2 performance data relevant to the Resources and Council Services. One key issue has been highlighted for Members attention – the budget.

**Recommendations**

2. Members are requested to:
  - Note the issue of the budget which has been highlighted and consider if they are satisfied with the work underway to address this issue.
  - Note the progress in relation to the delivery of the Cross Council Priorities in the Council Business Plan and consider if they wish to undertake further scrutiny work in any of these areas.
  - Note the progress in relation to the directorate priorities and indicators within the Council Business Plan that fall within the remit of the Resources and Council Services Scrutiny Board.
  - Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the priorities for Resources and Council Services Scrutiny Board.

## **1 Purpose of this report**

- 1.1 This report presents to Scrutiny a summary of the quarter two performance data for 2011-12 which provides an update on progress in delivering the priorities in the Council Business Plan 2011-15 which are relevant to the Board.

## **2 Background information**

- 2.1 A new set of delivery plans for the Council and the city were adopted by Council in July 2011 and this report is the first performance update setting out the progress in delivery of these plans. The plans and performance management arrangements that form the basis of this report have been developed alongside the revised partnership boards for the city in a whole system approach. Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. This report whilst providing an overview of the performance relating to the City Priority Plan deliberately focuses more on the council's contribution which will best enable Scrutiny to challenge the organisation.
- 2.2 The new performance management arrangement include a number of new reports including:
- Performance Reports – these are produced for each of the City Priority Plan priorities and for the 5 Cross-Council Priorities in the Council Business Plan. They are a one page summary of progress in delivering the priority including a RAG rating of overall progress. Where possible the headline indicator is shown in a graph to clearly indicate progress and the reports include a look forward to the actions due over the next 3-6 months. We have adopted the principles of outcomes based accountability in these reports.
  - Directorate Priorities and Indicators – a directorate scorecard has been produced for each directorate which sets out the high level progress against each of the directorates priorities and indicators in the Council Business Plan. These are all available on the intranet and published on the Council's website. It also includes the directorates contribution to the cross council priorities and indicators. For Scrutiny purposes these scorecards have been divided up so that each Scrutiny Board receives an update on the priorities within the remit of their Board recognising that these do not necessarily align directly to the Council's directorates in all cases. Members will note that this does mean that some priorities will go to two or more Scrutiny Boards and Boards are asked to consider working jointly on any follow up inquiries or nominate a lead Board.
  - Self Assessment – each directorate has the opportunity in this section to raise any other performance issues that might not be directly represented within the directorate priorities and indicators.
- 2.3 These reports are designed to provide a high level overview of performance issues related to the City Priority and Council Business Plans only. Members will need to use this information and the discussion in their boards to identify what further reports and more detailed information they might require in order to fulfil their scrutiny role. Therefore, these reports are designed to be a starting point for the work of the board.
- 2.4 This report includes three appendices:
- Appendix 1a – Performance Reports for the Resources and Council Services City Priorities.
  - Appendix 1b – Resources Directorate Priorities and Indicators
  - Appendix 1c – Customer Services and Performance Directorate Priorities and Indicators
  - Appendix 1d – Other Directorate Priorities and Indicators relevant to the Board

## **3 Main issues**

### **Performance Overview**

#### Council Business Plan

#### *Cross Council Priorities*

- 3.1 There are 5 cross-council priorities, supporting the implementation of the values and none of these are assessed as red (all are currently amber). However, the performance indicators on



the variation from the agreed directorate budget is rated as red in all directorates with the exception of Resources and Customer Access and Performance.

- 3.2 Members will note that work is underway to develop some of the indicators that will support the values around 'consulting with the public' and 'giving due regard to equality'. Progress will be assessed through examining key and major decisions for assurance that decision makers have been provided with the correct information in order to make the decisions. This is important in order to protect the authority and its decision-makers from legal challenge (as has already occurred in other local authorities) and possible resulting financial consequences. Members will note that a revised reporting template was introduced on 1st September that specifically includes sections on consultation and equality which will prompt report writers to include this information. Work has commenced to develop the methodology for measuring and reporting on this indicator. It is anticipated that a result for these indicators will be reported at Q4. Members of Scrutiny Boards are also asked to consider calling in any decisions where the report does not clearly evidence that effective consultation has taken place and due regard has been given to equality.
- 3.3 In addition the first staff engagement survey will report at Q3.

#### *Directorate Priorities and Indicators*

- 3.4 There are 28 Directorate Priorities which support the delivery of the Resources and Council Services priorities most of these are drawn from Resources and Customer Access and Performance directorates – although there are a few from other directorates that directly link and these have also been included for completeness (see appendix 1d). Of these none are red, 9 are amber and 19 are green. These are supported by 28 performance indicators that can be reported at quarter two of these 2 indicators are rated as red (these are listed below), 4 are amber, 22 are green. Red rated indicators are:
- Percentage of Executive Board and Key/Major decisions that are implemented in 3 months (Resources)
  - Income in City Development (City Development)

### **Key performance issues for Resources and Council Services Board**

#### ***i) Budget***

- 3.5 The projected year-end overall overspend is £7.2m at month 6 which represents 1.2% of the budget. This is an improved position from quarter 1 and the position has continued to improve in month 7. Budget action plans are in place in directorates and over £80m of the budgeted savings for 2011/12 are on target to be delivered. A number of actions have also been taken corporately to increase reserves; most notably the Council has been successful in a VAT claim which has increased the general reserves position by £8.4m as at the end of 2010/11. Although some of this sum has been used for the Early Leavers Initiative, the remainder will be used to mitigate against some of the spending pressures outlined above. In addition, Capital Financing costs are projected to be £2.6m less than the budget due to the Council taking advantage of the continuing low short term interest rates. Therefore, whilst there are overspends within Directorates and on-going financial risks the overspend is being managed effectively for the Council as a whole. However, all Scrutiny Boards need to be aware of the overall financial context when scrutinising the areas of work within the remit of their Board.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 All performance information is normally reviewed by Directorate Leadership Teams, Partnership Boards (for City Priorities) and the Best Council Board (Cross-Council Priorities). However timings of some Boards did mean that this was not possible in all cases for quarter two, but in the future meetings will be scheduled to align better with the quarterly reporting cycle. All performance information has been reviewed by CLT and the Council's Performance Board.

## **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 Whilst some of the performance reports do include an update on the significant issues for the delivery of the priority from an equality perspective some do not. This is the first time that these reports have been prepared and, therefore, Scrutiny Boards may wish to consider whether this issue is sufficiently covered in the performance reports in their area. This feedback can then be used to strengthen the reporting arrangements going forward.
- 4.2.2 This is also an issue that will be given further consideration through a piece of work that has been commissioned by the Leeds Initiative Board. This work is looking at what reporting arrangements are needed to track the cross cutting issues that run across several of the Strategic Partnership Boards like poverty and inequality (including child poverty and health inequalities). The aim is to be able to capture and understand the various contributions from across the Boards to these areas without necessarily creating separate and potentially bureaucratic processes. Proposals are scheduled to be brought back to the Leeds Initiative Board in February.

## **4.3 Council Policies and City Priorities**

- 4.3.1 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

## **4.4 Resources and Value for Money**

- 4.4.1 There are no specific resource implications from this report; however, it includes a high level update of the Council's financial position as this is a cross council priority within the Business Plan.

## **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 All performance information is publically available and will be published on the council and Leeds Initiative websites.

## **4.6 Risk Management**

- 4.6.1 The Performance Reports include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. From this quarter CLT have also reviewed the corporate risk register alongside the performance information which will further ensure that the Council's most significant risks are effectively identified and managed.

## **5 Conclusions**

- 5.1 This is the first time that the performance reports and scorecards have been produced and there is still some work to do to ensure that they are high quality information updates, written in plain English with jargon kept to a minimum. In terms of City Priority Plan performance reports these also need to be owned and debated by the five Strategic Partnership Boards and include more information from across the partnership. Timing issues meant that this did not happen in all cases at quarter two although they were signed off by key stakeholders as appropriate. Outcomes Based Accountability support will be offered to all Boards to help them to develop and refine their action plans for the delivery of the priorities for their boards and to help them to use the data to shape their performance discussions. Some of the performance information was also incomplete and will be chased for quarter three.
- 5.2 However, overall the performance reports and directorate scorecards are a clear and simple summary of performance that Members can use to understand the current performance of the in relation to the priorities from our strategic plans which are relevant to the Board.

## **6 Recommendations**

### **6.1 Members are requested to:**

- Note the issue of the budget which has been highlighted and consider if they are satisfied with the work underway to address this issue.
- Note the progress in relation to the delivery of the Cross Council Priorities in the Council Business Plan and consider if they wish to undertake further scrutiny work in any of these areas.
- Note the progress in relation to the directorate priorities and indicators within the Council Business Plan that fall within the remit of the Resources and Council Services Scrutiny Board.
- Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the priorities for Resources and Council Services Scrutiny Board.

## **7 Background documents**

- City Priority Plan 2011-15
- Council Business Plan 2011-15
- Council and City Performance Management Framework (Draft)

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**Value:** Working as a team for Leeds

**Priority:** Staff have a clear understanding of their role as well as clear objectives and performance targets which are monitored through high quality appraisals.

<p><b>Why this is a priority</b> - Appraisals for all staff are essential in driving effective performance management to achieve the Council's business and service plan objectives, embed the revised values and help us meet future challenges. The Chief Executive and directors are championing regular appraisals as a priority so that all employees are managed, motivated and developed to perform their role effectively and deliver improving services for Leeds.</p>	<p><b>Overall Progress:</b></p> <p><b>AMBER</b></p>																																				
<p><b>Headline Indicator: Every year 100 per cent of staff have an appraisal</b></p>																																					
<p><b>Story behind the baseline:</b></p> <p><b>Appraisal targets</b> - For 2011-12 a <b>corporate annual appraisal timetable</b> was agreed with full appraisals will take place between April and July and interim meetings between October and December</p> <p>A corporate target was set of 100% of staff having an appraisal between 1<sup>st</sup> April and 31st July 2011 to ensure objective and target setting is linked with Council, Business and Service Plans.</p> <p>As at 31 July 2011, the LCC average was 78% with the highest performing directorate (Legal) achieving 97% and the lowest (Resources) achieving 63%.</p> <p>At 30 September 2011, the LCC average was 93% with three directorates achieving over 95% and a further three reporting over 90%.</p> <p><b>Directorate performance:</b></p> <p><b>PPI, City Development and Legal</b> – have maintained a position of achieving consistently high levels of appraisals</p> <p><b>Adult Social Care</b> - no significant challenges and have improved performance since 2010 -11</p> <p><b>Children's Services</b> – Education Leeds joined with Children's Services in April 2011 resulting in challenges around structures but has improved significantly.</p> <p><b>Environments &amp; Neighbourhoods</b> – challenges around scheduling appraisals for crew workers have been addressed with group appraisals as part of training days.</p> <p><b>Resources</b> – there have been challenges around scheduling appraisals for school based staff which have been addressed.</p> <p>As the target of 100% appraisals is close to being achieved, this reflects the profile of the workforce with no measurable variance by equality strand. Appraisal Guidance makes appraisers aware of how not to treat staff unfairly during appraisal meetings or by the process itself.</p> <p>The Investors in People review highlighted the need for the council to define the expected leadership behaviours. The 'Expectations of our leaders &amp; managers' document reinforces the importance of appraisals in ensuring people are clear about what is expected of them and receive regular feedback on their performance.</p> <p>One of the Chief Executive's three 'Calls to Action' in 2011/12 to all leaders is to ensure that all employees have a quality appraisal with a PDP and at least one development action linked to service plans.</p>	<table border="1"><caption>Appraisals completed by directorate 2011-2012</caption><thead><tr><th>Directorate</th><th>Jun-11 (%)</th><th>Jul-11 (%)</th><th>Sep-11 (%)</th></tr></thead><tbody><tr><td>Childrens</td><td>20</td><td>85</td><td>95</td></tr><tr><td>F &amp; N</td><td>30</td><td>90</td><td>95</td></tr><tr><td>LCC</td><td>30</td><td>85</td><td>95</td></tr><tr><td>ASC</td><td>45</td><td>90</td><td>95</td></tr><tr><td>PPI</td><td>60</td><td>90</td><td>95</td></tr><tr><td>City Dev</td><td>35</td><td>85</td><td>95</td></tr><tr><td>Legal</td><td>70</td><td>95</td><td>95</td></tr><tr><td>Resources</td><td>25</td><td>65</td><td>95</td></tr></tbody></table>	Directorate	Jun-11 (%)	Jul-11 (%)	Sep-11 (%)	Childrens	20	85	95	F & N	30	90	95	LCC	30	85	95	ASC	45	90	95	PPI	60	90	95	City Dev	35	85	95	Legal	70	95	95	Resources	25	65	95
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<b>What do staff think?</b> In the 2009 Staff Survey, 68% of the council's staff said that they had had an appraisal/ development review in the previous 12 months with directorate responses between 54% and 79%. The 2011 Employee Engagement Survey will provide quantitative data about how people feel about the support, guidance and feedback provided by their managers. The Improving Performance Project will sample appraisals carried out and provide feedback on staff perception of the quality of appraisals. The final Investors in People assessment will provide qualitative information regarding staff perceptions of how leaders and managers, lead, develop and support them.		
<b>What we did</b> Strategic actions completed: <ul style="list-style-type: none"><li>For the first time, a corporate target of 100% appraisals by July 31<sup>st</sup> was set.</li><li>Call to action of 'quality appraisals' communicated by Chief Executive to all leaders and managers in organisation at start of 2011/12.</li><li>HR Business Partners, HR OD Leads and Appraisal Co-ordinators all appraised of their continuing roles</li><li>Directors and Chief Officers receive regular appraisal performance reports and directors are appraised on the percentage of their staff that are appraised.</li><li>Learning Site established on intranet to give access to managers and employees to available learning and development opportunities to support 'quality appraisals' including Appraisal Skills for Managers.</li><li>Learning Supplement distributed to all staff (electronic and hard copy) to encourage take-up of learning and development opportunities.</li><li>Expectations of Leaders and Managers developed and launched at the Leadership Conference 2011</li><li>Equality data for the whole workforce was updated on SAP in July 2011 and will continue to be updated and developed to reach 100% compliance.</li></ul>	<b>New Actions</b> New strategic actions: <ul style="list-style-type: none"><li>Expectations of Leaders and Managers to be embedded</li><li>Leadership and management behaviours will be defined as part of our wider programme to develop our council-wide competencies framework based on the values</li><li>Sampling of 'quality appraisals' to take place across all Directorates</li><li>Planning and piloting of a performance management system that will provide on-line completion of appraisals and personal development plans commencing in April 2012</li><li>Development of a set of common core appraisal forms across the Council</li><li>Range of useful tools and resources available for leaders and managers launched on SharePoint.</li></ul> Data Development <ul style="list-style-type: none"><li>Further work needed to ensure integrity of SAP data e.g. correct base organisation structures and data recorded in correct fields.</li><li>Analysis of data to establish core population of Appraising Managers by directorate, service, grade, span of control etc.</li></ul>	
<b>What Worked Locally /Case study of impact</b> Directorate based initiatives where there is evidence of impact / good practice <ul style="list-style-type: none"><li>City Development has achieved high appraisal levels by prioritising appraisals, reporting progress at DMT level and to Services' Learning Boards.</li><li>Directorate OD Leads are in the team and take on a higher level 'Appraisal Champion' role, raising the importance of quality appraisals.</li><li>Directorate HR Leads are reviewing Organisation Structures/ SAP data and records for casual and non LCC employees.</li><li>Group Appraisals for teams of front line operatives are being piloted to minimise costs and disruption to front line services.</li></ul>		
<b>Risks and Challenges</b> <ul style="list-style-type: none"><li>Agreement over a series of common core appraisal forms</li><li>Resourcing issues for appraising some crew-based front line services</li><li>Tight timescale and resource support to implement the performance management system by April 2012</li></ul>		



**Value:** Being open, honest and trusted

**Priority:** Staff are fully involved in delivering change and feel able to make an impact on how services are delivered

<p><b>Why is this priority</b> - Effective staff engagement is essential to help the council meet the many challenges it faces, including improving productivity and service delivery. We recognise that there are many factors that influence staff engagement including strong, aligned leadership, and effective, engaging managers. Whether staff feel listened to and valued, are aware of a common vision and are living the council values are also important drivers of engagement.</p>	<p><b>Overall Progress:</b> <b>AMBER</b></p>
<p><b>Story behind the baseline</b></p> <p>The Council has adopted a new approach to measuring staff engagement based on the MacLeod Review carried out for the Government in 2009 and assesses staff perception in relation to four drivers of Leadership, Management Effectiveness, Staff Voice and Integrity. A benchmarking survey based on this new approach is being undertaken in October 2011. The whole Council workforce (excluding schools) will have an opportunity to participate in this and a representative quarter of the workforce will also be able to take part in a quarterly survey over the next year.</p> <p><b>Analysis by equality strands.</b></p> <p>The survey findings will be analysed by key characteristics of the workforce e.g. age, grade, gender, and each quarterly survey sample will reflect that profile. That way, as well as all staff having an annual opportunity to give their views, each quarterly survey will reflect the views of the whole organisation, being representative by equality and other profiles.</p>	<p><b>Headline Indicator: increase the level of staff engagement</b></p> <p>As the Council wide employee engagement survey will take place in October 2011 there is currently no graphical information available. Graphical information will be available for Quarter 3 reporting</p>
<p><b>Comments on any related measures</b></p> <p>The measure of staff engagement will integrate with a range of other measures that provide actionable detail at a local level. Existing detailed assessments such as IIP, appraisals and the Equalities framework will provide the underlying story to the headline picture which emerges from the new survey. The 'Importance/performance' analysis will help us adapt more quickly to changing needs, perceptions and beliefs of staff, whether these are a result of external factors or the effect of work done internally to strengthen the drivers of engagement. In addition, new immersive opportunities (such as a development of last year's successful focus groups) would give even greater opportunity for staff to define (become involved) the things that matter most to them at work.</p>	
<p><b>Evidence underpinning the overall trend</b></p> <p>Staff engagement has been a key component in the drive to change the culture of the organisation led by the new chief executive and CLT members over the past year. Appraisals taking place for 100% of staff has laid the basis for staff to have regular direct interaction with their managers. Behaviours linked to the new values underpinning our culture change are being assessed at managers' appraisals. Staff engagement at team and individual level is core to the expectations of leaders and managers launched across the Council at the Leadership Conference on September 30.</p>	
<p><b>What do staff think?</b></p> <p>We have involved staff and unions in developing our understanding of local employee engagement issues through discussions and research focus groups over the last 18 months. This has informed the wider strategy and more specifically the new Employee Engagement Survey. Key issues raised in the research included ensuring communications are properly cascaded by managers, improving how we involve staff in change, recognition of the council values, and providing timely and meaningful feedback from any engagement exercises. Staff overwhelmingly chose 'helping the people of Leeds' or helping colleagues' as the best things about their jobs.</p>	

### What do staff think? (cont)

The content and approach of the 2009 Staff Survey was different to the current survey and told us that 83% of staff felt satisfied working for the council.

The 2011 Employee Engagement Survey will:

- measure levels of employee engagement in the organisation using staff perception and track changes in engagement levels over time.
  - measure the effectiveness of work done across the key drivers to improve employee engagement
- Focus groups were asked for their views on the draft survey questions. Staff told us that we need to be clear about who are leaders and managers, what the values mean and also that we should tell everyone what has changed as a result of the them taking part in the survey.

### What we did

- Raised awareness about employee engagement at Corporate and Directorate leadership team level and gained agreement to a new survey approach.
- Developed a new employee engagement survey and piloted this with focus groups of a representative sample of staff plus additional front line services and with those with literacy issues
- Linked existing change toolkit through the learning site to support managers in helping their staff through change
- Took key actions on drivers of employee engagement:
  - Leadership: Improved communications via internet with staff e.g. Tom's blog; 'quality appraisals' identified as call to action.
  - Manager Effectiveness: Key expectations of leaders and managers identified and launched across Council
  - Voice: Organised regular 'Meet Tom' meetings so that 3750 staff have now had opportunity to directly raise questions.
  - Integrity: New values embedded in appraisal documentation and in council awards that recognise excellent performance and behaviours in the organisation

### What Worked Locally /Case study of impact

- As part of the changes to the Community Support services to make it move efficient and productive, in excess of 650 employees attended consultation road shows across the Council to provide the opportunity for staff to engage and influence the change to service delivery.
- As part of a review of Architectural Design Services, considerable work has been done with staff and trade unions to identify an alternative to ceasing the service. With 40 plus jobs at risk, staff and managers have worked to develop an alternative partnership solution which has been agreed with Executive Board.

### New Actions

- New employee engagement survey to be implemented
- Communication of the employee engagement survey to all line managers, employees, and trade union representatives through tailored communications, explaining the benefit of taking part in the survey which will run from 17<sup>th</sup> October to 11<sup>th</sup> November 2011.
- Analysis of results by Directorate level and equality strands
- Correlation of results with related HR metrics as detailed in the Council's People Plan, to inform improvement action plans
- Communication of the results across the Council – and key actions that will be addressed as priority.
- Targeted investigation into areas of the Council with a low response rate and a low level of engagement reported
- Where issues are identified at corporate or directorate level or for certain staff groups, further follow-up qualitative research will take place at the appropriate level.
- Further key actions on drivers of employee engagement:
  - Leadership: Behaviours will be defined as part of the wider programme to develop our Council wide competencies framework
  - Manager Effectiveness: New development programme to be agreed and implemented
  - Voice: Additional front line opportunities for 'Meet Tom' meetings and Directors direct engagement with staff
  - Integrity: Further action to embed values to follow analysis of question regarding values in employee engagement survey.

### Data Development

The survey will be completed quarterly following the baseline exercise, which will provided a more frequent measure of continual improvement, by sampling on a representative basis of the workforce

### Risks and Challenges

- Low response rate which invalidates the survey. Lack of leadership and management actions to address actions identified from the analysis of response
- Failure to continue sustained action on the four drivers of employee engagement
- Visibility of communication of findings and actions following on from these e.g. Failure to effectively communicate 'You said, we did.....' messages



**Value: Working with communities**

**Priority:** Local communities are consulted about major changes that may affect their lives.

**Why is this a priority** – At a time when resources are limited we need to make sure we are providing the services that the public need in the most appropriate way. By providing clear evidence of public consultation we can ensure communities are effectively able to influence what we do at corporate, service and locality levels. This helps us move from doing things to and for people, towards doing things *with* people.

**Overall Progress:**  
**AMBER**

#### Story behind the baseline

- The council values place engagement at the heart of the 'way we do things' in Leeds. 'Working with communities', is linked to the improvement priority of 'we will consult with local people on changes that may affect their lives'. Performance will be measured by the percentage of key and major decision reports that evidence community engagement. This measure is owned by the Assistant Chief Executive (Customer Access and Performance) but is also the responsibility of all Directors. The value of 'being open, honest and trusted' also encourages engagement.
- In the current climate it is inevitable that decisions will be closely scrutinised, and any perceived weakness in the process will be targeted. We need to be confident that evidence from consultation is timely and relevant to the current situation.
- The 2011 Annual Statement on community engagement for the Corporate Governance and Audit Committee identified the following key challenges for engagement in Leeds:
  - Public challenges to decisions
  - Coordination
  - Area working
  - Spending reductions
  - Localism

**Headline Indicator:** Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities – *Indicator currently being developed result available at Q4*

- The priority will be measured using a new indicator which aims to measure the extent to which there is evidence that consultation with the public is available to decision makers for key/major and Executive Board decisions. By including it as a specific indicator it shows the commitment from senior leaders to ensure that the views of the public are clearly reflected in our policies and decisions. Work is underway to develop the methodology for measuring the indicator with the Best Council Board providing oversight and challenge.
- The Corporate Consultation Manager and Corporate Governance have developed and introduced clearer guidance around including consultation in reports. The new reporting template and guidance was implemented from 1 September 2011 so a result for the indicator is not available for the Q1 and Q2 reporting period. However, a sample of reports was looked in order to inform the methodology for the indicator going forward and feedback has been provided to directorates. The first set of results will be available at quarter 4 and this will be supported by a quality assurance process that will continue to assess the quality of the evidence provided and thus drive further improvements in this area.

<p><b>What do residents think</b></p> <p>In the 2010 research project into Effective Communications and Consultations, residents told us how they feel about getting involved and influencing decisions:</p> <ul style="list-style-type: none"> <li>○ 89% of respondents feel it is important to feel they can influence decisions about council services</li> <li>○ 28% are satisfied with being able to influence decisions about public service delivery in their area (24% are dissatisfied)</li> <li>○ 45% feel that there is no point taking part in council-run consultations, as decisions have already been made before people are asked</li> <li>○ 39% want to be more involved in decisions about council services that affect their local area</li> </ul> <p>New qualitative measures are being designed to be used with the new Citizens' Panel .</p>	<p><b>What we did</b></p> <ul style="list-style-type: none"> <li>• Corporate Consultation Group work to increase use of Talking Point system to support good practice e.g. early coordination of cross-council consultations</li> <li>• Created new key and major report template to include mandatory consultation evidence requirement</li> <li>• Started design and recruitment of new Citizens' Panel</li> <li>• Networks of consultation leads set up within City Development.</li> <li>• A review has started of the council's strategic operating framework for all types of engagement, including community development and locality arrangements, led by LIP colleagues</li> </ul> <p><b>New Actions</b></p> <ul style="list-style-type: none"> <li>• Complete the recruitment of Citizen's Panel</li> <li>• All directorates to help establish calendar of consultations to send to the Panel, including relevant BPIs and major change-related consultations</li> <li>• Corporate Consultation Group to develop revised guidance, training and support networks for those delivering consultation</li> <li>• LIP, in consultation with all Directorates to complete, communicate and start to embed the council's new approach to community engagement( tbc)</li> </ul> <p><b>Data Development</b></p> <ul style="list-style-type: none"> <li>• Reporting on all decisions, rather than a sample should take place from Q3 onwards</li> <li>• Add a qualitative aspect to the Headline Indicator to ensure that the consultation that is being done, is done <i>well</i>.</li> <li>• Revise report writing guidance to insist that consultation evidence includes a link to the record of activity that should already be on the Talking Point system</li> </ul>
<p><b>Risks and Challenges</b></p> <ul style="list-style-type: none"> <li>○ Not having a consistent council-wide culture of timely and effective planning of engagement</li> <li>○ Lack of expert support for staff tasked with engaging</li> <li>○ Inconsistent feedback on engagement to participants</li> <li>○ Lack of evaluation of engagement effectiveness</li> </ul>	

**Value:** Treating people fairly

**Priority:** Equality is given due regard in council policy and decision making.

**Why is this a priority** - We are committed to ending unlawful discrimination, harassment and victimisation and to advancing equal opportunities and fostering good relations. In order to achieve this we need to ensure that equality and diversity are given proper consideration when we develop policies and make decisions. By providing evidence that we have done this for our most important decisions we can be sure that we are meeting our legal and moral obligations

**Overall Progress:**  
**Amber**

**Story behind the baseline**

**Headline Indicator:** Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions

The Equality Act 2010 requires public bodies to give due regard to equality and the council has agreed to continue to use the equality impact assessment process it has developed. This was further improved and strengthened last year. It now includes formally recording where it was considered that there were no equality considerations or that they were already being taken into account via the screening process.

The priority will be measured using a new indicator which aims to measure the extent to which there is evidence that equality is given due regard in policy and decision making. By including it as a specific indicator it shows the commitment from senior leaders to ensure that there is a full understanding of the potential impact our policies and decisions could have on different communities. Work is underway to develop the methodology for measuring the indicator with the Best Council Board providing oversight and challenge.

Failure to demonstrate that due regard has been given to equality in the decision making process could result in legal challenge. This indicator will assist in focusing attention in this area to ensure both legal compliance and also to ensure that the council takes account of the needs of all communities.

The Equality Team and Corporate Governance have developed and introduced clearer guidance around addressing equality in reports. This now indicates the need to explicitly reference screening and/or equality impact assessments and their outcomes in the reports. The new reporting template and guidance was implemented from 1 September 2011 so a result for the indicator is not available for the Q1 and Q2 reporting period. However the Equality Team have looked at a sample of reports and looked at the qualitative aspects of the evidence included within key and major decisions and Executive Board reports. This is now being used to inform the methodology for the indicator going forward and to improve future work in this area.

The qualitative analysis of the sample of reports indicated that there is a need to improve the level of evidence which is included within the reports. In some instances it would be difficult to show that the available information has been used to inform the decision made, and in some instances there is no indication that consideration has been given to equality. Ongoing work by the Equality Team with directorates suggests that this does not necessarily reflect the true position. Work is taking place with directorates to address this and ensure that the evidence is obvious and it can be shown that our value of treating people fairly underpins our decision making.

In addition to specific support provided to directorates via the Equality Team it is anticipated that the use of the new reporting template will ensure that there is more explicit reference to equality considerations in Q3 and Q4. The final result for the year will be based on Q4, by which time it is anticipated that the target to evidence that equality issues have been considered in 100 per cent of key and major decisions and all Executive Board reports could be achieved.

<p><b>What do key stakeholders think:</b> The What if Leeds campaign and the spending challenge consultation showed that the public saw equality and community cohesion topics such as encouraging inclusion of all social groups, reducing the gap between the rich and poor and tackling inequality as key issues. There is currently no evidence of staff perceptions in this area. The current employee engagement survey may give an indication of staff perception around the value 'treating people fairly' which could provide an avenue to explore further at a later date.</p>	<p><b>What we did</b></p> <ul style="list-style-type: none"> <li>The report writing template and supporting guidance have been updated, and implemented from 1 September 2011;</li> <li>Due regard to equality workshops are being provided across all directorates by the Equality Team. This includes specific briefings in key areas eg procurement;</li> <li>Due regard to equality briefings are being provided to members who are involved in key decision making forums: Executive Board, Deputy Executive Board Members, Licensing Panel Members, Plans Panel Members, Scrutiny Board Chairs, and Area Committee Chairs.</li> <li>IODA (the council's training provider) has provided ongoing equality training (both generic and customised) to all directorates</li> <li>Immediate feedback and support is provided from the Equality Team on EIAs and screenings when requested by directorates</li> <li>Environment and Neighbourhoods have recently introduced additional checks within their process to increase the visibility of evidence of giving due regard to equality and has been promoted by their director</li> <li>All EIA's and Screenings are sense checked by the Equality Team before they are published</li> </ul> <p><b>New Actions</b></p> <ul style="list-style-type: none"> <li>Continue to deliver the due regard to equality briefings to all Members</li> <li>Progress the QA on equality impact assessments and screenings</li> <li>The Equality Position Statement 2011 will be widely promoted. This provides considerable factual information about outcomes for different equality communities, which can be used to inform the screenings and EIAs</li> <li>Consideration will be given on how to capture the effect of giving due regard to equality on decisions</li> <li>Continue to develop new methodology for the indicator and to provide qualitative analysis and feedback to directorates</li> </ul> <p><b>Data Development</b></p> <ul style="list-style-type: none"> <li>Finalise discussions with Corporate Governance to ensure a consistent approach to recognising 'evidence' of due regard.</li> <li>New methodology will be challenged by Best Council Board and the first result will be available for Q4</li> </ul> <p><b>What Worked Locally /Case study of impact</b></p> <p>From the sample reports reviewed a good examples of how giving due regard to equality has influenced outcomes is: the decision to retain some libraries was specifically informed by the demographic information and the role in the community included within the EIA eg Burley and Dewsbury Road</p>	
		<p><b>Risks and Challenges</b></p> <p>Failure to evidence that due regard is given in decisions and policy making can result in:</p> <ul style="list-style-type: none"> <li>legal challenges eg in the form of judicial reviews, which can be costly and time consuming.;</li> <li>negative national publicity impacted on reputation;</li> <li>undermining relationships with local communities;</li> <li>wasted officer and member time.</li> </ul>



**Value:** Spending money wisely

**Priority:** All directorates deliver their budget action plan and stay within their approved budget

**Why is this a priority** - The financial climate we are in is challenging. Our funding from government is reducing and we have greater demands on our services. Through our budget-setting process we have developed a plan to manage with less, including doing things more efficiently, reducing the size of the council and changing the way services are delivered. It is vital that we stick to this plan and that all council services stay within their agreed budget and deliver on their budget action plans

Overall Progress  
AMBER

**Story behind the baseline**

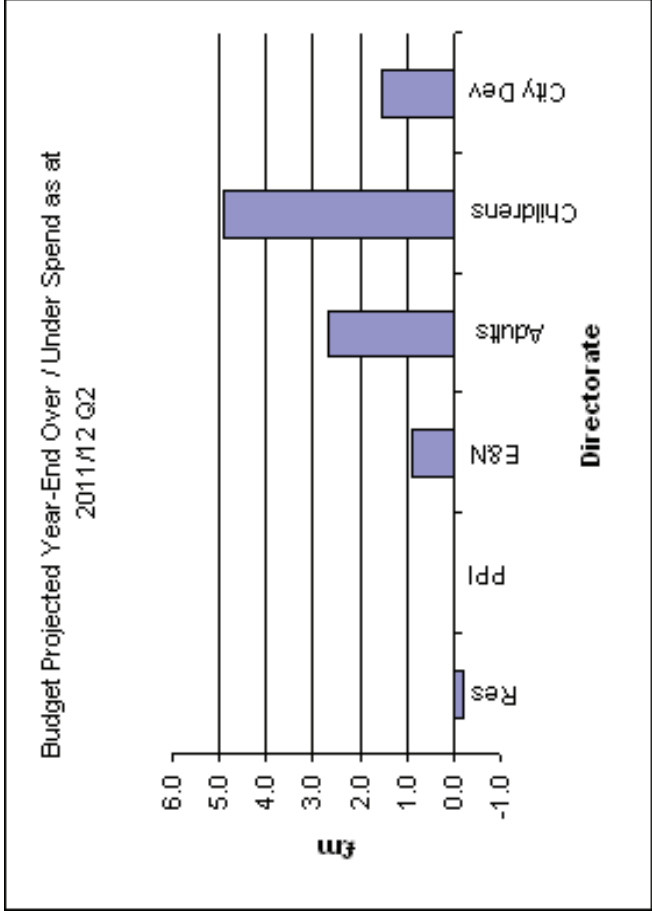
The preparation of the 2011/12 budget has been an unprecedented challenge with the Council's Government grants reducing by over £50m. In addition, demand pressures, particularly in Adult Social care and Children Services has meant that savings of around £90m have had to be built into the 2011/12 budget.

As can be seen from the graph, the in year management of the revenue budget has been challenging in each of the years illustrated, with action having to be taken in each to control overspends identified in the early part of the years.

At the half year stage of the current financial year, the projected overspend is £7.2m which has been rated as amber as it represents a variation of just 1.2% of the approved budget. The main areas of concern are:

- Non achievement of assumed procurement savings for residential and nursing care packages within Adult Social Care
- The number of externally provided residential and fostering placements in Children's Services
- Income shortfalls mainly relating to planning and building regulation fees, car parking, advertising and children's centres

**Headline Indicator:** No variation from agreed directorate budget in the year



<p><b>What do key stakeholders think</b> Last autumn Leeds residents gave their priorities for the council's budget in the 'Spending Challenge' consultation. This process ensured that the views of the public were reflected in the difficult decisions that faced the Council about how we could save £150m over next four years. Nearly 2500 responses were received with priority given to protecting frontline services and the most vulnerable people in Leeds. This summer children and young people told us their priorities for the future as part of the Child Friendly City consultation. A light-touch follow-up consultation for the 2012/13 budget is currently being planned to check that the priorities are still the same with an article due to go out in About Leeds in Nov/Dec. A full re-assessment of the public's spending priorities is planned to inform the 2013/14 budget cycle.</p>		
<p><b>What we did</b></p> <p>As part of the budget monitoring process, action plans built into budgets have been reviewed and the overall projection assumes the continuing delivery of action plans both corporately and within directorates.</p> <p>A number of actions have also been taken corporately to increase reserves; most notably the Council has been successful in a VAT claim which has increased the general reserves position by £8.4m as at the end of 2010/11. Although some of this sum has been used for the Early Leavers Initiative, the remainder will be used to mitigate against some of the spending pressures outlined above.</p> <p>In addition, Capital Financing costs are projected to be £2.6m less than the budget due to the Council taking advantage of the continuing low short term interest rates.</p>	<p><b>New Actions</b></p> <ul style="list-style-type: none"><li>• All directorates have been instructed to develop and implement action plans to ensure the authority does not overspend.</li><li>• Provision was made in the 2011/12 budget for around 400 staff leaving. The Council has launched a new Early Leavers initiative and over 1000 expressions of interest have been received. Action is being taken to quantify the extent to which this will impact on the current year's budget.</li><li>• Within Children's Services, the action plan to deal with demands and pressures on the placements budget has been revisited and updated with additional capacity put in place to help drive through delivery of the actions</li><li>• Directorates are reviewing budgets on a line by line basis and implementing spending freezes on areas of non essential spend where appropriate</li><li>• Opportunities for generating additional income are also being explored within directorates</li></ul> <p><b>Data Development</b></p> <ul style="list-style-type: none"><li>• No issues.</li></ul>	
<p><b>Risks and Challenges</b></p> <p>The Council prepares and maintains a financial risk register which provides details of risks and consequences, existing controls to mitigate against these, the value in monetary terms, review dates and progress towards managing the risks. The register is prepared before the start of each financial year and is monitored on a regular basis.</p> <p>The updated register shows there are 3 very high risks and 7 high risks. The very high risks are procurement savings for residential and nursing placements, external fostering and externally provided residential childcare placements.</p>		

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Lead the delivery of our customer access strategy to improve customer experience	A draft customer access strategy has been prepared the contents of which have been discussed with Directorate leadership teams. Directorates have agreed to supply their priorities which will be incorporated in the strategy. Next step CLT. In relation to specific customer access transformation activity, a specification for the required CRM review work has been issued to interested parties. A business case for customer access phase 1 (process redesign and improvement within existing technology) has been prepared.	Amber	Increase the range of self service options available to the public, by ensuring all high demand transactions can be undertaken online	Indicator being developed			
	In relation to current project activity for refuse, recommendations for improvement have been agreed and the project is now moving to the implementation stage. For EAS work is concentrating on finalising the agreed scope of the project with the managers concerned. The website replacement work continues which includes: designing the layout of the new website, gathering better information on the most popular on-line transactions and establishing an improved mechanism for assessing satisfaction with the website. Thought is also being given to the business as usual requirements once the project is completed.		Improve overall customer satisfaction of the council's website	Indicator being developed			
Establish a research and intelligence capability for the city and produce an annual State of the City report.	Positive progress made against this priority. The first State of the City report has been agreed by the Leeds Initiative Board and the first Council / Partner event on State of the City is planned for 7th December 2011. Executive Board agreed transfer of Yorkshire Forward's Chief Economists Unit to Leeds City Council effective from 1st November 2011. Meetings have been held with the Health sector to develop links on intelligence agenda given proposed changes in the health sector. A conversation has also started with Leeds University on linking research and intelligence capacity.	Green	N/A				
Deliver an approach to locality working with improved community engagement and more local decision making	During Q's 1 & 2 the emphasis has been on developing appropriate delivery structures for Locality Working. Leadership Teams are now in place and have been inducted in the three areas. Staff teams have been realigned to deliver against new priorities, and will be operating against the new structure by the end of October 2011. Arrangements are in place to migrate the former Locality Working Programme Board into the Leeds Initiative Partnership structure where it will play a key strategic role in linking Locality Working across the wider city priorities. New environmental delegations have been developed with Area Committees and are now in place, enabling Area Committees to directly manage local priorities for environmental action through SLA's.	Amber	Increase percentage of people who feel they are involved in their local community	Indicator being developed - To be collected through Citizens Panel			
Deliver effective leadership and governance arrangements for the city-region partnership.	The leadership and governance arrangements have now been agreed by the Leeds City Region Partnership. They comprise a formally constituted Joint Committee of the Leaders of the eleven constituent local authority leaders and a Local Enterprise Partnership (LEP) Board which is a business-led advisory body. The LEP is now developing a city region Strategic Economic Plan for agreement by the Joint Committee later in the Autumn	Green	N/A				
Improve communications and marketing services	The new corporate led communications and marketing structure was fully recruited to by the 1st Aug 2011 and staff have all now transferred. A first team building event was held on 27 Sept and further events are planned particularly as the team enters the CtW programme. The teams service plan will be published in the next two weeks. Priorities are currently being agreed with all stakeholders and		Increase percentage of residents who trust the council's communications	Indicator being developed - To be collected through Citizens Panel			

improve communications and marketing services across the council.	weeks. Priorities are currently being agreed with all stakeholders and a detailed work programme will be created by the new year. Despite the structural hiatus the team continues to generally provide an effective communications service. It remains very early days for the new team but the foundations are in place to take full advantage of our new ways of working. Overall progress is amber to reflect the ambition of our improvement plans.	Green	Increase percentage of services who feel their communications and marketing needs are being met effectively	Indicator being developed		
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Create the environment for effective partnership working and for delivering the city's planning and performance management framework	The new Leeds Initiative Partnership Structure was agreed by the council's Executive Board and the Leeds Initiative Board in June 2011. It comprises the main Board and five thematic Boards: Sustainable Economy and Culture; Safer and Stronger; Neighbourhoods and Housing; Health and Wellbeing; and Children's Trust. The main Board has met three times starting in June 2011. Each of the five thematic Boards have met for a first time. Terms of Reference and work programmes have been agreed for each of the Boards to include monitoring performance against each of the five City Priority Plans agreed	Green	Increase percentage of City Priority Plan priorities with positive progress	N/A	95%		
			Increase percentage of partners who feel they can influence change	Indicator being developed			
Lead the transformation of our workplace culture and working environment	Positive progress made against aspects of this priority. Changing the Workplace programme continues to progress well with 350 ICT staff having undertaken Changing the Workplace which allows the release of Canon House. Progress is also being made with the move of Community Safety to 2 Gt George Street. This project will be completed by November and will allow the release of Leeming House. Progress on agreeing Phase 2 Business Case has been delayed due to the need for tests and analysis to take place on Merrion House. This is due to be reported to Executive Board in April 2012. Executive Board report on the integrated One Stop Centre at 2 Great George Street will be considered in November. With regard too embedding of new Council Values, the staff engagement survey has recently been sent to all staff and results from this will be known in November / December.	Amber	Increase the number of employees using flexible ways of working	Indicator being developed			
			Increase percentage of staff who believe the values are positively affecting their own and others' behaviour	Indicator being developed			

Self Assessment
<p><b>Managing Directorate Priorities</b> Work is ongoing to ensure that arrangements are in place for the directorate priorities to be managed using the relevant service plan or a specific action plan or programme plan in order to successfully manage progress. Where a directorate priority requires contributions from across the council and partners further work is required to ensure that the commentary accurately reflects the whole picture, rather than just the directorate actions. In addition the definitions of the supporting measures are being finalised and will be reported on in future scorecards.</p> <p><b>Customer Access</b> There have been reduced levels of performance in customer contact in particular in relation to housing repairs issues particularly from customers of WNW and AVH following new contractual arrangements with Morrison FS. There has been a high level of repeat contact. Most contact of this nature has had to be channelled through the Morrison FS planning team who in turn have found it difficult to respond in an acceptable time frame. Call answering performance has been severely affected in relation to both answer rates and speed of answer. On a more positive note the call answer performance in relation to environmental services and registrars has seen a marked improvement in the year through a combination of changed processes and the use of automated technology. There was a general improvement across all lines in October. Morrison FS are due to take responsibility for repeat call handling as from 1 December 2011.</p> <p>Deliver a report for the Commission for the Future of Local Government, and a productive and engaging process both nationally and locally, membership secured and first meeting in November with brief papers issued, proactive approach to communications and stakeholder engagement, CLT/LMT updates provided.</p> <p><b>Information Governance</b> Activity around information governance continues. The Council is progressing in line with the plan agreed by CLT in October with Level 1 training being rolled out to all staff from week commencing 21st November. The target date for 100% compliance on Level 1 training will be mid January 2012.</p>

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# Resources Directorate Scorecard

Reporting Period :

Quarter 2 20011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Deliver financial planning and management which makes sure we keep adequate reserves	The minimum level of reserves has been calculated at £19m using the risk based reserves strategy. General Fund reserves at 1st April 2011 have risen to £29.6m following a successful VAT claim of £8.4m. Taking into account the in -year use of reserves, it is anticipated that reserves will be £23m at the year end.	Green	Value of Revenue Reserves		£23m		
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	<p>ELI scheme launched 1st July. 1,000+ expressions of interest received to date.</p> <p>Flexible deployment was launched in August across the Council as a resourcing solution to support organisational change. Monthly directorate workforce plans are produced to identify supply and demand to support flexible deployment recommendations. From this information 2011/12 retaining and re-skilling costs are being projected.</p> <p>Rate of increase less than Q1 (2.14 x 2 = 4.28). Q2 outturn figure of 3.99 compares favourably to projected Q2 figure of 4.09. Based on this, year end figure would be 8.79 against a target of 9.00 days. In support of achieving the target a suite of reports are being developed with the BSC to assist services in managing attendance issues. In addition workflow processes are being developed with the BSC and Occupational Health, supported by the wellbeing forum meetings with Occupational Health and the unions to address any areas of concern.</p>	Green	Reduction in staff headcount (including percentage of leavers who are BME , Disabled or Women monitored against current staff profile) Baseline: Total Staff = 17,260 (Apr 2010), Target to reduce headcount by 1500 by March 2012		15,488		
			Percentage of senior officers who are women	2011/12 to be a scene setting and monitoring year. Actual reporting to commence once further work undertaken on collating workforce profile data. The focus on which will be to target areas, such as front line services, where initial response rates were low.			
			Percentage of senior officers who are from BME communities				
			Percentage of senior officers who are disabled				
			Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,				
			Reduce number of days staff sickness (per full time equivalent) - Council Figure	2.14	3.99		
Manage the change to the new welfare system	<p>While the Welfare Reform Bill is completing its passage through parliament, the focus has been on a) raising awareness about the changes, b) delivering the Housing Benefit changes and c) working with DWP to influence the planning and implementation of the Universal Credit. Considerable work has been done to raise awareness with members and officer seminars delivered and presentations made to ALMO Chief Execs, Advice Leeds Network and Children's Trust Board and arrangements in hand to discuss the changes with RSLs. The April 11 Housing Benefit changes have been implemented and communication has been issued to help tenants manage the transition to the new arrangements.</p> <p>Preparations have also been made for further changes in January 2012 which see the removal of transitional protection for a number of private sector Housing Benefit cases and the extension, again in the private-rented sector, of the Shared Accommodation Room rate to cover single tenants up to the age of 35. The Service continues to be involved with DWP at both a strategic and operational level and contributes to the development of implementation and migration plans for Universal Credit. Work is underway to develop a Welfare Reform Strategy for consideration at January's Executive Board.</p>	Green	-				

Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	ICT systems continue to meet current SLA targets.	Green	Maintain percentage time ICT Systems are available	99.42%	99.47%		
	Work progresses with the Essential Services Programme (ESP) which will deliver new technologies based around the Microsoft products. Detailed design work and planning for build of the new technology environment is nearing completion.		Increase satisfaction of users with ICT Services	Reported Annually			
	Work on provision of a diesel generator and improvement of the electrical power supply at Apex data centre progresses well. The procurement exercise to appoint a supplier for the new electrical systems has been completed with the contract due to be awarded by end Oct 2011. A new power feed has been ordered from YEDL. Current estimated timescale for completion of this work is Easter 2012 at which point the Apex data centre will be protected from power supply issues.		Increase user satisfaction with the quality of ICT training (scored on scale 1-7)	Reported Annually			
Maintain effective audit and risk management arrangements	Customer satisfaction (relating to resolution of a customers ICT issue) remains very positive.	Green					
	At their meeting on 30/09/11, the Corporate Governance and Audit Committee:		Annual Report on Risk Management to CGAC		18 July 2011		
	<ul style="list-style-type: none"> <li>resolved to endorse the revised Risk Management Policy - The proposed amendments to which, after consultation with members, reflect a number of changes across the Council since the approval of the previous policy in 2008; and</li> <li>approved the final KPMG audited 2010/11 Statement of Accounts (included within is KPMG's VFM opinion that the Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resource.).</li> </ul>		Annual Internal Audit Report to CGAC	15 June 2011			
	Also, as part of their bi-monthly report Internal Audit brought a number of issues to the committee's attention, however, none of these required their specific intervention.		KPMG Interim Audit Report		18 July 2011		
Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise	In July 2011, CLT approved joint performance and risk reporting arrangements, this is to commence from November 2011.	Green	Annual Report on the Corporate Risk Register to the Executive Board		27 July 2011		
	KPMG gave Annual Governance Statement (AGS) an unqualified opinion re compliance with proper practices. AGS agreed by Corporate Governance and Audit Committee on 30th September 2011.		No challenge to the outcome of any election	No challenge	N/A		
	In response to government proposals contained in the Localism Bill agreement in principle has been reached with Whips, CG&A Committee and Standards Committee that a locally adopted Code of Conduct for Councillors should be adopted. In addition it was agreed that a process for the receipt and consideration of complaints in respect of breaches of the Code should be introduced. In the last week the House of Lords considered amendments to the Bill concerning Standards. The Bill now requires Local Authorities to adopt a code of conduct consistent with the 7 Nolan Principles of Conduct in Public Life and which includes provisions for the registration and declaration of interests.		Maintain percentage of important decisions that are implemented in 3 months (Measure covers Executive Board & Key/Major decisions)	80%	85%		
	Local Authorities must have in place arrangements for the receipt, investigation and decision in respect of complaints that a member has not complied with the adopted code of conduct. Also, as part of those arrangements Local Authorities must appoint an Independent Person whose opinion must sought and taken into account at the conclusion of any complaints which have been investigated.		Improve percentage of important decisions that are published on the forward plan (Measure covers Key decisions) - Target = 89%	76.00%	90.38%		

	<p>Amended internal control arrangements for the authorisation of financial commitments over £100k to ensure a delegated officer or committee decision supports the expenditure.</p> <p>As part of a review of processes to remove unnecessary corporate bureaucracy a guide on 'How to take a delegated decision' has been completed for publication on the 'Ask Resources' site.</p> <p>Reported to RLT options for amendment of aspects of the decision making framework - this is due for further consideration by RLT prior to Christmas</p>		Maintain percentage of important decisions available for challenge (Measure covers Key/Major decisions) - Target = 95%	95.97%	98.21%		
Maintain effective arrangements to buy goods and provide services that give value for money	<p>The re-developed FMS Leeds went live on 1st September and Procurement Unit is monitoring non-compliant and non-standard orders going through. To date, PU has received 2487 orders to investigate. Early patterns and trends in spending are being identified and raised with Category Managers to allow them to develop their category management approach. The Strategic Procurement Team is already working on some identified spend areas with the intention of setting up more formal contract arrangements.</p> <p>Target to achieve £20m savings by the financial year end may be impacted by projected commissioning savings for residential and nursing placements, external fostering and externally provided residential childcare placements not being met.</p>	Green	<p>Delivery of budget savings through procurement -</p> <p><b>Note:</b> This includes some presumptions that other services responsible for delivering savings that form part of the £20m target have been/will be achieved, including: £750k Adult Independent Sector, £110k Purchase to Pay (Chris Penn), £250k reduction in Arts grants (Mark Forbes), £251k review of E&amp;N voluntary/Third Sector (Mark Forbes) and £1m capitalisation of library books (Catherine Blanshard)</p>	Reported Annually			
Key Business Plan Supporting Indicators	Collection rate same as last year and on track to hit yearly target	Green	Maintain total percentage of Council Tax collected (Target 99.19%)	99.12%	99.15%		
	Collection is marginally behind for the same period last year, but, is still on track to hit annual target.	Green	Maintain percentage of Council Tax collected in year (Target 96.7%)	28.62%	55.88%		
	0.6% of reduced collection rate is directly attributable to Leeds Teaching Hospitals moving from lump sum payment in August to 12 monthly instalments. However, unlikely that current economic situation will not have some adverse impact on collection, but difficult to quantify at present. Year-End forecast = 98%	Green	Maintain percentage of business rates collected in year (Target 98%)	33.03%	60.26%		
	Still behind on last year, but now only 0.44% behind. At end of August we were 1.81% adrift. Year-End forecast = 98%	Green	Maintain percentage of other income collected within 30 days (Target 98%)	90.79%	93.49%		
	<p>The additional resource we secured (both agency and the Risk Based Verification (RBV) trial) are helping to clear the backlog. Average processing times improved Q2. Year-End forecast = 11.41</p> <p>RBV is a system software product that risk scores all new claims. When a claim is returned with a low risk score the claim can be assessed without gathering any missing information. Claims that are medium and high risk score must still have any missing information gathered. The RBV trial has been authorised by the DWP.</p>	Amber	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates (Target 11 days)	14.36	15.08		
	Throughout quarter 2, 4% of all invoices needed some kind of intervention before they could be paid. During this period central payments streamlined the way invoice queries are handled to increase the number that are paid promptly. The increase in the use of purchasing cards and decrease in number of invoices received has also helped reduce the number of queries. Throughout quarter 2 99% of clean invoices were processed on time. Work is ongoing with services to promote the use of purchasing cards which will further help to streamline the ordering / payments processes.	Amber	Increase percentage of invoices that are paid within 30 days	90.07%	89.79%		

Directorate Priorities	Progress Summary	Overall Progress
Create the environment for effective partnership working	Leeds City Council are acting as lead authority in the project to procure ICT infrastructure and services on behalf of the Yorkshire and Humber region. Currently 8 Local Authorities and 4 Police Authorities are working closely together to deliver a solution that will drive significant savings for the public sector and make future collaboration between public sector organisations easier through increased compatibility of IT links and systems. The project is due to procure the first tranche of services in summer 2012 and aims to deliver direct saving in excess of 10% on public sector ICT bills.	Green
	<p>PPPU has worked in partnership with colleagues from outside of the Council including Environment for Learning Leeds, West Yorkshire Police, ALMO's and AWYA, to deliver the following:</p> <ul style="list-style-type: none"> <li>• Conclusion of a programme of investment to deliver 14 signed contracts for new and/or refurbished secondary schools in partnership with the Local Education Partnership (Environment for Learning Leeds), Interserve and colleagues in Children's Services. The programme was delivered within budget realising a 3% saving on anticipated capital costs (approximately £5m).</li> <li>• Procurement is progressing on the West Yorkshire Police project which has reached preferred bidder stage.</li> <li>• Contract Management support is being provided on the ALMO's Procure 2011 project.</li> <li>• Project management support is being provided on the AWYA shared services programme, the Public Sector Network IT project, and Low Carbon Schools.</li> </ul>	
	The YORbuild construction framework was a collaboration of local authorities throughout the Yorkshire and Humber region. The sub-regional leads were Scarborough, Rotherham, East Riding of Yorkshire and Leeds City Council, of which Procurement Unit played a key role. During 2010, 97 projects were procured through the framework with a value of £145m, achieving savings of £15m.	
	CLT approved the Leeds City Council Volunteering Framework as a basis for future Council policy, both for citizens volunteering for roles supporting the delivery of City Council services, and for employees of the Council volunteering to help deliver the Leeds City Priority Plan through an Employer Supported Volunteering scheme.	
	Made contributions to the SIGOMA, Core Cities and LGYH responses to the Local Government Resources Review. These are currently being considered by the government.	
	Improved accountability is one of the outcomes from the LCC chaired strategic review of the WY Resilience Forum. As a result of the review, the forum now produces an annual report which provides all stakeholders with an overview of activities undertake.	
	On track to successfully transition public health service into the council by 1 April 2013. Meetings have taken place between the council and NHS to discuss arrangements. Agreed to develop and jointly resource a project team to commence in February 2012 to identify requirements and ensure successful support service integration.	

Self Assessment	RAG Rating	Self Assessment	Self Assessment
Progress on Major Projects - Q2 update taken from Risk Management report		PFI/PPP major projects that the PPPU helps manage with directorates - also see individual directorate returns.	
Essential Services Programme	Amber	Children's Services: BSF (Phases 1, 2, 3, 4 & 5)	Green
Essential Data centre upgrades	Green	ASC: Independent Living	Green
Managers' & Employees' Self-Service	Red	ASC/City Devpt: Holt Park Wellbeing	Amber
Adult Social Care Charging Review	Amber	City Devpt: New Leaf Leisure	Amber
FMS Leeds - Increased Order Controls	Green	City Devpt: Street Lighting	Completed
Pay & Grading project (Phase 2)	Amber	PPI: Joint Service Centres Tranche 3 [not included in PPI return - RMU awaiting confirmation]	Green
Learning & Development Review (tbc Q3 if a 'major' project)	Green	E&N: Little London & Beeston Hill and Holbeck Housing PFI [rated as amber by E&N; green by PPPU - RMU awaiting clarification]	Green
Corp. Services: PSN Data(ICT Services)	Green	E&N: Residual Waste [rated as amber by E&N; green by PPPU - RMU awaiting clarification]	Green
		E&N: Mobilisation 2011	Green

Other Projects	RAG Rating	Progress Summary
Business Support and Administration Review	Green	<p>Achievements to date:</p> <ul style="list-style-type: none"> <li>• Created the five directorate ordering hubs around Office Supplies &amp; Stationery and Business Travel.</li> <li>• Created a standard stationery list which reduces choice and ensures purchases are on contract.</li> <li>• Reduced stationery stock levels</li> </ul>

## 2011/12 City Development Directorate Scorecard

Reporting Period :

Quarter 2 20011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Deliver a new Asset Management Strategy and reduce carbon emissions and water usage	Despite the Asset Management Strategy not having yet been finalised, progress has been steady on the Asset Rationalisation Programme and efficient service utilisation of Council property. The overall Carbon and Water Management Plan has delivered well within the confines of the currently available resources.	Amber	Reduce running costs of our buildings*	£9,339,455	£26,723,282		
			Reduce our energy and water bills*	£1,458,100	£4,102,125		
			Reduce our carbon emissions*	14.0%	10.77% provisional		
Maximise income to support the delivery of the budget	It is currently projected that there will be a shortfall of £1m against this years income target of £94m. The main areas of concern are planning and building fee income, advertising income and markets income. The Planning and Building fee income reductions are due to the recession, with little sign of economic recovery, whilst the markets income reflects the level of void stalls at Kirkgate Market. The achievement of advertising income is subject to a timelag and is not expected until 2012/13.	Amber	Deliver income agreed in the budget*	£23.1m	£46.4m		
Link financial and workforce planning	ELIs have been used to reduce staff numbers in services where facilities were rationalised such as Leisure Centres and Libraries. The total number of FTEs in the directorate has continued to reduce gradually over this year. So far, 12 ELI business cases have been submitted to the October ELI panel and approved. The Sport restructure has been agreed and future service restructures are planned. Workforce planning in services, particularly customer facing services, now need to ensure that staff numbers and skills are in the correct areas to deliver priorities, and that succession planning measures are established.	Green	Reduce staff numbers in line with the budget strategy*	2,370.63	2,363.64		

## 2011/12 Environment and Neighbourhoods Directorate Scorecard

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Improve the quality of the customer experience	Joint SLT meetings taking place with Customer Services & Business Transformation. Workshop planned with Strategic Managers 9th Dec	Amber	N/A	N/A	N/A		
Improve staff engagement	New Divisions have set up their own strategies. Directorate requirements e.g. Roadshows & Director's updates being picked up as part of conversations with corporate Communication Team	Amber	N/A	N/A	N/A		
Work effectively at a local level	SLT discussions taking place with Area Leaders. Environmental delegation arrangements progressing well & SLA now signed by all 12 Area Committees.	Green	N/A	N/A	N/A		

## 2011/12 Adult Social Care Directorate Scorecard

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
People with social care needs receive coordinated and effective personalised support from local health and wellbeing agencies	The Leeds Health and Social Care Transformation Programme includes a number of workstreams to provide support to people with long term conditions in the community including those with diabetes and those with chronic obstructive pulmonary diseases (COPD). The measure for this shows ongoing improvement.	Green	Increase proportion of older people (65 and over) who were still at home 91 days after leaving hospital into rehabilitation services	92.90%	93.80%		

Self Assessment

No performance related issues

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## Report of Head of Scrutiny and Member Development

### Report to Scrutiny Board (Resources and Council Services)

Date: 5<sup>th</sup> December 2011

### Subject: Waste Management Process Review Project

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

### Summary of main issues

1. The Scrutiny Board (Resources and Council Services), Contact Centre Working Group is keeping a watching brief on the end to end improvement work which is looking at reporting of missed bins .
2. The Customer Access Programme has commissioned a project to look at the end to end process for missed bins. The key objective of this project is to deliver efficiencies in the resources required to support process activity, by reviewing and improving the way customer enquiries are currently handled. It will facilitate simple and convenient access to service, designed around the needs of customers. Duplication will be reduced and administration will be improved. The workflow of service requests will be rationalised. The production and completion of worksheets will be reviewed and standardised.

The scope of the project includes:

- *Identify and introduce a defined process for all service requests.*
- *Identify and introduce a defined process for all complaints.*
- *Introduce electronic service delivery channels for self service.*

- *Improve and join up communication within the Waste Management Service and Customer Services.*
- *Integration of systems to provide unmediated, transactional self service access channels and reduce and/or replace manual intervention.*
- *Review service standards.*

#### *Project Outcomes:*

- *Provide customers with a range of appropriate access channels through which to make a request for service or report a service failure.*
  - *Deliver a better customer experience by managing customer expectations and keeping the customer informed of service interruptions.*
  - *Provide a robust, streamlined process for receiving, managing service requests that will both enable front and back office staff to operate more efficiently.*
3. In addition to the above, there is a project underway which will seek to procure a new Integrated Waste Management System (IWMS). This will improve the efficiency in the service and offer greater visibility of the completion of the routes.

### **Observations and Conclusions from the working groups**

#### Current Processes

The Scrutiny working group In September 2011 made the following comments

*“The working group believe that the systems/processes currently in place within waste management for dealing with missed bins are doing the service a disservice.*

*Observations reveal, Waste Management are operating an antiquated, paper driven system which includes a number of systems and operating processes (a 20 year old system called Superbase and numerous excel spreadsheets). Processes are labour intensive, paper based and could be prone to human error.*

*The lack of a single contact point for reporting missed bins exacerbates the problem and has resulted in an inequity of service. The speed in which a matter is dealt with will be determined by how the issue was reported, i.e. through the complaints system, via a councillor, through the contact centre or directly to a depot manager. This lack of a single and managed entry has resulted in managers being swamped by admin work, diverting already limited resources away from operational management.*

*The lack of a single contact point also results in unrecorded complaints thus distorting operating statistics making the situation look better than it probably is.*

### Initial solutions

*The working group believes there is an urgency to put some order into the current, overloaded and creaking system. There is a real need for the rationalisation of existing systems and technologies, streamlining current processes, providing customers with clearer information and improving communication between Waste Management and Customer Services.*

*The working group supports the proposed work to be carried out under the Customer Access Programme, whereby Siebel will replace elements of the current process within the Waste Management Service and dovetail with Superbase.*

*We recommend that a single contact point is established to be used by all (Including elected Members).*

*In providing a single contact point we support the introduction of multiple contact channels, e.g. on line self services access identified by the Customer Access Programme.*

### Long Term solutions

*A long terms solution must be the introduction of 'in cab' technology. Whilst perhaps ground breaking for Leeds, 'in cab' technology is not new. A number of other authorities have introduced it and have presumably resolved those issues sometimes cited as obstacles to its introduction, i.e. resistance from driver and unions, public fears over the use of bin micro chips.*

*The service must be in a position sooner rather than later where the back office can see in real time bins being collected and to be able to send messages back to the cab, in real time, when bins are being missed.*

*An in cab technology pilot has now ended and the findings from that are now forming the basis of a proposal.*

*Waste Management were unable at this early stage to give a figure on how much the introduction of in cab technology would cost. In terms of the actual in cab unit a 'guestimate' figure of £1800 - £2000 per vehicle was given. However this was likely to be the smallest of the overall costs. Other costs would need to be factored in such as the overall system and processing costs.*

*It was also noted that a significant amount of work would need to be undertaken to draw up a specification that would service a district the size of Leeds."*

### **Waste Management Process Review Project Update**

4. Officers involved in the Waste Management Process Review Project have been invited to today's meeting to update Members on the progress of the project.

### **Recommendations**

5. Members are asked to:

- a) Receive a progress report on the Waste Management Process Review Project and offer any comment.
- b) Consider the proposed action as described by the project

**Background documents**

- 6. None used

## Report of Head of Scrutiny and Member Development

### Report to Scrutiny Board (Resources and Council Services)

**Date: 5<sup>th</sup> December 2011**

**Subject: Work Schedule**

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

### Summary of main issues

1. A draft work schedule is attached as appendix 1. The work programme has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.
2. Also attached as appendix 2 and 3 respectively are the minutes of Executive Board 2<sup>nd</sup> November 2011 and the Council's current Forward Plan relating to this Board's portfolio.

### Recommendations

3. Members are asked to:
  - a) Consider the draft work schedule and make amendments as appropriate.
  - b) Note the Executive Board minutes and Forward Plan

### Background documents

4. None used

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## Scrutiny Board (Resources and Council Services) Work Schedule for 2011/2012 Municipal Year

Area of Review	Schedule of meetings/visits during 2011/12		
	June	July	August
<b>Contact Centre Working Group (missed bins)</b>	Consider potential scope of review		Site visit Knowsthorpe depot 5 <sup>th</sup> August for working group members
<b>Budget Monitoring</b>		Receive Outturn report -SB	
<b>ICT</b>			Site visit – Apex house 2 <sup>nd</sup> August – all members invited
<b>Customer Care</b>	Consider potential scope of review	Receive presentation on customer access strategy -SB	
<b>Officer registration of interests</b>			
<b>Vehicle maintenance</b>			
<b>Cost of Publications</b>			
<b>Discussion with Leader of Council</b>	Leader of Council -SB		
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>			

Key: SB – Scrutiny Board (Resources and Council Services) Meeting

WG – Working Group Meeting

## Scrutiny Board (Resources and Council Services) Work Schedule for 2011/2012 Municipal Year

Area of Review	Schedule of meetings/visits during 2011/12		
	September	October	November
Contact Centre Working Group (missed bins)			
Budget Monitoring	Financial report - SB		
ICT	Consider external review of ICT -SB	Update on working group	
Customer Care			
Officer registration of interests	To receive and Consider request from former City Development Scrutiny Board - SB	Consider draft report	
Vehicle maintenance		Present initial data/budgetary information	
Cost of publications			
Discussion with Leader of Council		Leader of Council -SB	
Budget & Policy Framework Plans			Licensing Policy
Recommendation Tracking			
Performance Monitoring			



## Scrutiny Board (Resources and Council Services) Work Schedule for 2011/2012 Municipal Year

Area of Review	Schedule of meetings/visits during 2011/12		
	December	January	February
Contact Centre Working Group (missed bins)	Streetscene		
Budget Monitoring			Financial Report-SB
ICT		Discussion on Consultants report following CLT	
Customer Care		Customer Access Strategy	
Officer registration of interests		Formal response to final Inquiry report	
Vehicle maintenance			Update
Decision Making	Working Group Following Call In		
Cost of publications			Leader of Council -SB
Discussion with Leader of Council		Leader of Council -SB	
Budget & Policy Framework Plans		Initial Budget Proposals - SB	
Recommendation Tracking			
Performance Monitoring	Council Business Plan -SB	Council Business Plan	

Key: SB – Scrutiny Board (Resources and Council Services) Meeting

WG – Working Group Meeting

## Scrutiny Board (Resources and Council Services) Work Schedule for 2011/2012 Municipal Year

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Area of Review	Schedule of meetings/visits during 2011/12		
	March	April	May
Contact Centre Working Group (missed bins)			
Budget Monitoring			
ICT			
Customer Care			
Officer registration of interests			
Vehicle maintenance			
Staff Appraisals and PDPs	To consider the Councils approach to Personal Development Plans for staff		
Cost of publications			
Discussion with Leader of Council		Leader of Council	
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Council Budget Plan		

Key: SB – Scrutiny Board (Resources and Council Services) Meeting

WG – Working Group Meeting

## Scrutiny Board (Resources and Council Services) Work Schedule for 2011/2012 Municipal Year

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## EXECUTIVE BOARD

WEDNESDAY, 2ND NOVEMBER, 2011

**PRESENT:** Councillor K Wakefield in the Chair

Councillors J Blake, A Carter, M Dobson,  
R Finnigan, S Golton, P Gruen, R Lewis,  
A Ogilvie and L Yeadon

### 111 **Exempt Information - Possible Exclusion of the Press and Public**

**RESOLVED** – That the public be excluded from the meeting during the 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) Appendix 1 and Plan 2 to the report referred to in Minute No. 119 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of a particular person and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations with the Developer, it is not in the public interest to disclose this information at this point in time.
- (b) Appendices B and C to the report referred to in Minute No. 123 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that they contain commercially sensitive information on the City Council's approach towards procurement issues, and commercially sensitive pricing and information about the commercial risk position of bidders, where the benefit of keeping the information confidential is considered greater than that of allowing public access to the information.

### 112 **Late Items**

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

- (a) An addendum to the report entitled, 'Informal Consultation on Housing Growth' (Minute No. 118 refers).
- (b) Correspondence received on 31<sup>st</sup> October 2011 regarding the report entitled, 'Response to Leeds Owl Trail Deputation' (Minute No. 127 refers).

Draft minutes to be approved at the meeting  
to be held on Wednesday, 14th December, 2011

- (c) Correspondence received on 1<sup>st</sup> November 2011 regarding the report entitled, 'Residual Waste Treatment PFI Project – Response to Leeds Friends of the Earth Deputation' (Minute No. 122 refers).

**113 Declaration of Interests**

Councillors Wakefield, R Lewis, Golton, Gruen, Ogilvie, Blake, Dobson and Yeadon all declared personal interests in the agenda item entitled, 'Leeds Initiative Sub Board Arrangements', due to their respective memberships of Leeds Initiative Boards and Partnerships (Minute No. 138 referred).

Councillors R Lewis, Finnigan and Ogilvie all declared personal interests in the agenda item entitled, 'ALMO Review Update', due to their respective memberships of ALMO Boards and Panels (Minute No. 124 referred).

Councillors Finnigan and Gruen both declared personal interests in the agenda items entitled, 'Land at Thorpe Park, Colton', 'Residual Waste Treatment PFI Project – Response to Leeds Friends of the Earth Deputation' and 'Waste Solution for Leeds – Residual Waste Treatment PFI Project', due to respective memberships of Plans Panel (East) (Minute Nos. 119, 122 and 123 referred).

A further declaration of interest was made at a later point in the meeting (Minute No. 124 referred).

**114 Minutes**

**RESOLVED** – That the minutes of the meeting held on 12<sup>th</sup> October 2011 be approved as a correct record.

**115 Matters Arising from the Minutes**

Minute No. 101 – Leeds Home Insulation Scheme

Responding to Members' enquiries, the Executive Member for Environmental Services provided the Board with an update in respect of the ongoing work being undertaken on the Home Insulation Scheme.

**DEVELOPMENT AND THE ECONOMY**

**116 Deputation to Council 14th September 2011 - Residents of Farnley and Wortley opposing the supermarket development at Stonebridge Mills, Stonebridge Lane, Leeds 12**

The Director of City Development submitted a report responding to the issues and concerns raised by the deputation to Council on 14<sup>th</sup> September 2011 from residents of Farnley and Wortley opposing the supermarket development at Stonebridge Mills, Stonebridge Lane, Leeds. In addition, the report provided an update on further planning applications received in respect of the site which were to be considered by Plans Panel in due course. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED** – That the contents of the submitted report be noted.

**117 Director's Response to Report by Scrutiny Board (Regeneration) on Housing Growth**

Further to Minute No. 22, 22<sup>nd</sup> June 2011, the Director of City Development submitted a report setting out the response to the recommendations arising from the recent Scrutiny Board (Regeneration) inquiry undertaken into issues associated with housing growth. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Councillor J Procter, the Chair of the Scrutiny Board (Regeneration) attended the meeting to present the Board's findings, and highlighted several of the Board's recommendations. With regard to recommendation 4, emphasis was placed upon the fact that this recommendation was intended to refer to the production of monitoring data.

Members thanked the Scrutiny Board and officers involved for the detailed Inquiry report.

Consideration was given to recommendation 10 of the Scrutiny Board Inquiry report that 80% of the income raised through the Community Infrastructure Levy (CIL) be ring fenced for the benefit of local communities, and whether this level was appropriate.

In responding to enquiries regarding recommendation 6, it was acknowledged that a review would be undertaken in respect of this matter and the outcome reported back to the Scrutiny Board (Regeneration).

Further to Members' queries regarding the preparation of the Core Strategy and the associated resource implications, assurance was provided that good progress had been made on the Core Strategy, and a draft would be available in the new year.

**RESOLVED –**

- (a) That the Scrutiny Board's report be welcomed as a valuable contribution to the housing growth debate.
- (b) That the recommendations of the Scrutiny Board arising from the inquiry (including recommendation 4 on the basis that it relates to the production of monitoring data) be agreed, with the exception of recommendation 10, with a further report being submitted to the Board in December 2011 in respect of issues arising from recommendation 10.
- (c) That the conclusions arising from the Scrutiny Board inquiry and the Housing Growth Consultation, as detailed at paragraph 4.1 of the submitted report, be endorsed.

**118 Informal Consultation on Housing Growth**

Further to Minute No. 22, 22<sup>nd</sup> June 2011, the Director of City Development submitted a report outlining proposals regarding a set of draft housing growth principles for incorporation into the Core Strategy. In determining this matter,

Draft minutes to be approved at the meeting  
to be held on Wednesday, 14th December, 2011

the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of an addendum detailing comments received on the draft housing principles had been circulated to Board Members for their consideration at the meeting.

Members raised concerns in relation to land banking and regeneration issues, which they felt were not fully addressed in the report. It was agreed that land banking issues should continue to be highlighted with central Government.

**RESOLVED –**

- (a) That the outcome of the informal consultation undertaken on housing growth be noted.
- (b) That the inclusion of appropriate principles within the Council's Core Strategy be supported.
- (c) That a further report be submitted to Executive Board in July/August 2012 in order to review the progress made.

**119 Land at Thorpe Park, Colton, Leeds**

The Director of City Development submitted a report detailing a number of development opportunities in East Leeds which would provide major commercial and housing economic growth opportunities for the City. In addition, the report sought approval to enter into an agreement with the Developer, as detailed within the submitted report, in order to facilitate part of this future development. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following consideration of Appendix 1 and Plan 2 to the submitted 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 approval be given to the Council entering into a land agreement with the Developer, as detailed within the submitted report, on the terms set out within the exempt appendix to the report, with the necessary authority being delegated to the Director of City Development and City Solicitor to approve any amendment to these terms.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions taken above.)

**120 Economic Growth Strategy**

The Director of City Development submitted a report presenting for approval a new Economic Growth Strategy for the City, which was appended to the submitted report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.



**RESOLVED –**

- (a) That the Economic Growth Strategy for the City, as appended to the submitted report, be approved.
- (b) That further reports be submitted to Executive Board regarding progress on the delivery of the Economic Growth Strategy.

**121 Developing a Response to Neighbourhood Planning in Leeds**

The Assistant Chief Executive (Customer Access and Performance) and the Director of City Development submitted a joint report providing an overview in respect of neighbourhood planning provision, and highlighting the significant level of political interest and local debate which was currently occurring on this matter in many parts of the city. In addition, the report acknowledged the need to begin the development of a corporate response in line with the city's aspirations in order to help achieve the Council's strategic objectives in this area. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the areas chosen for the pilot bids and the criteria which had been used, as well as the lessons that could be learned from the pilot process. Concerns were raised regarding the potential resource implications arising from such neighbourhood planning initiatives in the future.

**RESOLVED –**

- (a) That the submission of four pilots bids for Kippax, Otley, Boston Spa and Holbeck by the 4<sup>th</sup> November 2011 deadline be endorsed.
- (b) That the proposal to support on a pro-active basis, work within other parish and town councils and neighbourhood forums in order to help build capacity at a local level and help inform the site allocation process, be endorsed.
- (c) That Central Government be lobbied about the funding and resource implications arising from the neighbourhood planning process and associated referenda.
- (d) That the need for the Council to further consider the required arrangements for supporting the preparation of neighbourhood plans be noted.

(The matters referred to in this minute were not eligible for Call In, due to the 4<sup>th</sup> November 2011 submission deadline for the bids regarding neighbourhood planning frontrunner funding.)

**ENVIRONMENTAL SERVICES**

**122 Residual Waste Treatment PFI Project - Response to Leeds Friends of the Earth Deputation**

The Director of Environment and Neighbourhoods submitted a report providing a response to the issues raised by Leeds Friends of the Earth (FoE)

Draft minutes to be approved at the meeting  
to be held on Wednesday, 14th December, 2011

as part of the deputation presented to the Council meeting of 14<sup>th</sup> September 2011 entitled, "Why Leeds should not be chained to Waste Incineration?". In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of correspondence received from the deputation had been circulated to Board Members for their consideration at the meeting.

**RESOLVED** – That the contents of the submitted report and its appendices, be noted.

**123 Waste Solution for Leeds - Residual Waste Treatment PFI Project**

Further to Minute No. 194, 12<sup>th</sup> February 2010, the Director of Environment and Neighbourhoods submitted a report providing Members with an update on the progress of the Residual Waste Treatment PFI Project since the last Executive Board update at the Detailed Solution Stage in February 2010, and advised on the outcome of evaluation of tenders received in respect of the Project. The report also identified the proposed, preferred bidder and requested authority to proceed to the Preferred Bidder stage, and described the programme and issues going forward into the preferred bidder and post contract signature stages. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to comments received regarding the possibility of increasing recycling targets, it was agreed that a report would be submitted to the Executive Board meeting in December 2011 regarding the Council's recycling strategy.

Both appendices B and C to the submitted report were designated as exempt under Access to Information Procedure Rule 10.4(3). Due to its confidential nature, appendix C was tabled and retrieved at the meeting. Following the consideration in private of both exempt appendices at the conclusion of the meeting, it was

**RESOLVED –**

- (a) That the contents of the submitted report, including its appendices, be noted.
- (b) That the revised price ceiling be noted.
- (c) That the outcome of the evaluation of tenders be noted.
- (d) That authority be given to proceeding to the Preferred Bidder Stage, including the formal appointment of the preferred bidder.
- (e) That a report be submitted to the December 2011 meeting of Executive Board regarding the Council's recycling strategy.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions taken above.)

## **NEIGHBOURHOODS, HOUSING AND REGENERATION**

### **124 ALMO Review Update**

Further to Minute No. 111 of the Executive Board meeting held on 3<sup>rd</sup> November 2010, the Director of Environment and Neighbourhoods submitted a report providing an update on the progress made regarding the implementation of the key reforms to the 3 ALMO model in Leeds. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to queries raised, assurance was provided that should there be a change in the decision making status of the Strategic Governance Board, this matter would be referred to Executive Board for approval. A response was also provided to a query regarding the progress made in delivering efficiencies of 2.5% through the creation of a shared service centre.

**RESOLVED** – That the progress made regarding the implementation of the key reforms to the ALMO model in Leeds be noted.

(Councillor Blake declared a personal interest in this item as a Board member of BITMO.)

## **CHILDREN'S SERVICES**

### **125 Children's Services Improvement Update Report (November 2011)**

The Director of Children's Services submitted a report providing an update on the improvement activity that was continuing across Children's Services in Leeds. The report particularly focussed upon improvement and inspection activity, together with a summary on the ongoing work to transform Children's Services. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the importance of achieving consistency between the Cluster Partnerships, and in support of this it was proposed that a forum be set up for elected Members appointed to Cluster Partnerships.

On behalf of the Board, the Chair paid tribute to the Executive Member for Children's Services and the officers who had contributed to the improvements in partnership and locality working.

**RESOLVED** –

- (a) That the contents of the submitted report be noted, in light of the Ofsted inspection report considered at the Board's October 2011 meeting.

- (b) That the continuing direction of travel across Children's Services in Leeds be supported, as it comes to the end of the period of the government Improvement Notice.

**126 Progress Report on the Leeds Education Challenge**

The Director of Children's Services submitted a report summarising the progress made in establishing the Leeds Education Challenge (LEC). In addition, the report also provided a summary of the progress made and outlined the proposals for the next steps in developing and implementing the challenge, particularly in respect of the establishment of a Leeds Education Challenge Board and the proposed strategy to implement the LEC. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED** – That the progress made to date on the Leeds Education Challenge be noted, whilst support be given to the proposals for future developments and the direction of such developments.

**LEISURE**

**127 Response to Leeds Owl Trail Deputation**

The Director of City Development submitted a report responding to the Deputation to Council made by the Leeds Owl Trail on 14<sup>th</sup> September 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of correspondence received from the deputation had been circulated to Board Members for their consideration prior to the meeting.

In responding to Members' comments regarding the supplementary information submitted by the deputation, the Director of City Development advised that a response had been prepared. It was agreed that the response would be shared with Executive Board Members in order to determine whether further consideration should be given to this issue.

**RESOLVED** – That the response to the deputation, as detailed within the submitted report, be noted.

**128 Design & Cost Report for the development of new changing rooms and associated facilities at Middleton Leisure Centre**

The Director of City Development submitted a report which sought to bring together funding from the Sharpe Lane 106 scheme, Transforming Day Opportunities for Adults with Learning Disabilities programme and various revenue contributions, in order to deliver improvements to the facilities at Middleton Leisure Centre, as referred to within the 2011/12 revenue budget report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members highlighted the positive effect of joint working on this initiative.

**RESOLVED –**

- (a) That approval be given to the utilisation of £455,300 from the Sharpe Lane Section 106 scheme and authority to spend £125,000 from the Transforming Day Opportunities for Adults with Learning Disabilities Programme (both of which already had Executive Board approval for injection into the capital schemes, with the authority to spend already being agreed for the section 106 funding).
- (b) That approval be given to an injection into the capital programme together with the authority to spend £158,000, comprising prudential borrowing of £115,000 and revenue contributions of £43,000.
- (c) That it be noted an additional funding bid has been submitted to the Sport England Inspired Facilities Fund for a further £145,000, in order to fund entrance, reception and studio works, together with additional sports equipment provision, making a proposed total scheme of £883,300 on the development of changing facilities, an Adult Social care area, improved heating system, car park and the demolition of the disused swimming pool.

**129 Lotherton Estate Consultation Update**

Further to Minute No. 35, 27<sup>th</sup> July 2011, the Director of City Development submitted a report advising of the outcomes arising from the public consultation exercise undertaken in respect of Lotherton Hall Estate and how such consultation had been used to refine the proposals for the Estate as previously considered by the Board. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to comments made on the high number of price points in place at the Lotherton Estate, Members noted that a review of pricing structures was being undertaken in relation to such facilities across Leeds.

**RESOLVED –** That the new pricing structure, as detailed within the submitted report, be approved.

**ADULT HEALTH AND SOCIAL CARE**

**130 The Government's Blue Badge reform programme - introduction of an administration charge for the issue of a blue badge**

The Assistant Chief Executive (Customer Access and Performance) and the Director of Adult Social Care submitted a joint report informing of the main changes brought about by the Government's National Reform Programme to the Blue Badge disabled parking scheme, advising of the forthcoming changes to legislation in respect of the issuing of Blue Badge Disabled Parking Permits and recommending several proposals in light of such changes. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to queries raised, confirmation was received that the Council would not profit from the revised arrangements.

Regarding the new systems, concerns were raised in relation to their readiness, the associated implementation timescales, and the limited opportunity for testing.

**RESOLVED –**

- (a) That the changes to the Blue Badge Disabled Parking Permits Scheme be noted.
- (b) That approval be given to the introduction of an administration charge of £10 from 1<sup>st</sup> January 2012 for the issuing of each Blue Badge permit, as a result of the additional costs being incurred by the Council, with a £5 concessionary charge for lost/stolen badges, and no charge for children up to the age of 16, terminally ill people, war pensioners or armed forces personnel.
- (c) That a report be submitted to a future meeting of the Board regarding the revised process and its resource implications.

**RESOURCES AND CORPORATE FUNCTIONS**

**131 Response to the Deputation to Council by the Leeds Fairtrade Steering Group**

The Director of Resources submitted a report providing a response to the deputation made to full Council on 14<sup>th</sup> September 2011 by the Leeds Fairtrade Steering Group. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED –**

- (a) That the good work already undertaken by the Council in support of fairtrade be noted.
- (b) That the city's application to retain its status as a 'Fairtrade City' be supported.
- (c) That appropriate officers, including representation from the communications and marketing team, engage with the steering group to develop promotional activities further.

**132 Financial Health Monitoring 2011/12 - Month 6**

The Director of Resources submitted a report setting out the Council's projected financial health position for 2011/12 at the half year stage of the financial year. The report included a section on the financial performance of other key financial indicators, including Council tax collection and the payment of creditors. The report also reviewed the position of the budget after six months and commented upon the key issues impacting on the overall achievement of the budget for the current year. In determining this matter, the

Board took into consideration all matters contained within the accompanying report.

Members received an update on the position relating to the fees paid to Leeds independent sector residential and nursing care homes.

The Director of Resources also provided an update on matters relating to ongoing claims with HMRC.

**RESOLVED** – That the projected financial position of the authority after six months of the financial year be noted.

### **133 Capital Programme Update 2011-2014**

The Director of Resources submitted a report providing an update on the capital programme position for 2011/12 as at September 2011. The report included an update of capital resources, a summary of schemes which had been upgraded from 'Amber' status to 'Green' since the first quarter report, and provided a summary of progress made on some major schemes. In addition, the report sought specific approvals to allow some schemes to progress. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

#### **RESOLVED –**

- (a) That the latest position on the general fund and Housing Revenue Account (HRA) capital programmes be noted.
- (b) That the transfer of schemes from the Amber to the Green programmes, as set out within section 3.4 of the submitted report, be noted.
- (c) That the promotion of £400,000 from the reserved programme to the funded capital programme for works at Kirkgate Market, funded by a release from the capital contingency scheme, be approved.
- (d) That the injection into the capital programme of £738,700, funded by unsupported borrowing, for the demolition of surplus properties be approved.
- (e) That the reallocation of £3,510,000 from the Building Schools for the Future (BSF) programme to the capital contingency scheme, earmarked for Primary Basic Need and Children's Homes, be approved.
- (f) That the extension in the use of the existing capital programme provision for fire risk works to include asbestos removal works, be approved.
- (g) That the use of resources to develop the Assistive Technology Hub, as outlined within paragraph 3.5.5 of the submitted report, be approved.



- (h) That a release from the capital contingency scheme of £290,000 to re-provide the Millennium Square screen be approved.

**134 Treasury Management Strategy Update 2011/12**

The Director of Resources submitted a report providing a review and update of the Treasury Management Strategy for 2011/12, which was approved by the Board in February 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members were provided with details on the potential effect of the proposed changes to the Housing Subsidy system, further to queries raised.

**RESOLVED** – That the update on the Treasury Management borrowing and investment strategy for 2011/2012 be noted.

**135 Local Government Resource Review Consultation**

The Director of Resources submitted a report advising of the progress made in respect of the Local Government Resource Review and providing details of the consultation response submitted by the Council on 24<sup>th</sup> October 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the potential impact of the changing arrangements for Leeds and the other West Yorkshire authorities. Concerns were raised in relation to the timescales relating to the implementation of the review, and the need to introduce safeguards to take account of global economic uncertainty.

**RESOLVED** –

- (a) That the details of the response submitted to Department for Communities and Local Government (DCLG) be noted.
- (b) That officers be authorised to continue dialogue with DCLG and others in order to improve and refine the proposals.

**136 Large Casino - Approval of revised Gambling Act 2005 Statement of Licensing Policy 2010-2012**

The Director of Resources submitted a report presenting the revised Gambling Act 2005 Statement of Licensing Policy which contained a statement of the principles the Council would apply when making the determination of the large casino licence. In addition, the report also presented the Consultation Report which was the proposed Council response to the public consultation on the large casino section in the Policy, and the draft application pack. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Copies of the revised Gambling Act 2005 Statement of Licensing Policy and the related Consultation Report had been provided to Board Members for their information, prior to the meeting.



**RESOLVED** - That having considered the revised Gambling Act 2005 Statement of Licensing Policy 2010-2012, together with the consultation report as the Council's response to the public consultation exercise, both documents be referred to Scrutiny Board (Resources and Council Services) for consideration.

(The matters referred to in this minute were not eligible for Call In, as the development of a Policy under the Gambling Act 2005 is a matter reserved to Council.)

**137 Changing the Workplace - Development of the City Centre One Stop Design and Cost Report**

Further to Minute No. 40, 27<sup>th</sup> July 2011, the Director of Resources and the Assistant Chief Executive (Customer Access and Performance) submitted a joint report providing an update on proposals to improve and modernise customer services delivered by Leeds City Council through the delivery of a single integrated one stop in the city centre. In addition, the report sought approval to spend £1,027,000 for delivery of the project. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the importance of maintaining a face to face provision in respect of such services.

**RESOLVED** – That expenditure of £1,027,000 to deliver phase 1 of the integrated city centre one stop at 2 Great George Street, as detailed within the submitted report, be approved.

**138 Leeds Initiative Sub-Board Arrangements**

The Assistant Chief Executive (Customer Access and Performance) submitted a report which sought to establish a framework for the creation of sub-boards to support the work of the five Leeds Initiative Strategic Partnership Boards. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members raised several concerns in respect of matters regarding regeneration governance arrangements for East Leeds, and in response a detailed discussion ensued. In conclusion, it was recommended that a report be submitted to a future Executive Board meeting in order to provide clarity on such matters.

**RESOLVED** –

- (a) That the arrangements for the creation and cessation of Leeds Initiative sub board arrangements be endorsed.
- (b) That a further report be submitted to Executive Board in order to provide clarity in respect of the governance arrangements for South, East and West Leeds.

**DATE OF PUBLICATION:** 4<sup>TH</sup> NOVEMBER 2011

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 11<sup>TH</sup> NOVEMBER 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 14<sup>th</sup> November 2011)



**FORWARD PLAN OF KEY DECISIONS**  
Relating to Resources and Council Functions Scrutiny Board

1 December 2011 – 31 March 2012

(Urdu):-



**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 December 2011 to 31 March 2012

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Supply of cleaning materials and equipment to Leeds City Council To award a contract for the provision of cleaning materials and equipment to Leeds City Council.	Director of Resources	1/12/11		Award report from the tender process	wayne.baxter@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
INJECTION OF FUNDING INTO THE APPROVED CAPITAL PROGRAMME Approval to inject the following funding into the approved capital programme; £119,994 of Environmental Improvement Grant plus £47,000 of E_ACT funds to part finance the cost of setting up the East Leeds Academy, and a £1,500,000 revenue funding contribution to part finance the cost of the Leeds Basic Need programme for primary schools.	Director of Resources	1/12/11	East Leeds Academy, and schools included in the Basic Need programme.	Design and Cost Report	charlotte.foley@leeds.gov.uk
Supply and Maintenance of Vehicle Tyres To agree the award of Tender for the Supply and Maintenance of Vehicle Tyres	Chief Commercial Services Officer	1/12/11	Fleet Services, Procurement Unit, Chief Officer concerned	Tender Submissions	Carl Snowden carl.snowden@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
The Manufacture, Supply and Installation of Passenger Lifts, Stair Lifts and through the Floor Lifts to Leeds City Council Buildings Property Maintenance's procurement exercise for the award of a framework contract for the manufacture. Supply and installation of passenger lifts, stair lifts and through the floor lifts to Leeds Council Buildings	Chief Commercial Services Officer	1/12/11	None	The award report from the tender process	sarah.martin@leeds.gov.uk
The design and build of a new electrical infrastructure for the Apex Data Centre To award a contract to an appropriate contractor following a regulated tender process	Chief ICT Officer	1/12/11	N/A	Delegated Decision Report	andrew.byrom@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Awarding of the Framework Contract for the provision of Legal Services to Leeds City Council for a period of 2 years from the 1st January 2012 with the option of a further 2 years To award the Framework Contract for the provision of Legal Services to Leeds City Council	City Solicitor	1/12/11	n/a	Tender Returns	mark.turnbull@leeds.gov.uk
Monthly Financial Health Report 2011/12 In noting the financial position for the month for the Authority a decision will be required as to the treatment of any variation identified	Executive Board (Portfolio: Resources and Corporate Functions)	14/12/11	n/a	The report to be issued to the decision maker with the agenda for the meeting	Doug Meeson, Chief Officer (Financial Management) doug.meeson@leeds.gov.uk



<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Equality Improvement Priorities 2011-2015 Approval of the Equality Improvement Priorities 2011-2015 which set out the Council's continued commitment to equality, outlines the Council's equality objectives, identifies how progress will be measured and how we will continue to improve and further embed the equality agenda	Executive Board (Portfolio: Resources and Corporate Functions)	14/12/11	Already taken place	The report to be issued to the decision maker with the agenda for the meeting	lelir.yeung@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Initial Budget Proposals Agreement to the proposals for the allocation of available resources to support the delivery of the Council's spending priorities for 2012/2013, and agreement to the indicative position for the following two years. The final budget proposals will be presented to Full Council in February for approval.	Executive Board (Portfolio: Resources and Corporate Functions)	14/12/11	In accordance with the Council's constitution, consultation will be undertaken with stakeholder's	The report to be issued to the decision maker with the agenda for the meeting	Doug Meeson, Chief Officer (Financial Management) doug.meeson@leeds.gov.uk
Provision of Transport for Leeds City Council Staff engaged on Council Business To agree the award of Tender for the Provision of Transport for Leeds City Council Staff engaged on Council Business	Chief Officer Resources and Strategy	28/12/11	Planning Policy and Improvement, Procurement Unit, Chief Officer concerned	Tender Submissions	lorraine.ritchie@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Long Term Vehicle Hire To agree the award of framework suppliers for the Long Term Hire of Vehicles	Chief Commercial Services Officer	15/12/11	Fleet Services, Procurement Unit, Chief Officer concerned	Tender Submissions	Carl Snowden carl.snowden@leeds.gov.uk
Short Term Vehicle Hire To agree the award of framework suppliers for the Short Term Hire of Vehicles	Chief Commercial Services Officer	15/12/11	Fleet services, Procurement Unit, Chief Officer Concerned	Tender Submissions	Carl Snowden carl.snowden@leeds.gov.uk
Agency Worker Supply Contract To re-let LCC's general agency supply contract.	Director of Resources	31/12/11	Trade Unions.	Decision report	alex.watson@leeds.gov.uk
Collection of Local Taxation Approval of Council Tax and Business Rate write offs for period 1 <sup>st</sup> April – 30 <sup>th</sup> September 2011	Chief Revenues and Benefits Officer	1/1/12	Director of Resources	Report on values and type	david.levitt@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Supply and Maintenance of Vehicle Tyres To agree the award of Tender for the Supply and Maintenance of Vehicle Tyres	Chief Commercial Services Officer	11/1/12	Fleet Services, Procurement Unit, Chief Officer concerned.	Tender Submissions	carl.snowden@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**

Resources and Corporate Functions	Councillor Keith Wakefield
Development and the Economy	Councillor Richard Lewis
Environmental Services	Councillor Mark Dobson
Neighbourhoods Housing and Regeneration	Councillor Peter Gruen
Children's Services	Councillor Judith Blake
Leisure	Councillor Adam Ogilvie
Adult Health and Social Care	Councillor Lucinda Yeadon
Leader of the Conservative Group	Councillor Andrew Carter
Leader of the Liberal Democrat Group	Councillor Stewart Golton
Leader of the Morley Borough Indep	Councillor Robert Finnigan

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**

<b>Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be considered by Decision Maker</b>	<b>Lead Officer</b>
Budget	Council	22 <sup>nd</sup> February 2012	Via Executive Board, Scrutiny Board (Resources and Council Services), relevant stakeholders	Report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Vision for Leeds	Council	To be confirmed	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Planning, Policy and Improvement)
Council Business Plan	Council	July 2013	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Licensing Authority Policy Statement (Gambling Policy)	Council	November 2012	Via Executive Board, Scrutiny Board (Resources and Council Services), Licensing Committee,	Report to be issued to the decision maker with the agenda for the meeting, including the new policy, consultation report and relevant sections from the Gambling Act 2005.	Director of Resources
Insertion of Large	Council	18 <sup>th</sup> January			

<b>Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be considered by Decision Maker</b>	<b>Lead Officer</b>
Casino Section		2012	stakeholders, general public, Ward Members, current licensees		

**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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