



SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 9th January, 2012 at 10.00 am

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

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;

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

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A G E N D A

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

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATIONS OF INTEREST

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.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notifications of substitutes.

6

MINUTES OF THE PREVIOUS MEETING

To confirm as a correct record, the minutes of the previous meeting held on 5th December 2011

(Copy attached)

1 - 6

7

INITIAL BUDGET PROPOSALS

To consider a report by the Head of Scrutiny and Member Development which sets out the Executive's initial budget proposals for 2012/13 which are submitted for review and consideration

Councillor Wakefield will be in attendance to discuss the Executive's initial budget proposals and respond to Members queries and comments.

(Report attached)

7 - 64

8

CUSTOMER ACCESS STRATEGY 2011 - 2015

65 -
84

To consider a report by Head of Scrutiny and Member Development which sets out the draft Customer Access Strategy 2011 – 2015 which is submitted for the Board's consideration.

(Report attached)

9

CALLS FOR PUBLICATION OF EMPLOYEE REGISTER OF INTERESTS

85 -
112

With reference to the meeting of Scrutiny Board (Resources and Council Services) in October 2011 when the Board published its final report following an Inquiry into employees' declaration of interests.

The Board put forward a number of recommendations which were submitted and considered by the Executive Board at its meeting on 14th December 2011.

To consider a report by the Head of Scrutiny and Member Development which provides the Executive Boards response to this Boards recommendations.

(Report attached)

10

WORK SCHEDULE

113 -
144

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

(Report attached)

11

DATE AND TIME OF NEXT MEETING

Monday 6th February 2012 at 10.00am in the Civic Hall, Leeds (Pre – Meeting for Board Members at 9.30am)

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Agenda Item 6

SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 5TH DECEMBER, 2011

PRESENT: Councillor P Grahame in the Chair

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

50 Wayne Baxter

Board Members wished to record their sorrow on the news of the death of Wayne Baxter and to pass on their condolences to his friends and family

51 Declarations of Interest

Councillor Ron Grahame declared a personal interest in relation to agenda item 7, 2011/12 Quarter 2 Performance Report and agenda item 8, Waste Management Process Review Project, as a Member of the GMB Union. (Minute No 54 and 55 refers)

52 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor R Wood.

53 Minutes of the Previous Meeting

RESOLVED – That the minutes of the meeting held on 7th November 2011 and 9th November 2011 be confirmed as a true and correct record

54 2011/12 Quarter 2 Performance Report

The Assistant Chief Executive (Customer Access and Performance) submitted a report which presented a summary of the quarter 2 performance data relevant to Scrutiny Board (Resources and Council Services).

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

- Doug Meeson - Chief Officer, Financial Management,
- Lee Hemsworth – Chief Officer, Intelligence and Improvement
- Heather Pinches – Performance Manager

The Performance Manager detailed to the Board the new performance management reporting arrangements which include a number of new reports including; Performance Reports for the each of the City Priority Plan priorities and for the 5 Cross-Council Priorities in the Council

Draft minutes to be approved at the meeting
to be held on Monday, 9th January, 2012

Business Plan. Directorate Priorities and Indicators for each directorate which sets out the high level progress against each of the directorates' priorities and indicators in the Council Business Plan and Self Assessment.

In brief summary, the main areas of discussion were:

- The cost to the authority in managing the performance regime and how the collected data was used in driving improvement across the authority and within partners.
- Concerns about a number of areas where the indicator had still to be developed and that this didn't hinder performance in those areas
- The need (where applicable) to use numbers and percentages to explain performance
- The need to recognise that some priorities were linked, for example Treating People Fairly and Working with Communities and that there might be expertise in the third sector to help drive improvement in these areas and a recognition that the current indicators used were good.
- The improvements seen in the number of staff appraisals undertaken and acknowledgment that the initial findings of the staff survey should be available in the New Year.
- An explanation of the managers and employee's self service project and the operational difficulties being experienced in its development
- The need to reconsider the RAG status given to the delivery of budget savings through procurement. This was currently Green but predicted savings would not be achieved.
- The acknowledgment that the development of category management was green.
- The affect the ELI scheme may potentially have on achieving the service improvements required
- The use of the £8.4 million VAT rebate.
- The acknowledgement that all Scrutiny Boards would be considering relevant performance data and that this could be used to hold Directors and Executive Board Members to account

The following additional information was requested.

- A report from procurement on how end of contracts are monitored and managed
- The cost of Leeds Initiative and its Boards
- Further detail in relation to staff appraisals and the reasons for some staff members not having had an appraisal
- The number of residents involved in the 2010 research project
- Current and projected ELI figures

RESOLVED –

- (i) To note the progress in relation to the delivery of the Cross Council Priorities in the Council Business Plan.
- (ii) To 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.
- (iii) To request the additional information as detailed above

55 Waste Management Process Review Project

The Head of Scrutiny and Member Development submitted a report which provided a resume of the recommendations previously made by a working group of this board following its review of the Customer Access Programme and the issue of missed bins.

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

- Susan Upton – Head of Waste Management
- Keith Lander – Area Management
- Andrew Hickford – Senior Project Leader
- Cathryn Baggott – Project Manager
- Roger Barry-Earnshaw –Environmental Services

Opening the discussion, the Project Manager provide the Board with an update on the Waste Management Process Review Project.

It was noted that the procurement and development of the new Integrated Waste Management System would offer considerable operational benefits and will remove some of the current constraints effecting bin collection performance. However, until this new system is in place a number of interim improvements have been identified and would be implemented as set out below:

- Short term -
These changes will concentrate on 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 analysis is focusing on all aspects of the process, from the capture and recording of the service request from the customer, the workflow of the service requests through Siebel CRM to the depot, the Admin Team at the depot providing task sheets to the crews and, completion of the task request by the crew.
- Medium term
Introduction of online self service access to report missed bin and bulky waste collection requests. Work with the service to make recommendations to improve resource planning and meet service recovery targets.

- Long term

This final phase will utilise the implementation of 'in cab' technology, currently being piloted, and the integrated waste management system. This will enable crews to record real time information on service performance which can then be shared with the customer through integration of customer management systems.

In brief summary, the main areas of discussion were:

- The acknowledgement that the findings of the officer's research mirrored those of the Scrutiny Board Working Group
- The request that the Board be provided with a timescale document for the project, including where appropriate costings and approval requirements
- The need to develop a consistent policy on how missed bins are managed
- Further detail on the reduction of absence levels
- Details on the most common reasons for bins being missed (ordered by frequency)
- Further data in relation to performance related pay

RESOLVED –

- (i) To receive a progress report on the Waste Management Process Review Project
- (ii) To consider the proposed action as described by the project
- (iii) To request additional information as detailed above

(Councillor Lowe left the meeting during discussion on this item at 11.25am)

56 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 2nd November 2011, together with an extract from the Forward Plan of Key Decisions for the period 1st December 2011 to 31st March 2012.

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

57 Date and Time of Next Meeting

RESOLVED – To note that the next meeting will take place on Monday 9th January 2012 at 10.00am in the Civic Hall, Leeds (Pre- Meeting for Board Members at 9.30am)

(The meeting concluded at 12.Noon)

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 9th January 2012

Subject: Initial Budget Proposals

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. In accordance with the Council's Budget and Policy Framework, the Director of Resources submitted to the Executive Board the attached report which sets out the Executive's initial budget proposals for 2012/13.
2. The Executive Board on 14th December 2011 agreed this report as the initial budget proposals for the Council and for these to be submitted to scrutiny for review and consideration.
3. Any comments or recommendations made by this Board on the Executive's initial budget proposals will need to be submitted to the Director of Resources no later than 20th January 2012 in order that the Executive Board can consider these comments at its meeting on 10th February 2012 prior to submission of the proposed budget to full Council on the 22nd February 2012.
4. Councillor Wakefield has been invited to today's meeting to discuss the Executive's initial budget proposals.
5. The Chair has indicated that she will take questions on the initial budget proposals first and then allow a general question and answer session with the Councillor

Wakefield on issues within his portfolio that have not been covered in the previous discussion.

Recommendations

6. Members are asked to;
 - (i) Consider the Executive's initial budget proposals as set out in the report of the Director of Resources and make any comments or recommendations
 - (ii) Engage in a discussion with the Executive Member, Resources and Corporate Functions on matters falling within his portfolio

Background Papers

None used

app

Report of the Director of Resources

Report to Executive Board

Date: 14th December 2011

Subject: Initial Budget Proposals

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 type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. In accordance with the Council's Budget and Policy Framework, this report sets out the Executive's initial budget proposals for 2012/13. These proposals have been developed within an assumed level of government grant based upon the indicative 2012/13 grant settlement as announced in January 2011 as part of the 2011/12 Local Government Finance settlement. At the time of writing, confirmation of the 2012/13 settlement is awaited and further information will be provided to the board when it becomes available. As reported last year, it remains a challenge for the Council to maintain services at their current level in the context of further reductions in government grants and the organisation continues to be subject to an ongoing review in order to help achieve the ambition of being the best City Council in the UK.
2. In addition, the report also provides an early indication of the financial position for 2013/14 and 2014/15 as part of the Council's medium term financial strategy.
3. Recognising the revenue implications of capital spending, the report also provides overall information as to the Council's capital investment proposals for the period 2012/13 to 2014/15.

Recommendation

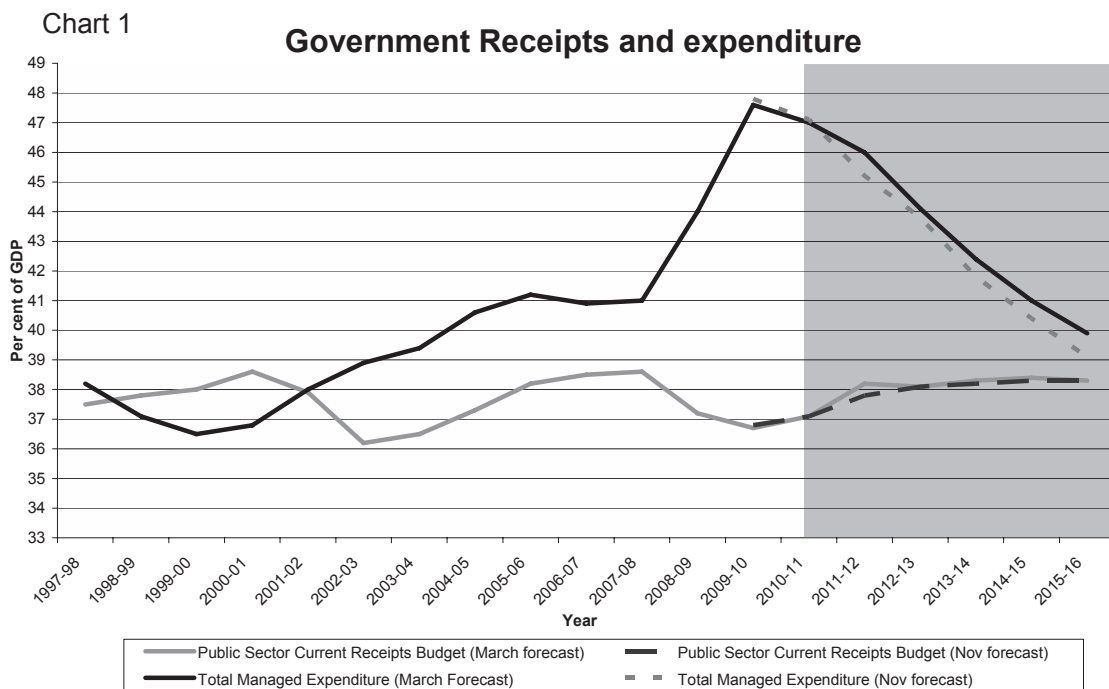
4. The Executive Board are asked to agree this report as the initial budget proposals for 2012/13 and for them to be submitted to Scrutiny and for wider consultation.

1.0 PURPOSE OF THIS REPORT

- 1.1 In accordance with the Council's constitution, the Executive is required to publish initial budget proposals two months prior to adoption by full Council which is scheduled for the 22nd February 2012. The purpose of this report is to publish initial budget proposals for 2012/13, which, together with a forecast of 2013/14 and 2014/15, will form the basis of the Council's new medium term financial strategy.
- 1.2 Subject to the approval of the board, this report will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on the 10th February 2012. It will also be made available to other stakeholders as part of a wider consultation.
- 1.3 In accordance with the Council's Budget and Policy Framework, decisions as to the Council's budget are reserved to Council. As such, the recommendation at 14.1 is not subject to call in, as the budget is a matter that will ultimately be determined by Council, and this report is in compliance with the Council's constitution as to the publication of initial budget proposals two months prior to adoption.

2.0 NATIONAL CONTEXT

- 2.1 The Council's 2011/12 budget agreed by Council in February 2011 was produced in the face of an unprecedented challenge. The Government's emergency Budget in June 2010 and the Comprehensive Spending Review 2010 set out the Government's deficit reduction plan in order to eliminate the nation's budget deficit.
- 2.2 The following chart shows that, as a result of these plans, public spending is projected to fall from around 47.5% of GDP in 2009/10 to around 40% of GDP by 2016 while tax receipts are projected to rise from 36.5% to around 38.5% of GDP over the same period, addressing the imbalances in the public finances.



- 2.3 The October 2010 Spending Review set out the Government's proposals to reduce public spending by £81bn over the four year period 2011/12 to 2014/15. However, it gave protection to the NHS and schools, which meant that the funding available to other local government services reduced significantly for 2011/12 and continues to do so for the next three years. Planned local government funding by central government falls by 20% in cash terms over the four year period, equivalent to a reduction of 28% taking into account expected inflation, but the reduction is significantly front loaded, as shown in the table 1 below:

Table 1

National Funding	Base	Variation			
	2010/11 £bn	2011/12 £bn	2012/13 £bn	2013/14 £bn	2014/15 £bn
Local Government Funding	28.5	26.1	24.4	24.2	22.9
Real Terms reduction (%)		10.6%	8.3%	2.8%	7.2%

3.0 Local Government Finance Settlement

- 3.1 Although the spending review covers four years, a two year Local Government finance settlement was confirmed on 31st January 2011 and the implications for Leeds City Council are set out in Table 2.

Table 2

	Adjusted 2010/11 £m	2011/12 £m	2012/13 £m
Formula Grant	358.986	315.061	288.042
Cash Reduction		-43.926	-27.019
Variation in Core Grants		-7.512	0.634
Total Cash Reduction		-51.438	-26.385

- 3.2 On a cash to cash basis, the Council's formula grant for 2011/12 increased by £11.617m compared to 2010/11. This meant that the Council's net revenue charge for 2011/12 (which is the sum of Council Tax and Formula Grant) showed an increase from 2010/11. However, this masked the real position as the Council's specific grants showed a significant reduction, and a number of them were also transferred to Formula Grant which resulted in an increase in the Council's net revenue charge. After adjusting for the specific grants transferred, and for new responsibilities, the Council's 2011/12 formula grant represented a reduction of £43.926m or 12.2%.
- 3.3 The grant settlement involved not only a significant reduction in the overall level of government grants to local authorities, but also the reduction in the number of specific grants, and the transfer of some of them into Formula Grant and into new Core Grants including the Dedicated Schools Grant. This resulted in a net reduction of £7.5m in 2011/12 and an increase in 2012/13 of £0.6m. Overall, the settlement

meant that government funding to the Council reduced by £51.4m in 2011/12 with a further reduction of £26.4m in 2012/13.

- 3.4 The Department for Education (DfE) has determined that certain responsibilities transfer from a Local Authority to Academies when an Academy is formed. This is reflected through the payment of a grant to an Academy. The transferred responsibilities include both functions within the Schools Budget funded from the Dedicated Schools Grant, and Local Authority Central Education Functions funded from Local Authority resources. The DfE assumes that the transfer of responsibilities results in a reduction in Local Authority costs, and both the Dedicated Schools Grant funding the Schools Budget, and the Formula Grant funding Central Local Authority Education functions are reduced. For 2011/12 a simplistic calculation was used by the Government to remove grant funding from Local Authorities to reflect the transfer of central education functions to Academies, which for Leeds resulted in Formula Grant being reduced by £1.76m. A further adjustment for Academies is also included in the Council's draft Formula Grant for 2012/13 of £1.39m, a cumulative reduction of £3.15m.
- 3.5 Following a legal challenge from Local Authorities, the DfE has issued a consultation on 'the basis for the decision on the appropriate amount of Academies Funding Transfer for 2011/12 and 2012/13'. The consultation suggests that the original adjustments are understated due to the number of Academies and the increased savings that Local Authorities are therefore making. The consultation proposes that the funding transfer should be reviewed based on a revised profile of Academies. The DfE estimates assume that the Local Authority element of the reduction could be between £360m to £375m in 2011/12 and between £580m up to £680m in 2012/13. If a figure of £680m was removed from Formula Grant in 2012/13 on a simple pro-rata basis, the City Council would lose around £6.5m in 2012/13, rather than the £1.39m included in the 2012/13 settlement.
- 3.6 At the time of writing the outcome of the DfEs consultation is awaited. It should be noted that the determination of the reduction to Formula Grant is made by the DfE and has not been based on an assessment of the actual cost of Academies carrying out the transferred services, and is based on the simplistic assumption that Local Authorities should save pro-rata.
- 3.7 The Council's grant settlement for the final two years of the Spending review, namely 2013/14 and 2014/15 are not known at this stage, and will be subject to Government announcements nearer the time, but based upon the Spending Review, our best estimate is that we will face further grant reductions of:
- £9.9m in 2013/14
 - £25.6m in 2014/15

4.0 DEVELOPING THE COUNCIL'S BUDGET PLANS

- 4.1 It is clear that local government is facing a very different environment to that which it is has operated within in recent times. This is partly due to the Government's priority of eliminating the deficit within the public finances, but also reflects the Government's new policy agenda. At the same time we need to recognise that society's needs and aspirations have continued to increase and change.
- 4.2 How local government as a sector and as individual authorities respond to these new agendas will be key to the future. It is clear that councils cannot deliver any of their

services and objectives alone, and the reality is that the best cities and towns will need to combine the best values of all sectors: the accountability, fairness and public service ethos of local government, the connection with local people of the Third Sector, and the efficiency and dynamism of the private sector.

- 4.3 Councils will need to change, to become much more enterprising, entrepreneurial and responsive to their local communities, whilst retaining their role as major employers, service providers and democratically-mandated leaders. This new role would demand a new 'social contract' with local people to help make local places more liveable. It will also require businesses to play a more active role as corporate citizens and the third sector to act as a catalyst for connecting with local people.
- 4.4 It is also crucial that the Council's spending plans need to respond to the priorities of the people of Leeds. Last autumn, Leeds' residents gave their priorities for the Council's budget in the "Spending Challenge". In total there were over 2,000 responses, and the top spending priorities were:
- Tackle the worst anti-social behaviour first
 - Encourage people to recycle and throw less away
 - Help people stay in their own homes for as long as possible
 - Bring services together and make better use of building
 - Work to get local jobs for local people

People also gave their own ideas on ways the council can save money, including:

- Council should put on fewer free events and entertainment
 - Reduce staffing levels to save money
- 4.5 These priorities together with the "What if Leeds...." consultation that was undertaken during 2011 in the development of the city's vision, continue to guide the development of the Council's financial plans. The Council has however, taken the opportunity to ask the people of Leeds, whether the priorities they identified last autumn continue to be their main priorities. An article in the autumn edition of "About Leeds" asked residents to confirm that our spending challenge priorities are still the right ones. The results of this survey will be posted in the Members' library as soon as they are available.
- 4.6 The City of Leeds has an ambition to be not just the biggest in the North and the third largest in the country, but also to be the best city in the UK. If it is to achieve this ambition, Leeds City Council will need to be the best city council in the UK, providing strong civic leadership to galvanise the private, public and third sectors. The Council is also working to embed its new values, which are:
- Working as a team for Leeds
 - Being open, honest and trusted
 - Working with Communities
 - Treating people fairly
 - Spending money wisely
- 4.7 These changes will not happen overnight, but the Council's initial budget proposals need to be seen in the context of the Council responding to the new agendas. The Council's approach to the development of its future financial plans is based around the following actions:

- Resources need to be focused as much as possible on front line services to customers.
- Innovation will be key to the transformation of services.
- We are reviewing services and looking at collaboration opportunities across services in order to eliminate over-provision where this makes business sense.
- Opportunities will be identified and pursued where appropriate, to provide services in collaboration with other local authorities, or other public organisations within the City and if appropriate beyond.
- We expect to reduce our staffing levels by around 2500 by the end of 2015; every effort will be made to achieve this without compulsory redundancies.
- We are reducing our spend on goods and services through better demand management, renegotiating prices with suppliers, centralising some of our ordering arrangements and making system improvements.
- We are reducing the number of buildings we occupy and making more efficient use of office space in the buildings remaining. We are also reducing our energy usage in our buildings.
- We are reviewing our income from fees and charges, and introducing new charges where appropriate.

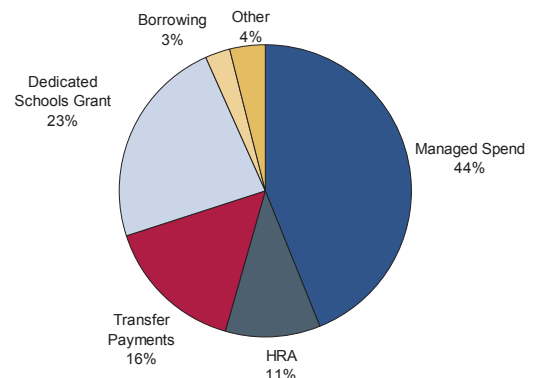
5.0 THE COUNCIL'S BUDGET

5.1 In understanding the financial challenge outlined above, it is useful to reiterate some of the constraints which impact upon the Council's ability to deliver savings. The Council's net revenue budget for 2011/12 was set at £582.2m supported by the use of £2m general fund reserves. However, the Council actually spends over £2bn each year. It is important to appreciate that the Council does not have full freedom to decide how to spend all of this money because much of it is given by central government as "ring-fenced" grants, which reflect past borrowing decisions or has other legal constraints. This means, for example, that certain funds can only be spent on schools, or on benefit payments, or on council housing. These constrained areas account for 56% of the Council's spending, so any savings can only be delivered from the remaining 44%.

Figure 1

Analysis of Revenue Budget 2011/12

	2011/12 £m
Managed Spend	888.1
Housing Revenue Account (HRA)	208.3
Transfer Payments	317.8
Dedicated Schools Grant	468.8
Borrowing	54.0
Other	80.7
Total	2,017.7

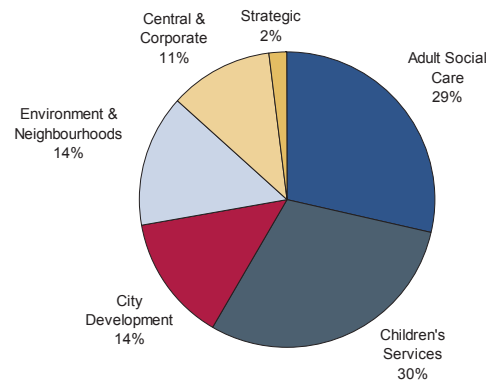


5.2 The managed expenditure from which savings can be made totals £888.1m, and is summarised by service below:

Figure 2

Managed spend by directorate

	2011/12 £m
Adult Social Care	254.2
Children's Services	265.0
City Development	122.9
Environment & Neighbourhoods	126.5
Central & Corporate	101.0
Strategic	18.5
Total	888.1

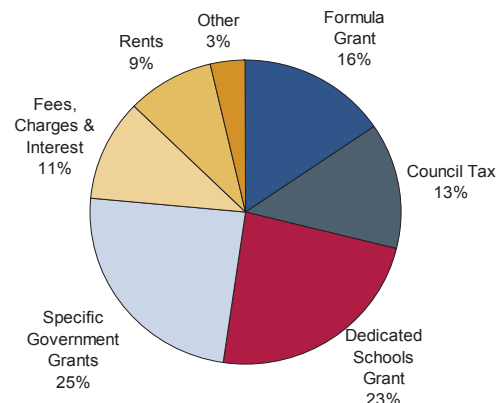


- 5.3 Around 63% of the Council's funding comes from Government as illustrated below, with just 13p in each £1 coming from local Council Tax payers.

Figure 3

Where the Money Comes From

	2011/12 £m
Formula Grant	315.1
Council Tax	267.1
Dedicated Schools Grant	468.8
Specific Government Grants	490.2
Fees, Charges & Interest	216.8
Rents	189.4
Other	70.3
Total	2,017.7



- 5.4 The Council collects £267.1m each year in Council Tax; this represents around 99.2% of amounts billed. The band D level of Council Tax (including Police and Fire precepts) in Leeds is currently £1,306.40, and is the 7th lowest amongst the metropolitan authorities and the second lowest amongst the eight Core Cities.

6.0 THE COUNCIL'S 2011/12 BUDGET

- 6.1 In 2011/12 the Council's grants from government reduced by £51.4m, and with nearly £40m of its own cost pressures, this meant that in total the Council had to identify around £90m of savings. To date progress has been very good and it is expected that the Council's budget for 2011/12 will be achieved by the end of March 2012. At the same time the Council has strengthened its revenue reserves in order to provide more resilience at a time of greater financial risk.

7.0 INITIAL BUDGET PROPOSALS 2012/13

- 7.1 This section provides a strategic overview of the initial budget proposals for 2012/13. Further detailed information is provided in Appendix 1 as to how the proposals relate to individual directorates.
- 7.2 The financial year 2012/13 is the second year of the CSR and once again the Council's funding from government reduces, this time by £26.4m. In addition with inflation running at 5% and growing demands for services in both Children's and Adult Social Care, we have identified cost pressures of £29m. The Council is therefore faced with identifying cost saving measures of £55.4m in 2012/13, as summarised and explained below:

Table 3

	2012/13 £000s
Funding	
Formula Grant reduction	27,000
Core Grants	-600
Sub-Total	26,400
Inflation	3,570
Pressures	
Adults	9,200
Children's	13,850
City Development	1,500
E&N	826
Debt	4,000
Carbon Reduction (GF)	700
Other base pressures/ongoing efficiencies	-4,642
Sub-Total Other Pressures	25,434
Total Pressures incl funding reduction	55,404

- 7.3 The key assumptions behind the pressures of £29m are as follows:

Inflation of £3.5m: After taking account of necessary further reductions in staff numbers, the initial proposals for the 2012/13 budget provide for a 1% growth in staffing budgets; this reflects an expectation that following two years of a pay freeze, there will be a need to provide for an increase in staff pay. The level and timing of such an increase will have to be contained within budget provision and therefore the extent to which this exceeds the amount provided could result in the need for further staff reductions. Savings are also assumed due to the effect on employer's pension contributions as a result of the present review. Despite cost inflation currently running at 5%, no provision will be made for inflation on running cost budgets, other than where there are specific contractual commitments and utilities. This implies further procurement savings will be required. Provision has also been made for the £8 per tonne increase in Landfill Tax from April 2012.

In terms of the level of fees and charges made for Council services, it is recognised that there is a need to carefully balance increases, which considers the level of inflation, and what people can afford. As such there is no general increase proposed, but there are a number of specific proposals where it is felt that the market will bear such an increase. Any proposals for increases in fees and charges are detailed in the

attached Appendix 1 and overall they are forecast to generate additional income of £2.5m.

7.4 **Demand Led Spending** – additional provision is made in the following areas of spend:

- **Adult Social care** – These budget proposals provide for an additional £9.2m to provide funding towards the cost of the continuing impact of an ageing population and the needs of people with learning disabilities. This also reflects the current year pressure on the community care budgets for residential nursing and domiciliary care. Additional provision is also included for the Council's contribution towards the learning disability pooled budget, which as well as reflecting increasing numbers, also reflects the increasing complexity of people's needs. It is recognised that these demographic pressures will continue to grow in the long term, and will present the Council with significant financial challenges.
- **Children's Social care** – Over the last few years, the Council has seen significant increases in the level of demand for children's social care. It is proposed that the Council prioritises improvements in social care services to young people and the safeguarding of vulnerable children in the city. This includes £10.9m which will be used to fund additional external placements and the rise in the cost of fostering care reflecting the trends experienced in the current year. The directorate are developing plans with partners which in the medium and longer term are aimed at halting and indeed reversing the level of demand for high cost social care provision. To support this approach, £2.1m is provided for early intervention and prevention. In addition, £0.9m is provided for the expansion of childcare for vulnerable 2 year olds in accordance with Government policy.

7.5 **Declining Income Levels**

- **City Development** – the current economic climate is impacting on income within the directorate and provision has been made for a reduction in planning and building fees and income from markets reflecting the current trend.
- **Car parking income** – the current year has seen a significant decline in car parking income, which includes the loss of some car parking spaces. Accordingly the budget for 2012/13 will need to be adjusted to reflect this trend and the proposed closure of further car parks during the year to facilitate a number of major developments in the city.

7.6 **Capital Charges** – It is currently estimated that as a minimum capital financing costs will increase by around £4m in 2012/13 in order to deal with existing capital commitments. This still assumes we continue with our strategy of keeping new borrowing on short term to take advantage of low rates and includes a target reduction that will need to be achieved through a combination of:

- A rigorous review of the capital programme beyond the extent of the current review and restricting further capital commitments;
- Funding new commitments through selling assets; and/or,
- Using asset sales to repay debt.

7.7 **Carbon Reduction Commitment** - Under the government's new Carbon Reduction Commitment (CRC) Energy Efficiency Scheme, which is a mandatory

scheme aimed at improving energy efficiency and cutting emissions in large public and private sector organisations, the Council will be required to purchase allowances to cover its CO2 emissions (excluding transport emissions) from 2012. The price of these allowances has been set by the government initially at £12 per tonne and this is expected to cost the Council around £1.3m per annum. This means that any measures which reduce the Council's emissions will have a direct financial benefit in terms of CRC costs avoided. The impact on General Fund services is likely to be around £0.7m with a further £0.6m relating to schools.

- 7.8 **Other Base Budget Pressures and Savings** – directorates have been required to review their base budget to identify efficiencies over and above those specifically outlined above. These take account of pressures and trends including reductions in running cost budgets, maximising/re-prioritising grants and contributions as well as reviews of contracts and commissioning activity.

The net position in respect of these other base budget pressures and savings is a net saving of £4.6m.

- 7.9 The proposals for bridging this £55.4m gap are summarised and explained below:

Table 4

	2012/13 £000s
Funding:	
Recurring	
Tax Base growth	-2,000
New Homes Bonus	-5,300
Non Recurring	
Council Tax - Council Tax freeze	-6,740
PFI reserve	-9,900
General reserves	-3,000
Sub-Total	-26,940
Summary Proposals	
Employees	-9,725
Premises	-200
External placements/providers	-1,463
Procurement	-3,130
Transport	-1,080
Income	-7,826
Alternative funding sources	-5,040
Sub-Total	-28,464
Total	-55,404

- 7.9.1 It is estimated that the increase in the Council tax base will generate additional funding of £2m. This takes account of an exercise that the City Council has commenced to review single person discounts. In addition, we estimate that the New Homes Bonus scheme¹ which commenced in 2011/12 will generate £5.3m in 2012/13.

¹ The Government will match fund the council tax for every new home built for each of the following six years.

7.9.2 This initial budget proposes that the level of the Leeds element of the Council Tax is frozen for the second year. In doing this the Council will be able to take advantage of the Government's 2012/13 Council Tax freeze grant. This grant is worth the equivalent of a 2.5% Council Tax increase, which is £6.7m for Leeds. However, unlike the Government's 2011/12 Council Tax freeze grant which is guaranteed for four years, the 2012/13 grant is for one year only. Therefore, it needs to be recognised that this grant will fall out in 2013/14 and will therefore require further savings to be identified to replace this amount. On the basis of this proposal the Leeds element of the Council Tax for 2012/13 will be as detailed below (the precepts for Police and Fire are matters for the Police and Fire authorities to determine):

Table 5

	2011/12 £	2012/13 £
Band A	748.99	748.99
Band B	873.82	873.82
Band C	998.66	998.66
Band D	1123.49	1123.49
Band E	1373.15	1373.15
Band F	1622.82	1622.82
Band G	1872.48	1872.48
Band H	2246.98	2246.98

7.9.3 In addition, this initial budget proposes that we use a number of reserves to reduce the impact of the reductions upon services:

- In order to mitigate against the loss of government grants, it is proposed to utilise the Schools PFI earmarked reserve which is estimated to be £9.9m at the end of 2011/12. The Council's PFI schemes use sinking funds to equalise payments with PFI grant over the life of the schemes. Depending on the nature of the scheme, where PFI credits exceed costs in the early years of the scheme, a reserve is established to be used in the later years. By using the reserve in 2012/13, the Council will have more time to deal with some of the pressures especially around the short term demand in Children's services, although it will create a budget pressure in 2013/14 of £0.13m and a further £0.13m in 2014/15 which will have to be resourced.
- The Council's reserves at 31st March 2012 are forecast to be £4.6m higher than the original budget assumed. It is therefore proposed that the revenue budget for 2012/13 is supported by a £5m contribution from reserves, an increase of £3m over the level assumed in 2011/12.

Table 6

	2011/12 £m	2012/13 £m
Balance 1st April	29.6	24.0
Less: transfer to ELI reserve	-3.6	
usage in year	-2.0	-5.0
Estimated Balance 31st March	24.0	19.0

7.9.4 The Council will continue to review its level of reserves in the light of its risk based approach to assessing the adequacy of its reserves. Looking beyond 2012/13, an important additional consideration to this assessment is the uncertainty that will be introduced should the Government's current proposals for the retention of business rates be implemented from 2013/14 as currently planned. This is explained further in paragraph 11.4 below.

7.10 However, even taking account of the above additional sources of funding, further savings will need to be made within service budgets. The paragraphs below provide an overview of these initial budget proposals and attached at Appendix 1 are details of each directorate's initial budget proposals. The proposed savings within directorate budgets can be summarised as follows:

7.10.1 **Employees** – in response to the Spending Review 2010, the Council recognised that it would be necessary to significantly reduce its workforce. The Council launched a voluntary retirement and severance scheme in 2010/11 which resulted in a reduction in the workforce of 1,159 ftes at the 31st March 2011. This scheme has continued during 2011/12 and the deadline for expressions of interest has now passed. The current year's budget assumed that the equivalent of around 400 ftes would leave the Council, and whilst precise figures are not yet available, it is anticipated that the reduction by the end of the year will exceed this number, and staffing savings of around £9.7m are included in the 2012/13 budget. The Council's expectation following the Spending Review was that there would be a reduction of around 2,500 ftes over the 4 year period 2011/12 - 2014/15, and to achieve this, further reductions will be required in 2013/14 and 2014/15.

These reductions are expected to be achieved through a combination of:

- continuing the Council's current recruitment freeze
- assuming a normal level of staff turnover with replacements being restricted to essential posts only
- the launch of further Early Leaver Initiative schemes as appropriate

Our approach will mean that staff will leave the authority from across the whole range of services and it will be necessary therefore to manage this very carefully and make arrangements to retrain and redeploy staff where appropriate.

A review of the Council's trade union facilities agreements reflecting the reduction in the Council's workforce is proposed, and in the light of this a £40k saving is included in these proposals.

7.10.2 **Procurement** - During 2011/12 systems have been put in place to ensure that the Council continues to achieve the significant savings built into the 2011/12 budget on a recurring basis. These amount to £25m of savings which are being achieved through:

- Contract renewals and renegotiations;
- Strict adherence to corporate contract arrangements;
- Further contracts put in place where they do not currently exist; and
- Minimising the number of officers with the authority to commit the Council to further spending, including challenging the need to spend at all.

In addition to cash limiting most running cost budgets, which is estimated to save around £10m, the initial budget includes specific proposals to save a further £3.1m from procurement activity including:-

- £0.5m general fund savings on the new grass cutting contract from January 2012
- £0.3m on waste management contracts
- £0.3m on IT contracts
- Within Adults, the achievability of the 2011/12 budgeted savings from reduced placement fee levels has been reviewed. A revised approach based on quality payments is now being progressed and this was outlined in a report to Executive Board in September 2011. Savings of £1m are included for the anticipated impact in 2012/13 of this revised approach.
- £1m forecast savings on external placements within Children's Services through improved commissioning and contracting, including regional collaboration.

7.10.3 The Third Sector and External Providers

It is recognised that the budget for 2011/12 contained significant savings to be made within the Third Sector which in some instances reflected a desire to achieve a 3 year medium term financial plan target of 15% in year one rather than seeking year on year incremental reductions. The savings have been achieved through close working with the sector and, in some instances the adoption of different models of service. The Council values its partnership with the Third Sector and the sector provides many important services which are complementary to the Council's objectives, and these partnerships will continue to be essential into the future. The approach of individual directorates to the third sector will vary to some degree depending upon priorities and available opportunities. In general the budget proposals do not require further efficiencies on the same scale in 2012/13, but there are a number of specific proposals which are detailed within Appendix 1.

However, there are specific proposals for reducing the Supporting People which reflects an incremental approach to the £10.6m cut in the Government's funding for Supporting People made in the 2011/12 settlement. In addition, the Council is undertaking a review of its advice services. All the organisations affected have already been informed about the prospects of some reductions in funding and provider meetings are scheduled to take place in November. The outcomes of the recent Welfare Review included recommendations for exploring co-location of provision across Council and Third Sector organisations which could help to deliver efficiencies, although it is recognised that levels of demand are also likely to rise as a result of the Welfare Reforms.

In 2011/12, through the Leeds Community Foundation, the Council provided funding for the establishment of a transition fund to assist Third Sector groups to adjust to funding changes. The applications that were supported were required to evidence that they had experienced a loss in funding, that they provide frontline services and that they had plans as to how they will be able to transform their organisation to be more sustainable in the future. In total fourteen applications were supported. The 2012/13 budget proposes to provide £150k to support the work of the Leeds Community Foundation in this area.

Although it is proposed that support to major arts organisations is reduced in 2012/13, these organisations have been working with the Council this year to

improve the grants process to better support planning and sustainability. The Council has also been working closely with smaller organisations and individuals responding to their needs. As a result a new approach has been introduced which will see the arts@leeds funding stream developed on a more sustainable basis with more focused criteria. In addition, the Leeds Inspired funding stream has been introduced which will support activity in each year which engages local people in participatory activity. It is proposed that the £0.3m that the Council currently contributes to the West Yorkshire Grants Scheme will be allocated to this funding stream along with some of the old arts@leeds funding.

Efficiency savings in the cost of services provided by the West Yorkshire Joint Services Committee (after the cessation of its grant funding scheme) and the West Yorkshire Integrated Transport Authority have also been assumed which will save £0.9m.

- 7.10.4 **Transport** – The Council aims to reduce the cost of transport by £0.9m by reducing the cost of transporting children from home to school through an invest to save scheme for independent travel trainers, and reviewing the transport policy and practices within Adult Social Care.
- 7.10.5 **Income** - As explained in paragraph 7.3 above, the initial budget proposals do include some increases in the level of fees and charges in particular services. In addition, a number of further income sources are included within the detailed directorate proposals at Appendix 1. These are estimated to generate an additional £5.2m and include £3m assumed funding from Health, a review of traded income with schools £0.5m, and £1m additional income generating opportunities from within Resources. A further review of charges for non-residential adult social care services was approved by Executive Board in July 2011 when the most recent charging changes were made. The review will include reconsidering the financial assessment methodology, services not currently charged for and anomalies in the current arrangements. The main services not currently charged for are Care Ring, respite/sitting services, the delivery & collection of community equipment and telecare equipment maintenance. Proposals will be brought to Executive Board in June 2012 followed by an extensive consultation process. Final recommendations taking account of the consultation outcomes and equality impact assessment will come to the Executive Board in November or December 2012. The earliest implementation for any changes would be 1st January 2013 and the 2012/13 budget proposals include £0.25m for the anticipated part-year effect of this review.
- 7.10.6 **Alternative funding sources** - a number of service areas have identified areas of spend totalling £4.9m which are more appropriately charged to non general fund services or to other organisations who have alternative funding streams. This includes changing the funding arrangements for the Sheltered Wardens service from Supporting People to Housing Benefit which will save £2.3m in 2012/13, with no impact on the wardens service.
- 7.10.7 There are a number of specific growth proposals identified in other sections of the report. In addition it is proposed that £200k additional funding is provided in support of the City's programme of events for the 2012 Olympics and Queen's Diamond Jubilee.

7.10.8 The proposals outlined above are reflected in the table below which gives a subjective breakdown of the Council's initial budget in 2012/13, compared to 2011/12.

Table 7

	Budget 2011/12 £000s	Draft Budget 2012/13 £000s	%age variation
Employees	433,173	428,410	-1.1%
Running Costs	156,039	153,313	-1.7%
Transport	44,847	44,007	-1.9%
Capital Charges	57,759	61,759	6.9%
Payments to External Service Providers	302,733	320,239	5.8%
Fees & Charges/Rents	- 206,064	- 218,701	6.1%
Specific Grant	- 197,576	- 198,176	0.3%
Council Tax freeze grant	- 6,683	- 13,423	
New Homes Bonus		- 5,300	
Use of Reserves	- 2,000	- 14,900	
Net Spend before grants	582,228	557,228	-4.3%
Funded by:			
Formula Grant	- 315,061	- 288,061	-8.6%
Council Tax	- 267,167	- 269,167	0.7%
Total funding	- 582,228	- 557,228	-4.3%

7.10.9 The following pie charts show the share of the Council's net managed expenditure between directorates over the two years 2011/12 and initial budget proposals 2012/13. The proportion of the Council's spend on Children's Services and Adult Social Care has increased from 48.5% in 2010/11, 52.4% in 2011/12 to 55.9% in 2012/13, reflecting the Council's prioritisation of spending in these areas.

Chart 3

Net Managed Budgets 2011/12

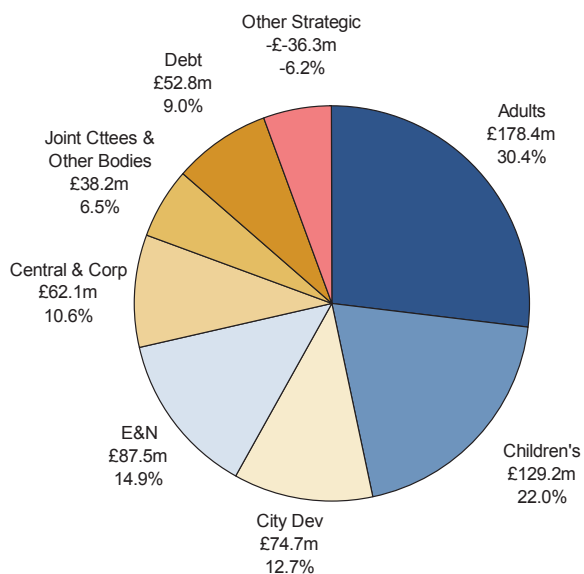
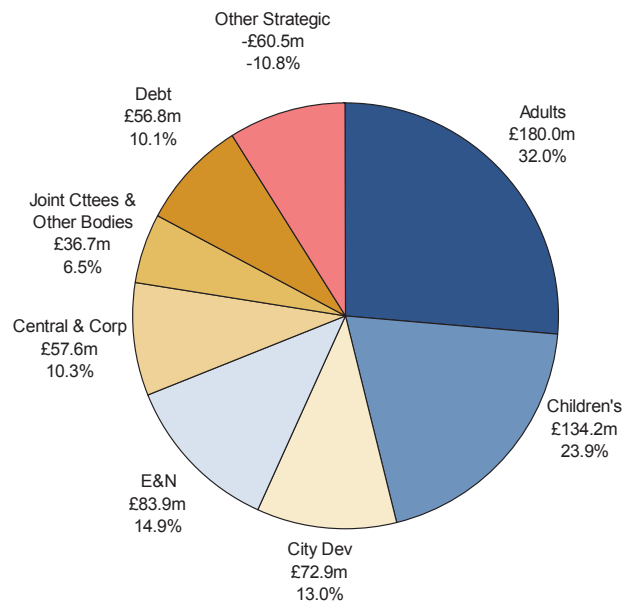


Chart 4

Net Managed Budgets 2012/13



8.0 THE SCHOOLS BUDGET

- 8.1 The Schools Budget is funded by the Dedicated Schools Grant (DSG). The DSG is a ring-fenced grant and may only be applied to meet costs that fall within the Local Authority Schools Budget. Any under or over spend of grant from one year must be carried forward and applied to the Schools Budget in future years. The Schools Budget comprises of Individual School Budgets delegated to schools, the 15hrs of free early years education for 3 and 4 year olds attending private, voluntary and independent settings and a number of prescribed services and costs in support of education in schools.
- 8.2 The DSG for 2012/13 will be calculated by multiplying pupil numbers in Leeds (including those attending Academies) as at January 2012 by a fixed rate of funding of £4,945.95. Total pupil numbers are estimated to increase by 1,176 from January 2011. This is through a combination of increasing numbers in Nursery and Primary Schools and falling numbers in Secondary Schools and should provide a year on year increase in the DSG of £5.82m.
- 8.3 However, the gross DSG is then reduced by an amount equivalent to the delegated budget that would be paid to each Academy, and is also reduced based on an assumption that many of the centrally retained budgets also support Academies.
- 8.4 It is estimated that the gross DSG will be reduced by at least £69.45m in transfer payments due to Academies. The final dedicated schools grant will only be known in June 2012, however it is estimated that the initial DSG will reduce by 7.2% year on year.
- 8.5 Further details as to the Schools budget is included in Appendix 1.

9.0 HOUSING REVENUE ACCOUNT (HRA)

- 9.1 The HRA includes all the expenditure and income incurred in managing the Council's housing stock, and, in accordance with Government legislation operates as a ring fenced account. From 1 April 2012 the Government are introducing a system of self financing for the HRA. This means that Housing Subsidy will cease to exist and the HRA will be allowed to retain all its rental income in return for a one off adjustment of its housing debt (the debt settlement). An indicative debt settlement figure was received by the Council in February 2011, however the Government have indicated that this figure will change.
- 9.2 In previous years the Government issued a Housing Subsidy Determination which amongst other things, detailed the rent increase which the Government assumed the Council would implement. This was a key assumption informing the rent increase and consequently the HRA budget.
- 9.3 The final debt settlement figure for the Council will be based on a number of assumptions including the level of rent increase from 2012/13 onwards. A draft settlement has now been issued for consultation with the final settlement due on the 28th January 2012.
- 9.4 The debt settlement figure and the assumptions upon which it is based will have a major impact on both the 2012/13 HRA budget and the HRA 30 year Business Plan, which is currently being developed. It has therefore been agreed that in order to take these into account the HRA Business Plan (including a draft 2012/13 budget) will be reported to Executive Board in January 2012.

10.0 CAPITAL PROGRAMME

10.1 Over the period 2012/13 to 2014/15 the Council plans to spend £445m on capital investment. The programme is funded by external sources in the form of grants and contributions and also by borrowing and reserves. Where borrowing is used to fund the programme, the revenue costs of the borrowing form part of the revenue budget. Our asset portfolio is valued in the Council's published accounts at £3.5bn excluding the value of community assets such as highways and parks, and the Council's debt stands at £2.0bn. For every £1 of debt the Council has assets of £1.75.

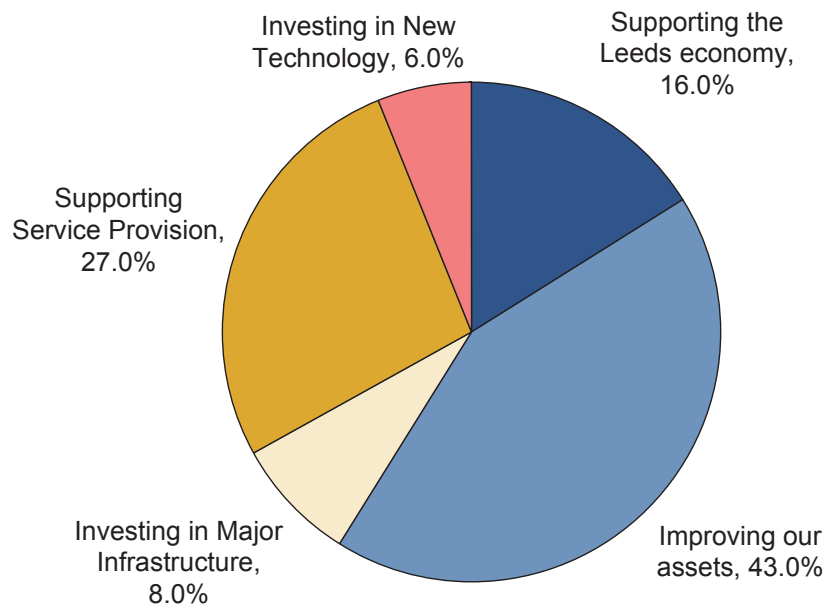
10.2 The Council's approach to capital investment can be summarised into the following categories:

1. Improving our assets;
2. Investing in major infrastructure;
3. Supporting service provision;
4. Investing in new technology;
5. Supporting the Leeds economy.

Set out below is a chart which shows the Council's spend across these categories, and Appendix 2 shows a more detailed analysis.

Chart 5

Capital Programme incl HRA 2012/13 - 2014/15



10.3 Improving our Assets

As set out above the Council holds a considerable asset portfolio, which is valued at least at £3.5bn which it holds mainly in support of service provision. With such a considerable asset portfolio the council has an extensive provision to improve both

the life and value of these assets. This includes continued major programmes to invest in the highway network and the Council's housing stock, and the refurbishment of schools and other buildings across the city.

10.4 Investing in major Infrastructure

There are major infrastructure needs in the city, in particular with respect to transport and flood alleviation. The Council, in partnership with the West Yorkshire Integrated Transport Authority, is promoting the New Generation Transport (NGT) scheme and development costs of the scheme so far have been met by the two authorities. The capital programme over the next three years provides for a further £20m as the Council's contribution to this major development. Similarly the Council is working with partners to secure a scheme which will provide increased protection to the city from the risk of flooding and a sum of £10m has been set aside in the programme to support this scheme.

The Council is working in partnership with stakeholders from all sectors in the city to develop an infrastructure investment programme. This "City Investment Programme" will require funding from a range of sources. There are a range of new funding mechanisms which may be available to the Council, including Local Asset Backed vehicles, Community Infrastructure Levies and Tax Increment Financing, and the City Council continues to explore these opportunities.

10.5 Supporting service provision

The proposed capital programme provides £120m in support of the development of services. In Adult Social Care we are supporting more people to remain independently in their own homes, in line with national policy, through investment in the Telecare programme and disabled facilities grants.

Within Children's Services, demographic change and rising birth rates are placing significant pressure on the need to provide additional primary school places and this is expected to continue until 2018. Over the three year period to 2014/15, over £40m is included in the programme for this purpose. A further £11m is provided under the Primary Capital Programme. The final schemes in the Building Schools for the Future programme are now agreed and the programme provides for investment under this programme of £23m.

Provision is included to extend our cemetery provision and upgrade our crematoria as well as supporting the refuse collection service through a programme of bin replacement and expansion of the recycling and garden waste services.

10.6 Investing in new technology

Information Technology is now a fundamentally important part of our society and it is important that the Council ensures that it has a technology infrastructure which will support the expectations of the whole community. It is proposed that the programme therefore provides for the essential upgrade of the whole of the Council's IT infrastructure. There is provision for the development of a new Council website which will be launched in the summer of 2012; this will lead to an increasing number of services and transactions which can be accessed online. In addition the programme provides for investment in new technology to support key front line services in Children's and Adults social care, and in support of new ways of working under the

Council's Changing the Workplace initiative which is helping reduce our office accommodation and respond to the changing demands on our workforce.

10.7 Supporting the Leeds economy

In the current difficult financial environment the city faces many economic challenges. The City Council's capital programme makes provision for a number of schemes and projects to support the city's aims in this respect. Support for affordable housing initiatives is provided through a number of means. Direct capital programme funding of £2.4m is provided for site clearance and onward sale of sites to Registered Social Landlords and this should support the delivery of over 350 affordable homes in the city over the period of the programme.

The programme provides for the new Arena which is progressing well in construction and will be open in 2013. The City Market plays a key role in the city centre and the Council is committed to ensure its future is sustained; £0.4m is provided in the programme to provide essential improvements.

In order to support innovation and economic initiatives in the city, with particular emphasis on projects which will reduce carbon emissions in the city, it is proposed to provide a fund of £15m in the capital programme. If this is agreed, details of how this fund will be allocated and made available will be drawn up for consideration by Members.

11.0 **MEDIUM TERM FINANCIAL PLANNING 2013/14 – 2014/15**

11.1 As explained earlier, in line with the Government's Spending review, it is to be expected that the Council will need to make further significant savings in 2013/14 and 2014/15. Our current best estimate of the reduction in our Government grants for these years are:

- £9.9m in 2013/14
- £25.6m in 2014/15

11.2 We have undertaken an initial projection of our likely funding gap in these two years, which takes account of the following assumptions

- Reductions in Government Grant as detailed in 11.1 above
- Fall out of the Council Tax Freeze Grant in 2013/14
- Fall out of one of use of the schools PFI Reserve
- Continuing use of General fund Reserves of just £2m
- Increase in the Council Tax base and a reasonable increase in the Council Tax
- Inflation and pay awards
- Full year effect of 2012/13 pressures and savings
- Continuing demand pressures in Adults Social Care and Children's Services

11.3 Based upon the above, and as summarised in Table 8 below, it is estimated that further savings of £43m will be required in 2013/14 and £50m in 2014/15.

amount of funding that has been identified as likely to transfer to local authorities is approximately £30m, although the final figure is still to be confirmed.

- 11.6 It is clear from the above that 2013/14 and 2014/15 will be difficult years. Significant savings will be required and it is important that early progress is made in identifying saving options for these years.
- 11.7 In reviewing the Council's medium term financial plans, it is recognised that there are a number of national factors, which could have an impact on the Council's future funding and service provision which at this time are not factored into the above assessment. These are discussed in more detail below:
- 11.7.1 **The National Economic Environment** - The latest forecast for economic growth in the current year is 0.9% and for next year is just 0.7%. Although interest rates are predicted to remain at a very low level for the foreseeable future, inflation is still well over the Government's 2% target. The Council is affected by these factors in a number of ways. Many of its income streams are dependent on growth; Planning, Building Control and Search Fees remain under pressure. Costs of goods and services will continue to rise with relatively high inflation and it is unclear how this will affect staffing costs in the future. There has been no cost of living pay award for the last two years and it was announced in the Chancellor's Autumn Statement that public sector pay increases would be capped at an average of 1% for the next two years. Income generated from capital receipts is well below historic levels.
- 11.7.2 **Welfare Reform** - The Government is also consulting on a proposal to localise Council Tax benefit 'Localising Support for Council Tax in England'. Under the proposal the Government would provide a fixed amount of money (it proposes a 10% reduction on the current council tax benefit bill), from which the Council would have to try and meet the costs of council tax benefit. If a council cannot achieve that saving then the cost burden will fall on their local tax payers. This represents a major shift in budget risk away from central government to local government. Even small changes in caseload could see local authorities struggling to contain benefit expenditure within budget. The 2011/12 budget for council tax benefit in Leeds is around £55.7m - a 10% reduction would require savings in council tax benefits of £5.6m. The consultation paper doesn't propose any specific scheme details although Councils are encouraged to do this through establishing a local scheme. The impact of welfare reforms on the city could be significant, and the Council will be under pressure to identify the capacity to respond to this challenge. The consultation paper proposes an ambitious target implementation date of April 2013.
- 11.7.3 The Government's welfare reform proposals would also see the following benefits combined into a single Universal Credit:
- Housing Benefit;
 - Income Support;
 - Income based job seekers allowance;
 - Income related employment and support allowances,
 - Working Tax Credit and Child Tax Credits.

The Government proposes that the universal credit be delivered at a national level. This would mean that local authorities would no longer be responsible for processing housing benefit applications severing the long standing link between housing and council tax benefits. This would clearly have very serious implications for the Council particularly when considered with the proposals for formula grant and council tax benefits.

12.0 CORPORATE CONSIDERATIONS

12.1 Consultation and Engagement

- 12.1.1 As explained at sections 4 and 9 above the initial budget proposals have been informed through a number consultations including an article in the autumn edition of "About Leeds" asking residents to confirm that our spending challenge priorities are still the right ones. Subject to the approval of the board, this report will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on the 10th February 2012.
- 12.1.2 Consultation is an ongoing process and residents are consulted on many issues during the year. It is also proposed that this report is used for wider consultation with the public through the Leeds internet and with other stakeholders. Consultation is on-going with representatives from the Third Sector, and plans are in place to consult with the Youth Council and the Business sector prior to finalisation of the budget.

12.2. Equality and Diversity / Cohesion and Integration

- 12.2.1 The Equality Act 2010 requires public bodies to give due regard to equality. The council is 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. The council has an agreed process in place to do this through the use of equality impact assessments and the council is also committed to continuing to publish all of these. This process was improved and strengthened last year. Specific guidance has also been developed to consider equality and organisational change impacting on the workforce. This includes employment issues such as re-organisation and job redesign, flexible deployment and early leavers initiatives.
- 12.2.2 The Council has continued to further develop its approach which has included work by Corporate Governance to revise and improve report writing guidance which includes specific reference to providing evidence on how equality is considered/or was not considered to be relevant in the decision making process.
- 12.2.3 In addition the Council Business Plan 2011 – 2015 outlines what we want to change and improve over the next four years. The plan is underpinned by a clear set of values and priorities for action. In addition to the Directorate priorities a set of cross council priorities has been introduced. One of these cross council priorities is that there is evidence that equality is given due regard in Council policy and decision making. The indicator builds on the commitment made last year to understanding the impact of the budget and the decisions made by the council on equality and diversity issues.
- 12.2.4 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. This cross council priority has a target that every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions. 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.

- 12.2.5 To further support this work to embed equality in the decision making process workshops and briefings have taken place with both officers and members, and these will continue to take place and to be further rolled out. The Equality Position Statement 2011 has also been developed and this provides considerable factual information about outcomes for different equality communities, which can be used to inform the screenings and EIAs, and this is being widely promoted.
- 12.2.6 Where budget considerations are taking place in directorates these do so within the normal decision making process, which gives due regard to equality through use of screening and equality impact assessments. Each directorate currently has access to support from a member of the Equality Team who will be involved in the due regard process.
- 12.2.7 The initial budget proposals contained within this report have, where appropriate, been the subject of the Council's equality impact assessment process. The screening process has been undertaken to understand the significance of any potential impact on equality considerations, which then determines whether a full equality impact assessment is required. The position for individual proposals is indicated in appendix 1.

12.3 Council Policies and City Priorities

- 12.3.1 The initial budget proposals seek to ensure that the policies and priorities of the Council are supported by directing financial resources towards the Council's policies and priorities.

12.4 Resources and Value for Money

- 12.4.1 This is a revenue budget financial report and as such all financial implications are detailed in the main body of the report.

12.5 Legal Implications, Access to Information and Call In

- 12.5.1 This report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the initial budget proposals, once approved by the board will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2012 meeting of this board at which proposals for the 2012/13 budget will be considered prior to submission to full Council on the 22nd February 2012.
- 12.5.2 The initial budget proposals will, if implemented, have significant implications for Council policy and governance and these are explained within the report. The budget is a key element of the Council's Budget and Policy framework, but many of the proposals will also be subject to separate consultation and decision making processes, which will operate within their own defined timetables and managed by individual directorates.
- 12.5.3 In accordance with the Council's Budget and Policy Framework, decisions as to the Council's budget are reserved to Council. As such, the recommendation at 14.1 is not subject to call in, as the budget is a matter that will ultimately be determined by Council, and this report is in compliance with the Council's constitution as to the publication of initial budget proposals two months prior to adoption.

12.6 Risks

12.6.1 A full risk assessment will be undertaken of the Council's financial plans as part of the normal budget process, but it is clear that there are a number of risks that could impact upon these plans put forward in this report; some of the more significant ones are set out below.

- Reductions in government grants are greater than anticipated. Grant figures for the Council for 2013/14 and 2014/15 will not be known until later in the planning period.
- Inflation and pay awards could be greater than anticipated.
- Other sources of income and funding could continue to decline.
- Demand pressures in Adult Social care and Children's services could be greater than anticipated.
- The delivery of savings from the Council's transformation agenda and other saving options could be delayed or less than anticipated.
- Changes in interest rates could impact upon capital financing charges.
- Asset sales could be delayed requiring the Council to borrow more to fund investment.
- Reductions in staffing numbers from early leaver initiatives and natural turnover could be less than anticipated.
- Impact of Government policy changes, including the Government's Local Government Resource Review.
- Failure to understand and respond to the equality impact assessment.

12.6.2 A full risk register of all budget risks in accordance with current practice will be maintained and will be subject to quarterly review. Any significant and new risks are contained in the budget monitoring reports submitted to each meeting of the Executive Board, together with any slippage on savings.

13.0 CONCLUSIONS

13.1 At a time when many of the services provided by the Council face significant demand pressures now and into the future, the government's 2010 Spending Review and resulting grant settlements present a significant financial challenge to the Council. In the current year, the Council has had to find savings of around £90m, and the Council has responded exceptionally well to the challenge and the Council expects to achieve its budget by the end of March 2012. However, the challenge facing the Council is not just a financial one, but is also how we respond to a new policy agenda and new expectations and demands. The Council recognises that it needs to change, and is developing a concept of civic enterprise which will require the Council to transform the way it works and how it works in partnership with the private and third sectors. As such it will alter its relationship with the people of Leeds, but the ultimate aim must be to make Leeds a better place to live for all the people of Leeds.

13.2 The Council's approach to medium term financial strategy is consistent with previous years in that it is designed to provide an overall financial framework to ensure that the Council's key priorities can be supported within the available funding over the planning period, and to inform the delivery of the Council's annual budget. 2012/13 is the second year of the Spending Review, and the Council is again facing the need to generate savings of around £55.4m. The initial budget proposals for 2012/13 set out in this document, subject to the finalisation of the detailed proposals in February 2012, will, if delivered, reduce the Council's spend by the required amount. Just as important, the initial budget proposals, also mark an important milestone in

responding to the new policy agenda, but in a way which coherently recognises a new role for the authority, based around the developing concept of civic enterprise, but one which, in conjunction with partners and other stakeholders, is still firmly focused on countering disadvantage and inequality within the city.

- 13.3 The proposals for 2012/13 do include the use of significant one off sources of funding, and as such it is imperative that a robust budget is agreed and that appropriate actions are taken to ensure that it is delivered. No reliance can be placed on any further use of reserves and should identified savings not be delivered, alternative savings options will be needed. This is all the more important given that in 2013/14 and 2014/15 the Council will face further financial challenges, which will require the Council to further review and transform its services in the light of its new role.

14.0 RECOMMENDATION

- 14.1 The Executive Board is asked to agree this report as the initial budget proposals and for them to be submitted to Scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders.

15.0 BACKGROUND PAPERS

- Local Government Finance settlement – Executive Board report 5.01.2011
- The Council's 2011/12 budget approved by Council on 23.02.11
- Government's Comprehensive Spending Review 2010 published October 2010
- The Spending Challenge 2011/12 detailed results
- Carbon Reduction Commitment Energy Efficiency Scheme – Department of Energy and Climate Change
- Capital Programme update - Executive Board report 2.11.11
- Council Tax Freeze Grant 2012/13– Government announcement 3.10.11
- Reform of Council Housing Finance – Department of Communities and Local Government(DCLG)
- Localising Support for Council Tax in England – DCLG consultation papers published 2.08.11

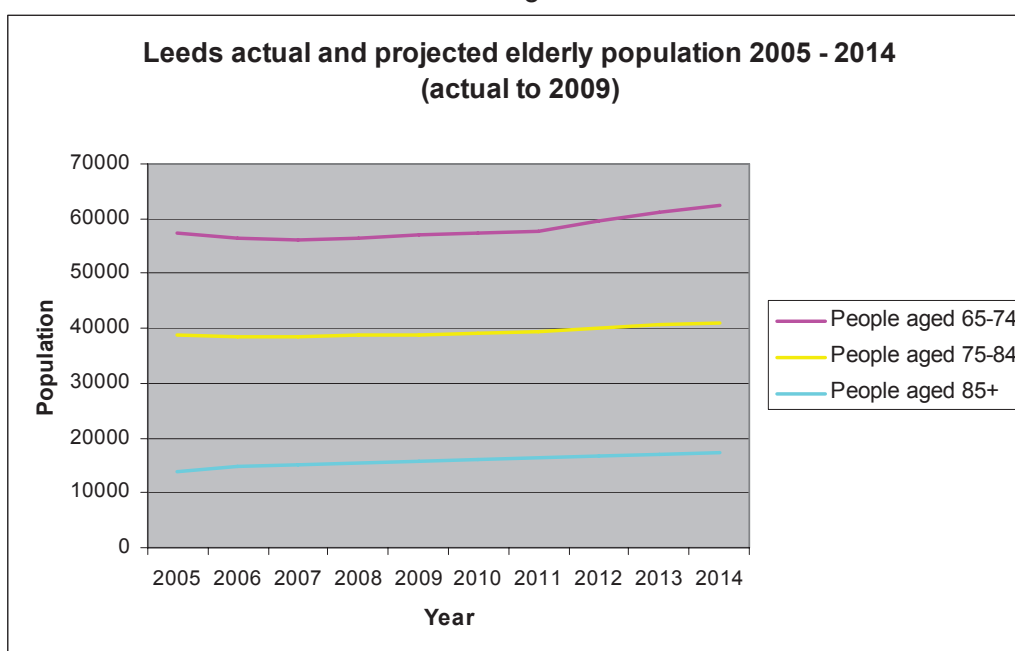
Initial Budget Proposals – 2012/13

Adult Social Care

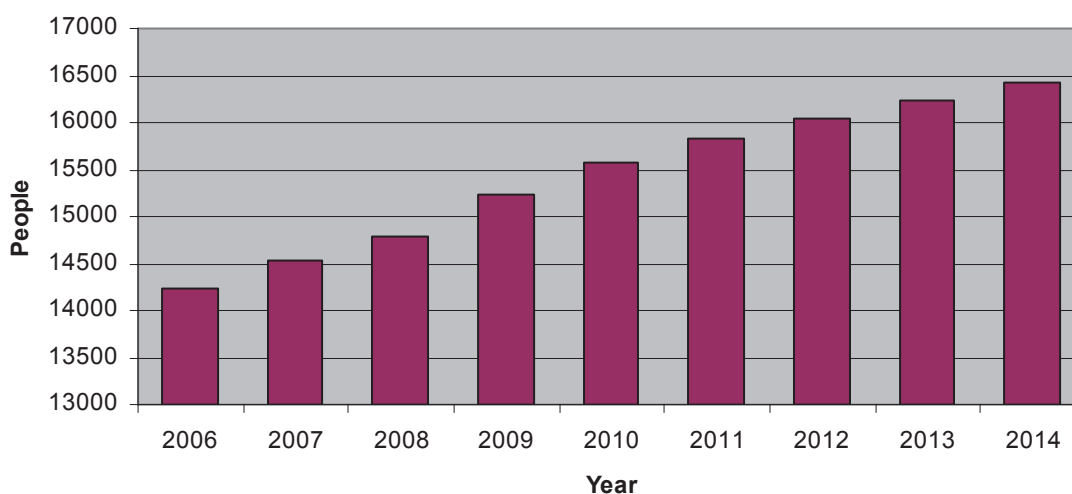
Adult Social Care has a statutory duty to assess people’s needs and, where their needs meet the Council’s Fair Access to Care Services criteria, to ensure that services are available to meet those needs. Demographic factors form a key element of the strategic context for Adult Social Care. People are living longer and with higher levels of need. This has been evident in learning disability services for some time and for older people the average cost of care packages to support people living at home has increased. More people are also being supported to live at home through increased direct payments and personal budgets. The greater use of personal budgets as customers exercise choice and control will, over time, reduce the demand for current service models and require greater flexibility in how services are delivered.

There have been some significant achievements in Adult Social Care over the last year. More people are using personal budgets and the self directed approach to assessing people’s needs is now used for all new assessments. The quality of safeguarding for vulnerable adults has improved over the last three years and is now judged to be ‘performing well’ by the Care Quality Commission. The Health and Wellbeing Board has been established and its aim is to tackle health inequalities and improve the health and wellbeing of Leeds citizens. As part of the Fulfilling Lives project a range of exciting new opportunities have been created for people with learning disabilities in South Leeds through grant-funded projects. The Leeds Reablement Service has been developed to support people to maximise their independence. This includes a new service to support people to regain skills in their own homes and other specialist services such as an outreach service and assistive technology services.

In the 2012/13 budget proposals provision of £9.2m has been made for the ongoing impact of demand levels in 2011/12 and the anticipated growth associated with the ageing population in the city. This includes provision for an increased number of new and enhanced care packages for people with learning disabilities and an increase in personal budgets taken as cash payments. The graphs below illustrate the increased demands being faced.



People in Leeds predicted to have a Learning Disability 2006-2014



The Adult Social Care Directorate's key priorities over the next three years are aimed at making Leeds a place where people can be supported to have better lives than they have now. Over the next three years we intend to achieve this through a powerful mixture of enterprise and integration, where the Council will increasingly integrate with health and other service providers to create an adult social care sector that is diverse, pluralistic, accessible and fit for purpose for all individuals. It will mean that people with social care needs are empowered through their use of personal budgets, are in control, have choice, and are safe. We will ensure that all people know how and where to get services appropriate to their needs or circumstances, when they need them. In thus stimulating the total social care sector in the city, public funding will move towards enabling individuals to pay for the care they want, and away from directly provided services. This means the Council will become a catalyst for 'providing more for less', for the people of Leeds.

Three priorities are key to helping achieve this over the next three years:

Better lives through enterprise

Building on work already undertaken, Adult Social Care will encourage existing and new kinds of enterprise to develop in the Leeds care market. This will include private enterprise, social enterprise, co-operatives, user-led services, staff buyout and a vibrant voluntary and faith sector. All of these will work in local areas and communities to provide older and disabled adults with a choice and variety of services, geared to respond to their specific needs. This approach will release social capital and civic entrepreneurship ensuring that the benefit of public money spent by people in meeting their social care needs is maximised within their local areas and communities. For example, three neighbourhood networks have set up community interest companies to extend the service they offer beyond the current social activities and signposting services. The 2012/13 budget proposals include savings of £0.3m within learning disability services through reducing the number of large centres and providing access to a range of local services from small community bases. The continued downsizing of the Council's home care service and its focus on supporting people to regain their independence as far as possible is leading to greater use of independent sector home care providers in the city. Phase 2 of the older people's residential and day care strategy will include reviewing the day services offer for customers, developing new models in closer collaboration with service users, their relatives and carers and the voluntary sector.

Better lives through housing, care and support

Complementing the first priority, Adult Social Care will work with other Council directorates, private house builders and developers, social housing providers and community, voluntary, faith and enterprise organisations. We will create a mosaic of types of housing (including residential and

extra care), with care and support suited to, and adaptable for people's varying needs. With new housing options will come care and support as necessary, to maintain people living at home independently, safely and with dignity for as long as possible. Each option will be tailored not only to the needs of individuals but to the local areas and communities in which people live. Adult Social Care is working with partners to develop innovative specialist dementia care, extra care housing and retirement apartments in Leeds. Phase 2 of the older people's residential and day care strategy that will deliver further savings of £0.3m in 2012/13 will support this by focusing the Council's provision increasingly on more specialised provision. As the number of Council run homes and day centres reduce, there will be more independent sector residential placements and greater opportunities for community-based provision of day opportunities within the third sector. The 'Keeping House' programme has stimulated community based social care services. The use of smaller, local bases for learning disability day support services is an example of better lives through housing, care and support as well as through enterprise, demonstrating the inter-relationships between these three priorities.

Better lives through integrated services

A range of Adult Social Care and Health services will become more closely integrated so that people's experience of the support they receive in older age, illness or disability will be more positive. People will be treated as whole people and without fragmentation in the ways in which their needs are met. People will be encouraged to take control, having their treatment, care and support combined in a single package, which they will be able to direct. When a person's circumstances change, resulting in increased vulnerability, services will be there to protect them and relieve the anxieties that are associated with older or disabled life. As part of the older people's residential and day care strategy an integrated intermediate and residential care facility is being developed bringing health and social care services together in a single residential home. Adult Social Care is also working towards integrating mental health fieldwork services with health to provide a single package for people's treatment and recovery/reablement.

As well as reshaping services to deliver better lives for people in Leeds, Adult Social Care will continue to focus on delivering efficiencies, building on the substantial savings delivered over the last 5 years. Since the start of 2010/11 the number of home care assistants has reduced by 197 FTEs, a 26% reduction. This is projected to increase to 233 FTEs (31% reduction) by the end of 2012/13, with care packages for people with long term support needs being delivered more cost effectively in the independent sector. Efficiencies in 2012/13 relate to the provision of transport and community meals and anticipated savings through the review of independent sector residential and nursing care fees. The focus on increasing income will remain, with a further review of charges for non-residential services scheduled for 2012/13. This reflects Leeds remaining lower than comparator authorities in terms of income generation. Health funding is also being utilised to support reablement and social care transformation.

Pressures/Savings	2012/13 £m	Full Year Effect £m	EIA required Y/N
Pressures			
a) Demography and Demand			
Provision for the projected population growth for over 75s	1.5	2.1	N
Some reduction in the number of residential and nursing placements, although at a higher cost	2.4		N
Increased personal budgets taken as cash payments and independent sector domiciliary care	1.2	1.0	N
Increased number of new and enhanced learning disability care packages	4.1	2.0	N
Savings			
<u>Better Lives for People in Leeds</u>			
b) Older People's Residential and Day Care Strategy			
Reducing excess day care capacity and developing more specialised provision.	-0.3	-0.3	Y
Increasing the use of more cost effective independent sector residential placements			
c) Home Care and Reablement			
Productivity increases within the long-term generic Community Support Service Reduced ongoing care needs following a period of reablement	-1.5	-1.3	N
d) Learning Disability Day Care			
Reduced number of large centres, with more small bases in communities and access to local services	-0.3		Y

Pressures/Savings	2012/13 £m	Full Year Effect £m	EIA required Y/N
<u>Efficiencies</u>			
e) Review of Transport Review of policy, current practices, further route rationalisation and efficiencies through greater use of the in-house fleet	-0.6		Y
f) Community Meals Efficiencies in meal preparation and delivery	-0.1	-0.1	Y
g) Residential and Nursing Care Fees Overall fee reductions linked with the implementation of quality payments	-1.0		Y
<u>Income</u>			
h) Increased Charges Review charges for non-residential services, including the financial assessment methodology, services not currently charged for and anomalies in the current arrangements. Also includes the full-year effect of the 2011 charging review An increase in meals charges from April 2012 to further reduce the subsidy. The proposed charges will be a 50p increase in a main meal (12%) and 20p on a second snack meal (8%). An inflationary increase of 2% from April 2012 on other customer charges, the main ones being home care, day care, transport, and directly provided residential care and supported living rents.	-0.6	-1.0	Y
i) Health Funding Funding for reablement and health and social care transformation programmes	-2.5	2.5	N
<u>Other</u>			
j) Net effect of other variations	-0.1		N

Initial Budget Proposals 2012/13

Children's Services

There are 180,000 children in Leeds aged under 19 and the Council has a statutory responsibility and a duty to safeguard and promote the welfare of these children and young people. Working in partnership through the Leeds Children's Trust Board, there is a clear and agreed vision for Leeds to be a truly child friendly city, built around a commitment to put the child at the heart of everything we do. This ambition and improvement will be driven through the use of approaches such as outcome based accountability, restorative practice and by extending the voice and influence of children and young people.

Transforming life chances through a strategic city-wide approach

The Children's Trust Board has set out a framework for delivering this vision through the Children and Young People's Plan, (CYPP). The CYPP sets out 5 strategic outcomes, 11 priorities and 16 key indicators which, when combined, will help to deliver the ambitions. In addition, the Children's Trust Board has agreed 3 strategic 'obsessions', areas where we need focused activity to drive rapid change. The 3 strategic 'obsessions' are;

- Reducing the need for children to become looked after
- Improving behaviour, attendance and achievement
- Increasing numbers in young people in employment, education or training

Within a context of increasing demand for services and financial challenges, 2011/12 has been a year of significant progress and improvement across Children's Services. Assessments and other published inspections in 2011 have highlighted a number of key strengths, including;

- Arrangements to ensure children are safeguarded are now secure.
- The large majority of early years and childcare provision is good or better.
- The local authority has been effective in helping to bring about improvement in schools in Ofsted categories of concern.
- Behaviour in secondary schools continues to improve well.
- The very large majority of special schools are good or better.
- The local fostering and adoption agencies are good.
- The large majority of the provision that Leeds commissions in children's homes outside its own settings is good or better.
- The number of young people from low-income families achieving qualifications at the age of 16 and by the age of 19 has improved well.

This was reinforced with the 2011 re-inspection of safeguarding services for children and young people in Leeds. This inspection reflects positively on the improvements made across safeguarding services in Leeds since the last inspection in December 2009. Overall, five of the nine categories that Ofsted assess have been rated as 'good' and four are 'adequate' – there are no longer any categories rated as 'inadequate'. On the key judgements of 'overall effectiveness' Leeds has been rated as 'adequate' and Leeds 'capacity to improve' is now rated as 'good'.

Improved performance management across all areas of Children's Services has been a key contributor to this improvement journey. This will be strengthened still following the implementation of the new directorate structure and underpinned by a rigorous system of performance clinics across the Directorate, chaired by the Director, from January 2012.

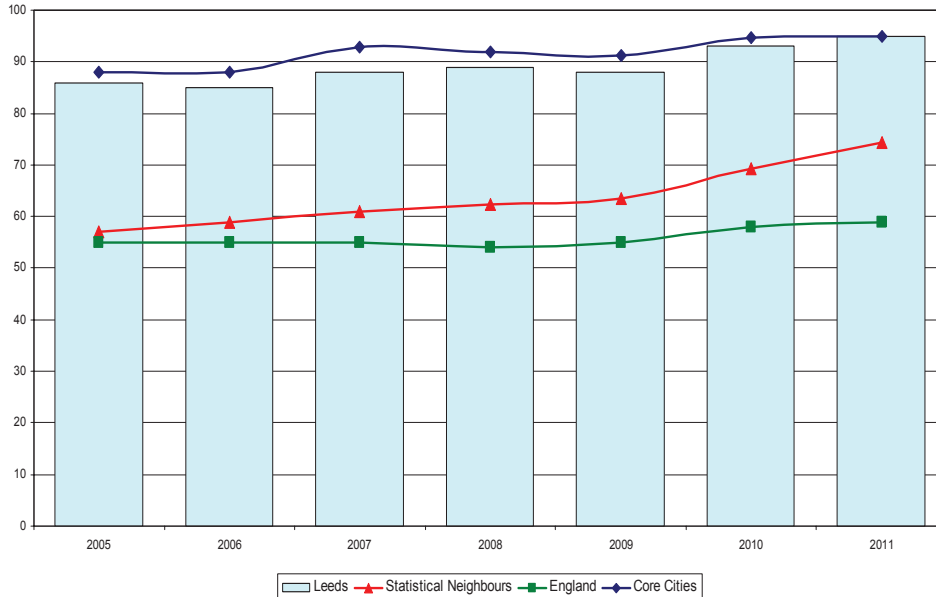
Transforming life chances through an integrated directorate

Whilst there has been significant progress the work to transform children's services across the city continues and there remains a number of areas for further improvement. Due to continuing demand pressures, through continued increases in numbers of referrals for children's social care services, on-going pressures on the child protection system, and the number of children in the care system, there needs to be changes to the nature of some of the services available for children and families in Leeds. These changes need to include investment in preventative and early intervention services across the partnership, underpinned by rigorous performance management, in order to reduce demand for services. The current demand led pressures are not financially sustainable.

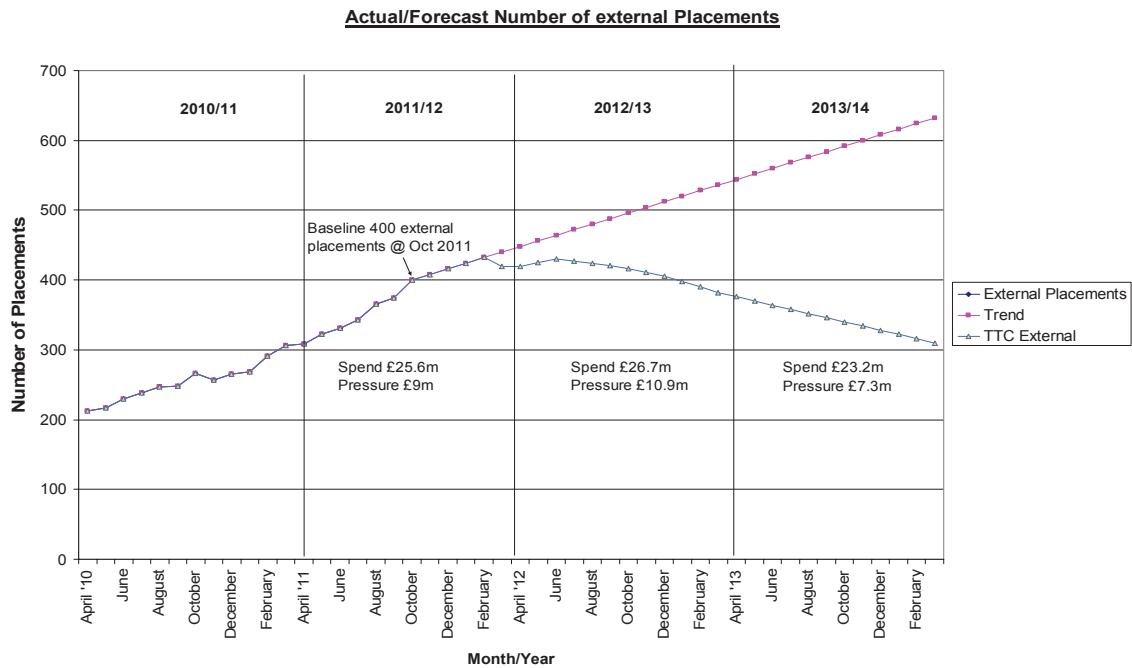
The work to implement the Children's Services integrated directorate is ongoing. This is supported by an ambitious transformation programme which has included a full review and re-organisation of leadership and management capacity, as well as work to integrate front-line service delivery models within localities and the centralisation of back-office support functions. These proposals include the creation of integrated targeted services teams as well as new integrated services for safeguarding, looked after children, children with disabilities and complex care needs. Central to this change agenda is the need to review and re-prioritise resources and services in terms of quality, effectiveness and value for money.

As mentioned above, in 2011/12 demand across the system has continued to rise with increased referrals and requests for service, more children subject to a child protection plan and increasing numbers of looked after children. Consequently, there have been significant financial challenges, particularly around the externally provided residential and fostering placement budgets. The graph below shows the numbers of looked after children in Leeds, compared to other core cities, our statistical neighbours and the all England average. The diagram shows clearly that the total number of looked after children in Leeds remains high and has steadily increased in recent years, although not to the extent of our statistical neighbours.

Looked after children rates per 10,000 population



The demand-led pressures within the placement budgets are forecast to continue into 2012/13 and provision of £10.9m has been included within the initial budget proposals to recognise this. This provision recognises the changing mix of placements between in-house and external provision and the impact of the work around prevention and intervention. The graph below shows the growth in the numbers of externally provided placements over recent years and also the impact of the turning the curve action plan in 2012/13 and 2013/14.



Transforming life chances through investment in early intervention and prevention

As part of the turning the curve action plan around placements for looked after children, the 2012/13 budget continues to prioritise support for investment in preventative and early intervention and to target resources to vulnerable children and families who need support the most. To this end, an additional £2.1m has been provided to expand intensive and specialist family support, increase family group conferencing, expand the multi-systemic therapy teams and to continue to invest in the targeted mental health in schools programme. In addition, following the successful pilot, provision has been made through the early intervention grant to expand childcare across the city for vulnerable 2 year-olds. The budget also recognises the rising cost of free nursery education for 3 and 4 year olds and £1m has been added into the budget which is to be funded via the dedicated schools grant. The budget proposals also recognise the increasing legal costs related to care proceedings and also the legal work around the transfer of schools to become academies.

Transforming life chances through resourcing our key priorities

In terms of budget re-basing, prioritisation and efficiencies, £4.8m has been identified through the budget strategy in order to support the increases in the demand-led budgets and the additional investment in early intervention and prevention. This includes re-prioritising the core early intervention grant, maximising other grant funding, identifying savings across the running cost budgets and also the full-year effect of the 2011/12 contract reductions. In addition, work has been done to review subsidised services and provision has been made around increasing traded income and charges with schools as well the continuing impact of the sustainability review across Children’s Centres.

Pressures/Savings	2012/13 £m	Full Year Effect £m	EIA required Y/N
Pressures			
a) Demand Pressures - provision for the cost of placements for looked after children. The forecast pressure recognises the impact of the placements action plan and the impact of additional investment in preventative and early intervention services.	10.9	7.3	Y
b) Early Intervention and Prevention - provision for additional investment as part of the turning the curve action plan around reducing the cost of placements for looked after children.	2.1	3.3	Y
c) Early Education and Childcare - provision for the increased cost of free nursery education for 3 & 4 year olds and also the expansion of free childcare for vulnerable 2-year olds	1.9	1.9	N

Savings			
a) Procurement savings - forecast savings through improved commissioning and contracting, including regional collaboration.	-1.0	-1.0	Y
b) Transport - invest to save initiative around employing additional independent travel trainers to work across transport provision for looked after children and special education needs	-0.4	-1.0	Y
c) Budget re-basing and prioritisation - review of base budget reflecting trends, reductions in running cost budgets, maximising/re-prioritising grants & contributions, review of contracts & commissioning activity	-4.8	-4.8	Y (part)
d) Income - review of subsidised and traded services	-0.5	-0.5	Y (part)
e) Income - proposal to reduce subsidised childcare provision in children's centres through increasing nursery fees by £2 per day (6.25%) from April 2012 . In addition, it is proposed that music centre fees are increased by 4% from September 2012	-0.3	-0.3	Y
f) Income – as part of the strategic approach around transformation, prevention and early intervention, a projected spend of £2m funded by contributions from health partners.	-2.0	0	N
g) Other - transfer of responsibilities for universal information, advice and guidance for school-age children	-1.0	-1.0	N
h) Staffing - provision has been made for a number of leavers under the early initiative scheme	-0.2	-0.2	N

The Schools Budget

The Schools Budget is funded by the Dedicated Schools Grant (DSG). The final dedicated schools grant will only be known in June 2012, following DfE validation of returns from Schools, Academies, and Private, Voluntary and Independent Nurseries. The actual reduction for recoupment for Academies will be based on the number of Academies either operational or approved as at 31st March 2012. However, it is estimated that the dedicated schools grant received by Leeds will reduce by 7.2% year on year as follows:

	2011/12	2012/13	Yr on Yr Change
Pupil Numbers 3 to 15 including Academies at January 2012	101,341	102,517	1,176
Unit of Funding	£4,945.95	£4,945.95	£0
Gross Dedicated Schools Grant	£501,225,000	£507,046,000	£5,821,000
Recoupment for Academies	-£29,792,760	-£69,445,610	-£39,652,850
Dedicated Schools Grant paid to Leeds	£471,432,240	£437,600,390	-£33,831,850

There are a number of cost pressures on services provided centrally within the Schools Budget:

Central Schools Budget Pressures / Savings 2012/13	£m
Increased cost of placing pupils with SEN in Private and Independent Special Schools	0.48
Recoupment - Increased cost of funding the net cost of pupils with SEN attending maintained schools in another Local Authority	0.13
Cost of supporting schools in meeting costs of early access to pensions	0.5
Purchase of Carbon Reduction Commitment allowances	0.6
Payment of capitalised pay tribunal costs	0.5
Reductions in central functions required for Academy transfers.	-1.0
TOTAL NET PRESSURE	1.31

The Central Expenditure Limit (CEL)

Under DfE regulations year on year changes in the Central Schools Budget are restricted by the Central Expenditure Limit (CEL). The CEL requires that the Central Schools Budget should only increase by the same percentage as delegated budgets unless the Schools Forum approves that they can increase by more. This is a simplistic calculation and makes no allowance for the reduction in budget due to recoupment for Academies. As the DSG received by Leeds is likely to reduce by 7.2% year on year, the approval of the Schools Forum will be required in order to fund the net pressure above.

The Individual School's Budget

Having funded the above pressures from the gross increase in the DSG of £5.82m, there will be £4.51m to fund the Individual School's Budget (ISB) of Leeds Schools including Academies, and Private, Voluntary and Independent Nurseries.

Early Years

The cost of funding the 15hrs of free early education for additional 3 and 4 yr old pupils will be £1.1m, based on maintaining the hourly rate at £3.70 and increasing the total funding allocated to support deprived pupils pro-rata to the increased numbers.

Primary, Secondary and Special Schools

It is anticipated that the funding to be allocated through the Leeds Funding Formula for Schools for pupils aged 3 to 15 will increase by £3.41m.

This increase will not allow for current rates of funding to be maintained across all funding factors within the Leeds Schools Funding Formula. A decision will have to be taken as to which factors should be reduced in order to balance to the available resource and the various options will be taken to the Schools Forum.

Post 16

Post 16 funding is allocated to sixth forms by the YPLA. There is no information available on funding rates for 2012/13, although it is likely that funding per sixth form pupil will reduce as the YPLA seeks to equalise funding rates between sixth forms and FE Colleges and Sixth Form Colleges.

Pupil Premium

Whilst funding per pupil through the ISB will decrease, overall funding per pupil for schools will increase due to the increase in the Pupil Premium Grant. In 2011/12 the Pupil Premium for Leeds Schools including Academies is £9.074m. In 2012/13 the national funding for the Pupil Premium will double. The distribution mechanism has not yet been decided but it is estimated that the funding for Leeds Schools will increase by £9m. Including the funding provided by the Pupil Premium funding per pupil in Reception to Year 11 is estimated to increase by 1.7%.

Although the average increase in funding for the statutory age range is estimated as 1.7% per pupil, this will be targeted towards the most deprived schools through the Pupil Premium. For many schools the overall position will be a reduction in funding per pupil. Whilst pupil numbers are increasing in Early Years providers and Primary Schools, Secondary School numbers are estimated to decrease by 600.

Balance of the Dedicated Schools Grant

Any unspent balance of the dedicated schools grant from one year must be carried forward and applied to the Schools Budget in a future year. The draft Schools Budget assumes that a balance of £1.91m will be carried forward from 2011/12, that £1.16m will be required to support the Schools Budget in 2012/13 leaving an unallocated balance of £0.75m.

Initial Budget Proposals – 2012/13

City Development

The City Development Directorate has a lead responsibility in the Council for the economic, physical and cultural development of Leeds. Over the next 3 to 4 years the Directorate's focus will be maintaining Leeds' ongoing development as a regional, economic and cultural capital and facilitating its economic recovery.

The 2012/13 budget proposals will show the full year effects of decisions taken in 2011/12, which saw a budget reduction of £13m from the previous year. The directorate's budget strategy in 2012/13 will continue to provide for a reduction in staff numbers following reductions made over the previous 3 years, originally in relation to the economic recession and rationalisation of facilities. Several major staffing restructures have taken place and the budget proposals for 2012/13 include provision for further staffing reductions arising from the Early Leaver Initiative and from further structure reviews. It is anticipated that over the next three years staff numbers will fall further with a reduction of approximately 70 FTEs in 2012/13 as additional staff leave through the Corporate ELI scheme and a further review of service provision and structures are undertaken.

The continued provision of in-house services has been reviewed and earlier in 2011 Executive Board gave approval to two options being explored for the future of the in house Architectural Design Service. The recommended option is the transfer of staff to a Joint Venture Company. This review will be concluded shortly. As part of an ongoing review of service provision consideration will be given as to whether this delivery model can be extended to other service areas.

The directorate is leading on some key projects for the City that will help ensure Leeds' ongoing economic development including the Leeds Arena, the Eastgate and Harewood Quarter, Leeds Flood Alleviation Scheme, New Generation Transport (subject to funding announcement December 2011), City Park, a strategy for Kirkgate Market, Holt Park Wellbeing Centre in collaboration with Adult Social Care, A65 Quality Bus Initiative, Inner Ring Road Structures, relocation and upgrade of the Urban Traffic Management Control System, Aire Valley Eco –Settlement and Enterprise Zone, and the Leeds Casino Project. The Directorate has also led on and successfully completed on a number of key projects for the City including City Varieties Refurbishment, Inner Ring Road Stage 7 and contributed to the on site development of the Trinity Shopping Centre.

The 2012/13 budget will include a continuation of ongoing areas of work including Neighbourhood planning, Community Infrastructure Levy, closer working with Environment and Neighbourhoods on Street Scene and Parks and Countryside services, collaboration with other Yorkshire and Humberside Councils, developing options for the future sustainability of Kirkgate Market, further potential for income generation including a review of Leisure income and the move of the Tourism and Inward Investment teams to Marketing Leeds.

All services have reviewed their base budgets and as part of this process some ongoing savings have been identified, some of these have been realised by the establishment of the central ordering hub. A number of contract savings have been achieved in Highways and Transportation and these are also reflected in the budget proposals. In addition, the budget proposals include other specific savings proposals which are itemised in the attached appendix.

It is proposed that support to major arts organisations is reduced by £0.25m in line with the recommendations of the July 2011 Executive Board report into a future strategy for support to arts organisations.

Whilst in the medium term it is anticipated that there will be some provision for economic recovery, in particular the realistic reinstatement of planning and building fees, in the short term the level of

income from fees and charges have been realistically assessed taking into account the challenging economic conditions. In 2012/13 it is proposed that a number of income budgets should be reduced, reflecting trends in 2011/12 which are expected to partly continue into 2012/13. These include a reduction to the planning and building fee income target, a reduction to markets income and a reduction in income from the Sovereign Street car park. The budget proposals include some provision for increases to fees and charges but only where it is considered that the market can bear an increase; in these cases increases have been kept to between 1% and 3% although it is proposed for a higher increase for cemetery charges. In some cases market conditions are such that no increases are currently proposed and these include planning and building fees and Sport bodyline charges. It is also proposed in 2012/13 to carry out a review of Leisure income and the use of card membership schemes across the Leisure portfolio.

The planned disposal of investment sites will have an impact on income where these are currently income generating. The Medium Term plan needs to allow for the loss of income from such disposals. A priority in the directorate is to develop a sustainable future for Kirkgate Market. The implementation of a future strategy for Kirkgate Market may well have a revenue impact which will need to be factored into the Medium Term Plan.

It is anticipated that a number of key pieces of work will be progressed in 2012/13. These include a review of card membership schemes across the Leisure portfolio, the introduction of a high profile annual cultural and sporting programme, encouraging greater participation for citizens in their local environment including participation in gardening, delivering a Leeds response to housing growth, continuing to encourage economic growth to support jobs and skills and working towards the establishment of a West Yorkshire Transport Fund.

Leeds will be included in celebrations for the 2012 Olympic Games and the 2012/13 budget will facilitate the establishment of training camps in the City for visiting teams and for the Olympic torch relay when it visits the City.

Pressures/Savings	2012/13 £m	Full Year Effects £m	EIA required Y/N
Recognised Pressures			
Income Pressures			
Reflecting current and expected trends:			
a) Planning and building fees Income from planning and building fees is currently projected to be below budget in 2011/12 and the position in 2012/13 is not expected to improve significantly.	0.5		N
b) Markets income Income from Kirkgate Market is currently projected to be below budget in 2011/12 and it is proposed to reduce the income target in 2012/13 to reflect this position as occupancy levels are not expected to improve significantly in the short term.	0.3		N
c) Architectural Design Services overheads Subject to a final decision being made, it is anticipated that the majority of the Architectural Design Services unit will transfer to a Joint Venture Company between the Council and Norfolk Property Services in early 2012 which will impact on the recovery of overheads.	0.3		N
d) Sovereign Street car park Reflects a reduction in income being generated.	0.2		N
e) PFI scheme work Officers in Planning and Sustainable Development and Economic Development have been providing support to various PFI schemes for which income was received. This income source has reduced over the last year.	0.2		N
Other Budget Pressures			
a) Olympics Additional budget provision is required to facilitate the establishment of training camps in the City for visiting teams and for the Olympic torch relay when it visits the City. In 2013/14, consideration will need to be given to any costs associated with Leeds being selected as a Rugby League World Cup host city.	0.18		N
b) Joint service centres costs This reflects the additional cost to the Library service of operating libraries at the Chapeltown and Harehills Joint Service Centres.	0.15		N
c) City Museum NNDR increase	0.13		N
d) Flood risk management This reflects additional responsibilities allocated to Local Lead Flood Authorities under the Flood and Water Management Act 2010, including maintaining a drainage asset register, investigating flood incidents, preparing and implementing a Local Flood Risk Strategy.	0.13		N

Savings				
a) Employees Includes savings on staffing anticipated from approved ELIs, restructures, switching of staff and a review of leisure facility opening hours and service provision.	-2.00		Y	
b) Grass cutting contract savings Reflects the reduced contract price of the grass cutting contract in Highways and Transportation.	-0.23		Y	
c) Reduction to Arts Grants As part of the review of the grants process a reduction to support to the Major Arts Organisations is proposed although the review also includes the art@leeds funding stream developed on a more sustainable basis and the Leeds Inspired funding stream has been introduced which will engage local people in participatory activity.	-0.25		Y	
d) Rebasing - reflecting current trends, This reflects savings being made in 2011/12 and now projected to be achieved in 2013/14 mainly from reductions to supplies and services and savings from the establishment of the centralised ordering hub.	-0.50		N	
e) Other savings proposals: Running costs - savings on rents in Corporate Property Management from properties recently vacated by the Council.	-0.16		N	
Running costs - in Planning and Sustainable Development mainly on the Local Development Framework and contaminated land expenditure.	-0.06		N	
Running costs - in Highways and Transportation including spend on water features, Urban Traffic Management Control contract savings, flood risk management contract savings and reduced spend and reduction in highways works spend and contract savings.	-0.33		Y	
Running costs - in Economic Development including reduced city centre spend and economic policy spend.	-0.05		Y	
f) Fees and Charges The potential for increases in fees and charges have been assessed and in general increases of between 1% and 3% across the directorate's income base are proposed.	-1.02		Y	
Fee increases in Highways. This covers income not included in the above and reflects proposed increases to cover the anticipated increase in salary costs in 2012/13.	-0.17		N	
Parks and Countryside – Cemetery and Crematoria prices were increased in November 2011 and it is proposed to review prices in 2012/13. The review will include a comparison with other Core City prices although it is envisaged that prices will be raised in line with inflation.	-0.2		Y	
Highways Bikeability grant funding. The increase in this grant in 2012/13 will fund some existing costs.	-0.04		N	
Increased developer commuted sums to support Highways expenditure.	-0.1		N	

Initial Budget Proposals – 2012/13

Environment and Neighbourhoods Services

The aims of the Directorate are to ensure that the city is safe and clean, that it helps people meet their housing needs and assists people to find work. These priorities sit in a longer term context of promoting a sustainable approach to the environment and regenerating the most disadvantaged areas of the city.

Given this context and against a background of significant reductions in resources, the Directorate's budget submission will seek to protect services and initiatives which advance these priorities. The Directorate will also seek to consolidate the major efficiencies that were incorporated into the 2011/12 budget.

Getting young people in to work is of paramount importance. In 2012/13 the Apprenticeship Training Association (ATA) will be developed in conjunction with the City College to widen the opportunities for employers to engage young people in apprenticeships. Job outcomes will be maximised by collaborative working between local and national players through a Retail Academy. The Council will also maximise job opportunities arising from current and planned developments. Better use of resources in respect of construction commissioning will deliver improved outcomes through better links to employers.

In pursuit of a more sustainable city, the Council will continue to improve its recycling rates. Following consultation it is proposed to pilot fortnightly recycling collections with fortnightly black bin collections in a part of the city. We will complete the roll out of garden waste collections to all suitable properties and expand the food waste collection service. In the longer term it remains the intention to roll out kerbside food collections across the city. Next year we will undertake a technical assessment of the potential to generate biomethane from an anaerobic digestion plant for the purposes of creating heat and power as well as to provide a sustainable transport fuel.

We will continue to focus on addressing fuel poverty, seeking to install home insulation in 6500 homes.

Within the context of seeking to improve the quality of the environment against a backdrop of a reduction in resources, there will be closer working and collaboration between Parks and Countryside and Environmental Action Teams, which will include sharing depots, collaborating to tackle seasonal issues and coordinating environmental enforcement efforts.

The Council will continue its commitment to community safety, maintaining its support to PCSOs, tackling anti social behaviour and delivering projects to combat burglary. Proposals to consolidate CCTV and security activity across the Council within Community Safety are being progressed. This is the first step towards establishing the service as a fully fledged trading arm offering this service to both internal and external customers to maximise income earning opportunities.

The Directorate is clear that support to the third sector remains key to protecting and improving services. A review of the Community Centres portfolio will identify opportunities for local community organisations to make better use of the range of community facilities that exist which could involve realising LCC assets.

The Directorate continues to work closely with Adult Social Care in respect of priorities around housing for older people and in particular around schemes which assist people to continue to live in their own homes for longer. We will collaborate more closely with Adult Social Care and Housing Associations to improve Adaptations. We will continue to modernise the provision of supporting

people services, shifting further towards the delivery of personalised support and away from institutional settings.

With the reduction of development activity and government support, regeneration work has reduced. Next year, however, we plan to begin on site in Little London and Beeston Hill and seek to maximise affordable housing opportunities in conjunction with housing associations and private developers.

Developments relating to services funded through the HRA are dealt with separately.

Pressures/Savings	2012/13 £m	Full Year Effect £m	EIA required Y/N
Pressures			
a) Full year Effect of the roll out of kerbside Garden Collection	0.1		N
b) Additional costs within Environmental Services associated with the requirement to cover time off in lieu with a combination of overtime and agency. Under Green Book (National Conditions) all staff are entitled to time off in lieu after a bank holiday.	0.4		N
c) Additional budgetary provision is required in respect of the vehicle repairs budget in Refuse Collection. Currently there is insufficient budgetary provision to deal with cost pressures associated with landfill damage to vehicles and an ageing fleet.	0.2		N
d) The Government has announced that Landfill Tax will increase by a further £8 per tonne. This increases the costs to £64 for every tonne of waste that is land filled.	1.0		N
e) Planned disposals of the car parks at Quarry Hill and around Kirkgate Market for development purposes will reduce the amount of car parking fee income that is receivable.	0.8		N
Savings			
a) It is proposed to implement a pilot in respect of the kerbside collection of SORT (green) bins. In the pilot area(s) green bins will be collected every two weeks rather than the monthly collection as at present.	-0.2	-1.5	Y
b) Supporting People: - The Full Year Effect of funding the Sheltered Wardens service through housing benefits rather than using Supporting people grant.	-2.3		N
- Payments will be reduced through a combination of agreed provider efficiencies, sector reviews and extending housing benefits funding to other housing management related functions.	-1.4		Y
c) In overall terms support to external providers will remain at 2011/12 levels with a variation in payments to Nari Ekta Renew , Hooner Kelah, Groundwork, the infrastructure fund and advice agencies.	0		Y
d) Charges to the Housing Revenue Account (HRA) will increase to reflect more appropriately the apportionment of the cost of the Leeds Housing Options, which provides a housing advice service to people who are homeless, threatened with homelessness or in some form of housing need. In addition a review of the geographical location and usage of Community Centres requires an appropriate recharge to the HRA.	-0.7		N

Pressures/Savings	2012/13 £m	Full Year Effect £m	EIA required Y/N
e) As the PFI procurement of the preferred waste solution progresses it is anticipated that procurement costs will reduce. In addition the retendering of the Grounds Maintenance contract will realise savings with regard to Right to Buy properties on housing estates.	-0.5		N
f) Based on best practice, which is consistent with DCLG guidance, Housing Associations are required to jointly fund adaptations works to their tenants properties. Currently not all Associations do this and this additional income reflects the enforcement of this requirement.	-0.4		N
g) Closer working and collaboration between Parks and Countryside and Environmental Action Teams, CCTV and Security will develop new ways of working and deliver efficiencies.	-0.3		Y
h) Recommissioning of Construction Skills provision, occasioned by a redirection of the Government's skills strategy, facilitates a reduction in resources yet will deliver improved outcomes through better links to employers, an increase in apprenticeships and further training provision.	-0.5		Y
i) Increased income in respect of fees and charges largely reflects the full year effect of the 2011/12 prices increase on car parking fees, increased charges for animal welfare licences, graffiti removal and charges to partners for CCTV. Price increases for Electricity generation from the closed landfill site at Gamblethorpe have also been factored in.	-0.1		N

Initial Budget Proposals – 2012/13

Central and Corporate

Central and Corporate comprises a very diverse set of functions ranging from the Support Services and various Trading Services operating as self funding business units, to customer facing services such as Customer Services and Revenues and Benefits.

Support Services have undergone a significant amount of review and change over recent years and have delivered substantial savings for the Council, including £5m in 2011/12. Significant changes in the way the services are provided, coupled with technological improvements, have been brought about and developments are planned in the medium term that will generate additional savings.

ICT infrastructure and application provisioning will progressively become more accessible over the internet on a rental basis. This is referred to as 'Cloud Computing'. The move towards cloud computing should gradually lower the ICT 'footprint' (staffing, infrastructure etc.). The delivery of 'cloud' infrastructure and applications should typically be delivered on the basis of achieving at least 30% less cost of the equivalent 'on premise' solutions. The ICT Strategy will move towards adoption of these technologies where it is appropriate and the risk and benefit is judged to be favourable; for example the recent acquisition of the Performance and Learning Management system. The large scale migration of the infrastructure and applications will realistically be over a 5 year plus timeframe.

In Yorkshire and Humberside a formal collaborative partnership with 8 Local Authorities and 4 police forces has been created to enable better joined up public service working and drive savings across the region – an estimated £10M+ over 5 years. The 'Public Service Network' (PSN) is the first such collaborative project the partners have entered into and it will provide the base infrastructure to help remove the physical and technical barriers to sharing data, knowledge, property, staff and finance. This in turn will help enable the delivery of new organisational models that will look to work across traditional boundaries and deliver more efficient joined up services around the needs of citizens and their localities. It will present opportunities to deliver inter-organisational working, shared ICT infrastructure, shared applications and shared skills and services.

Commercial Services runs a range of directly provided welfare services (catering, special needs transport for clients in ASC and Children's Services). These represent non-core activity for clients. 65% of the £40m turnover is in the open market.

The Council currently operates two vehicle depots; Fleet Services on Torre Road and Grounds Maintenance at Red Hall. Merger of the two operations could deliver significant savings to the Council in terms of accommodation, management and running costs.

The Council's **Business Improvement programme** is already contributing to the re-shaping the Council. In particular, the following areas will help to deliver a fundamentally different organisation by 2014/15:

- Significant investment is being made in technology to underpin the broader transformation of the Council.
- The Changing the Workplace Programme is not just about making savings from reducing our property portfolio but is instead about fundamentally improving the way colleagues in the organisation are enabled to work which will have a profound effect on service delivery through improving productivity and well-being and ensuring LCC becomes an employer of choice.
- The Customer Access programme includes fundamentally re-designing services around customers, driving out efficiencies through moving service delivery to cheaper channels (such as on-line) where appropriate and re-appraising the service delivery model how we meet customer need across the authority.
- The Business Support programme will continue to drive significant efficiencies out of key business processes including administration and marketing and communications, plus develop more streamlined approaches to common business processes including performance management, programme and project management, research and intelligence, data entry and management and information and content management.

Pressure/Savings	2012/13	Full year effect	EIA required ?
	£m	£m	Y/N
Recognised Pressures			
a) Elections – adjustment to base budget to reflect underlying cost pressures.	0.3		N
Savings			
a) Employee costs:			
Support Services Throughout 2011/12 the Directorate has adopted a strict approach of only filling essential vacancies. This combined with 23 early leavers already approved from the recent initiative means a further significant reduction in the workforce. Within the context of these reductions, in order to maintain and enhance the professional support services, there has been a continuous process of changes to working practices, for example through better use of technology and also ceasing non-essential processes, including many internal recharges.	-1.5		Y
Revenues and Benefits The service has undergone a restructure during 2011 which has delivered the savings built into the 2011/12 budget and also further savings of £0.6m now reflected in the 2012/13 budget proposal. The key aspiration of the service is to maintain and enhance the reputation for cost effective service delivery with a strong emphasis on customer focus and performance. Key to this vision is the provision of web-based solutions to substantially increase the ability for customers to engage and transact with the Service through online means.	-0.6		Y

	Commercial Services Savings from the early leavers scheme possible without reducing the level of service to clients	-0.3		Y
	Customer Access and Performance Anticipated full year effect of the JNC restructure implemented in October 2011.	-0.2		Y
	Capitalisation of staff time – mainly the teams within Financial Management that work on the capital programme	-0.4		N
b)	Procurement Cessation of Novell and Ordnance survey contracts within ICT	-0.4		N
c)	Income Additional income opportunities have been identified across the Directorate, including work for Academy Schools, additional external income for HR, Registrars and Licensing plus and an assumption of additional turnover in Commercial Services (cleaning and property maintenance)	-1.0		N

Strategic

Pressures/Savings	2012/13 £m
<p>West Yorkshire Grants Proposals assume that the grant element of the Joint Services budget will cease although this is to be transferred to the Leeds inspired Initiative within City Development</p>	<p>-0.3 0.3</p>
<p>Debt The increase reflects the borrowing cost of the capital programme, assuming a continuation of the present low short term interest rates</p>	<p>4.0</p>
<p>Carbon Reduction Commitment Reflects the cost of buying carbon allowances under the Government's new mandatory scheme</p>	<p>0.7</p>
<p>Other efficiencies - mainly 2.5% saving on Joint Services and WYITA</p>	<p>-1.5</p>

Appendix 2

Capital Programme Funding by Category - 2012/13 to 2014/15

Title	Total £000	2012-13 £000	2013-14 £000	2014-15 £000
<u>Improving our assets</u>				
GREAT GEORGE STREET - PROPERTY COSTS	231.2	231.2	0.0	0.0
HOMEWORKER FURNITURE	33.0	33.0	0.0	0.0
WOODKIRK HIGH SCHOOL SPORTS PITCH	1,150.0	1,000.0	150.0	0.0
BOSTON SPA HS INDOOR TENNIS CENTRE	29.0	29.0	0.0	0.0
AIDED SCHOOLS MINOR WORKS PROG	103.9	103.9	0.0	0.0
ASBESTOS REGISTER - SURVEY WORKS	4.2	4.2	0.0	0.0
TEMPORARY ACCOMMODATION	11.0	11.0	0.0	0.0
SCHOOLS DEVOLVED CAPITAL WORKS	3,978.6	3,978.6	0.0	0.0
GENERAL REFURBISHMENT 2011/12	993.8	993.8	0.0	0.0
FIRE SAFETY - ALARMS 2011/12	4.4	4.4	0.0	0.0
FIRE COMPARTMENTATION WORKS 2011/12	9.0	9.0	0.0	0.0
SCHOOLS GENERAL REFURBISHMENT	3,761.8	2,086.8	1,675.0	0.0
SCHOOLS CAPITAL MAINTENANCE 2011/12 TO 2013/14	26,537.6	16,037.6	10,500.0	0.0
SCHOOLS ACCESS PROGRAMME 2007/8 TO 2010/11	1,527.6	790.5	386.1	351.0
SCHOOLS MODERNISATION PROGRAMME	2,000.0	2,000.0	0.0	0.0
LOWER WORTLEY COMMUNITY CENTRE	14.1	14.1	0.0	0.0
KIRKSTALL DEPOT ACCESS OFF VIADUCT RD	14.1	14.1	0.0	0.0
W.Y.J.S ARCHIVE STORAGE BUILDING	18.3	18.3	0.0	0.0
WEST YORKSHIRE ARCHIVES EXTENSION	245.0	245.0	0.0	0.0
NON ILLUMINATED SIGNS	17.0	17.0	0.0	0.0
LOW BRIDGE SIGNING WORK - TR. SOUTH AREA	3.0	3.0	0.0	0.0
FARNLEY WOOD BECK - BALANCING LAKE FS	82.5	82.5	0.0	0.0
WHITEHALL ROAD - RIVERSIDE DEVELOPMENT	258.6	101.0	157.6	0.0
WELLINGTON STREET, LEEDS, ROYAL MAIL DEV	346.8	186.8	160.0	0.0
METHLEY LANE CLUMPCLIFFE FARM A639 DEV	27.0	27.0	0.0	0.0
NORTH ST AND SKINNER LN DEVELOPMENT	31.7	28.3	3.4	0.0
HENCONNER LN/GREEN LN DEV S278	20.0	20.0	0.0	0.0
WHITEHALL RD DUNLOP&RANKIN WOOD LN S278	13.8	13.8	0.0	0.0
HIGH ROYDS S278 JUNCTION G	402.0	275.0	127.0	0.0
POLLARD LANE BRAMLEY S278	32.0	32.0	0.0	0.0
CROWN POINT RD PLOWRIGHT PRINTERS S278	17.3	17.3	0.0	0.0
TOWN STREET STANNINGLEY PEL XING S278	8.0	8.0	0.0	0.0
CONCEPT HSE STEPS WESTFIELD RD B VUE RD	9.7	9.7	0.0	0.0
KIRKSTALL FORGE KIRKSTALL RD S278 WEST J	1,935.2	880.0	850.0	205.2
BACK LANE DRIGHLINGTON S278	20.0	20.0	0.0	0.0
THE GROVE OFF NORTH LN ROUNDHAY S278	19.4	19.4	0.0	0.0
VICTORIA EMBANKMENT ATKINSON ST	4.0	4.0	0.0	0.0
EASEL PHASE 1 SITES 5 & 7 S278 WORKS	653.0	590.0	63.0	0.0
KIRKSTALL FORGE KIRKSTALL RD S278 EAST J	1.0	1.0	0.0	0.0
CEMETERY ROAD PUDSEY S278 RESIDENT. DEVE	24.5	24.5	0.0	0.0
REGINALD TER REGINALD ST CHAPELTOWN S278	66.9	66.9	0.0	0.0
HARROGATE RD MOORTOWN M&S STORE S278	93.0	93.0	0.0	0.0
GREEN ROAD MEANWOOD WAITROSE S278	12.0	12.0	0.0	0.0
COMMERCIAL ST BUTCHER LANE ROTHWELL S278	40.9	40.9	0.0	0.0
ST BERNARDS MILL GELDERD RD GILDERS S278	43.0	43.0	0.0	0.0
WOODSIDE QUARRY DEVT - SECT 278	2,365.0	2,200.0	165.0	0.0
GELDERD RD BRACKEN PARK GILDERSOME S278	60.2	60.2	0.0	0.0
HAREHILLS LN / KIMBERLEY RD - NETTO S278	18.4	18.4	0.0	0.0
CROWN POINT RETAIL PARK - ACCESS - S.278	44.0	44.0	0.0	0.0
S278 WATERLOO MANOR HOSPITAL EXTENSION	27.7	27.7	0.0	0.0
TRINITY WEST BUS STOP RELOCATIONS	60.1	60.1	0.0	0.0
HOLT PARK WELL BEING CENTRE - S.278	12.0	12.0	0.0	0.0
ALDI BRADFORD ROAD GUISELEY	5.0	5.0	0.0	0.0
SKELTON FOOTBRIDGE	585.8	203.4	382.4	0.0

SHARPE LANE MIDDLETON DEV S106	4.0	4.0	0.0	0.0
MIDDLETON LN SOUTH SITE TOWCESTER AVE106	150.7	137.0	13.7	0.0
SHARP LANE MIDDLETON AREA TRAF MAN S106	16.6	16.6	0.0	0.0
BRADFORD RD A650 THORPE LN WIDENING S106	261.0	250.0	11.0	0.0
VALLEY ROAD MORLEY CULVERT IMPROVEMENT	2.3	2.3	0.0	0.0
NEVILLE ST & SOVEREIGN ST S.106 PED FAC	120.8	110.2	10.6	0.0
RING RD MIDDLETON PELICAN SHOPPING CENTR	2.4	2.4	0.0	0.0
FLEET LANE - METHLEY - TRAFFIC REG ORDER	15.0	15.0	0.0	0.0
BELLE ISLE ROAD / TOWN ST - PED CROSSING	15.0	15.0	0.0	0.0
SCHOOL TRAVEL LOW COST MINOR WORKS, CAP	4.2	4.2	0.0	0.0
A653 DEWSBURY RD-QBI TOMMY WASS JUNCTION	63.0	63.0	0.0	0.0
BUS STOP ACCESS IMPS - TARGETED STOPS	55.9	0.0	55.9	0.0
MEANWOOD RD BUS PRIORITY MEASURES	17.1	0.0	0.0	17.1
BRAMLEY EAST 20MPH ZONES & BROAD LN LFC	14.0	14.0	0.0	0.0
LAND COMPENSATION CLAIMS SOUTH LEEDS STA	51.7	0.0	51.7	0.0
LEEDS CORE CYCLE NETWORK	46.4	0.0	46.4	0.0
BEESTON CARDINALS 20 MPH ZONE	10.0	10.0	0.0	0.0
HAREHILLS ST WILFREDS 20 MPH ZONE	5.0	5.0	0.0	0.0
HORSFORTH ROUNDABOUT SIGNALISATION	1,109.1	589.1	520.0	0.0
CROSSING ELLAND RD NR OLD RD CHURWELL	3.5	3.5	0.0	0.0
CROSSING A642 ABERFORD RD,WOODLESFORD	3.4	3.4	0.0	0.0
A653 DEWSBURY RD J/W LINDEN RD -CROSSING	52.9	52.9	0.0	0.0
LEEDS CYCLE NETWORK ROUTES	111.0	99.0	12.0	0.0
HAREHILLS LANE - LTP TRAFFIC WORKS	70.0	65.0	5.0	0.0
WEST CHEVIN RD JUNCTION IMP 30MPH 40MPH	3.9	3.9	0.0	0.0
LEEDS RD GUISELEY - PED FACILITIES	7.0	7.0	0.0	0.0
DEWSBURY RD - REIN RD TINGLEY - PED FAC	93.0	93.0	0.0	0.0
A650 BRITANNIA RD MORLEY - PELICAN XING	3.7	3.7	0.0	0.0
20 MPH SPEED LIMIT REVIEW AND PROPOSALS	10.0	10.0	0.0	0.0
BRITANNIA ROAD, MORLEY - TRAFFIC MGT	32.0	32.0	0.0	0.0
ROUNDHAY RD BAYSWATER RD TO HAREHILLS LN	391.0	373.0	18.0	0.0
COOKRIDGE STREET CYCLE ROUTE CITY C PH3	65.0	57.0	8.0	0.0
A647 QBC CANAL ST BUS PRIORITY	41.9	41.9	0.0	0.0
A61 LEEDS ROAD LOFTHOUSE	4.5	4.5	0.0	0.0
A64 YORK ROAD - PEDESTRIAN SAFETY	2.0	2.0	0.0	0.0
TOWN & DISTRICT CTR PARKING SCHEMES	80.0	40.0	40.0	0.0
ARMLEY GYRATORY IMPROVEMENT SCHEME	70.0	20.0	50.0	0.0
SCOTT HALL ROAD GUIDEWAY IMPS	5.0	5.0	0.0	0.0
YORK ROAD GUIDEWAY IMPROVEMENTS	5.0	5.0	0.0	0.0
CHURWELL HILL / RING RD JCT BUS PRIORITY	9.0	9.0	0.0	0.0
ELLAND ROAD BUS PARK & RIDE	530.0	500.0	30.0	0.0
DISABLED ACCESS IMPROVEMENTS	35.0	35.0	0.0	0.0
PUBLIC RIGHTS OF WAY NETWORK	50.0	25.0	25.0	0.0
UTC INVESTMENT	90.0	45.0	45.0	0.0
TRAFFIC MONITORING DEVICES	58.0	41.0	17.0	0.0
ROAD SAFETY CAMERAS ENFORCEMENT	141.0	57.0	84.0	0.0
STANNINGLEY BYPASS – Road Safety Scheme (RSS)	200.0	100.0	100.0	0.0
PONTEFRACT RD STOURTON - RSS STAGE 1	5.0	5.0	0.0	0.0
YORK RD / HAREHILLS LN / OSM LN - RSS	1.0	1.0	0.0	0.0
BRADFORD RD / GALLOWAY LN - RSS	4.5	4.5	0.0	0.0
HEADINGLEY & KIRKSTALL ROAD - RSS	198.0	77.0	121.0	0.0
TARGETED ROAD SAFETY AT BENDS	2.0	2.0	0.0	0.0
RING RD FARSLEY / CALV LN - RSS	4.0	4.0	0.0	0.0
SHEEPSCAR INTERCHANGE - RSS	3.0	3.0	0.0	0.0
DEWSBURY RD / GARNET / PARKSIDE - RSS	5.0	5.0	0.0	0.0
WELLINGTON ST / LISBON ST / CASTLE - RSS	2.0	2.0	0.0	0.0
OTLEY RD / GOLDEN ACRE PARK - RSS	2.0	2.0	0.0	0.0
ROBIN LN / LITTLEMOOR RD - RSS	48.0	44.0	4.0	0.0
HENCONNER LN / BUTT LN - TRAFFIC SIGS	170.0	170.0	0.0	0.0
NEW PEDESTRIAN CROSSINGS	250.0	250.0	0.0	0.0
SAFER ROUTES TO SCHOOL	250.0	125.0	125.0	0.0
STREET LANE JCT NORTON ROAD ZEBRA	3.0	3.0	0.0	0.0

GLEDHOW LANE JCT THORNE LN OAKWOOD ZEBRA	5.0	5.0	0.0	0.0
KIRKSTALL LN JCT LANGDALE GARDENS ZEBRA	3.0	3.0	0.0	0.0
WESTGATE OTLEY ZEBRA	3.0	3.0	0.0	0.0
FOUNTAIN ST MORLEY OS MORLEY HS ZEBRA	2.1	2.1	0.0	0.0
MOVA DELAY REDUCTION DEVICES	6.0	6.0	0.0	0.0
AGED TRAFFIC CONTROLLER REPLACEMENT	12.0	12.0	0.0	0.0
DDA SIGNAL UPGRADES	7.0	7.0	0.0	0.0
UTMC AND TRAVELLER INFORMATION	5.0	5.0	0.0	0.0
CHAPLETOWN ROAD REVISED PARKING ARRANGEM	8.0	8.0	0.0	0.0
A656 ROMAN ROAD RSS - GARFORTH	10.5	10.5	0.0	0.0
TPP INTEGRATED TRANSPORT PACKAGE	435.4	377.5	75.0	(17.1)
MILL GREEN BRIDGE	14.5	14.5	0.0	0.0
DEWSBURY ROAD NO 2 BRIDGE	25.0	25.0	0.0	0.0
THORPE ARCH PARAPET RAISING	80.0	80.0	0.0	0.0
CSO DEWSBURY ROAD	30.0	30.0	0.0	0.0
BRIDGE ST CONC REPS & IRR RET WALL PH6	662.5	662.5	0.0	0.0
RING ROAD FARNLEY	11.0	11.0	0.0	0.0
VIADUCT ROAD ARCHES PHASE 2	1.0	1.0	0.0	0.0
SPRING VALLEY CRESCENT FOOTBRIDGE PIER	62.5	62.5	0.0	0.0
WOODSIDE BRIDGE	4.0	4.0	0.0	0.0
WOODHOUSE LN CAR PARK SOUTH BRIDGE	15.0	15.0	0.0	0.0
NEW WOODHOUSE LANE NO 4 BRIDGE	15.0	15.0	0.0	0.0
STURDY BECK CULVERT	4.0	4.0	0.0	0.0
POOL BANK CULVERT	4.0	4.0	0.0	0.0
MARSH BECK BRIDGE	1.6	1.6	0.0	0.0
LOW MILL ROAD BRIDGE	4.0	4.0	0.0	0.0
CLARENDON ROAD FOOTBRIDGE	13.0	13.0	0.0	0.0
QUARRY HILL FOOTBRIDGE	13.0	13.0	0.0	0.0
RAWDON CREMATORIUM RETAINING WALL	65.1	65.1	0.0	0.0
REDBECK BR SPANDREL WALL RECON MONITOR	2.4	2.4	0.0	0.0
POTTERY LANE ROTHWELL RETAINING WALL	72.6	72.6	0.0	0.0
BIRDCAGE WALK RETAINING WALL	71.6	71.6	0.0	0.0
RAWDON RAIL MITIGATION MEASURES	3.0	3.0	0.0	0.0
GRIMES DYKE SPANDREL WALL STRENGTHENING	2.0	2.0	0.0	0.0
BALME ROAD BRIDGE NET RAIL TJC3\253	354.0	354.0	0.0	0.0
GELDARD RD BRIDGE FOOTWAY PROTECTION	2.5	2.5	0.0	0.0
INNER RING ROAD TUNNEL PHASE 1	800.0	800.0	0.0	0.0
INNER RING ROAD TUNNEL REFURB PH 2	3,000.0	1,000.0	1,000.0	1,000.0
BRIDGES & STRUCTURES	966.7	966.7	0.0	0.0
LTP MAINT PR SURFACE TREATMENT 11/12	139.4	139.4	0.0	0.0
LTP MAINT UD SURFACE TREATMENT 11/12	263.5	263.5	0.0	0.0
SOUTH PARKWAY SEACROFT	224.2	224.2	0.0	0.0
GLEDHOW VALLEY ROAD - GLEDHOW	65.0	65.0	0.0	0.0
LTP ROAD MAINTENANCE REFURBISHMENT	4,807.9	4,807.9	0.0	0.0
LEEDS ROAD PONTEFRACT ROAD - ARLA	1,058.4	1,000.0	58.4	0.0
HIGHWAYS MAINTENANCE 2012/13	500.0	500.0	0.0	0.0
HIGHWAYS MAINTENANCE FUTURE YRS	7,800.0	7,800.0	0.0	0.0
TRAFFIC MANAGEMENT PROGRAMME	700.0	350.0	350.0	0.0
ST JOHN'S CHURCHYARD	14.7	14.7	0.0	0.0
REGINALD TERRACE PLAY AREA PH 1	2.2	2.2	0.0	0.0
S106 GRSP ENHANCEMENTS TO MEANWOOD PARK	4.7	4.7	0.0	0.0
S106 GRSP ENHANCEMENTS TO BRAMLEY PARK	8.9	8.9	0.0	0.0
ARMLEY MOOR GRSP ENHANCEMENTS	3.4	3.4	0.0	0.0
PEPPER RD RECREATION GROUND	134.0	130.5	3.5	0.0
NEVILLE STREET ENVIRONMENTAL IMPROVEMNTS	80.0	80.0	0.0	0.0
LANDS LANE CENTRAL SQUARE REFURBISHMENT	160.0	160.0	0.0	0.0
KIRKGATE & BOND STREET	25.0	25.0	0.0	0.0
LIBRARIES RFID PHASES 3 AND 4	62.2	62.2	0.0	0.0
NECK AND ARM VIBRATION EQUIPMENT	700.0	300.0	200.0	200.0
MANSION HOUSE PHASE 2 (INTERNAL WKS)	10.0	10.0	0.0	0.0
GARFORTH CEMETERY EXTENSION	30.0	30.0	0.0	0.0
WHARFEMEADOWS PARK: WATER SAFETY	69.7	69.7	0.0	0.0

SHARP LANE LANDSCAPE DEV WKS	750.0	750.0	0.0	0.0
MIDDLETON SPORT IMPROVEMENTS	12.3	12.3	0.0	0.0
WATER SAFETY IN PARKS	265.0	265.0	0.0	0.0
AIREBOROUGH FP WATER SAFETY PHASE 4	10.0	10.0	0.0	0.0
PUDSEY FP59 PHASE 4	5.0	5.0	0.0	0.0
PUDSEY FP 54 PHASE 4	5.0	5.0	0.0	0.0
PUDSEY FP60 PHASE 4	5.0	5.0	0.0	0.0
SYKES WOOD PHASE 4	0.2	0.2	0.0	0.0
YEADON TARN PHASE 4	3.0	3.0	0.0	0.0
MANSION HOUSE PH3 LANDLORD IMPS	60.0	60.0	0.0	0.0
MIDDLETON PARK LANDSCAPE WORKS	490.1	467.4	22.7	0.0
MIDDLETON PK VISITOR C & BANDSTAND	559.0	530.0	29.0	0.0
WEST LEEDS COUNTRY PARK	10.0	10.0	0.0	0.0
EASEL - PRIV PROP ACQ & DEMOLITION ENEHL	582.4	200.0	382.4	0.0
HRA MISC PROPERTY PORTFOLIO	212.6	212.6	0.0	0.0
BECKHILLS PH1-8 H/LOSS & DEM	119.7	119.7	0.0	0.0
SHG ROUND 1 EASEL NEW BUILD	188.8	188.8	0.0	0.0
COUNCIL HOUSING - 25 PROPS OVER 55'S	67.1	67.1	0.0	0.0
EAST LEEDS HOUSEHOLD WASTE SITE	33.0	33.0	0.0	0.0
GAMBLETHORPE HOUSEHOLD WASTE SITE AREA	22.0	22.0	0.0	0.0
GAMBLETHORPE CAPPING MAIN SCHEME	50.0	50.0	0.0	0.0
INSULATION WORK	20.0	10.0	10.0	0.0
TOTAL HEAT - BELLE ISLE TMO - FUTURE	640.0	320.0	320.0	0.0
BOILER REPLACEMENT	200.0	100.0	100.0	0.0
CAPITAL WORK TO TENANTED PROPERTIES	310.9	150.0	160.9	0.0
ADAPTATIONS FOR THE DISABLED	7,758.4	2,631.4	2,688.5	2,438.5
BITMO - VOID REFURBISHMENT	1,300.0	650.0	650.0	0.0
SHELTERED REFURBISHMENT	500.6	500.6	0.0	0.0
WINDOW REPLACEMENT PROGRAMME	635.4	235.4	400.0	0.0
DOOR REPLACEMENT PROGRAMME	622.9	222.9	400.0	0.0
TOTAL HEAT PROGRAMME	33.0	33.0	0.0	0.0
BOILERS PROGRAMME	500.0	100.0	400.0	0.0
DEFECTIVE HOUSING PARENT	1,000.0	500.0	500.0	0.0
COMMUNITY SAFETY PROGRAMME	200.0	100.0	100.0	0.0
PLANNED TENANTED REWIRING PROGRAMME	2,800.0	1,400.0	1,400.0	0.0
ALARMS & LIGHTING PROGRAMME	50.0	0.0	50.0	0.0
RE-ROOFING PROGRAMME	1,944.4	972.2	972.2	0.0
LIFT REPLACEMENT PROGRAMME	2,300.0	1,150.0	1,150.0	0.0
LIFT REPLACEMENT 2010/11	37.0	37.0	0.0	0.0
KITCHENS & BATHROOMS REPLACEMENT PROGRAMME	4,000.0	2,000.0	2,000.0	0.0
ENVIRONMENTAL PROGRAMME	140.0	70.0	70.0	0.0
BATCHED FENCING & GUTTERING PARENT	140.0	70.0	70.0	0.0
ASBESTOS REMOVAL PROGRAMME	1,067.0	477.0	590.0	0.0
RANDOM WORKS / REFERRALS PROGRAMME	500.0	250.0	250.0	0.0
CAPITAL REPAIRS PROGRAMME	300.0	150.0	150.0	0.0
CUSTOMER PRIORITISED REGEN PROGRAMME	400.0	200.0	200.0	0.0
GARAGES PROGRAMME	150.0	50.0	100.0	0.0
ADAPTATIONS FOR THE DISABLED	2,400.0	1,200.0	1,200.0	0.0
DEMOLITIONS - BLENCARN & BROOKLANDS	81.0	81.0	0.0	0.0
VOID REFURBISHMENT PROGRAMME	5,200.0	2,200.0	3,000.0	0.0
DEMOLITIONS PROGRAMME	1,000.0	500.0	500.0	0.0
BRANDER ROAD CONVERSION	86.0	86.0	0.0	0.0
WINDOW & DOORS FUTURE INVESTMENT	600.0	200.0	200.0	200.0
HEATING & ENERGY FUTURE INVESTMENT	1,187.8	1,187.8	0.0	0.0
HEAT LEASE PROGRAMME	1,500.0	500.0	500.0	500.0
REROOFING FUTURE YEARS	600.0	200.0	200.0	200.0
SHELTERED IMPROVEMENTS 2011/12	1,180.0	1,180.0	0.0	0.0
KITCHENS & BATHROOMS FUTURE INVESTMENT	6,000.0	2,000.0	2,000.0	2,000.0
CAPITAL WORK TO TENANTED PROPERTIES	2,274.2	274.2	1,000.0	1,000.0
VOID PROPERTIES REFURBISHMENT	5,595.1	1,595.1	2,000.0	2,000.0
HOMELOSS & DISTURBANCE (PARENT SCHEME)	1,500.0	500.0	500.0	500.0
HEALTH & SAFETY & ALMO IMPROVEMENTS	750.0	250.0	250.0	250.0

WNW HIGH COST VOID PROPERTIES	1,050.0	350.0	350.0	350.0
WNW VOID PROPERTIES	9,660.0	3,220.0	3,220.0	3,220.0
WNW DH WINDOWS & DOORS	3,719.8	1,160.8	1,279.5	1,279.5
11/12 WINDOWS & DOORS - LISTED PROPERTIES	30.4	30.4	0.0	0.0
WNW INSULATION WORKS	150.0	50.0	50.0	50.0
WNW NEW HEATING INSTALLATIONS	3,000.0	1,000.0	1,000.0	1,000.0
ENERGY EFFICIENCY GRANTS	340.0	0.0	340.0	0.0
11/12 SOLID WALL INSULATION	270.0	270.0	0.0	0.0
11/12 STONECLIFFES EXTERNAL WORK	862.8	862.8	0.0	0.0
11/12 5M'S WOODBRIDGES EXTERNAL WORK PH 4	696.8	696.8	0.0	0.0
11/12 WALL FINISH	36.3	36.3	0.0	0.0
11/12 WHOLE HOUSE IMPROVEMENTS - WATERLOOS	2,794.8	1,863.4	931.4	0.0
WNW COMMUNITY SAFETY	50.0	50.0	0.0	0.0
WNW ROOFING	1,887.3	629.1	629.1	629.1
WNW MSF REMEDIAL WORKS	379.0	179.0	100.0	100.0
WNW MSF COMMUNAL AREAS	150.0	50.0	50.0	50.0
WNW SHELTERED HOUSING IMPROVEMENTS	2,269.4	2,269.4	0.0	0.0
WNW KITCH/BATH/REWIRES	6,203.1	2,067.7	2,067.7	2,067.7
WNW ENVIRONMENTAL WORKS	240.0	80.0	80.0	80.0
AREA PANEL SCHEMES	200.0	200.0	0.0	0.0
WNW REWIRING	900.0	300.0	300.0	300.0
WNW MSF LIFT REPLACEMENT	600.0	200.0	200.0	200.0
WNW GARAGES	75.0	25.0	25.0	25.0
WNW GAS CONTRACT CAPITALISATION	2,664.0	888.0	888.0	888.0
WNW ISOLATED CAPITAL WORKS	751.5	250.5	250.5	250.5
WNW ACCESS WORKS	97.1	97.1	0.0	0.0
WNW SERVICE DELIVERY IMPROVEMENTS	1,500.0	500.0	500.0	500.0
WNW ADAPTATIONS WORKS	8,100.0	2,700.0	2,700.0	2,700.0
CORPORATE PROPERTY MANAGEMENT PROGRAMME	5,525.7	1,101.6	2,199.1	2,225.0
MERRION HOUSE CONCRETE CLADDING	26.7	13.4	13.3	0.0
BECKETT PARK BUILDING - REFURBISHMENT	122.6	110.0	12.6	0.0
FIRE RISK & ASBESTOS REMOVAL CPM BUILDINGS	563.9	563.9	0.0	0.0
Sub-Total	192,636.9	106,475.8	59,401.6	26,759.5

Investing in major infrastructure

NEW GENERATION TRANSPORT & FLOOD ALLEVIATION	27,547.1	2,000.0	4,500.0	21,047.1
SOLAR PHOTOVOLTAIC PANELS CORPORATE	260.0	260.0	0.0	0.0
GRANTS TO METRO (NGT)	2,535.0	2,535.0	0.0	0.0
RAMSDEN STREET KIPPAX FLOOD ALLEVIATION	75.0	75.0	0.0	0.0
LEEDS INNER RING RD STAGE 7	1,168.9	300.0	300.0	568.9
A65 QUALITY BUS INITIATIVE	3,101.1	2,212.1	589.0	300.0
EAST LEEDS LINK M1-A1 MOTORWAY LINK	600.0	600.0	0.0	0.0
BURLEY ROAD INT TRANSPORT CORRIDOR	29.3	29.3	0.0	0.0
COMBINED HEAT AND POWER PLANT YARN ST	42.5	42.5	0.0	0.0
Sub-Total	35,358.9	8,053.9	5,389.0	21,916.0

Supporting service provision

LEARNING DISABILITIES	3,008.6	1,500.0	1,000.0	508.6
TELECARE PROGRAMME	1,900.2	700.1	700.1	500.0
ADAPTATIONS TO PRIVATE HOMES	800.0	400.0	400.0	0.0
ADULT SERVICES SERVICE IMPROVEMENTS	413.1	413.1	0.0	0.0
VEHICLE PROGRAMME	3,540.0	3,540.0	0.0	0.0
CONTINGENCY SCHEME	3,709.5	3,400.0	309.5	0.0
PFI DEVELOPMENT COSTS	1,375.0	825.0	550.0	0.0
CHANGING THE WORKPLACE G 1 & 2	583.0	583.0	0.0	0.0
GENERAL CAPITALISATION	7,000.0	3,500.0	3,500.0	0.0
COCKBURN BSF	270.0	270.0	0.0	0.0
BSF PH1 HIGHWAYS WKS-ALLERTON GRANGE	15.7	15.7	0.0	0.0
BSF PH1 HIGHWAYS WKS-TEMPLE MOOR	9.6	9.6	0.0	0.0
TEMPLE MOOR BSF	50.0	50.0	0.0	0.0
AUTHORITY WORKS BSF	100.0	100.0	0.0	0.0

FARNLEY PARK BSF PH2	2,307.5	2,307.5	0.0	0.0
AUTHORITY WORKS BSF PH2	100.0	100.0	0.0	0.0
DESIGN DEVELOPMENT BSF PH2	50.0	50.0	0.0	0.0
CORPUS CHRISTI BSF PH3	1,973.1	1,973.1	0.0	0.0
BSF PH3 HIGHWAYS WKS-CORPUS CHRISTI	54.0	54.0	0.0	0.0
MOUNT ST MARYS BSF PH3	3,035.7	2,735.7	300.0	0.0
AUTHORITY WORKS BSF PH3	300.0	300.0	0.0	0.0
ASBESTOS REMOVAL BSF PH3	21.8	21.8	0.0	0.0
BSF WAVE 1 ICT - D&B SCHOOLS	3,000.0	3,000.0	0.0	0.0
BSF WAVE 1 ICT-LEEDS EAST ACADEMY	1,196.3	880.0	316.3	0.0
AUTHORITY WORKS - BSF PH4	100.0	100.0	0.0	0.0
WEST LEEDS ACADEMY - BSF PH4	1,000.0	1,000.0	0.0	0.0
LEEDS EAST ACADEMY (PARKLANDS) BSF PH5	9,615.2	7,817.6	1,559.1	238.5
ACCESS EQUIPMENT	15.0	15.0	0.0	0.0
PRIMARY CAPITAL PROGRAMME (PCP)	1,400.0	1,400.0	0.0	0.0
GILDERSOME PRIMARY PCP	1,362.9	1,273.9	89.0	0.0
GREENHILL PRIMARY PCP	1,059.9	969.0	90.9	0.0
OULTON PRIMARY PCP	1,759.2	1,649.4	109.8	0.0
SS PETER & PAUL RC PRIMARY PCP	286.3	214.7	71.6	0.0
RICHMOND HILL PRIMARY PCP	5,344.7	5,105.9	238.8	0.0
SWILLINGTON PRIMARY PCP	372.5	279.9	92.6	0.0
BASIC NEED - PRIMARY EXPANSIONS 2010	2,000.0	1,000.0	1,000.0	0.0
BASIC NEED - PRIMARY EXPANSIONS 2011	100.0	100.0	0.0	0.0
BLACKGATES PS - MODULAR	12.0	12.0	0.0	0.0
BLACKGATES PS - REMODELLING	3.0	3.0	0.0	0.0
BASIC NEED 2011 - BRUDENELL -REMODELLING	52.0	52.0	0.0	0.0
EBOR GARDENS PS - REMODELLING	9.0	9.0	0.0	0.0
FEATHERBANK -S - MODULAR	11.0	11.0	0.0	0.0
BASIC NEED 2011 -FARSLEY FARFIELD PH1	5.5	5.5	0.0	0.0
NEWLAIthes PS MODULAR EXTENSION	36.0	36.0	0.0	0.0
BASIC NEED PH2 - INGRAM ROAD-MODULAR	16.0	16.0	0.0	0.0
BASIC NEED PH2 - IRELAND WOOD-MODULAR	35.0	35.0	0.0	0.0
BASIC NEED 2011-VALLEY VIEW P-REMOD.	6.5	6.5	0.0	0.0
WHITKIRK PRIMARY BASIC NEED & ACCESS	13.3	13.3	0.0	0.0
BASIC NEED 2012 -BRACKEN EDGE	884.9	861.9	23.0	0.0
BASIC NEED 2012-CARR MANOR	1,795.0	1,683.0	112.0	0.0
BASIC NEED 2012 - ROUNDHAY PS	3,212.6	3,007.2	205.4	0.0
BASIC NEED 2012-WYKEBECK PS	1,452.2	1,412.2	40.0	0.0
BARDSEY PRIMARY - ROOFING WORKS	4.0	4.0	0.0	0.0
BASIC NEED PROVISION 2011-12 to 2013-14	30,818.5	15,818.5	15,000.0	0.0
UTMC ENHANCEMENT AND RELOCATION	2,321.0	2,321.0	0.0	0.0
MIDDLETON LC CHANGING ROOM REFURB	701.5	628.0	73.5	0.0
CEMETERY EXTENSIONS - CITYWIDE	375.0	275.0	100.0	0.0
WHINMOOR CEMETERY EXTENSION	313.7	281.6	32.1	0.0
CREMATORIA MERCURY ABATEMENT	1,254.9	554.9	700.0	0.0
RAWDON MERCURY ABATEMENT FEES	750.6	676.8	73.8	0.0
DISABLED FACILITIES GRANTS	13,000.0	6,500.0	6,500.0	0.0
BIN REPLACEMENT PROGRAMME	1,635.8	435.9	435.9	764.0
STREET LITTER BINS	79.3	79.3	0.0	0.0
RECYCLING IMP PLAN - SORT	300.0	300.0	0.0	0.0
ROLL OUT OF GARDEN EXPANSION	527.8	527.8	0.0	0.0
CAPITALISATION OF SALARIES	953.4	472.0	481.4	0.0
Sub-Total	119,808.3	83,692.4	34,104.8	2,011.1

Investing in new technology

ICT STAFF COSTS	47.9	47.9	0.0	0.0
ADULT SOCIAL CARE MGT SYSTEM	64.2	64.2	0.0	0.0
ADULT SOCIAL CARE BUSINESS SYSTEMS REQUIREMENTS	4,500.0	4,500.0	0.0	0.0
EDRM DOCUMENT AND RECORD MANAGEMENT	2,101.0	2,101.0	0.0	0.0
WEB AND INTRANET REPLACEMENT	180.7	180.7	0.0	0.0
ESSMSS EMPLOYEE MANAGERS SELF SERVICE	367.5	250.0	117.5	0.0

IT MODEL OFFICE (IMMERSION EXPERIENCE)	30.5	30.5	0.0	0.0
GREAT GEORGE STREET - TECHNOLOGY COSTS	194.4	194.4	0.0	0.0
NON PROPERTY COSTS TO G 1 & 2 TECHNOLOGY	229.1	229.1	0.0	0.0
IT PROPERTY COSTS	257.0	257.0	0.0	0.0
ICT FUNDING-8 PFI SECONDARY SCHOOLS	3,000.0	3,000.0	0.0	0.0
CHILDRENS SOCIAL CARE MANAGEMENT SYSTEM	2,962.9	2,329.1	633.8	0.0
ICT STAFF CHARGES	1,410.0	1,030.8	379.2	0.0
ICT EXTERNAL COSTS	261.2	261.2	0.0	0.0
ICT ESSENTIAL SERVICE PROGRAMME	2,400.0	1,200.0	1,200.0	0.0
WAN/VPN - CONCENTRATORS CAPACITY UPLIFT	40.0	40.0	0.0	0.0
USER DEVICE HARDWARE REFRESH	200.0	200.0	0.0	0.0
UPGRADE EDGE NETWORK COMPONENTS	250.0	250.0	0.0	0.0
NOVELL MIGRATION TO MICROSOFT	350.0	350.0	0.0	0.0
SECURITY INCIDENTS AND EVENT MANAGEMENT	200.0	200.0	0.0	0.0
UNIFIED COMMS CORPORATE TELEPHONY	1,000.0	1,000.0	0.0	0.0
UNIX SERVER REPLACEMENT	1,400.0	1,400.0	0.0	0.0
VIRTUALISATION FOR ONLINE APPLICATIONS	80.0	80.0	0.0	0.0
IT DEVELOPMENTS EQUIPMENT FUND	2,296.1	594.5	875.0	826.6
PROJECT DEVELOPMENT	3,085.5	967.7	2,117.8	0.0
Sub-Total	26,908.0	20,758.1	5,323.3	826.6

Supporting the Leeds economy

TOWN & DIST REGEN - CONTINGENCY	134.9	134.9	0.0	0.0
LEEDS ARENA	44,988.6	36,613.4	1,022.3	7,352.9
WOODHOUSE LANE CAR PARK (ARENA)	3,446.1	3,118.0	328.1	0.0
HANGZHOU GATE OF FRIENDSHIP	200.0	200.0	0.0	0.0
LOWFIELDS ROAD - ELLAND ROAD MASTER PLAN	500.0	0.0	0.0	500.0
SOVEREIGN STREET DEVELOPMENT LAND	70.0	70.0	0.0	0.0
MIDDLETON ENTERPRISE CENTRE- LEGI SCH	54.4	54.4	0.0	0.0
CHAPELTOWN ENTERPRISE INVESTMENT - LEGI	150.0	150.0	0.0	0.0
BUSINESS GROWTH FUND - LEGI	180.0	180.0	0.0	0.0
KIRKGATE MARKET	300.0	300.0	0.0	0.0
CITY VARIETIES - MAIN SCHEME	242.0	242.0	0.0	0.0
ANDREWS STREET FARSLEY T&DC	14.6	14.6	0.0	0.0
ARMLEY THI UNCOMMITTED GRANTS	903.3	560.2	343.1	0.0
CHAPELTOWN THI UNCOMMITTED GRANTS	763.4	410.3	353.1	0.0
LOWER KIRKGATE REGENERATION THI	645.0	0.0	62.3	582.7
FREE HOME INSULATION PROGRAMME	1,000.0	1,000.0	0.0	0.0
AFFORDABLE HOUSING (AHSP) HRA	2,423.4	2,423.4	0.0	0.0
ECONOMIC INITIATIVES	15,000.0	5,000.0	5,000.0	5,000.0
Sub-Total	71,015.7	50,471.2	7,108.9	13,435.6

Overall Total

445,727.8	269,451.4	111,327.6	64,948.8
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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 9th January 2012

Subject: Customer Access Strategy 2011 - 2015

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. At the June 2011 meeting of the Board, Members discussed with the Leader of Council, Councillor Wakefield, issues around customer care. As a follow on to that discussion the Board in July 2011 invited the Council's Chief Business Transformation Officer discuss the Customer Access Strategy.
2. In July 2011, the Board heard that the Customer Access Strategy 2011-2015 had been developed around improving customer access across the council and had involved collaboration with directorates and service areas through the Customer Strategy Board. The purpose of the strategy was to ensure that services are designed, managed and delivered to meet customer need and that services to customers are provided first time and on time.
3. The Board heard how the strategy brings together how we will tailor our services around the customer, by delivering a programme of change focussed on creating a customer-centric culture within the organisation. It also outlines the strategic customer outcomes, corporate key performance standards and a set of fundamental principles, upon which, customer access and customer-focused change would be built. It was agreed that the Board would be invited to comment on the draft strategy when available. To this end a copy of the draft strategy is presented as appendix 1 and appropriate officers have been invited to introduce it and respond to questions.

Recommendations

4. Members are asked to receive the Customer Access Strategy 2011 – 2015 and to make comment as appropriate.

Background documents

5. None used

Customer Access Strategy

Delivering a better experience for customers

2011 - 2015

Understanding our customers
and designing our services
around their needs

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Please Note

A number of short stories are included to highlight how, by delivering this strategy, current examples of service failure will be rectified and the council's services will become more customer-focussed.

EXECUTIVE SUMMARY

Leeds City Council is striving to be the best council in the UK and to develop a future for local government built on the principles of Civic Enterprise. To ensure we meet these ambitions, a key success measure is commissioning and delivering services in an efficient and effective manner whilst ensuring they meet the needs of the people of Leeds.

This customer access strategy is focussed on delivering this capability.

Everyone in the authority has a role to play in putting customers first and ensuring that we are truly meeting their needs. This strategy will be supported by robust monitoring of clear and transparent standards that customers can understand and expect.

There are many drivers for delivering services which place the customer at the centre and focus on meeting their needs:

- Customers increasing expectations, the drive towards greater localism and the need to address the structural economic deficit. Customers want a greater say in decision making and they want to engage on their terms.
- Services need to operate in a coherent manner, have a single view of the customer and deliver services around customer journeys/pathways. There is a greater drive towards targeting service delivery in the pursuit of efficiency.

Five **customer outcomes** reflect the drivers for change. These outcomes are:

- All customers have fair and equal access to services
- Customers have greater control over the services they receive and how they access them
- Customers influence the design and delivery of the services available for them
- Customers needs are where possible, resolved at the first point of contact
- Customer satisfaction drives service improvement

Despite the recent achievements and improvements made around delivering customer focussed services there is still much work to do to ensure that Leeds City Council is truly customer focussed. Recent diagnostic work on customer contact and management evidences that within the current arrangements there are still pockets of replication and duplication of processes, systems and people.

Therefore there is clearly still much the council can do to ensure it is truly customer focussed. The move towards a single council operating model will continue. The integration of front and back office processes, systems and colleague relations, which build trust and empathy will create a culture of 'first time on time'. End to end transformation of services will allow the Council to provide a holistic service to the customer. Beyond this arrangement there remains the need to forge stronger links with other public and private sector partners to meet our ambitions to be the best city in the UK.

Fundamentally it is our duty to make it easier for customers, by taking ownership of enquiries right through to a successful conclusion. Good customer service is fundamental to the 'quality of life' and other outcomes Leeds City Council is focused upon achieving.

A set of **Design Principles** have been agreed and are contained within this Strategy. Putting customers first covers all areas of Council operations and therefore the task of adopting a council wide focus on customers is all-encompassing. The principles include the need to provide excellent customer service where enquires and service requests are resolved promptly, we will keep our customers informed of progress and empower colleagues to seamlessly deliver services first time, on time. We will ensure value for money by fully utilising our investment in customer access points and by maximising the range of services delivered through them. Our services will be responsive to the needs of our diverse customers and will be delivered against a set of service standards to ensure customers know what they can expect.

The Outcomes and Design Principles will set out the parameters within which the work of this strategy will be carried out. The following activities will form the building blocks for delivery of the Strategy:

Customer Insight involvement and feedback will be used to identify the different needs of different groups of customers and target services to those people that need them most. More focussed marketing and communication can increase the take up of services, maximise income generation and create channel access approaches that maximise take-up of self-service and electronic service delivery.

Service Redesign will be informed by a better understanding of customer journey/pathways. Projects can be established to re-engineer services end to end. By reviewing and improving all processes in the service delivery chain, not only will there be a reduction in avoidable and repeat contact - but also a reduction in duplication and administration throughout the end to end process.

Channel Management is the process by which the council provides access to its services. Channels may include face to face; telephone; e-mail; Internet; digital TV; mobile technology (including SMS text messaging, 'apps' and mobile web); automated telephony technology (interactive voice recognition), voice over Internet protocol and post. The development and implementation of access channels will be informed by customer insight, the ease by which services lend themselves to alternative methods of access and the delivery channels already in place.

Information and Technology has enabled the provision of One Stop Centres, the Corporate Contact Centre and the LCC website, however this is not enough and the role of information and technology in supporting delivery of this customer access strategy is crucial. There is a need to invest in newer technologies to support the delivery of new channels and more customer choice. This includes intelligence and performance management technologies, authentication tools, plus applications to allow such things as book and pay for appointments and the tracking of applications.

A **Performance Management Framework** that reviews and improves service delivery ensuring that customer needs have been identified and met. The council will (as part of this strategy) develop, publish and monitor a new set of specific customer care standards for each of its service areas. These service standards will be agreed and developed by all staff, customers will know what to expect and when.

Business Change and Training within the organisation will be provided to develop the skills, capacity and attitude of all colleagues to ensure the customer is central to what we do at Leeds City Council. To achieve this, the specific programmes and projects developed will ensure colleagues are supported through business change and appropriately trained to deliver the changes implemented.

Within the Council people are our most valuable resource therefore working with them and supporting them through the inevitable business change process and training them in the new ways of working will be the key to changing the culture of customer service in the authority in the medium to long term.

The responsibility for delivering the actions identified in this document ultimately lies with all staff and Directorates, a programme of projects will be required that will deliver the building blocks and ultimately the customer outcomes. However the final section of this strategy proposes a governance structure which sets out the roles and responsibilities necessary for delivery.

SECTION 1: RATIONALE FOR CHANGE AND THE STRATEGIC CUSTOMER OUTCOMES

Introduction

Leeds City Council has always taken pride in delivering better services and putting customers at the heart of all we do. The authority has a good track record in delivering services to meet the needs of customers with our Customer First Strategy having first been created in 1999. The approach now being outlined for the next few years builds on the work already undertaken which has seen the development of a network of one stop centres and joint service centres, a corporate contact centre and the provision of alternative access channels.

It is important to define the scope of this strategy and to do this a customer definition is important. In terms of this strategy the 'customer' is defined as 'all those who benefit from the services we provide, and therefore, everyone in the chain that supports the final delivery of front-line services, has customers. Our customers are those people for whom we work to commission, contract, deliver, and enable services. They are also local citizens, or people coming in to the Leeds area to work or visit. They may be direct service users, employees of the council, employees of other organisations, elected members or partners.'

The vision for this new customer access strategy is to ensure that the services we commission and deliver are designed and managed to be affordable and meet customer need. The strategy brings together how we will tailor our services around the customer by delivering a programme of change focussed on creating a customer-centric culture within the organisation and providing services to customers first time and on time. It outlines the strategic customer outcomes and key principles that will form the foundations of how Leeds City Council will commission and provide its services in an effective, responsive and efficient way.

There is a greater need to link and coordinate information and advice available in Leeds to make sure that customers get good consistent access to all the information available. Public, private and voluntary sector service providers will all need to play a part in making sure that people can easily find the information.

Leeds City Council has five values:

- Working as a team for Leeds
- Being open, honest and trusted
- Working with communities
- Treating people fairly
- Spending money wisely

The principles that form the foundation of this strategy have a direct link to each of these values. Directing our focus more on the needs of our customers means we will be working as a team, treating people fairly whilst offering choice and working with customers to ensure that services deliver for the overall good of the wider community. Our proposed approach to insight and change will ensure customers continue to access and receive the services they require in ways that suits them.

Mrs Jones called to report her black bin being missed for the third time. Although she spoke to an understanding and apologetic customer service officer, the same advice was given, she needed to leave her bin outside her property for 48 hours and then take it back in if the collection was not made. She was also advised that the officer would pass her details to a Streetscene manager to investigate. Her bin remained un-emptied with no explanation for a further week.

In future Mrs Jones can choose whether to report her missed collection through on-line self-service technology, or call the contact centre. Customers Service Officers will be able to advise on the refuse wagons progress & whether it has passed/been to her street; confirm if the bin has been missed and also the reason why. Through the use of 'in cab' technology linked to real time mapping, customers can self serve, or customer service officers can provide bespoke information & realistic recovery timescales. Crews will be made aware of missed collections and arrangements made to return for the bin. Route data will be maintained so that previously missed collections, or special collection requirements can be flagged to crews.

The Rationale for Change

There are many strategic, operational and customer-led drivers for delivering services which place the customer at the centre and focus on meeting their needs. These include:

Strategic

Customer's increasing expectations of choice, quality and control across a range of public services. This creates mixed demand for service provision which means the council needs to be more agile and responsive to customer need. Providing a 'one size fits all' solution will be no longer acceptable. Given this, understanding customer need and providing appropriate and effective access channels is therefore essential in ensuring services are commissioned, provided and delivered in a flexible and agile manner. The customer journey may start from a number of different places but customers should have guidance on what is there.

The drive towards greater localism. There are significant benefits to be gained from a more co-ordinated approach to front line service delivery across the council, and with our partners to meet the needs of our customers. This will create less dependency, greater choice, a greater range of providers, more transparency and more local power and empowerment within communities and localities. Fundamentally it means that the council and its partners will be

closer to their customers and therefore will need to be fully responsive to them. Ultimately the council will begin to take the lead from them.

- **The need to address the structural economic deficit.** The Comprehensive Spending Review (October 2010), outlined a reduction in local government funding of 7.1% each year for the next four years. As a result, Leeds City Council must make spending cuts of approximately £160 million over the next four years. Our approach to customer access will make a significant contribution to the council being able to meet this funding gap. Good information received early on may lessen or even prevent the need for services later on.

Customer-led

- **Customers want a greater say in decision-making.** Customers want to know that they are influencing decisions taken by the council on service delivery. Therefore through their involvement (by using the information we glean from understanding their interactions with the council, what they tell us as feedback, and what we are told as a result of broader consultation and engagement), the council can ensure that their voice has impact.
- **Customers want an open and honest relationship.** Customers want their expectations managed and to be treated in an open, honest and adult way. They will form their relationship with the council on this basis. By having a single view of the customer and a more consistent approach to how we contact them, customers will begin to trust the council, enabling a more honest and open relationship to develop.
- **Customers want to engage on their terms.** Customers want their interactions with the council to be self-determined where possible, and undertaken in the easiest way possible for them. By increasing the range of channels available for accessing a full range of services, customers are better able to engage at a time and in a way that suits their lifestyle.

Operational

- **The drive towards greater targeting of service delivery in the pursuit of efficiency.** This requires insight into customer needs, behaviours and motivations, plus more information for customers on the services on offer and service design. This will ensure the right service is delivered to meet their need with no wasted effort.
- **The drive to operate in a coherent way and have a single view of the customer.** Ensuring consistency and a more 'joined-up' approach in service delivery will make it easier for our customers to communicate, interact and receive services. It will also mean that our staff are supported and empowered to deliver excellent customer service at the first point of contact.
- **The need to deliver services around customer journeys/pathways.** This requirement extends service delivery across organisational boundaries. Therefore understanding these journeys/pathways from a whole-system perspective, where customers 'touch' council services and how we can work in partnership with others such as Health is a key rationale to improve and simplify customer access and deliver services end to end.

The rationale for change clearly demonstrates that everyone in the authority has a role to play in putting customers first and ensuring that we are truly meeting their needs. By focussing on the customer, Leeds City Council can deliver on its promise to provide better outcomes for its citizens and therefore make a significant contribution to the ambition of the authority to 'be the best City Council in the UK'.

Customer Outcomes

Given the above, it is important that in building on the work already undertaken within the authority to deliver a more customer focussed approach to service delivery, consideration is given to how the above key drivers are reflected in the work the organisation is going to undertake over the next four years.

In this regard, outlined below are five customer outcomes that reflect the drivers for change. These outcomes are supported with a number of key objectives and provide the strategic direction for this customer access strategy. These outcomes are:

Mr Bloggs had arranged for 3 household items to be collected from his property. Unfortunately, he returned home from work on his collection day to find his items still in his front garden. He called the contact centre who could not explain why his items had not been collected and was advised he needed to make another appointment which could be up to 6 weeks in the future.

If this happens in future, Mr Bloggs will receive an SMS text or email to advise that the crews have been unable to collect his items. The message will provide Mr Bloggs with an explanation and will advise him when they will be collected. This means Mr Bloggs does not have to contact the Council himself. As Mr Bloggs had booked his collection on-line his up-to-date mobile number or email address had been collected.

Outcome 1: All Citizens have Fair and Equal Access to Services

- We understand customer diversity issues and address barriers to access, particularly for groups we have been less successful at reaching.
- We actively target increased take-up of services for under-represented and vulnerable groups and signpost to other services where appropriate.
- Where customer insight highlights a demand for alternative provision, we will help and support its establishment.

Outcome 2: Customers have greater control over the services they receive and how they access them.

- Where it is appropriate to do so, we encourage and enable customers to determine their interaction with the council.
- We use customer insight to determine the most appropriate channels for service delivery.
- We give seamless service delivery across the principle access channels – face to face, telephone and on-line.

Outcome 3: Customers influence the design & delivery of the services available for them

- We have a clear and consistent approach to the capture and application of customer insight.
- We have a clear and consistent approach to the identification of customer pathways/ journeys.
- We place customer insight and pathways at the heart of service commissioning and re-design.

Outcome 4: Customer needs are where possible, resolved at the first point of contact

- We have a single view of the customer and know their touch-points with services.
- We ensure all access channels provide consistent information, advice and tools to deliver services at the first point of contact.
- All front-line staff are trained and enabled to provide resolution at the first point of contact wherever possible.

Outcome 5: Customer satisfaction drives service improvement

- We place customer satisfaction at the heart of our performance management framework.
- We place customer satisfaction at the heart of our commissioning framework.
- We publish satisfaction levels against a set of measurable customer service standards.

The above, together with the design principles that are outlined later (Section 3) provide the framework within which the deliverables and benefits articulated in this strategy will be achieved.

SECTION 2: THE CURRENT POSITION

Leeds City Council has a good track record in delivering customer focussed services to local residents and customers which deliver consistently high satisfaction levels across a wide range of service areas.

Key achievements in recent years include:

- The development of the Corporate Contact Centre that handles over 1 million calls per year through a simplified numbering strategy.
- A network of One Stop Centres and Joint Service Centres that handles over 450,000 customer visits per year and has achieved Customer Excellence accreditation.
- Development and utilisation of a Corporate Customer Management System: Contact Leeds.
- Development of a Contact Centre solution able to manage and monitor customer demand across a wide range of services and channels.
- Implementation of the technical platform to develop a Unique Customer Master Index to allow for a single record of customers.
- Development of a Neighbourhood Index that provides clear and contemporary understanding of communities.
- Customer First, a national recognised assurance standard, has been achieved in services such as Jobs and Skills.
- Many services across Leeds City Council have achieved excellent customer satisfaction levels and industry recognised accreditation such as Customer Services Excellence.
- Corporate achievement of Excellent in the Equality Framework for Local Government
- The Localities Framework and definition has been determined.

However despite these achievements there is still much work to do to ensure that Leeds City Council is truly customer focussed. Recent diagnostic work on customer contact and management within the council demonstrates that:

- Despite investment in a corporate contact centre and a network of One Stop Centres, recent research shows a significant amount of customer contact happens in other parts of the council and as a result there are significant 'customer service' resources that sit outside of the council's corporate Customer Services team. The Delivering Efficient Corporate and Transactional Services review of customer processes found that 1,596 FTE's are deployed in this area. 291.05 FTE's (18.24%) are deployed within the corporate Customer Services team..
- There is no coherent Channel Management strategy within the council and therefore no plan currently exists for e-services delivery or channel migration outside of Customer Services. The Council has also found it difficult to manage, communicate and deal with additional customer contact about major changes to the way high demand services are designed and delivered.
- Leeds City Council often has numerous buildings in a locality, these are often 'not fit for purpose' and aren't always accessible to customers. The creation of the One Stop Centres has clearly illustrated the benefits of

service alignment, both in terms of physical location and in terms of channel. This approach needs to be further developed through the Customer Access and Changing the Workplace Programmes.

- Although online and interactive telephone self-service transactions have increased significantly, these are concentrated in a small number of service areas such as payments and libraries. The Council does not make full use of its website for citizens and businesses to interact.
- There is no coherent corporate approach to understanding our customers. Where customer insight is obtained it is ad-hoc and service specific. Furthermore, the council has little experience of customer segmentation analysis and is therefore effectively 'blind' to understanding or responding to customer preferences on access channels or service delivery.
- Whilst processes in the Contact Centre and One Stop Centres have been redesigned, there is little end-to-end process integration to the extent that hand-offs are significant and resolution at the first point of contact is comparatively low.

Mrs Dunn was out shopping when she noticed a large pothole in the street. By the time she had returned home she could not remember the exact location so didn't bother to report it.

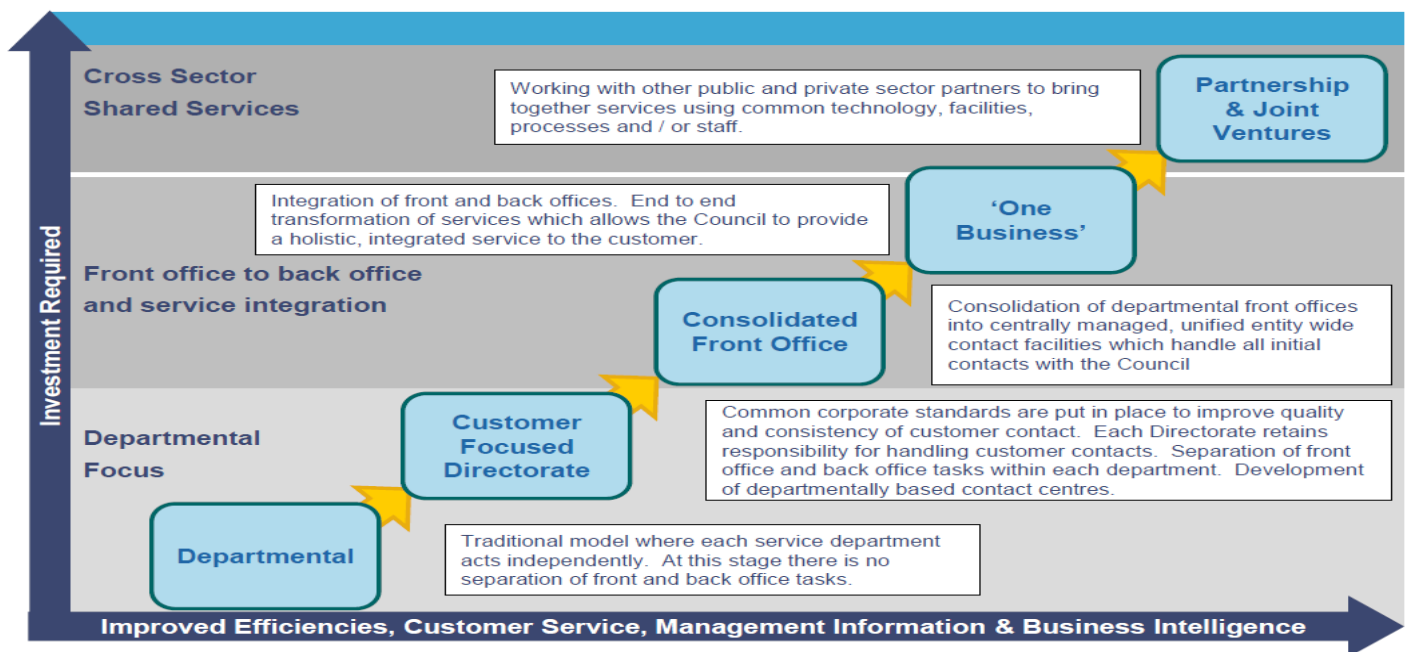
In future Mrs Dunn will be able to report potholes by an App on her phone, it will provide exact location using GPS technology and she will receive an immediate acknowledgement of her report with timescales for the repair. The information will also be sent directly to the service via linked technology which will update the wardens/contractors hand-held device, enabling the repair. This information will be published on the Councils website via maps, allowing customers to track reports and prevent duplicate reports being made. Mrs Dunn can also report graffiti, dog fouling and fly tipping using this same 'app'.

- A very traditional view of the customer exists corporately within the council. The impact of this is that little emphasis is given within the corporate customer agenda to the significant personalisation and choice agendas initially developed in Adult Social Care and Children's Services but now gaining currency through the Localism and Big Society agendas. In all these areas the focus is one enabling a much more person-centric approach and therefore fundamentally challenges our approach to meeting customer need.
- There is a lack of coherency in our approach to meeting customer need. This manifests itself in a number of ways; most pertinently through service opt-out from the corporate infrastructure (people, process and technology) and a general absence of collective ownership for customer relations and management.
- There is an inconsistent approach to partnership working and joining up across traditional organisational boundaries to meet the needs of citizens and business.

Therefore there is clearly still much the council can do to ensure it is truly customer focussed and the next section details the design principles on which this future direction will be built.

SECTION 3: TARGET OPERATING MODEL

There is now a general expectation of a 'first time, on time' level of service delivery irrespective of channel. Local authorities are no exception to this. Our customers expect high quality services; they are less concerned with who delivers the services as long as they are delivered and they expect to be involved in the decisions we make about services.



The diagram above demonstrates the stages by which this can be achieved and it acts as an operating model template for the council and has been adopted from other local authorities who have the same ambitions around this agenda as Leeds.

Currently the council operates between Customer Focussed Directorates and Consolidated Front Office. Certainly the ambition from this strategy is to move on from where we are now towards a more appropriate organisation, be that the single council model (One Business) or indeed the more integrated public-service / best city model (Partnership and Joint Venture). Decisions around this will be based largely on the nature of the services in questions and the

Miss May is a nurse. She is on her way to work early one morning when she notices some graffiti on a wall in her street. She phones the Contact Centre whilst on the bus to report this but it doesn't open for another half an hour. She doesn't have time to report it whilst at work and her shift doesn't finish until 7.00 p.m., by which time, the Contact Centre has closed.

In future, when Miss May phones the Contact Centre at 7.30 a.m. she will be greeted by an Interactive Voice Response (IVR) service. The IVR will allow Miss May to report the graffiti without having to speak to a member of staff and will give her advice on timescales for when the graffiti will be removed. The information will be sent directly to the service via linked technology which will update the wardens hand-held device for actioning.

customer pathway, however there is already much pressure around this progression given the Government's ambitions for a renewed public service and relationship with citizens, specifically within the social care environment.

We will build our processes and transform our services from a customers' perspective so as to ensure they are efficient, effective and meet our customer's needs. This will be supported by the development of additional access channels that will broaden the options available to customers and enable them to contact the council at a time and place of their choosing. In turn, this will allow us to

make increasingly more effective use of our staff.

We will use the information we hold about our customers intelligently, so we can provide a more holistic and seamless end-to-end service that is tailored to the customer's specific needs. This will be further enabled by maximising the usage of the corporate customer relationship management (CRM) system within the council. Through improved capturing of customer information, we can identify weaknesses in processes and use performance information to drive service improvement.

Fundamentally it is our duty to make it easier for customers, by taking ownership of enquiries right through to a successful conclusion. Customers expect Leeds City Council services to be:

- clearly signposted and more convenient than in the past;
- tailored to their needs - this means we listen to their needs and make more effort to find out what they want in the future;
- accessible from home or work at a time that suits them;
- delivered utilising modern access channels to keep them informed of the services we provide.

Putting customers first covers all areas of council operations and therefore the task of adopting a council-wide focus on customers is all-encompassing. To provide a framework within which this can be achieved, a set of Design Principles have been agreed. These will be used to redesign services around the customer in line with our operating ambitions set out above.

The design principles are:

- Our customers will experience consistent, high quality outcomes, regardless of the type of enquiry, where it is made or the channel used.
- Everyone is responsible for providing excellent customer service, managing expectations and delivering on promises.
- Where we have failed to deliver on our promises, we will keep our customers informed of progress and have appropriate escalation processes in place.
- Our services will be responsive to the needs of our diverse customers, not the organisation, and based on customer insight and feedback.
- Our customers will be able to access information and services through a range of channels and we will maximise the use of self service options.
- We will respond to customer enquiries and service requests promptly and, wherever possible, at the first point of contact.
- We will empower and enable our employees and partners to seamlessly deliver services first time, on time, by using integrated and consistent systems and processes.
- We will ensure efficiency and value for money by fully utilising our investment in customer access points (Corporate Contact Centre, One Stop Centres, on-line) and by maximising the range of services delivered through them.

- We will publish a set of open and honest customer care and service specific standards and these, together with customer satisfaction, will be used as a key measure to manage the performance of our employees and our partners.
- We will work with partners, external agencies and the private and voluntary sector, where appropriate, to deliver cost effective and high quality customer services.

These principles form the framework for the delivery of this strategy and inform the key deliverables through which effective and efficient reshaping of customer services will be delivered.

SECTION 4: THE BUILDING BLOCKS OF DELIVERY

Miss Atherton was concerned about a leaking gutter above her child's bedroom, she was afraid that the room could become damp. Miss Atherton had called the corporate contact centre to report this and was told that a contractor would make an appointment to visit her home within the next 5 working days. It is now 5 days since she reported the issue and she has not heard anything, so needs to call the contact centre again.

In the future Miss Atherton uses the online repair reporting service, using simple diagrams to identify & report her fault. The system refers her report to the relevant contractor and provides her with a reference number and a timescale for the repair. This reference can be used to check into the on-line repair system with updates on the progress of her case, confirming the date the contractor is due to visit & repair the gutter, and also details of any follow up work required.

The Outcomes and Design Principles outlined earlier set-out the parameters within which the work of this strategy will be carried out. They establish the working principles for customer-centred service delivery and the outcomes that the approach is seeking to achieve.

Section 5 of the strategy outlines the key deliverables for each outcome alongside the key benefits that can be expected for both the customer and Leeds City Council. These deliverables

are significant and will be delivered across the whole council; however they are focussed on delivering a relatively small number of activities that are utilised across all services. What follows in this section outlines these activities, with a brief explanation of what they are and why they are the building blocks of delivery.

There are six building blocks for this strategy and they are:

- Customer Insight
- Service Redesign
- Channel Management
- Information and Technology
- Performance Management
- Business Change and Training

Customer Insight

What we know and understand about our customers and their needs; through their interactions with the council, what they tell us as feedback and what we glean as a result of broader consultation and engagement, are crucial ingredients in delivering services back to them that meet their needs and expectations on quality and timeliness of the services themselves.

We can use customer insight to:

- Identify what is most important to our customers.
- Help target services to those people that need them most.
- Better understand what channels work for what type of customers and services.
- Create a channel access approach that maximises self-service and electronic service delivery based on customer need.
- Better tailor and design services around customer need.
- Design a customer centric asset strategy.
- Focus marketing and communications upon the targeted groups, helping maximise service usage and income generation.

Elaine is a single parent living in a deprived area of the city. Since leaving school Elaine has struggled to stay active due to lack of time and awareness of opportunities in the local area. Recently she received an SMS text message outlining a new project called 'Women into Sport'. This offered Elaine a 12 week reduced cost activity programme at her local leisure centre. Since starting Elaine says she feels much better emotionally and physically. At the end of the programme she hopes to get a Leeds Card Extra to continue participating in reduced cost activities.

Elaine was identified using customer insight, specifically the Sport England Market Segmentation Model. This allowed the Sport Service to develop a project to tackle the city-wide inequality in participation in sport by females in deprived areas

However despite holding a lot of this information, the council is poor at bringing it together, analysing it and using it to inform service delivery. Furthermore there has been significant development in how information can be utilised to shape organisations around their customers (customer and market segmentation) which can be adopted and used in Leeds relatively easily.

Understanding the customer and gaining insight is therefore a key building block for this strategy going forward and key deliverables around building our Customer Insight capacity have been identified. The evidence base generated by customer insight will be critical in ensuring that when decisions are made, especially with regards to equality – Leeds City Council clearly understands service users and non-users, and is better informed to choose the correct service delivery option. Therefore this is a key deliverable of this strategy.

Service Redesign

There is a long history of using service redesign techniques within the public sector to change and improve services to the customer which is grounded in an evidence-based approach to change. Increasingly, the concept of service redesign is used within local authorities, this is becoming increasingly important in Adult Social Care and Children's Services as greater integration with the health sector grows.

Fundamentally the approach is aimed at ensuring customer outcomes are met and because it is predicated on an evidence-based approach. The general principles for good service redesign are that it should:

- Follow the customer's journey/pathway
- Be based on customer insight and customer need, not driven by the organisation
- Be service led with facilitation and help from all support services
- Involve all stakeholders
- Promote effective team working
- Focus on improving the customer's experience and outcome in a fair and equal manner
- Follow a structured methodology.

Working with officers tasked with community engagement we will support ways to involve customers in the earliest design stages, throughout the change process and after implementation. In this way services will always have direct input from those that use them.

Whilst the council will in the short-term, focus its attention on improving access based on high benefit, low cost initiatives, a full programme of service redesign is essential if the council is to truly meet customer needs and maximise the investment it has/will make in the customer access infrastructure. Therefore the council needs to articulate its preferred methodology for Service Redesign and establish a programme across all services to ensure that end-to-end processes involved in a customer journey/pathway are meeting needs in the most efficient and effective way. This is a key building block for this strategy going forward.

Channel Management

Customers receive a high standard of customer service from many other public and private sector organisations and are right to expect the same of Leeds City Council consistently. Whilst citizens do not think in terms of 'channels', the channels through which public services are delivered, and by which the public has contact with the authority, are a critical part of service provision and must be managed effectively.

Channels may include face to face; telephone; e-mail; Internet; digital TV; mobile technology (including SMS text messaging, apps and mobile web); automated telephony technology (including interactive voice recognition) and post.

Channel Management is the process by which the council provides access to its services. It focuses attention specifically on two areas:

- Having the right range of access channels within the council. The development and implementation of access channels will be informed by customer insight, the ease by which services lend themselves to alternative methods of access; the delivery channels already in place and equality impact assessments to ensure access to services is non-discriminatory and where possible equality, cohesion and diversity outcomes are improved.
- For each channel that is used within the council, ensuring they are easily accessible; simple to use; streamlined; convenient; cost effective and robust.

By offering a wider range of access channels, particularly around self-service, we will both encourage and enable customers to access our services via the most effective and suitable method.

This strategy will not aim to remove channels, as customers will always use different channels, not just for different types of interactions, but also to suit their own convenience. Instead, the strategy will adopt an approach based on channel optimisation so we will use each channel for what it is best in order to realise the greatest benefits in terms of service delivery. The benefit of this approach is that customers will be able to choose more ways to access services at times and places which suit them, whilst the council will improve customer satisfaction through channel optimisation and benefit from efficient service delivery.

Having an appropriate approach to Channel Management is therefore a key building block for this strategy going forward and key deliverables around channel development and use have been identified in Section 5.

Information and Technology

The council has invested significantly in recent years in technology that supports a more customer focussed approach to service delivery. Through the development of the Corporate Contact Centre and the network of One Stop Centres that exist across the city, the council has invested in a corporate customer relationship management (CRM) system, plus a suite of technologies to support telephony requirements including voice over internet protocol (VOIP) and interactive voice recognition (IVR).

Further to the above, the council has embarked on an investment strategy under Changing the Workplace to enable colleagues in the organisation to work how, where and when they need to support improved end-to-end services to the customer. The Council is also developing a new website with a key workstream being around e-services delivery. This will allow the council to deliver more choice for all customers around how services are accessed through the provision of more on-line services. There has also been investment in the technical platform for the development of a Universal Customer Master Index (UCMI). This will enable the council to have a single view of the customer by linking customer records across line of business systems. The development of the website and UCMI are key deliverable for this strategy. Key benefits of a single view of the customer are:

Mr C is overwhelmed by his wife's death and is not sure which services need to be informed.

Mr C phones to make an appointment to register his wife's death. He accepts the offer of using the Tell Us Once service and is given a confidential appointment with a specially trained Customer Services Officer immediately after he registers the death.

The Customer Services Officer is able to look up his wife's details and see a single view of her involvement with different services. The single view enables the Customer Services Officer to ask the right questions and help Mr C decide which services need to be informed.

As the single view has already identified the correct record for Mrs C in the different systems, staff in service areas do not have to spend time searching for her records in order to deal with her death

- Lower operational costs by enabling once-and-done processing across lines of business.
- Allows for more accurate customer records by integrating a number of 'live' sources of data.
- Supports better analysis of customer pathways and allows for improved across service marketing and delivery.
- Should help reduce the number of databases required and therefore reduce IT and administration costs, although this is partly dependent on the alignment of other IT systems.
- Should enable the removal of process duplication and simplify customer circumstance amendments.

However, the above is not enough and the role of information and technology in supporting delivery of this customer access strategy can not be over-emphasised. There is a real need to invest in newer technologies to support the delivery of new channels and more choice. This includes intelligence and performance management technologies, authentication tools, plus applications to allow such things as book and pay for appointments and the tracking of applications.

Together the above technologies enable the council to take significant steps towards achieving the customer outcomes and therefore having the right information and technology is a key building block for this strategy going forward and key deliverables to ensure this have been identified in Section 5.

Performance Management Framework

The key to ensuring that the council's services continue to meet customer needs will be based on a solid approach to performance management. Traditionally, local authorities have been required to measure a large number of indicators on behalf of the government which has stifled a true performance management process and instead focussed attention purely on measuring and monitoring. The demise of the national indicator set provides a perfect opportunity to now address these shortcomings and deliver a new performance management framework that places customers at its heart.

Therefore one of the six key building blocks for delivering this strategy is a new performance management framework that utilises the intelligence we obtain from both customers and from service delivery to drive improvements which meet customer need and drive up satisfaction levels. This approach needs to ensure it:

- plans services around the customer,
- delivers services that meet customer need,
- monitors delivery in a balanced way using both qualitative and quantitative measures; and
- reviews and improves delivery on the basis of this monitoring.

Alongside this new performance management framework, and fundamental to how we are going to performance manage on the basis of meeting customer need, is the requirement for the development of a new, measurable set of

customer service standards. Customer service standards are necessary as they let customers know what they can expect from the council and what things are likely, possible and impossible. One of the benefits of this is that the scope for misunderstanding or the need for repeat phone calls from customers is minimised. Furthermore, they support the council's complaints procedure, setting out the minimum levels of service for staff and customers. This means that it is easier and fairer to judge when there has been a failure to deliver services to an acceptable level and then, to carry out an objective investigation to identify and resolve any problem areas.

Therefore as part of the new Performance Management Framework, the council will (as part of this strategy) develop and publish a new set of specific customer care standards for each of its service areas. These standards will be:

- developed with direct input from customers
- a commitment that people using the service should always be able to expect;
- clearly defined so that it is obvious to all if the standard is not being met;
- the minimum level of service the customer can expect;
- objective and unambiguous;
- clearly defined and linked to support service outcomes;
- agreed and understood by all staff; and
- monitored by customers as well as ourselves

Having a new performance management framework focussed on meeting customer need is therefore a key building block for this strategy going forward and key deliverables around the framework and associated customer standards have been identified in Section 5.

Business Change and Training

Customers expect their enquiries to be 'owned' by colleagues within the council and not handed-off through the system and passed to someone else to resolve. Indeed, colleagues themselves want to take ownership of customer queries and resolve them at the first point of contact. It is an ambition of this strategy that ownership of customer outcomes and resolution at the first point of contact are key values held by all colleagues within the organisation.

Given this, whilst the five building blocks outlined above are all crucial ingredients in delivering a new focus around meeting customer need, this one remaining building block will make the most significant and important contribution to delivering this strategy. It is the glue that binds everything else together as it is focussed solely on ensuring that colleagues in the council have a clear focus on customer care and work to ensure that when services are being delivered, the needs of the customer are at the forefront of delivery.

This strategy plans to develop the skills, capacity and attitude of all colleagues to ensure the customer is central to what we do at Leeds City Council. To achieve this, the specific programmes and projects developed will ensure relevant colleagues are supported through business change and appropriately trained to deliver the changes implemented. Beyond this, services will be supported to ensure further training is provided and deliverable standards are achieved. This change will be embedded through application of the new performance management framework that will offer accountability and responsibility for outcomes

Miss Lee doesn't have a LeedsCard but wanted to book a squash court at her local sports centre, when she rang she was advised that all the courts were fully booked. Miss Lee then spent 30 minutes ringing other local Leisure Centres in her area to find a free court.

In future, Miss Lee will be able to book and pay for her squash court on line. She will be able to pay with her bank or credit card in order to authenticate the transaction.

Within the council, people are our most valuable resource and we do have a committed and skilled workforce. Therefore working with them and supporting them through the inevitable business change process and training them in the new ways of working will be the key to changing the culture of customer service in the authority in the medium to long-term.

A failure to address how people change as part of this strategy would make delivery of the other five building blocks very difficult as it is our colleagues in the organisation that will ensure the building blocks work efficiently and effectively in all service areas. We will also make links to planned new guidance and training on community engagement, to help us properly involve customers in service redesign, measure customers experiences and satisfaction and explore methods such as mystery shopping. Therefore business change and training is a crucial part of the deliverables within this strategy.

SECTION 5: KEY DELIVERABLES AND BENEFITS

The section below outlines the key deliverables for each outcome alongside the key benefits that can be expected for both the customer and Leeds City Council. As can be seen from the key deliverables, they are all aspects of one or more of the six building blocks identified and will form the basis for the action plan to be developed to support delivery of the strategy.

Outcome	Objectives	Key Deliverables	Key Benefits	
			For the Customer	For Leeds City Council
All Citizens have Fair and Equal Access to Services	<ul style="list-style-type: none"> We understand customer diversity issues and address barriers to access, particularly groups we have been less successful at reaching. We actively target increased take-up of service's for under-represented and vulnerable groups and signpost to other services where appropriate. Where customer insight highlights a demand for alternative provision, we will help and support its establishment. 	<ul style="list-style-type: none"> Information is provided in an appropriate accessible format for all customers, irrespective of channel used. All Customer Access projects and policy changes are equality impact assessed to ensure that access is fair and equal. Fair and equal access is a key measurable attribute of the performance management framework. Customer insight is used to evidence demand for the establishment of non-traditional channels which will increase service take-up and ensure fair and equal access. 	<ul style="list-style-type: none"> Clear and appropriate access routes to services. More inclusive service provision 	<ul style="list-style-type: none"> Better understanding of communities in Leeds. Better understanding and management of risk of customers being excluded Better equality outcomes.
Customers have greater control over the services they receive and how they access them.	<ul style="list-style-type: none"> Where it is appropriate to do so, we encourage and enable customers to determine their interaction with the council. We use customer insight to determine the most appropriate channels for service delivery. We give seamless service delivery across the principle access channels – face to face, telephone and on-line. 	<ul style="list-style-type: none"> Integrated CRM with a clear vision for systems integration, development and customer service delivery. A fully transactional website providing channel choice and online services that will benefit customers the most. Full on-line authentication with choice options for determining the level of engagement and interaction with the council. On-line functionality to enable book and pay for appointments and the ability to track application requests. Services are grouped around commonality of need and access and the most cost-effective channel is used for service delivery irrespective of the type of contact. An initial focus on low cost, high volume transaction activities that will deliver quick benefits to both customers and the council. 	<ul style="list-style-type: none"> Services available at times and locations to suit the customer. Greater choice and personalisation over service provision. Greater awareness of the services to which customers are entitled. Appropriate access channels that suits customer needs and lifestyles. 	<ul style="list-style-type: none"> More efficient service delivery. Direct link between service request and channel used.
Customers influence the design & delivery of the	<ul style="list-style-type: none"> We have a clear and consistent approach to the capture of customer insight which is linked to our 	<ul style="list-style-type: none"> A consistent approach to customer insight (including market segmentation) is used to profile our 	<ul style="list-style-type: none"> Streamlined, joined-up service delivery around key 	<ul style="list-style-type: none"> Better customer intelligence.

Outcome	Objectives	Key Deliverables	Key Benefits	
			For the Customer	For Leeds City Council
<p>services available for them</p>	<p>community engagement developments.</p> <ul style="list-style-type: none"> We have a clear and consistent approach to the identification of customer pathways/ journeys; Signpost customers to other services provided by the voluntary and private sector as appropriate. We place customer insight and pathways at the heart of service commissioning and re-design. 	<p>communities and service users.</p> <ul style="list-style-type: none"> A consistent approach to mapping and redesigning customer pathways/journeys is used to support service redesign. All services have been redesigned around the customer and are provided, commissioned or signposted on this basis. Locality and locality based services will be supported through Changing the Workplace by streamlining processes, enabling a more agile and flexible workforce, and making more efficient use of assets. 	<p>life-events and episodes.</p> <ul style="list-style-type: none"> Tailored service provision based on customer interaction with the council. Self-determination over how customer needs are met. 	<ul style="list-style-type: none"> More targeted service delivery. More effective partnership working.
<p>Customer needs will be resolved where possible at the first point of contact</p>	<ul style="list-style-type: none"> We have a single view of the customer and know their touch-points with services. We ensure all access channels provide consistent information, advice and tools to deliver services at the first point of contact. All front-line staff are trained and performance managed to provide resolution at the first point of contact. 	<ul style="list-style-type: none"> Consolidation of resources to develop a cost-effective approach to customer contact through greater utilisation of the Corporate Contact Centre, One Stop Centres, Joint Service Centres and the Website to enable them to be the operational front-line for service delivery in the city. Through service redesign, fully integrated customer management, service management and back office functions which maximise the depth of enquiry handling at the first point of contact (irrespective of channel and 'back office' ICT systems) and minimises the level of 'pass back' and double-keying. A unique and consistent view of the customer through a customer master index which links line of business systems together. A Customer Relations training and development programme which equips colleagues with the skills and knowledge to resolve customer need at the first point of contact. 	<ul style="list-style-type: none"> Service request is resolved first time, on time. Expectations are managed where first time resolution is not possible. 	<ul style="list-style-type: none"> Reduction in avoidable contact. Reduced service failures. Shorter handling and queue times. Increased value for money from existing infrastructure.
<p>Customer satisfaction drives service improvement</p>	<ul style="list-style-type: none"> We place customer satisfaction at the heart of our performance management framework. We place customer satisfaction at the heart of our commissioning framework. We publish satisfaction levels against a set of measurable customer service standards developed with customers themselves. 	<ul style="list-style-type: none"> A clear, performance management framework which delivers a balanced approach to monitoring and managing customer outcomes is in operation for all services. A set of measurable corporate customer standards is monitored and published annually. Customer Satisfaction with service delivery is a corporate requirement of Chief Officer Appraisals. 	<ul style="list-style-type: none"> Service standards which are met consistently. Greater confidence that service requests will be dealt with satisfactorily. 	<ul style="list-style-type: none"> Customer focussed culture.

SECTION 6: SERVICE CONSIDERATIONS IN DELIVERING THIS STRATEGY

Sections 1-5 have set-out a broad framework and infrastructure for delivery of this strategy. However the principle contribution to delivery will come from the services themselves as it is through service redesign that this strategy will be brought to life and drive changes in the way services are commissioned and provided.

It is a requirement of this strategy that all services will undertake a self-assessment to gauge their relative position in respect of being fit for purpose and delivering more efficient and effective customer access in line with this strategy. This self-assessment will enable services to identify what actions they need to take to ensure the necessary steps are made to improve access to their services. These actions will help drive both a council-wide programme of customer access change, and on a more local level impact on service plans where simple and effective changes can be made.

In undertaking this work, consultation with directorates and services has highlighted four areas where consideration needs to be made by the service ahead of any action-planning as they are important factors that will play a role in future service delivery. Consideration of these cannot be made in detail at a corporate level as each plays its part differently depending on the service.

The four considerations are:

Definition of Customer

The term customer is used generically in this strategy as a catch-all term for anyone who may come into contact with services either provided by the Council or commissioned through the Council and its wider partnership structures. However it is important to realise that this does not therefore limit the population to which this strategy applies and instead asks services to give consideration to who their 'customers' are and seek solutions to address their access needs. In asking this, the strategy is not limiting its scope.

Therefore the strategy provides a framework and a set of principles which is fit for purpose irrespective of who the service's customers are, be they internal colleagues, businesses, partners, other professionals, citizens and visitors to Leeds, schools, children centres, suppliers etc. etc. However to ensure that access solutions are fit for purpose, services must give consideration to who their customers are when action planning.

Partnership Working and Integration

A clear ambition in this strategy is that services are designed around customer pathways and journeys and in this regard the Council in a significant and increasing number of service areas is merely one part of the pathway jigsaw. Therefore in designing customer access solutions for their customer pathways, services must look to work with and integrate their activity with that of other partners and stakeholders involved in the pathway.

This is already a key consideration for both Children's and Adult's services but is increasingly being demanded across other service areas and therefore in taking forward this strategy, services must give due consideration in their action planning to the partnership working and integration issues that need to be addressed to ensure that access is as seamless and effective as it can be.

Locality Working

The drive towards greater localism is a key driver for this strategy and is identified as such in Section 1. However the practical manifestation of localism is dependent on the nature, type and scope of service delivery.

In this regard services must give consideration in designing customer access solutions for their services to how the service will be delivered in a more localised way and what impact this has on the access routes into the service. Again, the strategy in itself cannot provide this detail and must instead rely on services to give this consideration as part of their action planning going forward.

Intelligence-based Decision-Making

As Section 1 outlined, the drivers for change are dictating the environment within which services now have to deliver and by and large it is one which is differentiated, local and increasingly 24/7. Therefore in meeting the needs of customers, given this broader context, it is important that we use our insight and intelligence to better understand the requirements, needs and motivations of our

customers and communities as a single-delivery framework is now, in the majority of service areas, no longer an option.

The strategy states that customer insight is a key building block for improving customer access as it gives us intelligence on which decision can be made and service delivered. However it will be the practical application of this customer insight within services that will ensure that more intelligence based decision-making is used to deliver services. Therefore services must give consideration in their action planning to their intelligence needs with regards to service delivery and increasingly use this intelligence to better target service delivery.

SECTION 7: GOVERNANCE AND DELIVERY

The key to providing excellent customer-centric services lies in transforming the way we deliver those services. Through a robust redesign of systems, processes and structure within each service area, we can identify appropriate areas for change. Those changes will deliver effective, efficient services which are accessible to, and meet the needs of all our diverse customers. This strategy document sets out a roadmap for achieving this.

Whilst the responsibility for delivering the actions identified in this document ultimately lies with all staff and Directorates, a programme of projects will be required that will deliver the building blocks and ultimately the customer outcomes. What follows outlines the proposed governance for ensuring delivery of this programme of projects.

Corporate Leadership Team: CLT will engage and support members, directors and senior managers in understanding and embedding the principles set out in this strategy.

Directors: Directors are responsible for ensuring services engage with this strategy and work with the Customer Access Delivery Board to define a programme of service redesign that will ensure all the services for which they are accountable are redesigned to better meet customer need.

Customer Strategy Board: CSB will monitor and embed delivery of the customer access strategy. They will manage the delivery of strategic and policy change affected by this strategy as well as ensuring adherence to the new performance framework and corporate customer service standards.

Customer Access Delivery Board: A new Board will be established to drive delivery of the strategy. The Board will be responsible for delivering the six building blocks by agreeing prioritisation within the programme with Directorates and obtaining and managing the resources needed to deliver and ensuring delivery.

Customer Services: Customer Services will be responsible for the operational management and delivery of the principle access channels maintained and created through this strategy and for the performance management framework that is delivered as part of the strategy. They will also act as the operational front-line for services where the service redesign process dictates this to be the most efficient and effective method for meeting customer need.

Intelligence and Improvement Team: The Intelligence and Improvement Team will provide the programme and project management resource required to deliver the programme. Working directly to the Customer Access Delivery Board, they will undertake the financial management, risk management and benefit management requirements associated with the programme, be responsible for defining and delivering the Service Redesign approach utilising Business Process Re-engineering capacity within the council, plus provide the team tasked with delivering projects on the ground. The team will also lead on the development of the Customer Insight work.

ICT: ICT will be responsible for delivering the technical infrastructure needed to deliver this strategy. Working closely with the Business Transformation Team and services, they will define, architect and build the technical infrastructure to meet the channel requirements within each service as a result of the redesign work.

CONCLUSION

Customer access supports delivery of the Vision for Leeds and the City Priority Plans. The scope to remove duplication and improve services is significant, this area is key in that it drives customer experience and can inhibit customers from accessing high quality services. Section 5 illustrates the strategic intent and deliverables of this strategy, in summary, in 5 years the following will have developed across the organisation:

- A deeper understanding and level of insight in terms of customers, non customer and communities will emerge. This will provide clear information on transactions, geo-demographic profiles and shape customer services to meet the needs of identified groups.
- Clearer customer insight on communities that Leeds City Council has been less successful in reaching will have developed, meaning more transparent and clearer equality, diversity and cohesion decisions are made. This information will also be used to better structure and target services for those most in need.
- More services will have a single view of the customer, reducing IT costs (less duplicate systems), less process duplication and clearer customer pathways will emerge as a result.
- More channels will suit the needs of identified customer groups (market segmentation) with a much more transactional website that is integrated into end to end customer processes. Other channels will also be better integrated.
- Across the Leeds City Council's City / Planning Framework business intelligence and performance information with regards to customer service will be fully embedded.
- Culture across Leeds City Council will embed the customer as one of our most important priorities. Putting the Customer First will be re-addressed through business and service transformation. Joint working with other information providers across the city will help ensure that we are providing set of information to customers no matter how they access the service.
- Changing the Workplace is based upon understanding the locality needs for services across the diverse administration area Leeds City Council serves. The needs of the most deprived communities are very different from the affluent areas. Significant benefits can be gained from a more co-ordinated approach to front line service delivery, including working with partners and commissioning bodies to meet the needs of our customers. Integrating service delivery locations and specific customer service delivery elements offer clear opportunities. Often, on a locality basis delivery is fragmented across many locations that often don't meet community need, when one better placed asset could do this to a better quality, more efficiently and deliver better outcomes. Changing the Workplace and Customer Access offer Leeds City Council a significant opportunity to not only transforms customer service delivery, but also the way it does business.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 9th January 2012

Subject: Calls for publication of employee register of interests

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. In October 2011 Scrutiny Board (Resources and Council Services) published its final report following an Inquiry into employees' declaration of interests.
2. A number of recommendations were made within the final report and these were submitted to the Executive Board. On 14th December 2011 Executive Board received and considered a response to the Board's recommendations from officers. This response is attached as appendix 1.
3. In summary the officer response concludes that;

The Chief Officer, Human Resources has plans in place to comply with the recommendations one and two set out in the inquiry report, in so far as she can legally do so.

The Head of Governance Services will implement, in respect of recommendation three, changes to the report template as directed by the Executive Board and will endeavour to communicate these to enable early adoption by report authors.

The Head of Scrutiny Support and Member Development will also, at the direction of the Executive Board, arrange for the consideration of recommendation three by the Joint Plans Panel and the Licensing Committee.

The Head of Internal Audit will consider the most effective way of obtaining assurances that Directors are managing employee interests appropriately.

4. Following consideration of the officer response Executive Board resolved;

That the proposals, as set out within the submitted report, be adopted.

Recommendations

5. Members are asked to:

- a) Note the officer response to the Board's recommendations
- b) Note the response from Executive Board
- c) Monitor the implementation of the recommendations in line with the Scrutiny Unit's recommendation tracking arrangements.

Background documents

6. None used

Report of the Director of Resources

Report to Executive Board

Date: 14 December 2011

Subject: Calls for publication of employee register of interests

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 type="checkbox"/> Yes	<input checked="" 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:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. A scrutiny inquiry is calling for publication of part of the employees' register of interests for some employees.
2. The Chief Officer, Human Resources has plans in place to comply with the recommendations one and two set out in the inquiry report, in so far as she can legally do so.
3. The Head of Governance Services will implement, in respect of recommendation three, changes to the report template as directed by the Executive Board and will endeavour to communicate these to enable early adoption by report authors.
4. The Head of Scrutiny Support and Member Development will also, at the direction of the Executive Board, arrange for the consideration of recommendation three by the Joint Plans Panel and the Licensing Committee.
5. The Head of Internal Audit will consider the most effective way of obtaining assurances that Directors are managing employee interests appropriately.

Recommendations

6. Executive Board are asked to adopt the proposals set out in this report.

1 Purpose of this report

- 1.1 This report advises Executive Board of the results of a recent Scrutiny Inquiry into the publication of employee interests and the actions proposed as a result.

2 Background information

- 2.1 For a considerable number of years some Scrutiny Boards and the Standards Committee have expressed an interest in the officer register of interests.
- 2.2 Members have noted the differences between the legal and local frameworks for Member interests and the interests of officers, particularly in regard to the requirement to publish Member interests and the absence of a similar requirement for officers.
- 2.3 For some time, it has been the position of officers appearing before those committees to explain that although there are differences between the two frameworks, there is a legal basis for treating the interests differently.
- 2.4 In particular much of the data collected in officer declaration of interest constitutes “personal data” or “sensitive personal data” within the context of data protection legislation and hence is protected from disclosure. For Members this protection is then overruled by legislation which requires publication.
- 2.5 In June 2011 the Information Commissioner handed down a decision in a matter involving Bolton MBC, which provides that certain types of officer interests for “senior staff” may be published. Bolton MBC has appealed against this decision and the result of that appeal is still pending.
- 2.6 The Scrutiny Board (Resources and Council Services) has recently finalised an inquiry into employees’ declarations of interests and made four recommendations.
- 2.7 The Director of Resources has put forward proposals in this report to respond to the Scrutiny Board recommendations.
- 2.8 Both the Information Commissioner’s decision and the Inquiry report are attached for the information of Members.

3 Main issues

3.1 Scrutiny Board Recommendations

- 3.1.1 The scrutiny inquiry report has four recommendations which can be summarised as:

One: Officers to establish, through negotiating appropriate changes to the Employee Code of Conduct, a publicised officer register of interests, with first publication of the register to take place as soon as possible after the ‘Bolton’ appeal has been determined. The information to be publicised, and the posts to be considered, should be based on the Bolton Council ruling, subject to officers being given the opportunity to explain any particular prejudice they might suffer as a result of publication.

Two: That, subject to the above, we work towards a publication scheme which includes “high risk” posts and other groups of staff where there is a specific justification for publication based on their particular duties.

Three: That reports to Council Committees require report authors, and those in whose name the report is written, to declare any interests they may have which may be relevant to the reports subject matter. Those officers presenting or commenting on a report in a formal meeting should also declare any interests in the same fashion that elected Members do.

Four: That internal audit obtains assurances that Directors are managing officer interests appropriately and report their findings back to Scrutiny Board.

A full copy of the inquiry report is attached as Appendix 1.

3.2 Scope of interests which it may now be possible to publicise

3.2.1 The Information Commissioner’s decision notice (Appendix 2) in the Bolton case, whilst specifically couched in the terms of Bolton MBC’s employee’s register of interests, makes a clear distinction between business and personal interests.

3.2.2 The Information Commissioner has ruled that an employee’s business interests can be disclosed but specifically **excluded** disclosure of other categories of personal information. Specifically the Commissioner set out that Bolton MBC should release:

- Names
- Department
- Section
- Name and address and nature of additional business, or other employment
- Name and address of Company, firm or other body or individual of whom consultancy is undertaken and nature of the consultancy with an indication of frequency or volume of such work.
- Name and address and nature of business of each company or other body of which you are a Director, with an indication of whether it is in a paid or unpaid capacity.
- Name and address and nature of business of each firm with which you are a partner
- Name and address and nature of business of each company in which you hold shares [the Chief Officer HR intends to use a form of words to limit this requirement to exclude small shareholdings in large companies, e.g. banks.]
- Name and address of the organisation to whom you are engaged on a retainer basis and nature of the retainer

3.2.3 The intention is to publish all declared business interests for the relevant senior staff. Directors will continue to be accountable – as they are for all declared interests whether or not they are published – for ensuring that appropriate steps are taken to ensure that employees’ decision making and advice is not compromised or open to challenge on the basis of perceived conflicts of interests.

For example, someone who owns a company which provides service X should clearly be excused from any involvement in procuring a company to do X. Conversely, someone with £20 of shares in a multinational energy company is

unlikely to be seriously swayed in their assessment of who to purchase the council's electricity from.

3.2.4 This council's register of interests is not currently aligned to collect this information. Some is collected under different headings (which may include data which is not to be released) and other elements are not specifically requested at all. The Chief Officer Human Resources will ensure that the necessary changes are incorporated in the proposed review of the Employee Code of Conduct to ensure that the information to be released is collected and is clearly differentiated from other information.

3.3 Scope of officers whose business interests it may now be possible to publicise

3.3.1 The Information Commissioner decision refers only to "senior" officers, noting: "...these Officers concerned are senior officers who are responsible for taking decisions which affect the community, and are responsible for budgets and the spending of public money."

3.3.2 In response to the first Scrutiny Board recommendation it is proposed to extend compulsory publication of business interests to two groups of staff:

- The top three tiers of management
- All posts which have significant decision-making powers

3.3.3 The top three tiers of management are:

- the Chief Executive
- posts which report to the Chief Executive (other than administrative posts); and
- posts which report to posts (other than administrative posts) which report to the Chief Executive

3.3.4 Posts with significant decision-making powers may be defined to include:

- Any post to which the constitution delegates authority to make Key decisions under an Executive function, or decisions of a comparable level under a Council function
- Any post to which a sub-delegation scheme delegates authority to make Key decisions under an Executive function, or decisions of a comparable level under a Council function

3.3.5 The two categories almost certainly overlap, however it is simpler to identify the first group, and it is proposed to bring this process and then add in the second category at a later stage. In addition, the publication process will need to include an "appeal" process whereby employees have the opportunity to explain any particular prejudice they might suffer as a result of publication.

3.3.6 Once complete, this would, in effect, become the list of "high risk" posts, thus complying with the second scrutiny board recommendation.

3.3.7 However, it is important to note that this would not comprise the 2135 posts referred to in the attached scrutiny report as this list currently includes a number of relatively junior posts. For clarity, the "high risk" posts would be renamed, an alternative designation of "posts with significant decision-making powers" may be used.

- 3.3.8 This would ensure that the proposed actions were in accordance with the Bolton ruling as it currently stands, be consistent with data protection law and remove the risk of legal challenge from staff *currently* listed as high risk but clearly not “senior” by any definition.
- 3.3.9 It is also worth noting that Under the Code of Practice on Local Authority Accounting the Council’s accounts are required to disclose any significant payments between the Council and any organisation or individual over which the Council’s key management personnel have a degree of control or influence. For Leeds City Council the term key management personnel has been defined as members of the Corporate Leadership Team.

3.4 Current status of the Commissioner’s decision

- 3.4.1 The Information Commissioner’s decision has been appealed by Bolton MBC. It was anticipated that the appeal would be heard in October 2011, however Bolton MBC are unable to advise us when a decision will be made public. It is possible, therefore, that the basis for publishing even this element of the register for this element of employees may be overturned.

3.5 Practicalities of implementing recommendations

- 3.5.1 Introducing rules making the publication of certain interests for some officers will require amendments to the employee code of conduct.
- 3.5.2 The employee code of conduct is also part of the terms and conditions of employment, and changes must be negotiated with the trade unions. These changes can be included in a review of the code which is currently in hand.
- 3.5.3 It is not possible to commit to a timescale at this point due to the uncertainties surrounding the Bolton appeal and the length of time required for discussions with the trade unions. However, all preparatory work will be undertaken once the Executive Board decision has been taken.
- 3.5.4 Recommendation three concerns the arrangements by which report authors, and officers whose name the reports have been written, might record the considerations that have been made, to determine whether or not they might have interests in the matter which is the subject of the report.
- 3.5.5 The Head of Governance Services considers that this requirement could be incorporated into the recently introduced report template (specifically section 4 dealing with Corporate Considerations) adopted by Executive Board, Scrutiny Boards, and by some Council Committees.
- 3.5.6 However, because of the quasi judicial functions of the Plans Panels and the Licensing Committee, the recently introduced template was not adopted by these Committees. The Executive Board therefore may feel it appropriate to invite both the Licensing Committee and the Joint Plans Panel to consider this recommendation within their respective remits.
- 3.5.7 Further to this, recommendation three stipulates that the requirement for report authors, etc., to declare any interests relating to reports to Council Committees. Executive Board are asked to consider whether this requirement to extended to all Key, Major and Significant Operations decisions taken by employees.

- 3.5.8 Internal audit will need to consider the most effective way of obtaining assurances that Directors are managing officer interests appropriately. This will consist of placing reliance upon the governance arrangements in place, as well as compliance testing.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 This report is based upon interaction with the Standards Committee, and the Scrutiny Boards for Environment and Neighbourhoods, City Development and Resources & Council Services.
- 4.1.2 This report sets out proposals for consultation with the trade unions in regard to recommendations one and two.
- 4.1.3 The matters set out in the recommendations relate to internal matters and do not require consultation with the wider Leeds community.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 An Equality, Diversity, Cohesion and Integration Screening has been undertaken. There are no issues identified in connection with this report.
- 4.2.2 Any changes to the employee code of conduct will be subject to their own Equality, Diversity, Cohesion and Integration Screening and/or assessment.

4.3 Council Policies and City Priorities

- 4.3.1 The employee code of conduct is part of the council's constitution, but may be amended under delegated authority by the Director of Resources. The Director has sub-delegated this authority to the Chief Officer, Human Resources to maintain consistency with terms and conditions of employment.
- 4.3.2 If the scope of publicising declarations were to be made contingent on delegations and sub-delegations it would be necessary to review all sub-delegation schemes to ensure there is sufficient clarity as to both (a) the posts referred to, and (b) the scope of their delegated authorities, to allow a list of posts in scope to be developed.

4.4 Resources and Value for Money

- 4.4.1 The proposals will require maintenance of two separate lists in regard to the register of interests: (1) posts for which an annual return is proactively sought and (2) posts with significant delegated decision-making authority. It is anticipated that there is sufficient capacity within the HR Service to maintain two lists.
- 4.4.2 These categories are similar to, and may cause confusion with, the rules for identifying politically restricted posts, however, it is not possible to simply designate all politically restricted posts as "senior", as some demonstrably non-senior posts would be caught in scope (for example, lower graded communications staff and political assistants).

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Even if these proposals for “compulsory” publication of some interests for some staff were included in a negotiated employee code of conduct, it would be necessary to allow individuals to request that their details be withheld where publication would be an unwarranted intrusion into the private lives of the employees concerned.
- 4.5.2 Personal data is acknowledged to fall within the protection of the right to respect for private and family life under Article 8 of the Human Rights Act 1998, and it would be unlawful for the Council to act in a way which was incompatible with that Convention rights. The Council would need to demonstrate that a decision to publish was lawful, and in particular that in doing so there was no breach of the Article 8 rights. Article 8.2 provides permits an interference on certain specified grounds, where this is both “necessary” and “proportionate”.

In certain cases, it may be possible to argue that any interference with an employee’s right to respect for their private and family life was outweighed by the “protection of the rights and freedoms of others” in the sense that there is a public entitlement to a politically neutral and otherwise unbiased officer corps.

However, it is considered that in the same way as under the data protection rules, the automatic publishing of all of the information in all declarations would be a breach of the Article 8 rights. In a similar way, if the Council limited disclosures in accordance with the Bolton decision mentioned above, it is likely this will also amount to a permitted interference with the Article 8 rights.

- 4.5.3 If the Council wished to exceed the Bolton decision by making disclosures of further categories of information collected from other groups of staff it would need to have a specific justification based on the particular roles of the individual employees concerned. Plainly, if sensitive personal data were concerned, then the Council’s justification for publication would need to be significantly stronger, and it is likely that publication could only be justified in exceptional circumstances.
- 4.5.4 This report carries a security classification of “not protected”.

4.6 Risk Management

- 4.6.1 If the position in the Bolton ruling is confirmed, we may be asked to provide the information outlined under Freedom of Information legislation. Doing so would be legal – as there would be a legislative requirement to do so – but may cause discontent as it may be seen as a breach of the current employee code, and hence of the local terms and conditions of service.
- 4.6.2 Conversely, going beyond the scope of publication set out in the Bolton ruling without specific justification as mentioned above would, if it is confirmed, open the council to legal challenge and the possibility of significant fines. The Information Commissioner has recently fined a number of local authority’s amounts greater than £100,000 for significant breaches of data protection legislation.

5 Conclusions

- 5.1 The Chief Officer, Human Resources has plans in place to comply with the recommendations one and two set out in the inquiry report, in so far as she can legally do so.
- 5.2 The Head of Governance Services will implement, in respect of recommendation three, changes to the report template as directed by the Executive Board and will endeavour to communicate these to enable early adoption by report authors.
- 5.3 The Head of Scrutiny Support and Member Development will also, at the direction of the Executive Board, arrange for the consideration of recommendation three by the Joint Plans Panel and the Licensing Committee.
- 5.4 The Head of Internal Audit will consider the most effective way of obtaining assurances that Directors are managing employee interests appropriately.

6 Recommendations

- 6.1 Executive Board are asked to adopt the proposals set out in this report.

7 Background documents

- 7.1 Information Commissioner's decision notice, ref FS50359348
- 7.2 Scrutiny Inquiry Final report Employees' Declaration of Interest dated 3 October 2011
- 7.3 Employee register of interests

Freedom of Information Act 2000 (Section 50)

Decision Notice

Date: 7 June 2011

Public Authority: Bolton Metropolitan Borough Council
Address: Town Hall
Civic Centre
Bolton
Lancashire
BL1 1RU

Summary

The complainant requested a copy of senior council officers' declaration of interests. He also requested a copy of members' declaration of interests. The Council provided the declaration of interest for Members with some redactions however it refused to provide the Senior Officers' declaration of interests stating that that was exempt under section 40(2) of the Act (personal data).

The Commissioner's decision is that some of the information is exempt from disclosure under section 40(2) of the Act; however other sections are not and should be therefore be disclosed.

The Commissioner's Role

1. The Commissioner's duty is to decide whether a request for information made to a public authority has been dealt with in accordance with the requirements of Part 1 of the Freedom of Information Act 2000 (the "Act"). This Notice sets out his decision.

The Request

2. On 13 October 2010 the complainant asked the authority for:
"Please supply copies of all declarations of interests for all current Bolton councillors."

Please supply copies of any similar declarations held by the council for all/any senior council Officers.”

3. As the Council did not initially respond within the 20 working day deadline set by the Act, (which would have been 10 November 2010) the complainant made an initial complaint to the Commissioner on 11 November 2010.
4. On 12 November 2010 the Council provided the complainant with a copy of its declaration of interests for Members. As regards the declaration of interest for Officers it stated that it would need to extend the time limit for a decision to be made in order to further consider the public interest test in detail. The refusal notice notified the complainant of this following the Council’s duty under section 17(2) of the Act.
5. The Council then responded on the 3 December 2010. It stated that the information was exempt under section 40(2) of the Act.
6. On 11 December 2010 the complainant asked the Commissioner to review the Council’s response.

The Investigation

Scope of the case

7. On 11 November 2010 the complainant contacted the Commissioner to complain about the way his request for information had been handled. The complainant specifically asked the Commissioner to whether the information he requested should have been disclosed to him.
8. The Council provided the complainant with a copy of the member’s declaration of interests, and the complainant did not raise this as an issue with the Commissioner. Accordingly the Commissioner has limited this Decision Notice to consideration of the request for the declaration of interests for Officers.
9. The complainant also raised other issues that are not addressed in this Notice because they are not requirements of Part 1 of the Act.

Chronology

10. The Commissioner wrote to the Council on 15 December 2010 stating that a valid complaint had been received.
11. On 14 January 2011 the Council wrote to the Commissioner and asked him to reconsider his decision that the complaint was valid as it had not been given the opportunity to review its decision.
12. On 21 January 2011 the Commissioner, by telephone and in writing, told the Council that it should take the complainant's complaint to the Commissioner to be an expression of his wish for the decision to be reviewed, and to review its decision and provide a response to both the complainant and to him by 18 February 2011.
13. On 1 February 2011 the Council wrote to the Commissioner and asked him to provide a copy of the complainant's complaint to the Commissioner in order to carry out its review.
14. On 4 February 2011 the Commissioner wrote to the Council indicating that the complainant's request was for the Council's entire response to be reviewed.
15. On 15 February 2011 the Council wrote to the complainant asking him to provide any comments or arguments he wished it to take into consideration in its review within 7 days. It provided a copy of that letter to the Commissioner on 17 February 2011.
16. On 18 February 2011 the Commissioner wrote to the Council stating that he had asked for the review to be carried out by 18 February 2011 and was not satisfied with the Council's response. He asked the Council to provide the withheld information and its decision by 25 February 2011.
17. The Council responded on 25 February 2011 providing the withheld information. It followed this with an email on 1 March 2011 providing further arguments in support of its position.

Analysis

Substantive Procedural Matters

18. The complainant made his request for information on 14 October 2010, however the Council did not respond to that request until 12 November 2010. This falls outside of the 20 working day deadline set for response

by section 17(1) of the Act. The Commissioner notes that a time extension under section 17(2) is only permitted when an exemption subject to the public interest test is claimed; section 40 is an absolute exemption, though the Commissioner acknowledges it does often require public interest considerations to be made.

19. Accordingly the Commissioner's decision is that the Council breached section 17(1) of the Act.

Exemptions

20. The Council stated that the information was exempt because it is the personal data relating to the Officers concerned.
21. Section 40(2) provides an exemption to disclosure where the information is the personal data of a third party and a disclosure of that information would breach one of the data protection principles of the DPA.

Is the information personal data?

22. The complainant made a number of requests seeking the declaration of interests of Senior Officers at the Council. Section 1 of the DPA defines personal data as data which relate to a living individual who can be identified:
- from those data, or
 - from those data and other information which is in the possession of, or is likely to come into the possession of the data controller.
23. The information in question identifies the individual officer at the Council, and then provides a list of interests they have declared which could feasibly conflict with their role within the Council. These interests include such items as family associations and land owned. The list is provided to the Council in order that the Monitoring Officer is aware of any conflicting interests which might arise during the course of the officer's duties, particularly where that officer is involved in decision making.
24. The Commissioner is therefore satisfied that as a list of the individuals private interests, including associations, family relationships and Membership of organisations the information is personal data relating to them.

25. The Commissioner is therefore satisfied that the information is personal data relating to the officers concerned and other third parties.

The data protection principles

26. Section 40(2) excludes the personal data of third parties from disclosure if disclosing it would breach one of the data protection principles of the DPA.
27. The first data protection principle requires that personal information should be processed "fairly". In order for a disclosure of this information to be fair, an important factor to consider is whether Senior Officers had a reasonable expectation that their information may be disclosed by their employer to any member of the public at the time that they first provided it to the Council. This might be because the Council told them that that would occur or because it would have been reasonable for them to understand this was a possibility at the time that they provided it. Alternatively another reason might apply which would make that disclosure fair.

Would that level of disclosure lies within the officer's expectations?

28. The Council has provided information on how the declaration of interests are obtained from Senior Officers. It explained that the declarations are provided voluntarily. This is different to Members, who are required by law to provide information and complete a declaration of interests form. It also provided a link to the Council constitution which states:

"7.3 All employees on Salary Band 8 and above along with certain other posts where Directors deem appropriate must complete the form attached at Appendix B Part B of the Council's Codes and Protocols for Members and Officers or located on the Council's Intranet. If they have any personal interests or involvement which might conflict with their employment or with the interests of the Council. Such employees should complete the form if, for example, they live within the Borough and own their own home.

7.4 The Monitoring Officer will maintain a register of declared interests. The register will be accessible only to the Monitoring Officer and other authorised Officers for the purposes of ensuring that proper standards of conduct are maintained (and/or in accordance with paragraph 14.2 below). Individual employees will only have access to information recorded in respect of themselves, if requested.

7.5 The register will be reviewed annually, however, if an employee's circumstances change in the meantime he/she can make a

voluntary declaration using the proforma attached at Appendix 'B'.

- 7.6 If any employee has a personal interest in any matter which arises at any meeting where the employee is reporting or advising (or might be called upon to advise, or otherwise be able to influence) any member(s) of the Council, or any third party, the employee must declare the interest, and take no part in the consideration or determination of the matter. Any such declaration made at an official meeting will be recorded in the minutes. If appropriate, arrangements should be made for another employee to attend and report and/or advise on the matter."*
29. The Commissioner notes that some of the information contains specific details about senior officer's private lives, which in many cases may never be relevant to their activities in public life. The information will only be relevant where council decisions could be affected by their personal interests, or could be seen to be affected by their personal interests. The declaration ensures that in such cases they can be excluded from making that decision or having an influence over that decision.
30. The information provides an insight into the individual's and their family's private interests. It provides details of their homes, their Membership of associations, private businesses which they or their family have links with and Membership of sporting clubs or associations which they have joined. It also provides details of where their families work if this might prove a point of conflict.
31. The Council highlights that a disclosure of this information would potentially give third parties with access to the information the ability to calculate where that person, or Members of their family would be at particular times outside of their work. For instance if an individual declares their Membership of a particular club an individual could deduce that they would be likely to attend that clubs premises at regular functions or meetings. The Commissioner considers that it is unlikely that an officer would expect such information which would provide such levels of detail of their private lives to be disclosed in response to a request under the Act.
32. The Council states that the code of conduct and protocols which it abides by are applied by local authorities throughout England. It argues that as these details are not disclosed by local authorities as a norm Officers who provided their information in this case would not have an expectation that the information would be disclosed.

33. The Commissioner also notes the specific stipulation within the document that only the monitoring officer and authorised Officers will have direct access to that information.

The seniority of the officer's involved

34. The Commissioner notes that the Officers are relatively senior within the Council. They are generally decision makers within the Council. As such they may have the ability to approve decisions which directly affect the community, or have a direct effect on the budgets of the authority. The Commissioner considers that it is likely that such Senior Officers would have some expectations that they would need to carry out their tasks transparently and be accountable for the decisions they take.

Would any damage or distress be caused by the disclosure?

35. The Council argues that given the private nature of the information in question Officers would be likely to sign a section 10 notice under the Data Protection Act if they considered that this information was likely to be disclosed. A Section 10 notice notifies the data controller that the data subject objects to it processing data in a particular way on the grounds that doing so is likely to cause the data subject damage or distress.
36. It stated that it has not asked the Officers whether they would consent to disclosure given that its view was that the information was of such a personal nature that they would not provide consent to the disclosure of this information. The Council argues that it is likely that the data subjects (i.e. the Officers) would be likely to submit the notices because: *"The register of interests contains information that is of a very personal nature to the people involved, including addresses, their affiliations and relationships that could be misused, misrepresented or used to locate and identify where they are at certain times"*.
37. The Commissioner is satisfied, given the nature of certain parts of the information in question, that a disclosure would be likely to cause substantial distress to some individuals whose data would be disclosed. It would be likely to lead to fears over security given the personal addresses are provided and an officer's whereabouts could potentially be identified as explained above. He also notes that the information sometimes includes details of other family Members' business interests, or their place of work, or even their children's activities or whereabouts at certain times.
38. Given the potential for disputes or controversial decisions which they may undertake as part of their official duties, a disclosure of

information of this sort may be distressing to the Officers concerned. It is clear that providing personal details of this sort could lead to a fear that repercussions may occur in some extreme instances.

39. The Commissioner is also satisfied that that disclosing certain aspects of the information would be extremely intrusive into the private lives of the Officers involved.
40. The Commissioner is therefore satisfied that a disclosure of this information may cause distress to the Officers concerned.

Would a disclosure of the information be warranted?

41. The Commissioner must consider whether there are there any other compelling factors which favour a disclosure of the information to such an extent that a disclosure would be considered fair in spite of the above.
42. He has highlighted above that the Officers concerned are relatively Senior Officers and that the decisions they take are likely to affect the community or the Council's budgets in some way. Clearly as Senior Officers who may take decisions that effect individuals lives or livelihoods there is an onus to act transparently and be accountable for the decisions which they are involved in.
43. The Commissioner notes that declarations of interest provided in this way do rely to some extent on the honesty and integrity of the Officers involved. If an officer chooses not to reveal particular interests (such as Membership of associations), then it is likely that the Council would not, on its own, discover that those interests exist. Clearly if an officer were to be aware that particular interests of his conflict with a decision he is required to take it would be likely to amount to gross misconduct not to reveal that interest. Nevertheless it would be possible that some individuals might not declare their interests for some reason.
44. A disclosure of the stated interests would form part of a check to ensure that this does occur. Public disclosure of the list might allow Members of the public to recognise links or interests which have not been identified and this could be reported to the Council's monitoring officer. A fear that this might occur would be likely to dissuade Officers from failing to declare private interests in the first instance. The lack of public transparency is a relative weakness within this system of monitoring.
45. The Commissioner also considers that transparency is in the interests of good governance, and would be likely to increase trust in decisions taken by those individuals. Clearly where individual's private interests are not known there may always be a suggestion that the decision was

in some way swayed by personal preferences or interests. It is not uncommon for rumours or allegations of misconduct to be made following particularly controversial decisions. A disclosure of personal interests of this sort would be likely to lessen this somewhat. It is for this reason that Members declarations of personal interests are provided in the first instance.

46. The Council argues that the need for transparency and scrutiny are met by the information being provided to the monitoring officer in the first instance. It is a function of the monitoring officer to ensure the probity of council decisions. The Commissioner accepts this argument to an extent, however the function of the Act is to increase transparency and trust in public authorities by allowing the general public their own ability to scrutinise the decisions taken by them. In this way the public can assure themselves that Officers have acted appropriately. Scrutiny by the monitoring officer outside of the public eye does not meet this function. An example of the ability of public scrutiny to root out and affect ineffective practices in this way was provided in recent events surrounding the expenses of Members of Parliament. In that case oversight was intended to be provided by internal processes within the House of Commons however this was apparently unsuccessful in preventing inappropriate claims being made.
47. However the Commissioner must also consider that in this instance the individuals are not elected Members, or politicians. They are primarily employees of the Council, simply carrying out their duties as required.
48. The Council has argued that as the declarations are provided voluntarily, disclosure in this way may dissuade Officers being so forthright with their declarations in the future. The Commissioner finds that is argument is not clearly linked to the fairness of disclosure or harm to privacy and therefore isn't relevant to the section 40 exemption. In any case the Commissioner is not entirely persuaded by this argument given that the onus could be made compulsory. The protocols highlighted above also state the Council Members *must* complete the form on an annual basis. However the Commissioner is concerned the level of detail it provides is such that a disclosure would be likely to be stressful to Officers whose private details are disclosed in this way. In such scenarios it is entirely likely that Officers would be less open with some of the information they include at the moment. The Council's argument is that this would in fact decrease accountability and transparency. In fact, the Commissioner considers that the opposite may in fact be true, and that a fear of being publicly identified as having undeclared conflicting interests would prevent this occurring to an extent.

49. Given the obvious public interest in at least some of this information being disclose the Commissioner has considered whether it would be possible to redact particular sections or entries to protect the more private personal interests of Officers whilst disclosing a level of information necessary to increase the current level of council transparency on this issue.
50. He recognises that such redaction would still not provide the public with a way to fully scrutinise council decision making in this way, however it would provide a greater degree of transparency than is currently the case.
51. He concludes that it was possible for the Council to have provided a partial disclosure in this instance.

Conclusions

Information to which section 40(2) applies

52. Following the above the Commissioner has considered the withheld information and considers that the Council was correct to redact some information from the Senior Officers Declaration of Interests. He believes that the following information is of a private personal nature to the extent that its disclosure would breach the provisions of the first data protection principle. He therefore considers that this information is exempt under section 40(2). His decision is that the Council was correct to redact declarations provided under the following headings
 - Address or description of land or property in which you have an interest, the nature of the interest and the use to which the land is put
 - List any organisation with which you have Membership/association, including clubs and societies
 - List any voluntary bodies of which you have Membership or association
 - Please give any further information you may wish to record about your business or financial interests.
53. He has also made a small number of individual redactions from individual declarations outlined below due to the nature of the information contained within the individual's response. The Council provided the Commissioner with the declaration in the form of an excel sheet and the following individual cells numbers relate to that sheet:

- H 31
 - F 59
 - H 59
 - D 74
 - F 75
54. The Commissioner considers that a disclosure of the information above would be an unwarranted intrusion into the private lives of the Officers concerned because of the nature of that information.
55. The Commissioner recognises that a disclosure of information under these headings would be intrusive into the private lives of the individuals concerned to such an extent that the Officers involved would be likely to feel highly uncomfortable with that level of detail on their private lives being disclosed. Senior public Officers will for the most part carry out their duties with honesty and integrity and there would hopefully be few, if any occasions where they would deliberately fail to declare their interests with a view of influencing decisions to meet their own interests. The Commissioner recognises that there will always be the odd 'bad egg' within all professions, however he is concerned that addressing such individuals in this way would lead to an unwarranted disclosure of personal, private information for the vast majority of honest public officials. This could in turn lead to very serious distress to those individuals and their families, or at the least, very intrusive information about their private lives and interests being made public.
56. As such his view is that a disclosure of this information would be unfair for the purposes of the first data protection principle. His decision is therefore that the Council was correct to apply section 40(2) to the information in this instance.

Information to which section 40(2) does not apply

57. Following on from the above the Commissioner considers that disclosure of the declarations falling within the following sections would not be unfair and should be disclosed, other than for a few individual redactions which he has highlighted above:
- Names
 - Department

- Section
 - Name and address and nature of additional business, or other employment
 - Name and address of Company, firm or other body or individual of whom consultancy is undertaken and nature of the consultancy with an indication of frequency or volume of such work.
 - Name and address and nature of business of each company or other body of which you are a Director, with an indication of whether it is in a paid or unpaid capacity.
 - Name and address and nature of business of each firm with which you are a partner
 - Name and address and nature of business of each company in which you hold shares
 - Name and address of the organisation to whom you are engaged on a retainer basis and nature of the retainer
58. The Commissioner recognises that this information provides details of each individual's interests outside that of their duties in respect of their position at the Council. However he considers that these Officers concerned are senior officer who are responsible for taking decisions which affect the community, and are responsible for budgets and the spending of public money. The interests to be disclosed have an element of public visibility and many elements may often be in the public domain already. It is therefore less reasonable for the Officers to have an expectation of non disclosure in respect of this information. In additional to the public interest already identified, the Commissioner considers there is also a strong public interest in seeing the names of the Officers so that the public can see who has submitted a declaration.
59. The disclosures offer a proportionate level of disclosure, allowing the creation of a degree of public transparency where currently none exists. The Commissioner finds that disclosure of this information would meet schedule 2 condition 6 of the DPA, he finds that:
- there is a strong legitimate public interest in disclosing the information,
 - the disclosure is necessary for a legitimate interest of the public and,

- the disclosure of this particular information would not cause unwarranted interference (or prejudice) to the rights, freedoms & legitimate interests of the data subject.
60. The Commissioner therefore finds that section 40(2) does not apply to this information.

The Decision

61. The Commissioner's decision is that the public authority dealt with the following elements of the request in accordance with the requirements of the Act:
- It correctly applied section 40(2) to the information highlighted in paragraphs 52 and 53 above.
62. However, the Commissioner has also decided that the following elements of the request were not dealt with in accordance with the Act:
- It breached section 17(1) in not providing a response to the complainant with the required 20 working days.
 - It was not correct in applying section 40(2) to the information highlighted in paragraph 57 above. In not providing this information the public authority breached section 1(1)(b) and section 10(1) of the Act.

Steps Required

63. The Commissioner requires the public authority to take the following steps to ensure compliance with the Act:
- To disclose the information highlighted in paragraph 57 above to the complainant.
64. The public authority must take the steps required by this notice within 35 calendar days of the date of this notice.

Failure to comply

65. Failure to comply with the steps described above may result in the Commissioner making written certification of this fact to the High Court

pursuant to section 54 of the Act and may be dealt with as a contempt of court.

Right of Appeal

66. Either party has the right to appeal against this Decision Notice to the First-tier Tribunal (Information Rights). Information about the appeals process may be obtained from:

First-tier Tribunal (Information Rights)
GRC & GRP Tribunals,
PO Box 9300,
Arnhem House,
31, Waterloo Way,
LEICESTER,
LE1 8DJ

Tel: 0300 1234504
Fax: 0116 249 4253

Email: informationtribunal@tribunals.gsi.gov.uk.

Website: www.informationtribunal.gov.uk

67. If you wish to appeal against a decision notice, you can obtain information on how to appeal along with the relevant forms from the Information Tribunal website.
68. Any Notice of Appeal should be served on the Tribunal within 28 (calendar) days of the date on which this Decision Notice is sent.

Dated the 7th day of June 2011

Signed

**Steve Wood
Head of Policy Delivery
Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF**

Legal Annex

General Right of Access

Section 1(1) provides that -

"Any person making a request for information to a public authority is entitled -

- (a) to be informed in writing by the public authority whether it holds information of the description specified in the request, and
- (b) if that is the case, to have that information communicated to him."

Personal information.

Section 40(1) provides that -

"Any information to which a request for information relates is exempt information if it constitutes personal data of which the applicant is the data subject."

Section 40(2) provides that -

"Any information to which a request for information relates is also exempt information if-

- (a) it constitutes personal data which do not fall within subsection (1), and
- (b) either the first or the second condition below is satisfied."

Section 40(3) provides that -

"The first condition is-

- (c) in a case where the information falls within any of paragraphs (a) to (d) of the definition of "data" in section 1(1) of the Data Protection Act 1998, that the disclosure of the information to a member of the public otherwise than under this Act would contravene-
 1. any of the data protection principles, or
 2. section 10 of that Act (right to prevent processing likely to cause damage or distress), and

(d) in any other case, that the disclosure of the information to a member of the public otherwise than under this Act would contravene any of the data protection principles if the exemptions in section 33A(1) of the Data Protection Act 1998 (which relate to manual data held by public authorities) were disregarded."

Section 40(4) provides that –

"The second condition is that by virtue of any provision of Part IV of the Data Protection Act 1998 the information is exempt from section 7(1)(c) of that Act (data subject's right of access to personal data)."

Section 40(5) provides that –

"The duty to confirm or deny-

(e) does not arise in relation to information which is (or if it were held by the public authority would be) exempt information by virtue of subsection (1), and

(f) does not arise in relation to other information if or to the extent that either-

1. the giving to a member of the public of the confirmation or denial that would have to be given to comply with section 1(1)(a) would (apart from this Act) contravene any of the data protection principles or section 10 of the Data Protection Act 1998 or would do so if the exemptions in section 33A(1) of the Act were disregarded, or

2. by virtue of any provision of Part IV of the Data Protection Act 1998 the information is exempt from section 7(1)(a) of that Act (data subject's right to be informed whether personal data being processed)."

Section 40(6) provides that –

"In determining for the purposes of this section whether anything done before 24th October 2007 would contravene any of the data protection principles, the exemptions in Part III of Schedule 8 to the Data Protection Act 1998 shall be disregarded."

Section 40(7) provides that –

"In this section-

"the data protection principles" means the principles set out in Part I of Schedule 1 to the Data Protection Act 1998, as read subject to Part II of that Schedule and section 27(1) of that Act;

"data subject" has the same meaning as in section 1(1) of that Act;
"personal data" has the same meaning as in section 1(1) of that Act."

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 9th January 2012

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 14th December 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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EXECUTIVE BOARD

WEDNESDAY, 14TH DECEMBER, 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

139 Introduction of the New City Solicitor

The Chair introduced and welcomed Catherine Witham, the newly appointed City Solicitor, to her first meeting of the Executive Board.

140 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 in the form of a schedule of changes to the Leeds Development Framework Annual Monitoring Report based on comments received at the meeting of the Development Plan Panel held on 6th December 2011. The schedule was considered as part of agenda item 22 entitled, 'Local Development Framework Annual Monitoring Report 2011' (Minute No. 155 refers).

141 Declaration of Interests

Councillors Blake, Dobson, Gruen, Yeadon, Wakefield, Ogilvie, Finnigan, A Carter, R Lewis and Golton all declared personal interests in the agenda item entitled, 'Dog Control Orders – Phase 2', due to their respective positions as school governors (Minute No. 143 referred).

Councillor Wakefield declared a personal interest in the agenda item entitled, 'Commission on the Future of Local Government', due to his position as Chair of the Commission (Minute No. 160 referred).

A further declaration of interest was declared at a later point in the meeting (Minute No. 143 referred).

142 Minutes

RESOLVED – That the minutes of the meeting held on 2nd November 2011 be approved as a correct record.

ENVIRONMENTAL SERVICES

143 Dog Control Orders - Phase 2

Further to Minute No. 110, 3rd November 2010, the Director of Environment and Neighbourhoods submitted a report presenting the outcomes arising from the consultation undertaken on changes to the Dog Control Orders for Leeds. The report also sought approval to implement further specified powers under the Clean Neighbourhoods and Environment Act 2005, with effect from 1st

Draft minutes to be approved at the meeting
to be held on Wednesday, 4th January, 2012

January 2012, in addition to an enforcement policy regarding the walking of more than four dogs at one time. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following enquiries raised regarding the level of consultation which had been undertaken with schools in respect of their potential inclusion within the updated Dog Exclusion Order, officers undertook to re-engage with those schools which to date had not expressed an interest in being included within the Order.

Responding to comments raised which related to the issue of dog fouling, officers undertook to do further work on this matter, specifically addressing the points made during the meeting, namely, the possibility of additional bin provision and also the potential inclusion within the Orders of those public parks affected by dog fouling which were used as play facilities by young people.

The Board received assurances in respect of the further issues which had been raised, specifically regarding the enforcement and prosecution processes, together with the highly visible approach required when publicising such Orders.

In conclusion, the Chair thanked the Scrutiny Board (Safer and Stronger Communities) for the related work which they had undertaken on this issue.

RESOLVED –

- (a) That the outcomes arising from the consultation be noted.
- (b) That a Dog Control (Dogs on Leads at All Times) Order in the prescribed form be approved, requiring that on the specified land, dogs should be on a lead at all times. (The specified land will comprise all carriageways and adjacent footpaths and grass verges within the Leeds City Council district and in cemeteries and crematoria as detailed within Appendix A to the submitted report).
- (c) That the existing Dog Control (Dogs on Leads by Direction) Order (requiring dogs to be put on a lead when the person in control of it is directed to do so by an authorised officer) be revoked and that a new Order in the same terms be approved, which applies throughout the Leeds district on any land to which the Dog Control (Dogs on Leads at All Times) Order does not apply and to which the public are entitled or permitted to have access (with or without payment).
- (d) That the existing Dog Control (Exclusion) Order be revoked and replaced with a new Order with an updated schedule of land, as detailed within Appendix A to the submitted report, including other land designated for a specific purpose such as remembrance and wildlife gardens and school grounds where the schools have opted in to have such an order.

- (e) That the process for future review and consultation on the schedules of land within the Orders be agreed.
- (f) That the proposed Enforcement Policy for the Dog Specified Maximum Order be approved.

(Councillor Golton declared a personal interest in the decisions referred to within this minute, due to being a dog owner)

144 Recycling Strategy

Further to Minute No. 123, 2nd November 2011, the Director of Environment and Neighbourhoods submitted a report outlining proposals regarding the next phase of implementation for the Council's recycling collection strategy. In summary, the report presented the progress made against the existing recycling strategy, highlighted the extent to which current, planned initiatives would contribute towards recycling performance, detailed the Council's medium and long-term targets for recycling and outlined the strategy which would enable the Council to move towards achievement of its medium-term and longer-term goals. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Board considered and received assurances in respect of a number of issues and implications arising from the proposals, including the need to tailor services to meet the differing demands of households, the capacity of the black bins, the need for services to adapt to any missed collections, issues regarding food waste collection, the potential use of neighbouring authorities' sorting sites, the winter cessation of garden waste collection, the financial implications arising from the proposals and the possibility of expanding the recyclable waste collection to include materials such as glass.

RESOLVED –

- (a) That the contents of the submitted report be noted and that the vision and key principles of the Integrated Waste Strategy for Leeds be reaffirmed.
- (b) That the proposed increases to the Council's household waste recycling target to 55% by 2016, with a long-term target to exceed 60% be approved.
- (c) That the proposed expansion of the Rothwell recycling collection service by up to 6,000 properties in 2012/13 be approved, which includes an injection into the Capital Programme of £27,000 for the purchase of food waste bins, and necessary authority to spend this amount.
- (d) That the proposal to implement a pilot of fortnightly collections of recycling and residual waste during 2012/13 be approved.

- (e) That the aim to roll-out of food waste collections to suitable properties city-wide, with the speed of roll-out in line with resource availability be reaffirmed.
- (f) That the need to procure a treatment solution for food waste alongside the city-wide roll-out of food waste collections be noted, together with the intention to undertake a technical options appraisal with a view to promoting the delivery of an anaerobic digestion solution for Leeds, should this represent the best value for money and environmental option.
- (g) That officers' intentions to seek further Member approvals regarding specific collection service roll-out plans be noted.

(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)

145 Solar PV Initiative

Further to Minute No. 198, 30th March 2011, the Director of Environment and Neighbourhoods submitted a report advising of the Government's proposed changes to the Feed-In Tariff (FIT) arrangements for Solar PV and the impact of such changes upon the Council's proposals regarding Solar PV initiatives. The report also presented for approval a response to the Government's consultation on the proposed changes, and outlined proposals to undertake further work on developing cost neutral renewable schemes for council housing and the private sector (including PV), funded via FITs and the Renewable Heat Incentive, once further details of FITs for community schemes had been announced. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to Members' enquiries, the Board received details regarding the process and speed at which the Solar PV initiative had been progressed in Leeds.

Following Members' comments, the Chief Executive highlighted the potential benefits which could be realised from the adoption of an appropriate scheme and suggested that any representations made on behalf of the Council in respect of this matter should be focussed upon the Renewable Heat Incentive.

RESOLVED –

- (a) That the contents of the submitted report and the reasons for putting both PV schemes on hold be noted.
- (b) That the formal response to the Department for Energy and Climate Change consultation, as detailed within Appendix 1 to the submitted report, be approved.
- (c) That officers be requested to continue to investigate the development of cost-neutral renewable schemes for council housing and the private

sector (including PV), funded via FITs and the Renewable Heat Incentive, once further details of FITs for community schemes are announced.

NEIGHBOURHOODS, HOUSING AND REGENERATION

146 Gypsies and Travellers Site Options - Selection Criteria

Further to Minute No. 57, 27th July 2011, the Director of Environment and Neighbourhoods submitted a report seeking the Board's approval to use the proposed site selection criteria, as detailed within the report, for the purposes of identifying potential sites to accommodate Gypsies and Travellers. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to Members' enquiries regarding access to the list of those potential sites which had been identified across the city, it was confirmed that details of the prioritised sites only would be released once the process of identifying such sites had concluded. In addition, Members emphasised the need for such processes to be undertaken thoughtfully and robustly.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the site selection criteria, as detailed within the submitted report, be approved.

(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, whilst Councillor Finnigan required it to be recorded that he abstained from voting on the decisions taken above)

147 Police Reform and Social Responsibility Act 2011 - Implications of Elected Police and Crime Commissioner

To consider the report of the Director of Environment and Neighbourhoods providing Executive Board with an overview of the Police Reform and Social Responsibility Act 2011, which received Royal Assent on 15th September 2011. In addition, the report highlighted the initial implications for Leeds arising from the introduction of a publicly elected Police and Crime Commissioner. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members highlighted the exceptional partnership which had been developed over time between the Police and the Council and emphasised the need for such a productive partnership to continue in the future.

In conclusion, the Chair requested that a report be submitted to a future meeting of the Board in respect of the Police Reform and an assessment of any associated risks to the Council.

RESOLVED –

- (a) That the Police Reform and Social Responsibility Act, which received Royal Assent on 15th September 2011 be noted, together with the fact that a public election will take place in the city in November 2012 to appoint a Police and Crime Commissioner for the West Yorkshire Police Force area.
- (b) That the initial implications associated with the introduction of an elected Police and Crime Commissioner from November 2012, as set out within the submitted report, be noted.
- (c) That it be noted that the West Yorkshire Police Authority will oversee the transitional arrangements in the preparation for the introduction of the Act, and that the excellent work which has taken place between the city and the Police Authority over the years be recognised.
- (d) That a project group be established to consider and make recommendations to the Safer Leeds Executive and the Council's Executive Board, on a range of issues, as outlined within section 5 of the submitted report, in preparation for the appointment of the Police and Crime Commissioner.
- (e) That a report be submitted to a future meeting of the Board in respect of the Police Reform and an assessment of any associated risks to the Council.

CHILDREN'S SERVICES

148 Leeds Youth Offer

The Director of Children's Services submitted a report providing background information about the broader vision for children and young people in Leeds, and how the proposed Leeds Youth Offer fitted into that vision. In addition, the report also presented a summary of current issues in relation to service delivery, service outcomes and investment, and suggested next steps. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following Members' enquiries, assurances were received in respect of greater emphasis being placed upon the role of the locality. In addition, it was proposed that an all party working group was established in order to progress the matters proposed.

RESOLVED – That the proposed outline vision and next steps for the delivery of a bigger, bolder, better offer for the young people of Leeds be supported.

149 The Ofsted Annual Assessment of Children's Services in Leeds

The Director of Children's Services submitted a report presenting the findings of Ofsted's Annual Assessment of Children's Services in Leeds. The Assessment was reported in the form of a letter to the local authority, as detailed at appendix 1 to the covering report, which was published on the Ofsted website on the 8th November 2011. In determining this matter, the

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

On behalf of the Board, the Chair thanked all of those who had been involved in achieving the improved Ofsted Annual Assessment for Leeds.

RESOLVED –

- (a) That the content of the Ofsted Annual Assessment letter, as detailed within appendix 1 to the submitted report be noted.
- (b) That the ongoing improvement work which is taking place across the service be supported.

150 Transfer of Council Owned Land and Buildings to Academies

The Director of Children's Services submitted a report which sought in principle approval to the disposal of land, by way of a 125 year lease, to schools converting to Academy status, in accordance with the Academies Act 2010. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In response to Members enquiries, the Board was advised that any restrictions placed upon land which was transferred to Academies would be included within the lease.

RESOLVED – That the principle of disposing of land to schools converting to Academies, on the basis set out within the submitted report, be approved, with the final approval of the terms of such disposals being delegated to the Director of City Development, in consultation with the Director of Children's Services, Lead Members and appropriate Ward Members.

LEISURE

151 Scrutiny Board Recommendations - Cemeteries and Crematoria Horticultural Maintenance

Further to Minute No. 85, 7th September 2011, the Director of City Development submitted a report detailing and considering the recommendations arising from the former Scrutiny Board (City Development) inquiry into 'Cemeteries and Crematoria Horticultural Maintenance' and setting out proposals in light of the recommendations made, with particular reference to recommendation 2 of the inquiry report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Executive Member for Leisure thanked the former Scrutiny Board (City Development) for the work which it had undertaken and provided the Board with clarification on a minor error in respect of paragraph 4.6 of the submitted report.

RESOLVED –

- (a) That the contents of the submitted report be noted.

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- (b) That approval be given to grave conditions being enforced on cemetery extensions and new cemeteries, following consultation on a site by site basis, in order to determine the proportion of lawned and non-lawned areas.
- (c) That approval be given to the enforcement process set out in paragraph 3.5 of the submitted report, which will take account of any specific faith issues that may be applicable when imposing grave conditions.
- (d) That approval be given to the provision of a designated area for memorials to be placed in strewing areas, as illustrated within Appendix 1 – 3(a) of the submitted report.

ADULT HEALTH AND SOCIAL CARE

152 Proposed Changes to Partnership Arrangements between Leeds City Council Adult Social Care and Leeds Partnerships NHS Foundation Trust

The Director of Adult Social Services submitted a report regarding the proposed integration of the specialist mental health social care services with the specialist secondary mental health service, which would include Leeds Partnership Foundation Trust (LPFT) acting as host organisation for the partnership. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the proposal to integrate specialist mental health social care services with specialist secondary mental health service, with LPFT acting as host organisation for the partnership, be approved.
- (b) That the development of a Section 75 agreement, detailing the governance of the partnership between Adult Social Care and LPFT, be approved.
- (c) That the secondment of social care staff to LPFT from 1st April 2012 be agreed.
- (d) That it be noted that further detailed work will be undertaken to ensure the ongoing balance of social care management within the partnership.
- (e) That the review of roles and functions of social work within the partnership be noted.

RESOURCES AND CORPORATE FUNCTIONS

153 Financial Health Monitoring 2011/12 - Month 7

The Director of Resources submitted a report setting out the Council's projected financial health position after seven months of the financial year. The report reviewed the position of the budget after seven months and

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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.

In presenting the report, the Director of Resources provided Members with more recent information which had been received regarding financial contributions from the health service and advised that further details on this matter would be submitted to the next meeting of the Board.

Members emphasised concerns which had previously been raised regarding the need for issues relating to city centre car parking provision to be further considered and addressed. In response, the Director of City Development undertook to liaise with the Director of Environment and Neighbourhoods and report back to the Board on this matter.

Following Members' enquiries, the Board received an update both on the current overall position regarding Looked After Children and also in respect of Residential and Nursing Care Placements.

RESOLVED –

- (a) That the projected financial position of the authority, after seven months of the financial year, be noted.
- (b) That a report be submitted to a future meeting of the Board regarding city centre car parking provision.

154 Initial Budget Proposals

The Director of Resources submitted a report presenting the initial budget proposals for 2012/2013, which together with a forecast for 2013/2014 and 2014/2015, would form the basis of the Council's new medium term financial strategy. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members were updated on the Local Government Finance Settlement, which had been announced following the publication of the report. The Board then thanked officers for all of their efforts on the savings which had been achieved to date.

RESOLVED – That the submitted report be agreed as the initial budget proposals and that such proposals be submitted to Scrutiny for consideration, with the proposals also being used as a basis for wider consultation with stakeholders.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they both abstained from voting on the decisions taken above)

(The matters referred to within this minute were not eligible for Call In, as decisions regarding the Council's budget are reserved to Council)

DEVELOPMENT AND THE ECONOMY

155 Local Development Framework Annual Monitoring Report 2011

The Director of City Development submitted a report presenting for approval the Leeds Local Development Framework (LDF) Annual Monitoring Report 2011 for the purposes of submission to the Secretary of State, which was pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Full copies of the Leeds LDF Annual Monitoring Report 2011 had been provided to Board Members for their consideration at the time of the agenda despatch. In addition, following the circulation of the agenda, supplementary information in the form of a schedule of changes to the Monitoring Report, based upon comments received at the meeting of the Development Plan Panel held on 6th December 2011, had been circulated to Board Members for their consideration.

Members discussed the content of the submitted report with respect to the matter of localism.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the Leeds Local Development Framework Annual Monitoring Report 2011 be approved for submission to the Secretary of State by 31st December 2011.

156 The Community Infrastructure Levy - Background Information, the Leeds context, and consultation response to the Government's draft regulations for reform

The Director of City Development submitted a report presenting for approval the Council's proposed response to the Government consultation exercise being undertaken in respect of the Community Infrastructure Levy (CIL). In addition, the report also provided background to the CIL and its implementation in Leeds, whilst also addressing the recommendation of the Scrutiny Board (Regeneration) on the proportion of CIL that should be allocated to local communities, a matter which was previously considered at the Executive Board meeting held on 2nd November 2011 (Minute No 117 referred). In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Concerns were expressed that the level of the CIL which would be retained in local areas, as suggested within the submitted report as part of the draft response to the Government's related consultation exercise, may be too low and did not represent a 'meaningful proportion'. Concerns were also raised regarding the proposal, also within the draft response to the Government's related consultation exercise, to remove the cap on the amount of levy funding that charging authorities may apply to administrative expenses. In

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response, the Chair requested that further work be undertaken in relation to all the concerns raised, with a further report on such matters being submitted to the Board in due course, in order to inform the Council's position.

RESOLVED –

- (a) That the background information relating to the implementation of the Community Infrastructure Levy in Leeds be noted.
- (b) That a Community Infrastructure Levy Charging Schedule be developed as a matter of priority, and that the necessary funding, as set out within paragraph 4.4.2 of the submitted report, be approved.
- (c) That further work be undertaken in relation to all the concerns raised during the discussion, with a further report on such matters being submitted to the Board in due course.

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

RESOURCES AND CORPORATE FUNCTIONS

157 2011/2012 Quarter 2 Performance Report

The Assistant Chief Executive (Customer Access and Performance) submitted a report presenting a summary of the Quarter 2 performance data for 2011/12 which provided an update on progress in delivering the Council Business Plan 2011-15 and the City Priority Plan 2011-15. In addition, the report also provided an update on the related work undertaken to implement an Outcomes Based Accountability approach within the Council as considered by the Board, at its meeting on 22nd June 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the five key issues which have been highlighted: Budget, Looked-after children, Rate of Domestic Burglary, Transport and Planning Performance be noted, together with the work underway to address such issues.
- (b) That it be ensured that all reports Executive Board receive clearly evidence that effective consultation has taken place as appropriate and that due regard has been given to equality.
- (c) That the intention for the strategic partnerships to ensure that the focus remains on delivery be noted and that they lead a robust debate with partners on the performance reports for the shared city priorities.

158 Response to Scrutiny Board (Resources and Council Services) Inquiry Report into Employees' Register of Interests

The Director of Resources submitted a report responding to the recommendations arising from the Scrutiny Board (Resources and Council Services) inquiry into Employees' Register of Interests and outlining the actions proposed as a result. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED – That the proposals, as set out within the submitted report, be adopted.

159 Equality Improvement Priorities 2011-2015

The Assistant Chief Executive (Customer Access and Performance) submitted a report presenting for approval the Equality Improvement Priorities 2011-2015, together with the revised Equality and Diversity Policy which outlined the Council's continued commitment to equality, detailed the Council's equality objectives, identified how progress would be measured and how the Council would continue to improve and further embed the equality agenda. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed the involvement of the Member Working Group in the work undertaken on the Equality Improvement Priorities, whilst the Chair congratulated all of those officers who had been involved in the Diversity Peer Assessment, which had received an 'excellent' rating against the Equality Framework for Local Government.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the Equality Improvement Priorities for 2011 to 2015 be agreed and approved.
- (c) That the revised Equality and Diversity Policy be agreed and approved.
- (d) That the proposal to circulate the submitted report to Area Committees, so that all Members are aware of the Council's Equality and Diversity Policy and Improvement Priorities, be noted.

160 Commission on the Future of Local Government

The Assistant Chief Executive (Customer Access and Performance) submitted a report providing an update on the work of the Commission on the Future of Local Government, which was exploring the concept of Civic Enterprise as a way to respond to the extreme change and challenges facing local government. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Chair invited all relevant parties to provide their submissions to the Commission on the matters relating to the future role of Local Government, as detailed within the submitted report. The Chair advised that following further

work being undertaken by the Commission, the matter would be brought back to the Board for further consideration in the Spring of 2012.

RESOLVED –

- (a) That the work currently being undertaken by the Commission be noted.
- (b) That Executive Board continue to engage with the process, as detailed within the submitted report, with further updates being received by the Board as the Commission progresses.

DATE OF PUBLICATION: 16TH DECEMBER 2011

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 23RD DECEMBER 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 28th December 2011)

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

1 January 2012 – 30 April 2012

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 January 2012 to 30 April 2012

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
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	1/1/12		Award report from the tender process	wayne.baxter@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	1/1/12	N/A	Delegated Decision Report	andrew.byrom@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
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	1/1/12	n/a	Tender Returns	mark.turnbull@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	1/1/12	Fleet Services, Procurement Unit, Chief Officer concerned	Tender Submissions	Carl Snowden carl.snowden@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>The Manufacture, Supply and Installation of Passenger Lifts, Stair Lifts and through the Floor Lifts to Leeds City Council Buildings</p> <p>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</p>	Chief Commercial Services Officer	1/1/12	None	The award report from the tender process	sarah.martin@leeds.gov.uk
<p>Agency Worker Supply Contract</p> <p>To re-let LCC's general agency supply contract.</p>	Director of Resources	1/1/12	Trade Unions.	Decision report	alex.watson@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>INJECTION OF FUNDING INTO THE APPROVED CAPITAL PROGRAMME</p> <p>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.</p>	<p>Director of Resources</p>	<p>1/1/12</p>	<p>East Leeds Academy, and schools included in the Basic Need programme.</p>	<p>Design and Cost Report</p>	<p>charlotte.foley@leeds.gov.uk</p>
<p>Collection of Local Taxation</p> <p>Approval of Council Tax and Business Rate write offs for period 1st April – 30th September 2011</p>	<p>Chief Revenues and Benefits Officer</p>	<p>1/1/12</p>	<p>Director of Resources</p>	<p>Report on values and type</p>	<p>david.levitt@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
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	1/1/12	Planning Policy and Improvement, Procurement Unit, Chief Officer concerned	Tender Submissions	lorraine.ritchie@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	1/1/12	Fleet Services, Procurement Unit, Chief Officer concerned.	Tender Submissions	carl.snowden@leeds.gov.uk
Long Term Vehicle Hire To agree the award of framework suppliers for the Long Term Hire of Vehicles	Chief Commercial Services Officer	1/1/12	Fleet Services, Procurement Unit, Chief Officer concerned	Tender Submissions	Carl Snowden carl.snowden@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Short Term Vehicle Hire To agree the award of framework suppliers for the Short Term Hire of Vehicles	Chief Commercial Services Officer	1/1/12	Fleet services, Procurement Unit, Chief Officer Concerned	Tender Submissions	Carl Snowden carl.snowden@leeds.gov.uk
Parks and Countryside - Replacement of Machinery - Hand Arm Vibration To approve the incurring of expenditure of £419,000 on the purchase of Hand Arm Vibration Machinery on Capital Scheme 12028NEW	Director of Resources	3/1/12	Chief Officer Resources and Strategy, Trade Unions, Health and Safety Committee, Association of Public Service for Excellence	Design and Cost Report	sean.flesher@leeds.gov.uk
Authority to spend on improvements to water safety Authority to spend on improvements to water safety	Director of Resources	3/1/12	Community Groups, Ward Members, Executive Member for Leisure	Design and Cost Report	sean.flesher@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>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</p>	<p>Executive Board (Portfolio: Resources and Corporate Functions)</p>	<p>4/1/12</p>	<p>n/a</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Doug Meeson, Chief Officer (Financial Management) doug.meeson@leeds.gov.uk</p>
<p>Customer Access Programme Phase 1 Business Case Approval of Customer Access Programme Phase 1 Business Case, injection into the Capital Programme and authority to spend.</p>	<p>Executive Board (Portfolio: Resources and Corporate Functions)</p>	<p>10/2/12</p>	<p>Customer Access Delivery Board, ICT Commissioning Board, Strategic Investment Board, Corporate Leadership Team and Cabinet.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>anthony.burnham@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Changing the Workplace Programme Approval of detailed Business Case including funding approval for delivery of phase 1. Draft Heads of Terms approval plus agreement on delegated decision for final HOT.</p>	<p>Executive Board (Portfolio: Resources and Corporate Functions)</p>	<p>11/4/12</p>	<p>CLT, Cabinet</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>jane.watson@leeds.gov.uk</p>

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

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Budget	Council	22 nd 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 th January			

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
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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