



SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 5th March, 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

1 - 4

To confirm as a correct record, the minutes of the meeting held on 6th February 2012

(Copy attached)

7

2011/12 QUARTER 3 PERFORMANCE REPORT

5 - 30

To consider a report by the Assistant Chief Executive (Customer Access and Performance) which sets out a summary of the quarter three performance data for 2011-12 and provides an update on progress in delivering the priorities in the Council Business Plan 2011-15 which are relevant to this Board.

(Report attached)

8

PEOPLE PLAN 2011-2015

31 -
38

To consider a report of the Chief Officer HR which sets out details of a People Plan for 2011-15 which aims to help all City Council employees make the maximum contribution to achieve the Council's ambition to be the "Best Council in the UK".

The report requests that consideration be given to the frequency, and format, of future progress reports from the Chief Officer (HR) and also covers a number of specific points that are of interest to the Board.

(Report attached)

9

WASTE MANAGEMENT PROCESS REVIEW PROJECT

39 -
42

To consider a report of the Customer Access Programme which provides an update on progress of the Waste Management Process Review Project and seeks comment from Members of the Board.

Officers involved in the Waste Management Process Review Project have been invited to the meeting to respond to Members queries and comments.

(Report attached)

10

WORK SCHEDULE

43 -
66

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.

(Report attached)

11

DATE AND TIME OF NEXT MEETING

Monday 2nd April 2012 at 10.00am in the Civic Hall, Leeds (Pre – Meeting for Board Members at 9.30am)

Agenda Item 6

SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 6TH FEBRUARY, 2012

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, C Macniven
and R Wood

66 Declarations of Interest

Councillor Ron Grahame declared a personal interest in relation to Agenda Item No. 7, Financial Health Monitoring 2011/12 – Month nine report, in his capacity as a Director of East North East Homes ALMO, and as a Member of the GMB Union. (Minute No. 69 refers)

67 Apologies for Absence and Notification of Substitutes

There were no apologies for absence

68 Minutes of the Previous Meeting

RESOLVED – That the minutes of the previous meeting held on 9th January 2012 be confirmed as a true and correct record

69 Financial Health Monitoring 2011/12 - Month 9

The Head of Scrutiny and Member Development submitted a report which provided details of the financial health of the authority as of month nine of the 2011/12 financial year.

Dough Meeson, Chief Officer (Financial Management) attended the meeting and responded to Members questions and comments

In brief summary, the main areas of discussion were:

- Costs associate with foster caring/ children in care
- The generation of income through Council Services
- The projected overspend at month 9 of £0.5m, an improvement of £1.9m from the position at month 8
- Reductions in staffing through the early leavers initiative
- Refuse collection back up service

RESOLVED – To note the projected financial position of the authority after nine months of the financial year 2011/12

70 Best Value Review of ICT - Update

The Chief Officer ICT submitted a report which provided an update of the Best Value Review of ICT

Ian Jones, Senior ICT Consultant attended the meeting and responded to Members questions and comments

In addressing the report Mr Jones explained the background in appointing a Consultant to undertake a more detailed review of Children's Services.

A report from the appointed consultant was included in the report provided to the Board. The report described the proposed approach of the review, timescale, deliverables, resources and costs

In brief summary, the main areas of discussion were:

- Users of any new system to be consulted on the design and delivery of the system
- Any new system would need to be compatible with other City Council IT systems
- Assurances that adequate training would be provided
- A desire to have commercial package/ proven system, not a bespoke system
- The use of a Consultant and further details and background about the procurement process
- A desire for reports to be written in plain English, more user friendly

RESOLVED –

- (i) That the contents of the report be noted
- (ii) That the comments of the Board be made known to the project team
- (iii) That further details be obtained about the appointed Consultants and the procurement process

71 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 Member's information was the current version of the Board's work programme, the minutes from the Executive Board meeting held on 4th January 2012, together with an extract from the Forward Plan of Key Decisions for the period 1st February to 31st May 2012

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

72 Date and Time of Next Meeting

RESOLVED – To note that the next meeting will take place on Monday 5th March 2012 at 10.00am in the Civic Hall, Leeds (Pre- Meeting for Board Members at 9.30am)

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Report of Assistant Chief Executive (Customer Access and Performance)

Report to Resources and Council Services Scrutiny Board

Date: 5th Mar 2012

Subject: 2011/12 Quarter 3 Performance Report

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

Summary of main issues

1. This report presents to Scrutiny a summary of the quarter 3 performance data relevant to the Resources and Council Services Board. A number of key performance issues have been highlighted for Members attention.

Recommendations

2. Members are requested to:
 - Note the quarter three performance information and the key performance issues raised of the medium term budget and appraisals which has been highlighted and consider if they are satisfied with the work underway to address these.
 - Note the positive progress in delivering this years budget.
 - Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the priorities for Resources and Council Services Scrutiny Board.

1 Purpose of this report

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

2 Background information

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

3 Main issues

Performance Overview

Council Business Plan

Cross Council Priorities

- 3.1 There are 5 cross-council priorities, supporting the implementation of the values and four of these are assessed as amber and one is green. This is an improvement on the position at Q2

as the priority on “spending money wisely” has improved from amber to green overall. After 9 months of the current financial year, the projected Council overspend is just £0.5m which has been rated as green as it represents a variation of only 0.08% of the approved budget. A balanced position by the year end can be anticipated. However, a number of the performance indicators which measure the contribution of each directorate to this overall position remain red including Children’s Services, Environment and Neighbourhoods and City Development. Adult Social Care have improved their budget position from Q2 and are now rated amber. But these directorates all continue to forecast overspends and so need to be closely monitored. Resources and Customer Access and Performance remain on track to deliver underspends and are rated green.

- 3.2 The first staff engagement survey reported at Q3 and a baseline position has now been established and action plans are being developed and implemented alongside the findings of the recent Investors in People re-accreditation. The indicators assessing the extent to which due regard to equality and consultation with the public are embedded in our most important decisions is still being developed and the first results are on track to be reported at Q4.

Directorate Priorities and Indicators

- 3.3 There are 22 Directorate Priorities which support the delivery of the Resources and Council Services priorities most of these are drawn from Resources and Customer Access and Performance directorates – although there are a few from other directorates that directly link and these have also been included for information and completeness only(see appendix 1d). Of these none are red, 6 are amber and 16 are green. These are supported by 23 performance indicators that can be reported at quarter three of these none are rated as red, 5 are amber, 14 are green and 4 are not given a RAG rating. There are a range of additional indicators which are annual and will be reported at Q4.

Key performance issues for Resources and Council Services Board

i) Medium-term budget

- 3.4 Whilst the 2011/12 budget is now on track the medium-term budget risk remains high with a £55.4m funding challenge in 2012/13. The Medium Term Financial Plan to be reported to Executive Board on 22nd February outlines how the known pressures (increased demand within social care, declining income levels, debt charges associated with the capital budget) are planned to be met through the Council Tax freeze grant (a one-off grant), use of PFI and Council reserves, procurement, reduction in employee costs, increases in income and alternative funding sources. The amount of Council Reserves proposed to be carried forward at the end of March 2012 is £24m, of which £6.92m has been earmarked for use during 2012/13. Funding pressures will continue in the years after that and there remain uncertainties as to the impact of welfare reforms and changes to housing and council tax benefits. Early assessments indicate that the Council will have to find savings of £48.9m in 2013/14 and £48.2m in 2014/15. This will need to be managed alongside demand pressures and the need to demonstrate economic growth to maximise future government funding.

ii) Appraisals

- 3.5 Appraisal reviews are due to be undertaken after 6 months: i.e. between October and December. At Q3 only 34% staff had their reviews recorded on SAP compared to 94% who had had full appraisals earlier in the year. Whilst there are reasons in some directorates for the low figures reported e.g. restructures and group appraisal arrangements, initial conclusions are that it is likely that this figure is being under recorded. Data development work will therefore take place during quarter 4 to rectify this in order for a more accurate position to be reported at year end, but equally this needs continued focus and attention across all directorates in order to ensure that the 100% target is met.
- 3.6 A new performance and learning management system will be introduced in spring 2012. The effectiveness of the new system, along with other future manager/ employee self-serve tools the council adopts, will depend on the quality of data we hold around ‘manager to employee’ relationship. An analysis and quality check of such data is currently being performed, with the intention of updating SAP organisation structures and creating nightly feeds from SAP into Cornerstone.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This report provides an update on performance information and therefore it is not a decision requiring public consultation, however, all performance information is provided to the public via the council's website.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This report provides an information update only and therefore it is not a decision which required due regard to be given to equality and diversity. However, due regard for equality was given during the development of the City Priority Plan and Council Business Plan.

4.3 Council Policies and City Priorities

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

4.4 Resources and Value for Money

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

4.5 Legal Implications, Access to Information and Call In

4.5.1 All performance information is publically available and will be published on the council's website.

4.6 Risk Management

4.6.1 The Performance Reports include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. CLT continue to review the corporate risk register alongside the performance information which ensures that the Council's most significant risks are effectively identified and managed.

5 Conclusions

5.1 This report provides an overall summary of the current performance issues relating to the priorities from our strategic plans which are relevant to the Board. These reports are not designed to cover everything but aim to provide an overview which the Board can use to inform their future work programme.

6 Recommendations

6.1 Members are requested to:

- Note the quarter three performance information and the key performance issues raised of the medium term budget and appraisals which has been highlighted and consider if they are satisfied with the work underway to address these.
- Note the positive progress in delivering the current years (2011/12) budget.
- Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the priorities for Resources and Council Services Scrutiny Board.

7 Background documents

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

Value: Working as a team for Leeds

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

Why is this a priority - Appraisals for all staff are essential in driving effective performance management to achieve the Council's business and service plan objectives, embed the revised values and help us meet future challenges. The Chief Executive and directors are championing regular appraisals as a priority so that all employees are managed, motivated and developed to perform their role effectively and deliver improving services for Leeds.

Overall Progress
AMBER

Story behind the baseline

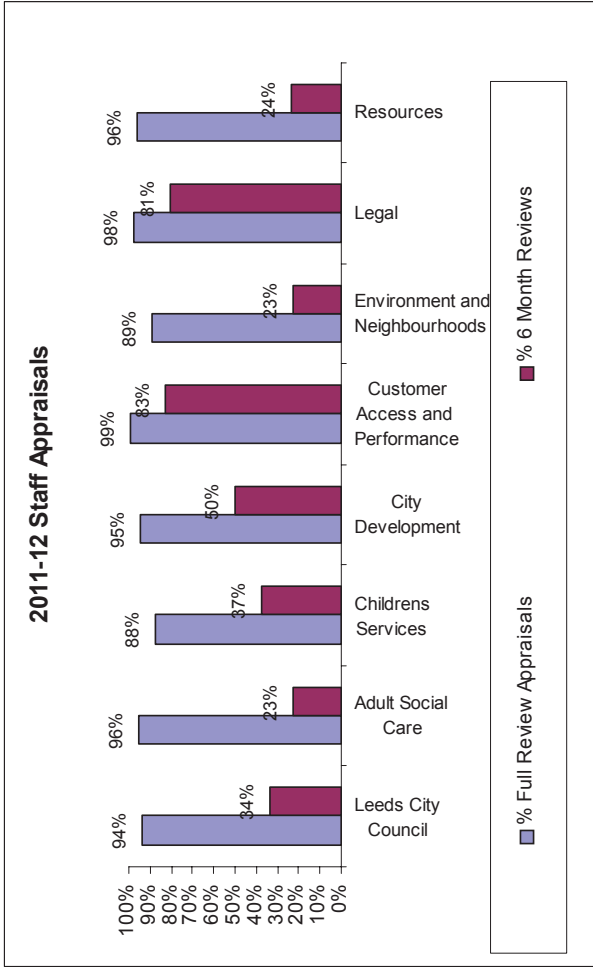
Appraisal targets - For 2011-12, a corporate annual appraisal timetable was agreed with full appraisals taking place between April and July and interim meetings between October and December. One of the Chief Executive's three 'Calls to Action' in 2011/12 to all leaders is to ensure that all employees have a quality appraisal with a Personal Development Plan and at least one development action linked to service plans.

A total of 34% staff as at 31 December 2011 had received a 6 month appraisal review. Whilst there are reasons in some directorates for the low figures reported e.g. restructures and group appraisal arrangements, our initial conclusions are that it is likely that this figure is being under recorded. Data development work will therefore take place during quarter 4 to rectify this in order for a more accurate position to be reported at year end.

The Council is currently reporting that 94% of full appraisals have taken place. Children's Services and Environments & Neighbourhoods both reporting the lowest figures of 88% and 89%. All other Directorates are reporting 94% or above.

Headline Indicator: Every year 100 per cent of staff have an appraisal

2011-12 Staff Appraisals



What do staff think

The 2011 Employee Engagement Survey has provided quantitative data about how people feel about the support, guidance and feedback provided by their managers. The survey has provided a baseline and quarterly sample surveys will provide ongoing intelligence. A key message from the survey was that 'being clear about what they needed to achieve in their job' was important in staff feeling that the work that they do makes a difference. Related feedback shows that managers communicate this to them well, however, some staff felt that Managers could do better at providing regular helpful feedback on how they are doing their job. The final Investors in People report also states that leaders and managers need to perform their people management role in line with Connected Leaders and Managers which requires them to provide staff with regular feedback, development and support through regular appraisals and interim reviews. The Improving Performance Project will sample appraisals carried out and provide feedback on staff perception of the quality of appraisals.

What we did:

- A report taken to CLT regarding quality appraisals. The proposals focused on improving accountability, challenge and assessment, support for which will be provided by an on-line performance and learning management system.
- Workshops undertaken to consult with Organisational Development staff and large services with limited staff access to IT to establish readiness for adopting the new Learning Management System.
- Communications about expectations of leaders and managers through was issued to all staff via appraisals and a learning supplement. Feedback from 'Investors in People' indicates that this needs to be embedded and monitored further. Project established to move appraisals and reviews recording on-line.
- Conducted focus group sessions across the organisation to engage our employees in defining values-based behaviours. As a result a draft set has now been developed.

New Actions:

Implement recommendations from CLT report

- Introduce quarterly appraisal update meetings for all Chief Officers and Heads of Service commencing in April 2012.
- Agree the consistent use of performance assessment in appraisals for all staff commencing in April 2012.
- Agree annual revenue contributions from corporate and directorate-based workforce development budgets to implement the on-line performance management and learning system until efficiencies are realised and savings re-directed back.
- Approach of 50% of staff to be recorded on the learning management system from April 2012.

Other actions include:

- Reinforce communications regarding expectations of leaders and managers linked to 'Investors in People' and Employee Engagement survey results.
- Agree a simple appraisal form with CLT with an implementation date of April 2012 to 2013.

What Worked Locally /Case study of impact:

- Directorate HR Leads report that the monthly list of outstanding appraisal/ review meetings are useful for challenging co-ordinators and appraising managers.
- City Development – To support accurate and regular SAP updating co-ordinators maintain local records to update their service managers via reports, attendance at Learning & Development Boards etc. Appraisal co-ordinators maintain regular contact with the appraising managers to ensure outstanding appraisals are being undertaken and obtain reasons for non-completion via e-mails to Chief Officers and Heads of Service.

- The Improving Performance Project will ask a sample of staff for feedback on the quality of their appraisals including whether this included a Personal Development Plan and was linked to service plans.
- Once the draft set of values-based behaviours have been approved arrange for these to be included in the 2012/13 appraisal process.

Data Development:

- The Quarter 3 review figure may be due to under reporting and data development work will take place during quarter 4 to rectify this to provide an accurate year end position.
- Conduct development work to ensure that nightly data feeds between support systems are in place.
- Analysis of data to establish core population of Appraising Managers by directorate, service, grade, span of control etc.

Risks and Challenges

- Agreement over a series of common core appraisal forms.
- Resourcing issues for one-to-one appraisals for some crew-based, short-hour staff and those working remotely from supervisors in front line services.
- Tight timescale and resource support to implement the performance management system by April 2012.

Value: Being open, honest and trusted

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

Why is this a priority - Effective staff engagement is essential to help the council meet the many challenges it faces, including improving productivity and service delivery. We recognise that there are many factors that influence staff engagement. These include the quality of leadership as well as whether staff feel listened to and valued and whether we are seen to be living the council values.

Story behind the baseline - The Council has adopted a new approach to measuring staff engagement based on the MacLeod Review carried out for the Government in 2009 and assesses staff perception in relation to four drivers of Leadership, Management Effectiveness, Staff Voice and Integrity. A benchmarking survey based on this new approach was undertaken in October 2011. This gave the whole Council workforce (excluding schools) the opportunity to participate.

This together with follow-up quarterly sample surveys measures levels of employee engagement in the organisation through using staff perception and tracks changes in engagement levels over time and the effectiveness of the work done across the key drivers to improve engagement.

Key Findings - The survey has allowed us to set a new baseline regarding the extent to which we are delivering what employees need to feel engaged at work. The overall response rate was 39% (54% via e-mail / 20% postal). This makes the survey results statistically valid. The range of response varied across services, details of which can be provided on request. An analysis by grade and length of service showed that JNC Officers had higher engagement levels than other groups whilst those employed for less than a year had the highest engagement levels. Further monitoring of these and other characteristics will take place over future surveys.

The survey told us what staff feel is most important to them ie; 'I am treated fairly', 'I am clear about what I am expected to achieve in my job' and 'I feel the work I do makes a difference'. The issues that, on average, staff thought the council was performing best in were; 'My job makes me want to do the best work I can everyday', 'I feel the work I do makes a difference' and 'I am clear about what I am expected to achieve in my job'.

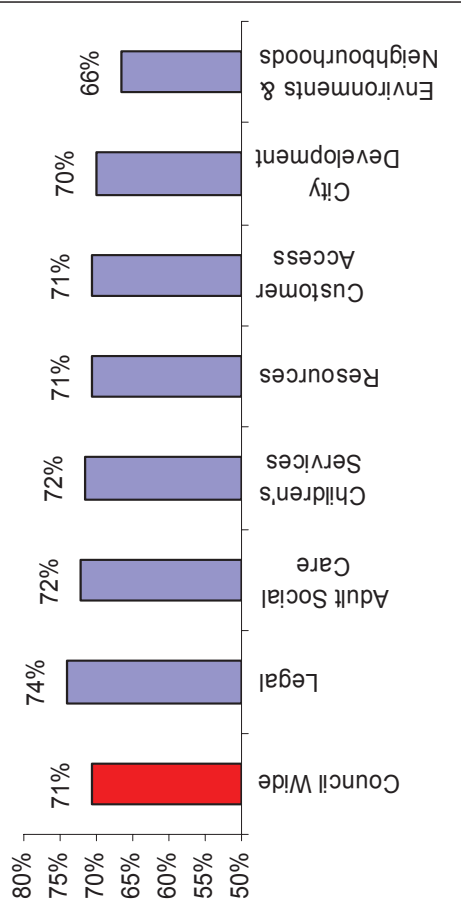
Analysis of the average importance and performance scores together identified where the Council needs to improve ie; 'I feel safe to challenge the way things are done at work', 'My opinions matter at work', 'I am asked about issues that are important to me at work', 'I am treated fairly at work' and 'I get regular helpful feedback from my manager about how I am doing my job'.

Whilst 'In my experience change is managed well at work' is ranked as the lowest average performance score, it is surprising that its average importance score was also low. More work is needed to understand this.

Analysis by equality strands - In a number of areas, employees from certain backgrounds are less positive than others, and further work may be needed to understand if this is caused by higher expectations, genuine problems they face at work or a combination of the two. A small percentage of employees who describe themselves as having a disability or being lesbian, gay or bisexual (LGB) reported slightly lower engagement levels. Due to the low numbers involved these areas will be monitored through future surveys.

Overall Progress
AMBER

The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.



<p>What we did</p> <ul style="list-style-type: none"> Weekly reminders issued via the staff portal on completing the survey. Chief Executive issued reminders to staff via e-mail and his 'blog'. An extension period issued to closing date. To encourage participation a weekly response rate was circulated to Chief Officers. The delivery of the survey involved a wide range of skilled officers from across the council, and has benefited from flexible and innovative use of existing resources. The projected savings of this survey are approximately £50,000 compared to the 2009/10 survey which was commissioned through an external provider. Analysed survey results and produced Employee Engagement Survey Findings 2011 report for discussion at CLT on 20 December 2012. Follow up actions are shown in the New Actions section. Analysis of results by equality strands. 	<p>New Actions</p> <ul style="list-style-type: none"> Analysis of results by Directorate level. Implementation of 3 council wide actions: <ul style="list-style-type: none"> Fully embed the Connected Leaders and Managers expectations at all levels across the council. Quality Communications - Support leaders and managers at all levels to embed quality 2 way communications Managing Change – by effectively supporting staff. Share results with directorate leadership teams and agree how the above will be delivered. If appropriate, agree a further 2 actions at directorate level and link to IIP findings and incorporate into action plans. Communication of the employee engagement survey to all line managers, employees, and trade union representatives through tailored communications such as 'You said, we are going to do.....' etc. Further key actions on drivers of employee engagement: <ul style="list-style-type: none"> Leadership: Behaviours will be defined as part of the wider programme to develop our Council wide competencies framework Manager Effectiveness: New development programme to be agreed and implemented Voice: Additional front line opportunities for 'Meet Tom' meetings and Directors direct engagement with staff Further action to embed values to follow analysis of question regarding values in employee engagement survey. Lessons learned report to Best Council Board in February 2012. Action Plan to be implemented for inclusion in May 2012 quarterly survey.
<p>What Worked Locally /Case study of impact - The survey findings support the on going Organisational Development work across the Council that underpins the Engaged and Enabled themes of the People Plan. Development work has been focused on communications, leadership and development, change and performance based on the combined findings from IIP, the Employee Engagement Survey, feedback from staff engagement events, council value workshops and the Equality Framework to target actions in these areas.</p>	<p>Data Development - The survey will be completed quarterly following the baseline exercise, which will provided a more frequent measure of continual improvement, by sampling a representative quartile of the workforce. The next quarterly survey will be carried out in May 2012.</p>
<p>Risks and Challenges - Failure to agree, embed and monitor appropriate actions in response to the findings of the survey could result in lower engagement and response from the next survey in May 2012 due to staff not seeing significant improvements/changes/actions.</p> <p>The survey also suggests that the behaviours behind the values accurately reflect what employees do or wish to do at work. However, they do not perceive a formal set of values as being particularly important.</p>	

Value: Working with communities

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

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

Story behind the baseline:

- In the current climate it is inevitable that decisions will be closely scrutinised, and any perceived weakness in the process will be targeted. We need to be confident that evidence from consultation is timely and relevant to the current situation.
- The 2011 Annual Statement on community engagement for the Corporate Governance and Audit Committee identified the following key challenges for engagement in Leeds:
 - Public challenges to decisions
 - Coordination
 - Area working
 - Spending reductions
 - Localism
- Following the work to develop the methodology for the indicator at quarter 2 work continued in quarter 3 to test the process and validate the results. There are still some data quality issues to iron out and as a result this indicator will not be formally published until Q4. However, during this development process interim results have been collated and feedback given to directorates. During this development phase there has been a positive direction of travel from Q1/2 scores where a sample of decisions only were looked at to Q3 where all decisions were assessed. All directorates have shown an increase in compliant reporting. This is as expected as all reports for quarter 3 used the new reporting template which includes a specific section on consultation. At Q3 the estimated result is 89%, with four directorates (CS, ASC, CAP, E&N) on 100% but these are still subject to further quality assurance checks.
- However, the existence of this new indicator has been a catalyst for increased focus on getting consultation 'right' across the council, as well as meeting a target. Discussions between directorate officers and the corporate consultation manager have been very useful in clarifying what makes good practice and what guidance would help services achieve this.
- A sample of reports are being quality assured, with initial findings including a lack of reference to the Talking Point records of the consultation activity, the need for more detail on who was engaged, how, when and what the headline results were, and in particular, a need to be clearer to what extent these results impacted the decision. Feedback on these will be provided to directorates to further improve compliance and quality. The quarter 4 set of results will be used as the indicator for the year, where it is likely that the 100% target should be achieved if current learning and improvement activity continues. However, there is a need to further clarify what might exclude a report from the count, e.g. it is a decision that does not affect communities. Best Council Board have agreed to provide challenge and support in clarifying the methodology for this indicator. Report writing guidance has also been developed and improved to provide better clarity for report writers on what is required.

Overall Progress:

Amber

Headline Indicator: Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities.

Data for this indicator will be taken from the Year End Qtr 4 results.

<p>What do people think: In the 2010 research project into Effective Communications and Consultations, residents told us how they feel about getting involved and influencing decisions:</p> <ul style="list-style-type: none"> o 89% of respondents feel it is important to feel they can influence decisions about council services o 28% are satisfied with being able to influence decisions about public service delivery in their area (24% are dissatisfied) o 45% feel that there is no point taking part in council-run consultations, as decisions have already been made before people are asked o 39% want to be more involved in decisions about council services that affect their local area 	<p>New Actions:</p> <ul style="list-style-type: none"> • Complete the recruitment of Citizen’s Panel before first wave of consultation (likely to be May 2012) • All directorates to help establish calendar of consultations to send to the Panel, ongoing task. • Corporate Consultation Group to develop SharePoint Toolkit for those delivering consultation by June 2012. • Developing training sessions on presenting consultation and Equality considerations in formal reports, trialling in E&N in January 2012. • Community Engagement Operating Framework to be taken to CLT for agreement and then implementation <p>Data Development</p> <ul style="list-style-type: none"> • Add a qualitative aspect to the Headline Indicator to ensure that the consultation that is being done, is done well. • Revise report writing guidance to insist that consultation evidence includes a link to the record of activity that should already be on the Talking Point system • Ensure that only relevant reports are considered for the indicator. Establish what counts as N/A, clarify any grey areas and agreed with Best Council Board.
<p>What we did:</p> <ul style="list-style-type: none"> • Made solid progress recruiting the new Citizens’ Panel, with c2200 of the target 6000 residents joining at very low cost to the council • November/December 2011 de-brief discussions with E&N and CD officers to clarify best way to improve VAL3 scores, and by extension, the quality and compliance of the consultation process. • Identification of consultation ‘grey areas’ such as contract extension reports, to be discussed at Best Council Board. • A review of the council’s community engagement operating framework is in the internal consultation phase, and has been discussed with all DMTs and at Area Chairs. • The first Citizens’ Panel consultation, with those members currently recruited (c2000) took place in January 2012 to support development of the city’s cultural offer. The process of delivery involved a number of services across the council, was delivered ahead of schedule and resulted in a 70%+ survey response rate at low cost to the service. 	<p>What Worked Locally /Case study of impact:</p> <ul style="list-style-type: none"> • Environment and Neighbourhoods are developing ways to get early warning that a service or transformation plan needs support developing consultation, to reduce challenge or delay to decisions.
<p>Risks and Challenges:</p> <ul style="list-style-type: none"> o Not having a consistent council-wide culture of timely and effective planning of engagement o Potential for challenge (scrutiny or legal or protest) on decisions using weak or flawed consultation evidence o Lack of resources (financial, technological, time) and expert support for staff tasked with engaging o Inconsistent feedback on engagement to participants o Lack of evaluation of engagement effectiveness, linked to lack of quality assurance role for Corporate Consultation Group 	

Value: Treating people fairly

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

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

Overall Progress
Amber

Story behind the baseline

New guidance on addressing equality in report writing was introduced from 1 September 2011. This now indicates the need to explicitly reference screening and/or equality impact assessments and their outcomes in decision making reports.

For Q3 a full quantitative analysis has been undertaken and of the 100 key, major and Executive Board decisions (with a measurable outcome), and based on the agreed definition for this indicator 63% evidenced that equality issues had been considered (63 reports evidenced, 37 reports did not evidence). There are still some data quality issues to iron out and as a result this indicator will not be formally published until Q4. However, during this development process interim results have been collated and feedback given to directorates.

Qualitative analysis undertaken at the end of November 2011 and at the end of Q3, suggests that this result may not reflect the true position. The agreed definition that is being used for this indicator is very specific in terms of requiring report authors to make reference to screening forms or equality impact assessments (EIA). This ensures that decision makers have sufficient information to be assured that due regard to equality has been given. There are some examples where due regard to equality through a screening form or EIA has been given but has not been explicitly referenced within reports and this is a particular issue for Design and Cost reports. For example, in Children Services, the Directorate has undertaken further analysis of this figure. Where a negative result was recorded, all the reports related to school developments. Screenings had been undertaken and reported on at an earlier stage in the process however this was not included in the narrative within the reports. Work has taken place to ensure future reports will report this. Work took place in early December to strengthen the definition and this was communicated to Directorates. In addition, work has started to amend the Design and Cost report template and guidance to ensure evidence of due regard to equality is sufficiently captured.

A qualitative analysis has also highlighted some inconsistencies in terms of how the narrative within decision making reports meets the Equality Act public sector duty. Work will continue to take place with directorates to address this. It has been agreed that the final result for the year will be based on the Q4 result, by which time it is anticipated that the target to evidence that equality issues have been considered in 100 per cent of key and major decisions and all Executive Board reports could be achieved.

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

Data for this indicator will be taken from the Year End Qtr 4 results.

<p>What do key stakeholders think: The What if Leeds campaign and the spending challenge consultation showed that the public saw equality and community cohesion topics such as encouraging inclusion of all social groups, reducing the gap between the rich and poor and tackling inequality as key issues. Treating People Fairly was the most important value for staff in the recent employee engagement survey. Further work is being undertaken to explore this through the Employee Engagement Group and Equalities and Employment project group.</p>	<p>What we did</p> <ul style="list-style-type: none"> Finalised discussions with Corporate Governance to ensure a consistent approach to recognising 'evidence' of due regard and amended narrative within the report writing guidance. As part of an on-going programme of due regard to equality workshops provided by the Equality Team, 93 staff from across Directorates were trained. In addition specific briefings have been provided to commissioning staff in Children's Services and Environment and Neighbourhoods, Procurement, and Human Resources regarding organisational change. 43 Elected Members who have specific decision making roles received briefings on 'giving due regard to equality' in the decision making process. Published the Equality Position Statement 2011 which provides considerable factual information about outcomes for different equality communities, which can be used to inform the screenings and EIAs Equality Improvement Priorities 2011 – 2015 agreed by Executive Board and published in December 2011. Immediate feedback and support provided on EIAs and screenings when requested by directorates. All EIA's and screenings continue to be sense checked by the Equality Team before they are published. <p>What Worked Locally /Case study of impact</p>	<p>Risks and Challenges</p> <p>Failure to evidence that due regard is given in decisions and policy making can result in:</p> <ul style="list-style-type: none"> legal challenges eg in the form of judicial reviews, which can be costly and time consuming; negative national publicity impacting on reputation; undermining relationships with local communities; wasted officer and member time.
	<p>New Actions</p> <ul style="list-style-type: none"> Deliver the due regard to equality briefings to all Members - Q4 and Q1(2012/13). Consideration will be given on how to capture the effect of giving due regard to equality on decisions – Q4. A qualitative analysis of a 25% sample of Q3 and Q4 reports will continue to take place and feedback provided to Directorates. - Q4 and Q1(2012/13). Specific due regard to equality and decision making workshops to be held with Environment and Neighbourhoods strategic managers and Adult Social Care commissioning teams, Governance Services and Area locality staff – Q4. Amend the Design and Cost report templates and guidance to capture due regard to equality considerations – Q4. Undertake an equality impact assessment on the overall budget proposals for 2012/13 – January 2012. Widely publicise the Equality and Diversity Position Statement 2011 – January 2012. Further strengthen the report writing guidance – Q4. <p>Data Development</p> <ul style="list-style-type: none"> Take learning from the internal audit which is taking place on this indicator 	

Value: Spending money wisely

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

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

**Overall Progress
GREEN**

Story behind the baseline:

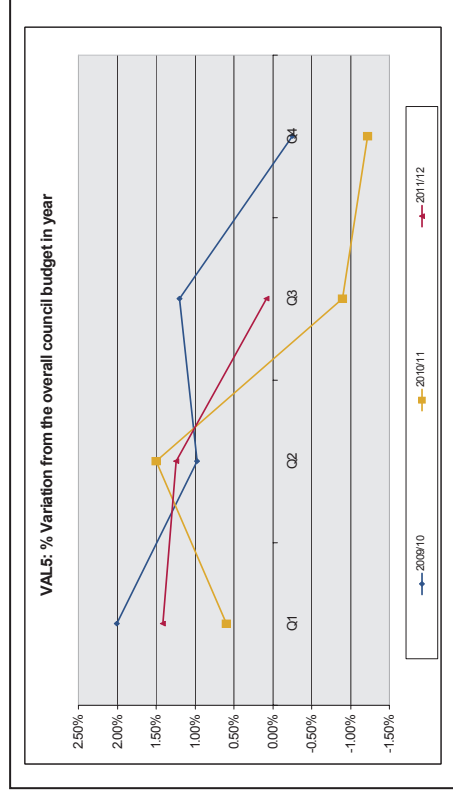
The 2011/12 budget represented a major financial challenge for the Council, and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £90m of savings.

The graph demonstrates that the in year management of the revenue budget has been challenging, with action having to be taken to control overspends identified in the early part of the years.

After 9 months of the current financial year, the projected overspend is just £0.5m which has been rated as green as it represents a variation of only 0.08% of the approved budget. A balanced position by the year end can be anticipated. The main issues contributing towards the position at month 9 are:

- Adult Social Care - although there is a projected shortfall in assumed procurement savings for residential accommodation, this is partly offset by management of demand in residential and nursing care and staffing savings have been achieved within the directorate, mainly within assessment and care management.
- Children's Services – there continues to be significant demand led pressures on the looked after children placement budgets, with referrals continuing to rise. These pressures have been partly offset by other net savings across the directorate.
- Income – as a result of the economic climate, shortfalls in some areas are projected, mainly relating to planning and building regulation fees, car parking, advertising and children's centres

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



Directorate	Total (Under)/Over spend £000	Previous Qtr (Under) / Overspend £000
Adult Social Care	1,262	2,675
Children's Services	3,840	4,911
City Development	1,838	1,544
Environment & Neighbourhoods	1,510	892
Resources	(323)	(188)
Legal Services	75	(64)
Customer Access and Performance	(235)	0
Total	7,968	9,770
Corporate issues		
Debt	(3,300)	(2,600)
Section 278 shortfall	1,800	
Health Service contribution to Adult and Children Social Care	(6,000)	
Total	468	7,170

<p>What do key stakeholders think: Last autumn Leeds residents gave their priorities for the council's budget in the 'Spending Challenge' consultation. This process ensured that the views of the public were reflected in the difficult decisions that faced the Council about how we could save £150m over the next four years. Nearly 2500 responses were received with priority given to protecting frontline services and the most vulnerable people in Leeds. This summer children and young people told us their priorities for the future as part of the Child Friendly City consultation. The Council's Initial Budget Proposals for 2012/13 were the subject of public consultation via the internet site and a very limited number of responses were received. These comments, in addition to responses received from two Scrutiny Boards, the Third Sector and the Youth Council, have been incorporated into the final budget report.</p>	<p>What we did:</p> <ul style="list-style-type: none"> As part of the budget monitoring process, action plans built into budgets have been reviewed and the overall projection assumes the continuing delivery of action plans both corporately and within directorates. In addition, directorates have reviewed budgets on a line by line basis and implemented spending freezes on areas of non essential spend where appropriate. <p>A number of actions have also been taken corporately to increase reserves:</p> <ul style="list-style-type: none"> the Council has been successful in a VAT claim which has increased the general reserves position by £8.4m as at the end of 2010/11. Although some of this sum has been used for the Early Leavers Initiative, the remainder will be used to mitigate against some of the spending pressures outlined above. Capital Financing costs are projected to be £3.3m less than the budget due to the Council taking advantage of the continuing low short term interest rates. 	<p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> Purchasing hubs have been created for the centralised purchasing of consumables and changes to the Council's ordering system have been made to minimise off contract spend and ensured that the use of negotiated contracts is maximised. 	<p>Risks and Challenges: The Council prepares and maintains a financial risk register which provides details of risks and consequences, existing controls to mitigate against these, the value in monetary terms, review dates and progress towards managing the risks. The register is prepared before the start of each financial year and is monitored on a regular basis. At the start of the year, the budget risk register showed there were 3 very high risks and 10 high risks. Based on the current projections to year end, there are now no very high risks.</p>
		<p>New Actions:</p> <ul style="list-style-type: none"> Plans are in place to address the rising cost of looked after children placements in the city. These plans involve relevant partners working together in different ways. In recognition of the significant role the health service plays in this partnership and the improved health outcomes which will arise, NHS Leeds have allocated £2m of transitional funding for 2011/12 in order to support the Council in these matters. In a similar way the health service is working closely with Adult social care to ensure that improved outcomes for older people are sustainable and can be achieved through changes in the way in which services work together and transitional funding of £4m has been set aside to assist the process. The Department of Health have recently announced national funding for Local Authorities, to be provided by their health authorities, for investment in social care services that also benefit the health system. The sum of £2.159m has been allocated to Leeds and discussions are underway with NHS Leeds on how this can best be utilised. Work is ongoing to prepare the 2012/13 budget within a reduced funding envelope. The Initial Budget Proposals were submitted to December's Executive Board and the final budget proposals will be submitted to Budget Council for approval in February 2012. <p>Data Development: Improvements are currently being made to the budget holder FMS projections module to ensure that accurate financial data is received in a timely manner.</p>	

Resources Directorate Scorecard

Reporting Period :

Quarter 3 2011/12

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Resources Lead							
Staff Appraisals	<p>Most services within Resources have completed annual appraisals. Monthly communications are sent to all co-ordinators reminding of BSC deadlines and Business Partners discuss appraisal performance with services.</p> <p>Data development work will take place during quarter 4 so that an accurate update on the 6 month reviews position can be reported at year end.</p>	Amber	100% staff have had an appraisal	45%	97%	96%	
Staff Engagement	<p>The Directorate performance was in line with the Council with a 71% overall measure of engagement. Generally, the performance within Resources reflected the Council trends with employees clear about what they are expected to achieve in their jobs, they feel the work they do makes a difference and their job makes them want to do the best work they can every day. Employee Engagement Survey findings have been drafted into a report and have already been discussed at a Resources leadership team meeting in January. IIP outcomes and actions will also be considered and a joint action plan developed based on the 3 Council Wide Actions - Connected Leaders and Managers expectations, Quality Communication, and Manage Change Effectively.</p>	Amber	<p>% staff who feel engaged</p> <p>Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.</p>			71%	
Approved directorate level revenue budget in year	The net managed budget for the directorate is £48.6m and at this stage an underspend of £323k is projected, which is primarily staffing.	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£597,000 overspend	£188,000 Under spend	£323,000 Underspend	
Customer Access and Performance Lead							
Consultation on key and major decisions	Quality assurance highlighted that where consultation had been referenced there was a lack of links or references to Talking Point, which is requested in report writing guidance. Some reports needed more explicit detail of which stakeholder groups were consulted, how, when and what the response and results were. One report was nearly excellent, only failing to comment on a very low response rate which might be a risk.	Amber	By March 2012 100% of key and major decisions have evidence that consultation has taken place with local people	Indicator being developed - to be reported in Quarter 4			
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	Qualitative analysis undertaken suggests that there are some examples where due regard to equality through a screening form or EIA has been given but has not been explicitly referenced within reports and this is a particular issue for Design and Cost reports. The Equality Team are working with directorate colleagues to ensure ongoing improvements are made in Quarter 4. The agreed definition that is being used for this indicator is very specific in terms of requiring report authors to make reference to screening forms or equality impact assessments (EIA).	Green	By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	Indicator being developed - to be reported in Quarter 4			

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4	
Deliver financial planning and management which makes sure we keep adequate reserves	The minimum level of reserves has been calculated at £19m using the risk based reserves strategy. General Fund reserves at 1st April 2011 have risen to £29.6m following a successful VAT claim of £8.4m. Taking into account the in -year use of reserves and the expectation that the council will achieve an overall balanced budget position for the current year, it is anticipated that reserves will be £24m at the year end.	Green	Value of Revenue Reserves		£23m	£24m	Year-End Prediction = £24m	
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	<p>By the end of Q3 the ELI figures were as follows: there were 93 leavers between the end of the first ELI scheme and start of the second. There were 188 leavers under ELI 2 up to the end of Q3. In addition there were 37 leavers under a separate exercise within the Community Support Service of Adults Social Care. Although the ELI 2 target of 500 leavers by 31 December has not been met, through a combination of other factors, like natural wastage, normal retirements, posts not being filled the headcount figure has continued to drop. In addition further on-going ELI initiatives are in place to try and secure a further increase in leavers to 31 March 2012</p> <p>Flexible deploymentSwitching continues to be rolled out and success stories are regularly reported in Staff News. We are on course to achieve targets of 75% of flexible deployment trial periods being successful and 80% of those people who are subject to organisational change will be registered for the talent pool. To date 52 employees have taken part in the volunteering scheme.</p> <p>At the end of Quarter 3 2011/12 the cumulative average number of days absence per employee was 6.55, against a cumulative target of 6.61. Compared to Q3 of 2010/11, the average figure at that was time was 7.53, or equivalent to nearly a day per person improvement. Projected targets indicate on track to achieve target of 9 days per employee. Scoping documents have been agreed between HR and the BSC to enable the production and sharing of regular reporting attendance management information. HR Business Partners provide regular reports to Leadership teams on progress of cases in a timely manner.</p> <p>The Attendance Management teams in HR and the BSC are continuing to work with managers during Q4 to try and keep absence down and provide the best support for employees.</p>	Green	Reduction in staff headcount (including percentage of leavers who are BME , Disabled or Women monitored against current staff profile) Baseline: Total Staff = 17,260 (Apr 2010), Target to reduce headcount by 1500 by March 2012		15,488	15,385		
			Percentage of senior officers who are women	2011/12 to be a scene setting and monitoring year. Actual reporting to commence once further work undertaken on collating workforce profile data. The focus on which will be to target areas, such as front line services, where initial response rates were low.				
			Percentage of senior officers who are from BME communities					
			Percentage of senior officers who are disabled					
			Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,					
Reduce number of days staff sickness (per full time equivalent) - Council Figure	2.14	3.99	6.55	Year-End Prediction = 8.73				
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	<p>Essential Services Programme (ESP) - The detailed designs have now been completed and reviewed. Designs are now being locked down to the final version prior to build and testing. Designs will be updated after this phase with any changes identified following testing and will include the configuration guides ready for live build. The rollout of IE8, Siebel upgrade and XP SP3 is now complete. The ICT technical pilot of ESP will commence in Qtr 1 2012/13.</p> <p>Apex electrics - Work continues to upgrade the electrical power supply, internal electrical systems and to install a generator at the Apex data centre. Work has commenced for the internal electrical systems and planning permission for the site of the new generator is due by 3/2/12. The new electrical substation has been built and provision of the upgraded power supply is due in February 2012. The provision of a full asbestos survey (requested as part of the contract) had been overlooked but was quickly resolved through working with Property Services.</p> <p>Customer satisfaction (relating to resolution of a customers ICT issue) remains very positive.</p>	Green	Maintain percentage time ICT Systems are available	99.42%	99.47%	99.39%		
			Increase satisfaction of users with ICT Services	Reported Annually				
			Increase user satisfaction with the quality of ICT training (scored on scale 1-7)	Reported Annually				

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Maintain effective audit and risk management arrangements	<ul style="list-style-type: none"> • 2011/12 annual risk and performance report confirmed for review at the July 12 Exec Board meeting. • Following first joint review of risk and performance data by Cabinet on 23/11/11. Cabinet members have requested quarterly meetings on risk and performance (collectively and individually within their portfolios; individually may well involve directors too). • Positive feedback received from the corporate risk register/risk management briefing to the CGAC meeting on 09/11/11. • DCLG have undertaken a consultation on the abolition of the Audit Commission. The CGAC and CLT have influenced the council's response, to which DCLG have responded. A report on their conclusions is being prepared for CLT. • The Audit Commission have reappointed KPMG on an interim basis until 31/08/12. 	Green	Annual Report on Risk Management to CGAC		18/07/11		
			Annual Internal Audit Report to CGAC	15/06/11			
			KPMG Interim Audit Report		18/07/11		23/01/12
			Annual Report on the Corporate Risk Register to the Executive Board		27/07/11		
			Internal Audit Report to CGAC	23/04/11	30/09/11		
Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise	<p>The Localism Act 2011 received royal ascent in November 2011. Referendum for Elected Mayor scheduled for May 2012. Should the referendum be in favour of elected mayor, elections likely in November 2012. In such a situation during June - September 2012 a review will be undertaken of Constitutional Arrangements to ensure Elected Mayor can be accommodated post the election.</p> <p>Regular monthly project board meetings chaired by Deputy Returning Officer in place to ensure all arrangements planned for any forthcoming election or referendum. These meetings include a review of the risk register and contingency planner for each election / referendum. Proposals have been made to change the staffing structure in elections to ensure that the service has sufficient resources for future requirements including all new elections and referendums.</p> <p>However, there could be a delay in implementing the conduct arrangements for councillors element of the Act. Potential change in the position regarding the Independent Person i.e. as currently agreed the Localism Act prevents existing Independent Members becoming the Authorities Independent Person, but their was a willingness from DCLG to look at this again as they have received representations from a number of quarters. The CLG's current thinking regarding implementation is evolving with June/July 2012 being a possibility. The Head of Governance Services has therefore drafted various documents, which will be discussed by a working group of whips prior to being circulated to Groups for further consideration. This latter process being led by Whips in their respective groups. Following this the responses will reconvene with a view to reaching consensus re the proposals to be put to General Purposes Committee.</p> <p>Supported Scrutiny Working Group in reviewing and recommending changes to the process for Capital programme Decision Making - to be effective from Feb 2012 - this clarifies/simplifies the point at which a 'constitutional decision' is required to be published (that being the point at which Authority to Spend is required).</p> <p>RLT report presented regarding potential amendments to the Corporate Decision Making framework; further consideration planned by CLT. Supporting new City Solicitor in progressing review of the Constitution.</p>	Green	No challenge to the outcome of any election or referendum	No challenge	N/A	N/A	
			Maintain percentage of important decisions that are implemented in 3 months (Measure covers Executive Board & Key/Major decisions)	59.87%	64.57%	64.57%	From Q4 onwards, this performance indicator will be based on decisions being implemented by their projected date.
			Improve percentage of important decisions that are published on the forward plan (Measure covers Key decisions) - Target = 89%	76.00%	90.38%	94.92%	
			Maintain percentage of important decisions available for challenge (Measure covers Key/Major decisions) - Target = 95%	95.97%	98.21%	96.45%	

Maintain effective arrangements to buy goods and provide services that give value for money	<p>Our latest SCMS information management report shows that the authority is on track to achieve procurement and commissioning cost reductions of over £20m by financial year end</p> <p>The re-developed FMS Leeds went live on 1st September and Procurement Unit is identifying patterns and trends in spending which are being fed through to the Category Managers to inform their category management approach. The Strategic Procurement Team is already working on some identified spend areas with the intention of setting up more formal contract arrangements.</p>	Green	Delivery of budget savings through procurement	SCMS information management report of 03/01/12 currently shows cost reductions achieved for 2011-12 to value of £19,829,559.	The saving reflects the difference between the contact rates before and after procurement of the goods and services. Directorates will need to identify the incidence of the contract spend within their budget and capture cashable savings	
Directorate Priorities	Progress Summary				Overall Progress	
Manage the change to the new welfare system	<ul style="list-style-type: none"> • Implementing 2011/12 & 2012/13 Housing Benefit (HB) Changes – A number of tenants have now moved onto the new local housing allowance rates and the proportion of tenants getting sufficient housing benefit to cover their full rent remains broadly the same as the position before the changes. Discretionary Housing Payments (DHP) take up letters have been issued where TP has stopped. The shared accommodation rate (SAR) change came into force 1 January 2012. Single claimants under age 35 making new claims to housing benefit on or after this date are now entitled to the SAR rather than the one-bedroomed self contained rate. • A Welfare Reform Strategy has been developed for approval at the February 2012 Exec Board meeting and the Welfare Reform Strategy Board continues to take forward key actions relating to the Welfare Reform Strategy. Regular monthly Bulletins are being prepared for Members and stakeholders starting in February and workshops will be run in February and March to provide all front line staff across both the council and key partners with information needed to deal with customer enquiries about the reforms. Presentations and briefing sessions continue to be held with Voluntary organisations, Area Committees and relevant boards on the programme of reform and the activities underway to prepare for the reforms. • Universal Credit - Leeds is working with the DWP on issues such as the role of local councils in delivering Universal Credit, migration implications and the support to be provided to help social sector tenants manage their household commitments under Universal Credit proposals to pay the rent element directly to tenants. • Council Tax Support - Leeds is also working closely with CLG to develop a detailed timetable for implementing local schemes and this is expected by the end of March 2012. • Implementing 2013/14 Housing Benefit Changes - Detailed analysis will shortly be available at ward and middle Super Output Area showing impact of under-occupation proposals. This data is also being mapped against potential local Council Tax Support schemes to identify those affected by both of these changes - the information will be used to target support to those identified. 				Green	
Create the environment for effective partnership working	<p>Partnership working continues to be planned and undertaken throughout the directorate nationally, regionally and city-wide, this work is further complemented through our active participation on the West Yorkshire Directors of Finance, West Yorkshire Resilience forum and core city groups etc.</p> <p>Work continues to progress on the areas highlighted in Q2, with progress being made in establishing a joint transition group and action plan to manage the transfer of public health functions to the council whilst the government is planning further consultation regarding the proposals made in the SIGOMA, Core Cities and LGYH responses to the Local Government Resources Review.</p>				Green	
Directorate Priorities	Supporting Measures	Progress Summary	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	Maintain total percentage of Council Tax collected (Target 99.19%)	Collection rate ahead of last year and on track to hit yearly target.	99.12%	99.15%	99.17%	Year-End Prediction = 99.19% 92.2% (Apr-Jan)
	Maintain percentage of Council Tax collected in year (Target 96.7%)	Collection remains marginally behind last year but still on target due to increased value of CT due on Feb and March instalments.	28.62%	55.88%	83.40%	Year-End Prediction = 96.7% 93.86% (Apr-Jan)
	Maintain percentage of business rates collected in year (Target 98%)	Collection rate broadly in line with that in previous years after delayed hospital payments and increase in 12 monthly instalment payers are factored in.	33.03%	60.26%	86.40%	Year-End Prediction = 98% 95.66% (Apr-Jan)
	Maintain percentage of other income collected within 30 days (Target 98%)	Whilst the January month end position shows ahead of last year (90.55%), the 10/11 figure was distorted adversely by PCT invoices, and a more appropriate comparison would be 95.86%. This reflects the view that we remain behind on last years performance, and is attributable to the resources directed at the implementation of Authority Financials.	90.79%	93.49%	92.85%	Year-End Prediction = 97.5%
	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates (Target 11 days)	<p>The additional resource we secured (both agency workers and the Risk Based Verification (RBV) trial) are helping to clear the backlog. The service recently experienced system issues which had an impact on performance. Despite this setback processing times have improved with the average speed of new claims processing as the end of quarter 3 being 29.4 days compared to the quarter 2 position of 33.4 days.</p> <p>Note: RBV assigns a risk rating to each housing and council tax benefit claim. This determines the level of verification evidence required. Greater activity is targeted towards those cases deemed to be at highest risk of involving fraud and/or error. The RBV trial is authorised by the DWP.</p>	14.36	15.08	14.82	Year-End Prediction = 14.35

Directorate Priorities	Supporting Measures	Progress Summary	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	Increase percentage of invoices that are paid within 30 days	Prompt payment performance reduced significantly in December as a result of a BACS file not being sent to the bank on 30 November 2011, the day of the strike. Regrettably, this resulted in a delay of up to three days for some payments reaching suppliers, allowing for the weekend. If this day were excluded from the results, the prompt payment performance for December (excluding ALMO performance) would have been 92.83%. However, our performance results this quarter and the year-end projection of 90% will reflect a reduction in performance as we will not achieve the target of 92%. This position cannot be recovered within 4th quarter of the reporting period.	90.07%	89.84%	89.84%	Year-End Prediction = 90%

Other Projects	RAG Rating	Progress Summary
Business Support and Administration Review	Green	Achievements to date: <ul style="list-style-type: none"> • Changing The Workplace Programme Board approved the project scope, four sub projects and a set of key design principles. • Business Travel Guidance was published for staff, to promote good practice, provide consistency and drive down costs. • Taxi framework contract put in place, to ensure best value providers, where there is no alternative method of travel for that business need.

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2011/12 Customer Access and Performance Directorate Scorecard

Reporting Period : **Quarter 3 2011/12**

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Appraisals	99% of full annual appraisals have been completed within Customer Access and Performance which equates to 621 out of a possible 628. In relation to their six month reviews 83% have been completed leaving only 101 to be completed to reach their one hundred percent target.	Green	Every year 100% of staff have an appraisal	63%	94%	99%	
Staff Engagement	The Directorate performance was in line with the Council with 71% overall measure of performance. The survey suggests that the behaviours behind the values accurately reflect what employees do or wish to do at work. Employee Engagement Survey findings have been drafted into a report and have already been discussed at the Customer Access and Performance leadership team meeting in January. iP outcomes and actions will also be considered and a joint action plan developed based on the 3 Council Wide Actions - Connected Leaders and Managers expectations, Quality Communication, and Manage Change Effectively.	Amber	increase the level of staff engagement	N/A	N/A	71%	
Consultation	An interim assessment in Quarter 3 suggests a high level of compliance with the requirements of the indicator. Quality assurance suggests that more detail is needed on how consultation feedback is being used to shape final options or decisions. No reports included any link or reference to Talking Point, which is requested in report writing guidance.	Green	Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities	Indicator being developed - to be reported in Quarter 4			
Equality	Qualitative analysis undertaken suggests that there are some examples where due regard to equality through a screening form or EIA has been given but has not been explicitly referenced within reports and this is a particular issue for Design and Cost reports. The Equality Team are working with directorate colleagues to ensure ongoing improvements are made in Quarter 4. The agreed definition that is being used for this indicator is very specific in terms of requiring report authors to make reference to screening forms or equality impact assessments (EIA).	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	Indicator being developed - to be reported in Quarter 4			
Keep within budget	An underspend of £235k is projected which reflects pay savings within Business Transformation and Area Management, and running cost savings, including citizens panel.	Green	No variation from agreed directorate budget in the year	£13,000 overspend	£0	£235,000 underspend	

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Lead the delivery of our customer access strategy to improve customer experience	The customer access strategy has been presented to all directorate management teams and a number of follow up workshops have been held in order to include more specific service based priorities. The strategy is to be considered by scrutiny board in January. Funding has been agreed to allow the further development of the city centre one stop. Work on completing the business case for the service redesign in relation to waste management continues . A report is being finalised for February executive board in relation to the Customer access programme phase 1 .	Green	Increase the range of self service options available to the public, by ensuring all high demand transactions can be undertaken online	Indicator being developed			
	A workshop is scheduled to take place in January to consider future options for Siebel CRM. Significant progress has been made in relation to the development of the new website with a pro-type version now being evaluated. The target go live date of June remains. Discussions are taking place in relation to clarifying the resources required for normal business support of the website after its launch.		Improve overall customer satisfaction of the council's website	Indicator being developed			
Establish a research and intelligence capability for the city and produce an annual State of the City report.	<p>Part 1) Establish a research and intelligence capability for the city During 2011/12 a range of activities have contributed to the development of enhanced research and intelligence capabilities for the city. These include: The transfer of the Chief Economist's unit from Yorkshire Forward to LCC. The Unit will focus on continuing to support the region across a range of economic assessment and intelligence areas on a commercial basis as well as adding value to the city's research and intelligence activities. This includes supporting the Commission work, providing independent analysis of the JSNA as well as working with the Economic Policy Team in City Development on areas of mutual interest. Development of the first State of the City report led by the Research and Intelligence Group (includes representatives from Health). A number of analytical pieces of work have been undertaken by colleagues with the appropriate skills in other directorates, demonstrating a flexible use of resources to meet specific needs. Early discussions with the Director of Public Health regarding the transfer of the Economic Policy Team to the City. Initial exploratory discussions have taken place with The University of York.</p> <p>Part 2) Produce an annual State of the City report The first State of the City report was produced in November 2011 and was the focus of a special full council meeting on 7th December 2011.</p>	Green	N/A				

<p>Deliver an approach to locality working with improved community engagement and more local decision making</p>	<p>Three Area Leadership Teams now established and have entered their third cycle of meetings. Improvement targets are being developed but it is too early at this stage to have delivered outcomes. Area leadership teams remain very much a "work in progress". A review of locality working is underway following the implementation of new CAP management structures. This has been focussed on mapping the journey made to date, identifying where we are now in moving from Area Management to Locality Leadership and local decision making, and identifying key gaps in policy and process, and challenges that need to be met. Again, this was only begun towards the end of quarter 2, but has made good progress in identifying strands for further work, including performance and accountability, work with Area Committees, and the role of the Area Support Team and the Leeds Initiative going forward. It is likely that this work will continue to be the main focus of the broader Locality Working team during the next quarter.</p> <p>The success of the new Environmental delegation to Area Committees has led to further discussions on the next environmental services to be subject to SLA's with Area Committees. The 'way forward' review of engagement will report in Spring 2012. Citizens Panel agreed and currently being rolled out.</p>	<p>Amber</p>	<p>Increase percentage of people who feel they are involved in their local community</p>	<p>Indicator being developed - To be collected through Citizens Panel</p>			
<p>Deliver effective leadership and governance arrangements for the city-region partnership.</p>	<p>Arrangements for leadership and governance established through the Local Enterprise Partnership (LEP) Board and the Leaders Board Joint Committee. A secondment has been secured from Leaders Office to assist with work with on developing the Leeds / Leeds City Region interface</p>	<p>Green</p>	<p>N/A</p>				
<p>Improve communications and marketing services across the council.</p>	<p>Following consultation with DMT's, priorities and resource allocation has been agreed with CLT for Comms and Mktg work. Work has started on most of these priorities but for most it is still early days in the project cycle. There is still a need to articulate to all key stakeholders what Leeds stands for and what, with their help we are trying to achieve in the city. To this end an overall Communications and Marketing Strategy will be presented to CLT in early Feb.</p>	<p>Green</p>	<p>Increase percentage of residents who trust the council's communications</p>	<p>Indicator being developed - To be collected through Citizens Panel</p>			
	<p>Regular discussions on communications issues have been scheduled into the CLT work programme and will start on 24 Jan with consideration of proposals for improving internal communications. Through informal feedback the direction of travel on this priority is considered to be positive.</p>		<p>Increase percentage of services who feel their communications and marketing needs are being met effectively</p>	<p>Indicator needs to be revised to be more meaningful and useful</p>			
<p>Create the environment for effective partnership working and for delivering the city's planning and performance management framework</p>	<p>The Vision for Leeds 2011 to 2030 and the city priority plan 2011 to 2015 were launched during this quarter to members, Council staff, partners from all sectors and members of the public. These strategic documents set the objectives for partnership working and delivery in Leeds. The Leeds Initiative Board approved the State of the City report, which was launched at the State of the City Council meeting. For the first time members and partners considered strategic issues and effective delivery together. All 5 partnerships were convened in the quarter and contributed to the effective leadership of each of the priorities</p>	<p>Green</p>	<p>Increase percentage of City Priority Plan priorities with positive progress</p>	<p>N/A</p>	<p>95%</p>	<p>95%</p>	
			<p>Increase percentage of partners who feel they can influence change</p>	<p>Indicator being developed</p>			

Lead the transformation of our workplace culture and working environment	<p>The programme is moving forward well on delivery of the early win projects at 2GGS/CST and IT. Both are in budget and on time. Further early wins being planned for new year delivery subject to ATS. Board require strategic vision for Civic - CLT need to engage and clarify vision</p>	Amber	Increase the number of employees using flexible ways of working	Indicator being developed	400 (Approximate)
	<p>Approximately 400 staff have been taken through New Ways of Working within Changing the Workplace Programme.</p> <p>A baseline measure of the importance and effectiveness of our values has been set through the employee engagement survey in November 2011. Two questions in the survey ask staff to rate the values in relation to their own behaviour and what they observe in others</p>		Increase the extent to which staff believe the values are positively affecting their (a) own and (b) others' behaviour	N/A	Baseline set: (a) 72% (b) 73%

Self Assessment

2011/12 City Development Directorate Scorecard

Reporting Period :

Quarter 3 2011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Deliver a new Asset Management Strategy and reduce carbon emissions and water usage	<p>The performance measures of Reduce Running Costs of Our Buildings and Reduce Our Energy and Water Bills are only slightly under target by 0.29% and 0.90% respectively this quarter. This is because of slippage in the Asset Rationalisation Programme largely due to the delay experienced in Adult Social Care of the closure of buildings following their consultation process. Also, the cost of energy increased in 2011/12, which has, unfortunately, offset the consistent reductions in consumption throughout the year, as reflected in the CO2 emissions indicator which showed large reductions over quarters 1 and 2.</p> <p>The Re-FIT programme is progressing well and due for completion in early 2012/13; it will include several leisure centres. Schemes are also ongoing using the Salix Energy Recycling Fund (SERS) Scheme where LCC are committed to spending £500k before the end of March 2012 on energy efficiency projects. Both these schemes will provide CO2 and, potentially, cost savings in the coming years.</p>	Amber	Reduce running costs of our buildings*	£9,339,455	£26,723,282	£31,318,976	
			Reduce our energy and water bills*	£1,458,100	£4,102,125	£7,401,427	
			Reduce our carbon emissions*	14.0%	10.8%	9.3% provisional	
Maximise income to support the delivery of the budget	<p>The main areas of concern are planning and building fee income, advertising income, and markets income and it is projected that there will be a shortfall of £1m against target income, the achievement of advertising income is subject to a timelag and is not expected to be achieved until 2012/13. The shortfall excludes additional grant income received in Highways and Transportation from the Pot Hole grant as this is matched by an increase in expenditure. Other changes to internal fees are also excluded.</p>	Amber	Deliver income agreed in the budget*	£23.1m	£46.4m	£77.3m	
Link financial and workforce planning	<p>FTEs have continued to reduce over the year. A number of ELI business cases were signed off in the quarter with 25 FTEs leaving in December. An additional 27 FTEs are due to leave the Council and transfer to Norfolk Property Services at the beginning of Feb 2012. Overall it is expected that the original target will be exceeded by 31st March 2012.</p>	Green	Reduce staff numbers in line with the budget strategy*	2,370.63	2,363.64	2,342	

2011/12 Environment and Neighbourhoods Directorate Scorecard

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Improve the quality of the customer experience	<p>Joint SLT meetings continuing with Customer Services & Business Transformation. Outcomes of workshop session 9th Dec being written up for consideration and action planning.</p>	Amber	N/A	N/A	N/A	N/A	
Improve staff engagement	<p>The results of the recent staff engagement survey were considered at E+N SLT on 19th January and are to be explored in more depth in Divisional Management Teams. Whilst the overall engagement rate is below the Council average, this is influenced by outcomes in Environmental Services where there is a considerable number of dispersed staff. It is accepted that we need to explore ways in which we can communicate more effectively with dispersed teams, using approaches that support their involvement and engagement - some specific attention is to be given to this.</p>	Amber	Increase the level of staff engagement	N/A	N/A	66% baseline	
Work effectively at a local level	<p>Work has been taking place at a local level to better understand, plan and respond to local needs. The prime example of this is the Street Cleansing, whereby the service has been repositioned to be managed by Area Management. Early indications are that results from the most recent cleanliness surveys show improvements in cleanliness levels across the city.</p>	Green	N/A	N/A	N/A	N/A	

2011/12 Children's Services Directorate Scorecard

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Develop a high performing and skilled workforce	<p>Q3 has seen the momentum maintained around critical development activity, in particular Restorative Practice. Three RP sessions have taken place in the three different areas of Leeds and a number of colleagues had the opportunity to meet with Ted Wachtel and colleagues from Hull in November. Two successful whole school events have taken place at Recently appointed leaders have had feedback from their assessment centres and all now have an individual development plan.</p> <p>The whole service was reviewed by our internal IiP reviewers in November and the directorate shows considerable improvement against all the indicators compared to the last review. Just over 1000 staff participated in the recent employee engagement survey and results of both this and IiP will be shared with senior colleagues shortly.</p>	Green	N/A	N/A	N/A	N/A	

Report of Chief Officer HR

Report to Scrutiny Board (Resources and Council Services)

Date: 5th March 2012

Subject: People Plan 2011-2015

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 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. The HR Service has prepared a People Plan for 2011-15 which aims to help all our employees make the maximum contribution to achieve our ambition to be the "Best Council in the UK". This report requests Scrutiny Board (Resources and Council Services) to consider the frequency, and format, of future progress reports from the Chief Officer (HR). The report also covers a number of specific points that are of interest to the Board.

Recommendations

- 1.1 Scrutiny Board (Resources and Council Services) are asked to consider the contents of this report and provide guidance on future People Plan reporting arrangements.

2 Purpose of this report

- 2.1 To allow the Scrutiny Board (Resources and Council Services) to consider the frequency, and format, of People Plan progress reports.

3 Background information

- 3.1 The People Plan 2011-2015 was approved by CLT in September 2011 following extensive consultation with key stakeholders. The Plan, a copy of which is attached as appendix 1, sets a number of strategic outcomes for the next four years. In simple terms the Plan has been designed to ensure that the organisation obtains the maximum contribution from its employees to achieve its overall ambition. The

achievement of the outcomes are now being measured against yearly targets. A copy of the “scorecard” currently in use for this purpose is attached as appendix 2.

- 3.2 The Plan is fully linked to the Council values and progress against the targets at Council-wide and Directorate level is fully integrated into existing performance management arrangements. Work is in hand for scorecards to be produced at a Service level (and below in some cases) and integrated into existing performance management arrangements.

4 Main issues

- 4.1 The HR Service is the lead service for two cross-Council priorities (appraisals and engagement) and this Board will be informed of progress on these two areas through existing reporting arrangements. However the People Plan covers a significantly wider agenda. Consequently the Board are requested to consider the format, and frequency, of future updates on the People Plan they would wish to receive.
- 4.2 The Board has also requested a brief update on leadership and management development. There are a number of related work streams which have either been completed or are currently due to be completed by the target date. These include setting and communicating clear expectations for leaders and managers, provision of a mentoring scheme, provision of tools and resources that empower managers, the introduction of work based coaching and a development and progression pathway for leaders and managers.
- 4.3 We are also part way through the implementation of a performance and learning management system (Cornerstone) across the organisation. This is designed to provide a performance management tool for employees and managers so that all appraisal and personal development plans are recorded on-line thus providing a single integrated system for the administration of learning. This project is on track and it is anticipated it will be available to 50% of employees (those with existing access to LCC computers) by the end of April 2012.
- 4.4 If an employee is not in scope for the initial launch then they would continue to conduct their training administration via the existing manual processes. However all employees (whether in scope or not) will have their training activity recorded in Cornerstone on the “go-live” date. In terms of appraisals, teams with out of scope employees will be expected to use the new simplified forms referred to in para 4.6 below or build key corporate requirements into existing appraisal forms for 2012/13.
- 4.5 This system will make a significant contribution to streamlining, and improving, the current systems. Once it is fully functional it will allow Managers to input appraisal outcomes on line, track progress of overall completion rates, objectives and related development needs.
- 4.6 A further current project is to standardise, and simplify, the variety of documents used for the appraisal and development of employees in readiness for the 2012/13 appraisal cycle. The main objective of this project is to ensure that employees receive a quality appraisal in 2012/13. This project is also on track to complete in April 2012.

4.7 It is understood that Members of this Board have requested that consideration is given to the inclusion of minimum ICT competencies within appraisals. There have been a number of discussions with ICT colleagues about the best way to improve ICT skill levels within the organisation. The current agreed approach is for HR and ICT Officers based in Services to assist in this type of skills development as major new technologies (eg Cornerstone, new Internet site, employee/manager self service) are introduced.

5 Corporate Considerations

5.1 Consultation and Engagement

5.1.1 No implications

5.2 Equality and Diversity / Cohesion and Integration

5.2.1 The Equality and Diversity Unit were key consultees during the preparation of the People Plan and have also been consulted on the key OD projects outlined above.

5.3 Council Policies and City Priorities

5.3.1 The HR service is key to supporting the business areas in the delivery of the Council outcomes and priorities.

5.4 Resources and Value for Money

5.4.1 A number of the current targets set in the People Plan are designed to assist the Council deliver it's services within the overall approved budget.

5.5 Legal Implications, Access to Information and Call In

5.5.1 No implications.

5.6 Risk Management

5.6.1 No implications.

6 Recommendations






6.1 Scrutiny Board (Resources and Council Services) are asked to consider the contents of this report and provide guidance on future People Plan reporting arrangements.

7 Background documents

7.1 None

Blank template People Plan Scorecard

2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Status direction of travel	Feb	Q4
 Flexible	# (FTE)							
	£000s Staffing budget variation							
	Agency hours							
	# voluntary leavers under ELI							
	# average length of time in redeployment							
	% BME employees at PO5+							
	% disabled employees at PO5+							
	% female employees at PO5+							
 Healthy	# projected absence per FTE							
	# accidents / incidents involving employees							
	# accidents / incidents not involving employees							
	# incidents reportable under RIDDOR to HSE							
	# number of accident (insurance) claims lodged							
 Enabled	% of Directorate development budget spent/committed							
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work (0 – 10)	Available from engagement survey for Q4						
	% of staff in talent pool with basic skills assessment							
 Engaged	% staff who feel engaged							
	% of services assessed against liP standard							
	Average directorate score against liP standard							
	# Employee relations framework measures	Under development with trade unions						
	# number CRB checks completed (including reviews)	Being established for Q4						
 Performing	% employees who received an appraisal							
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances							
	# New disciplinaries							
	# New improving performance (formal stage 3)							

Key

- ▼ deteriorating
- ▲ improving
- ◀▶ unchanged / static

G Green: on track, progressing well

A Amber: Some delay or obstacle, but it will still be possible to complete by the deadline

R Red: Not progressing as planned and at significant risk of not being achieved at all; may require significant development or redesign.

— Not measured, or no target set

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The Council's **Business Plan** sets out the Council's ambition 'to be the best City Council in the UK.' The vision for the HR Service is to 'enable the Council to achieve its ambition through its people.' The People Plan 2011-2015 sets out the Council's priorities for its people across five themes. Underpinning the People Plan are the **Council values**, our commitment to joint working with the **Trade Unions** and our commitment to **partnership working** with the public, private and voluntary sectors.

People Plan themes - we want our people to be...	Flexible	Healthy	Enabled	Engaged	Performing
Outcome...	<ul style="list-style-type: none"> We have the right people with the right skills in the right place at the right time 	<ul style="list-style-type: none"> We provide a safe place to work, where wellbeing matters and attendance is consistently high 	<ul style="list-style-type: none"> We are a forward thinking organisation which allows people to fulfil their potential 	<ul style="list-style-type: none"> Everybody is respected, involved, heard, well led and valued 	<ul style="list-style-type: none"> Everybody plays their part in making the Council the best City Council in the UK
Here's our headline targets...	<ul style="list-style-type: none"> Reduction in headcount by 1500 (cumulative 2010/12) and 750 2012/13 100% of '250 opportunities' filled by people from diverse backgrounds Increased % of BME staff, disabled staff and women at senior levels 	<ul style="list-style-type: none"> Improved attendance saves £2m in 2011/12 and a further £1m in 2012/13 	<ul style="list-style-type: none"> £4m workforce development plan effectively delivered in 2011/12 Equality Issues fully considered in 100% of structural changes Basic skills of staff in 'Talent Pool' assessed and supported 	<ul style="list-style-type: none"> Increased % of staff who feel engaged Employee Relations Framework agreed with Trade Unions and regularly reviewed Investors in People re-accreditation achieved 	<ul style="list-style-type: none"> 100% quality appraisals completed including Personal Development Plans
Here's what we'll measure...	<ul style="list-style-type: none"> Staffing budget Headcount Number of voluntary leavers Speed of redeployment Workforce diversity profile 	<ul style="list-style-type: none"> Attendance Accident rates Insurance claims 	<ul style="list-style-type: none"> Workforce development plan progress % of decisions where equality issues fully considered How we are putting our values into action Skills and qualification levels 	<ul style="list-style-type: none"> % of staff that feel engaged Investors in People progress Employee relations framework in place Effective Safeguarding procedures in place 	<ul style="list-style-type: none"> % quality appraisal and 1-2-1s completed Numbers of grievance, disciplinary and performance cases Service performance against targets
Here's what we're going to do...	<ul style="list-style-type: none"> Maximise take up of the Early Leavers Initiative Maintain a robust vacancy control process Make sure our workforce reflects the diverse profile of Leeds Develop a Talent Pool and work to re-skill staff Promote '250 opportunities' for work experience placements Create a learning culture and deliver our Learning Agreement 	<ul style="list-style-type: none"> Improve safety, wellbeing and attendance Be pragmatic and sensible in our approach to health and safety Involve staff and Trade Unions in health and safety improvements Make sure everybody understands their health and safety responsibilities 	<ul style="list-style-type: none"> Design and deliver quality and value for money services Improve career pathways and development opportunities Develop our leaders and approach to succession planning Use new ways of working to make us more effective e.g. Changing the Workplace Use new technology to make us more efficient e.g. Manager and Employee Self Service 	<ul style="list-style-type: none"> Work in partnership with the Trade Unions at all levels Involve staff in making our services better Value and recognise the contribution of all staff Make the Council an even better place to work 	<ul style="list-style-type: none"> Link appraisals to service plans so everybody understands their role Get the best from our staff by making sure we manage performance and develop teams Develop managers so they can confidently use people skills and employment policies to resolve issues

Working as a team for Leeds

Being open, honest and trusted

Working with communities

Treating people fairly

Spending money wisely

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Report on Customer Access Programme

Report to Scrutiny Board (Resources and Council Services)

Date: 5th March 2011

Subject: Waste Management Process Review Project

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

Summary of Project work to date

The Scrutiny Board (Resources and Council Services), Contact Centre Working Group is keeping a watching brief on the end to end improvement work which is looking at reporting of missed bins .

The Customer Access Programme commissioned a project to look at the end to end process for missed bins, this project has delivered changes as part of its 'first phase'. The key objective of this project is to deliver efficiencies in the resources required to support process activity, by reviewing and improving the way customer enquiries are currently handled. To this end process changes have been made and training delivered to those involved in the delivery of this service to customers.

The revised processes will facilitate reduced duplication with administration of information flow from Customer Services to Waste Management will be improved. The scope of the projects first phase included:

- *Identify and introduce a defined process for all service requests.*
- *Identify and introduce a defined process for all complaints.*

- *Improve and join up communication within the Waste Management Service and Customer Services.*
- *Review service standards.*

Project Outcomes:

- *Deliver a better customer experience by managing customer expectations and keeping the customer informed of service interruptions.*
- *Provide a robust, streamlined process for receiving, managing service requests that will both enable front and back office staff to operate more efficiently.*

The above have been delivered through a range of changes delivered by the project. These changes have been informed by the work of the Scrutiny Working Group who published a series of observations in September 2011.

A summary of the key changes:

- Delivery of a consistent single point of contact. All telephone calls will go via the contact centre allowing Waste Management colleagues to focus on 'the day job'. Calls received by staff in the Waste Management Service will be redirected to the contact centre to enable officers to focus on collection activity.
- Development of an enhanced 'dashboard reporting tool' – a new improved way for Waste Management to review service requests from customers and identify recovery actions required. This identifies priority actions, and can be filtered to provide information, for example on routes, bin types and those on assisted collections.
- Utilisation of Siebel / CRM case management – all contacts and actions will be recorded in Siebel, reducing duplication and will provide a clear history of all contacts, as well as actions taken by the service.
- Development of consistent and reliable advice on recovery actions informed by service updates on Siebel - meaning customers don't have to call us again to 'chase up'. The 'back office' updates to Siebel will allow more bespoke advice to be provided to customers, currently advice is largely based on generic timescales, this can leave customers frustrated and feeling that they need to 'chase up' their enquiry. Reducing this avoidable contact will reduce resource being used to manage those calls.
- Development of the dedicated emails service for members. These will be managed via Siebel – this allows effective monitoring of responses across shifts for service managers and supervisors and also provides case histories for enquiries – so the service can quickly and easily track repeat cases.

- Establishment of a dedicated line for Members to telephone the contact centre to make service requests. This ensures consistency in the logging of these enquiries and ensures that we avoid the 'different levels of service' that were identified by the Scrutiny Working Group.
- Use of 'Tags' to identify heavy and contaminated wheeled bins – these will provide customers with the information they need to ensure their next collection.
- Advice cards for customers when bulky collections cannot be completed, providing the customer with details of their next steps.
- Bulky collection crews will be expected to update their managers via mobile phones in real time where there are issues preventing collections from being completed. This will enable managers to plan actions to complete collections.

The above changes are expected to tackle the observations of the Scrutiny Working Group, such as the finding that; *'Waste Management are operating an antiquated, paper driven system which includes a number of systems and operating processes'* and *'The lack of a single contact point for reporting missed bins exacerbates the problem and has resulted in an inequity of service.'*

Additionally the group found that the *'... lack of a single and managed entry has resulted in managers being swamped by admin work, diverting already limited resources away from operational management.* This led to the proposal by Scrutiny Working Group that *'We recommend that a single contact point is established to be used by all (Including elected Members).'*

This first phase of the project establishes the foundation for a further and significant piece of work to deliver long term enhancements to the service. These will include additional access channels for customers – such as on line self service and ultimately the delivery of integrated 'In cab' technology. These further phases will be delivered under the Customer Access Programme. These future phases are dependent upon the programmes Business Case being signed off by the Executive Board in May 2012. Delivery of the new technologies will incorporate a procurement exercise.

Waste Management Process Review Project Update

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

Recommendations

3. Members are asked to:
 - a) Receive the progress report on the Waste Management Process Review Project and offer any comment.

Background documents

4. None used

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 5th March 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 are the minutes of Executive Board 10th February 2012.

Recommendations

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

Background documents

4. None used

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

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

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

WG – Working Group Meeting

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

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

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

Area of Review	Schedule of meetings/visits during 2011/12		
	December	January	February
Contact Centre Working Group (missed bins)	Streetscene		
Budget Monitoring			Update on month 9
ICT			Discussion on Consultants report following CLT
Customer Care		Customer Access Strategy	
Officer registration of interests		Formal response to final Inquiry report	
Vehicle maintenance			
Decision Making	Working Group Following Call In		
Cost of publications			
Discussion with Leader of Council		Leader of Council -SB	
Budget & Policy Framework Plans		Initial Budget Proposals - SB	
Recommendation Tracking			
Performance Monitoring	Council Business Plan -SB		

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

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

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

WG – Working Group Meeting

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

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EXECUTIVE BOARD

FRIDAY, 10TH FEBRUARY, 2012

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

183 Late Items

There were no late items as such, however, it was noted that 2 pages which due to a printing error had been omitted from paper copies of the agenda, had been circulated prior to the meeting for consideration (Minute No. 197 referred).

In addition, with the agreement of the Chair, a response to agenda item 13 entitled, 'Deputation to Council: 16th November 2011: National Federation of the Blind', from the Leeds Branch of the National Federation of the Blind had been circulated to Board Members at the meeting for their consideration (Minute No. 187 referred).

184 Declarations of Interest

Although no declarations of interest were made at this point in the meeting, declarations were made at later points in the meeting (Minute Nos. 190 and 201 referred respectively).

185 Access to Background Papers

In responding to enquiries which had been recently raised, the Chief Executive confirmed that all statutory requirements had been fulfilled with respect to Background Papers on the current Executive Board agenda, but emphasised that further work would be undertaken into how the referencing of such background documents could be improved in the future.

186 Minutes

RESOLVED – That the minutes of the meeting held on 4th January 2012 be approved as a correct record.

ADULT HEALTH AND SOCIAL CARE

187 Deputation to Council 16th November 2011 - National Federation of the Blind

The Director of Adult Social Services submitted a report responding to the deputation made to Council on 16th November 2011 by the Leeds Branch of the National Federation of the Blind. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

With the agreement of the Chair, a response received from the Leeds Branch of the National Federation of the Blind had been circulated to Board Members at the meeting for their consideration.

Clarification was provided by the Director of Adult Social Services that the reference within Appendix 2 to the submitted report should read as 'Action for Blind People' and not 'Action for the Blind'.

Having responded to Members' enquiries regarding the transfer of information which had occurred between contractors, the Executive Member for Adult Health and Social Care together with the Director of Adult Social Services assured the Board that dialogue would continue with all relevant parties in order to address the concerns which remained in respect of this issue.

In concluding the discussion, it was requested that Scrutiny Board (Health and Wellbeing and Adult Social Care) continued to be involved in the resolution of this matter, and that Executive Board Members, together with Group Leaders were kept informed of any further developments.

RESOLVED –

- (a) That the contents of the submitted report be noted;
- (b) That the actions currently being undertaken by Adult Social Care and Leeds Vision Consortium to address the points raised by the Deputation be noted.

RESOURCES AND CORPORATE FUNCTIONS

188 Financial Health Monitoring 2011/12 - Month 9

The Director of Resources submitted a report setting out the Council's projected financial health position after nine months of the financial year. The report reviewed the position of the budget after eight months and commented on the key issues impacting on the overall achievement of the budget for the current year. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members highlighted the positive impact of the one-off sources income received by the Council during the financial year upon the current budgetary position.

In responding to a Member's specific enquiry, the Director of Environment and Neighbourhoods undertook to provide the Member in question with a briefing on an ongoing litigation matter within Housing.

In conclusion, the Board paid tribute to the robust management of the budget which had taken place throughout the current financial year.

RESOLVED – That the projected financial position of the authority after the three quarters of the financial year be noted.

189 Revenue Budget 2012/13 and Capital Programme

(A) Revenue Budget and Council Tax 2011/2012

Further to Minute No. 154, 14th December 2011, the Director of Resources submitted a report on the proposals for the City Council's Revenue Budget for 2012/2013, on the Leeds element of the Council Tax to be levied in 2012/2013 and on Council House rents for 2012/13, which had been prepared in the context of the Council's initial budget proposals agreed by Executive Board in December 2011, the Local Government Finance settlement and the results of the budget consultation. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Whilst introducing the report, the Chair paid tribute to all of those who had been involved in preparing the Council's budgetary proposals.

In responding to Members' enquiries, the Board received an update in respect of the current position regarding shared services with other local authorities, and an undertaking was given that a briefing note would be provided to Group Leaders on this matter. In addition, the Board also received clarification with regard to the Capital Receipts Incentive Scheme, which was to confirm that the scheme did not apply to the sale of assets already assumed within the Capital Programme. It was also confirmed that the budget proposed did not reduce current Area Management funding.

Members welcomed the proposed Council Tax freeze for 2012-13 and requested that representations were made to the Government regarding the need for such funding from the Government to continue into future years.

The Board highlighted the significant achievement that despite the Council's reduced workforce in recent years, there had been no enforced redundancies. The Chief Executive then paid tribute, both to those employees who had left the authority in recent years and also to those who remained.

Members discussed the proposed increase in the proportion of the Council's budget which was dedicated to Children's Services and Adult Social Care and also considered the impact of the increasing number of schools becoming academies upon the budget.

RESOLVED -

- (a) That Council be recommended to approve the Revenue Budget for 2012/2013 totalling £563,114,000, as detailed and explained within the submitted report and accompanying papers, with no increase in the Leeds' element of the Council Tax for 2012/13.
- (b) That in respect of the Housing Revenue Account, Council be recommended to: -

(i) approve the budget at the average rent increase figure of 6.82%;

(ii) increase the charges for garage rents to £6.93 per week;

(iii) increase service charges in line with rents (6.82%).

(B) Capital Programme Update 2011-2014

The Director of Resources submitted a report setting out the updated draft capital programme for 2011-2014, which included forecast resources for that period. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

(a) That the following be recommended to Council:

(i) That the capital programme, as attached to the submitted report, be approved;

(ii) That the Executive Board be authorised to approve in year amendments to the capital programme, including transfers from and to the reserved programme in accordance with Financial Procedure Rules; and

(iii) That the proposed Minimum Revenue Provision (MRP) policies for 2012/13, as set out within 3.7 of the submitted report and as explained at Appendix E, be approved.

(iv) That the updated capital approval delegations in Financial procedure Rules, as shown in Appendix F to the submitted report, be approved.

(b) That approval be given to the list of land and property sites, as shown within Appendix D to the submitted report, being disposed of in order to generate capital receipts for use in accordance with the MRP policy.

(c) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments to ensure that the programme is affordable.

(C) Treasury Management Strategy 2012-2013

The Director of Resources submitted a report setting out the Treasury Management Strategy for 2012/2013 and outlining the revised affordable borrowing limits under the prudential framework. In addition, the report also provided a review of strategy and operations in 2011/2012. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That approval be given to the initial treasury strategy for 2012/13, as set out within Section 3.3 of the submitted report, and that the review of the 2011/2012 strategy and operations, as set out within Sections 3.1 and 3.2 of the submitted report, be noted.
- (b) That it be noted that the changes to CIPFA's Treasury Management Code of Practice and cross sectoral guide and Prudential Code of practice have been adopted and implemented by the Council.
- (c) That Council be recommended to set the borrowing limits for 2011/12, 2012/13, 2013/14 and 2014/15, as set out within Section 3.4 of the submitted report.
- (d) That Council be recommended to set the treasury management indicators for 2011/12, 2012/13, 2013/14 and 2014/15 as set out within Section 3.5 of the submitted report.
- (e) That Council be recommended to set the investment limits for 2011/12, 2012/13, 2013/14 and 2014/15 as set out within Section 3.6 of the submitted report.
- (f) That Council be recommended to adopt the revised Treasury Management Policy Statement.

(The matters referred to in parts A(a), A(b)(i) to (iii), B(a)(i) to (iv) and C(c) to (f) being matters reserved to Council were not eligible for Call In)

(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 referred to within minute Nos. 189(A) and 189(B))

190 Welfare Reform Strategy

The Director of Resources submitted a report setting out the overall strategy for ensuring that customers, service providers and stakeholders were prepared for, and able to respond to, the issues and requirements arising from the welfare reform programme. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Board welcomed the proactive approach which was being taken to ensure that all parties were prepared for the implications arising from the introduction of the welfare reform programme.

Following several detailed enquiries, officers undertook to provide a briefing on related matters to any Board Member who wanted one.

Members highlighted the increased demand which had already been experienced on some Council services as a result of the programme, emphasised the important role which could be played by Area Committees in

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this area and received details on the likely impact of the welfare reforms upon young people.

RESOLVED –

- (a) That the welfare reform strategy be approved.
- (b) That updates on progress with the strategy be received in due course.
- (c) That a welfare reforms' communications strategy to deliver timely, targeted information to customers and stakeholders, from March 2012, be supported.
- (d) That the proposal to work with Area Committees in order to ensure that the strategy reflects and meets needs at a local level, be supported.
- (e) That activity to ensure face to face services fully support customers and service users in meeting the requirements of Universal Credit, be supported.
- (f) That the exploration of opportunities to get involved with pilots around Universal Credit delivery where the Council would be able to add value and localise delivery arrangements, be approved.

(Councillor A Carter declared a personal interest in this matter, as his step-daughter was in receipt of benefits and would potentially be affected by the change in legislation)

191 State of the City Report and Full Council Meeting

The Assistant Chief Executive (Customer Access and Performance) submitted a report providing the background to the State of the City report and detailed the key cross cutting issues arising from the it, with recommendations to refer relevant issues to Leeds Initiative Board and/or the Strategic Partnership Boards. The report also reviewed the first State of the City Full Council meeting which took place on 7th December 2011 and which made recommendations for this to become an annual event. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members generally supported the principle of the State of the City Council meeting, but a view was put forward that further thought was needed in respect of the format used in future.

RESOLVED –

- (a) That, based on the issues highlighted in the State of the City report, particularly those relating to deprivation:-
 - i) a quality and completeness check be undertaken to ensure that each of the Strategic Partnership Boards have actions in place to address the relevant issues;

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- ii) the outcome of this work be reported back to the Leeds Initiative Board.
- (b) That an overview of progress on deprivation and poverty related issues across the city be reported to the Leeds Initiative Board after the 2011/12 year end, and through the publication of the next State of the City Report in the Autumn of 2012.
 - (c) That a special additional Full Council meeting be held annually (a provisional date of 28 November has been set for 2012) to consider the State of the City report, with the active involvement of partners and with a number of changes being incorporated into the 2012 meeting based on feedback from participants:
 - the question session is dropped to allow further time for the seminar sessions;
 - the seminar themes are better integrated to reflect the issues highlighted in the State of the City report;
 - there is greater Member engagement in the preparation and design of the event; and
 - consideration is given to further ways to support members getting more involved in key strategic issues affecting the city.
 - (d) That the key messages from the break-out sessions be shared with Members, partners and colleagues across the Council.

CHILDREN'S SERVICES

192 Annual Standards Report (Primary)

The Director of Children's Services submitted a report providing an overview of the performance of primary schools at the end of the academic year 2010-2011, as demonstrated through statutory national testing and teacher assessment. In addition, the report also outlined the action taken by the Council to fulfil its responsibilities to support, monitor, challenge and intervene as necessary. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to Members' enquiries, emphasis was placed upon the pivotal role of the Leeds Education Challenge and assurances were given in respect of the initiative's communications strategy.

RESOLVED – That the following be endorsed and supported:-

- (a) The progress which has been made at all key stages and in those areas that need further improvement;
- (b) The future provision of support, challenge and intervention in Leeds to ensure that progress continues to be made;

- (c) The centrality of the Leeds Education Challenge in securing improvement.

193 Annual Standards Report (Secondary)

The Director of Children's Services submitted a report summarising the progress achieved in secondary school improvement in Leeds, with a particular focus upon the outcomes achieved by pupils in 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Responding to Members' enquiries, assurances were provided on the momentum of change and focus being placed upon the educational element of Children's Services.

Following Members' questions, the Board received an update on the actions being taken to improve attainment levels within mathematics and also on the causal factors of the varying attendance levels amongst different ethnic groups.

RESOLVED – That the following be endorsed and supported:-

- (a) The progress which has been made, specifically in areas that need further improvement;
- (b) The future provision of support, challenge and intervention in Leeds to ensure that progress continues to be made;
- (c) The centrality of the Leeds Education Challenge in securing improvement.

194 Half Yearly Adoption Agency Report

The Director of Children's Services submitted a report detailing the work of Leeds City Council Adoption Service from April 2011 to September 2011 inclusive. The report considered the activity of the service in relation to the implementation and progression of children's care plans, the service offered to those seeking to adopt, in addition to those affected by adoption through the provision of adoption support. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the work of the Adoption Team continue to be supported in order to ensure that adopted children receive the best possible support.

ADULT HEALTH AND SOCIAL CARE

195 Leeds Local Account

The Director of Adult Social Services submitted a report introducing the Local Account of Adult Social Care Services for its citizens. The report provided an explanation of the new responsibilities placed upon Councils, whilst detailing

the Local Account's contribution towards enhancing local accountability to the public, and as a tool to supporting sector led service improvement. In addition, the report provided a summary of the main areas of achievement of Adult Social Care and indicated areas of service identified within the Leeds Local Account as requiring further development in order to sustain or improve performance. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the content of the submitted report, together with the attached Local Account for Leeds, entitled 'Living Life Your Own Way', be noted.
- (b) That the statement by the LINK, as appended to the submitted report, on their perspective of the Council's progress and the extent to which local people have been actively engaged in prioritisation and planning, be noted.
- (c) That the areas for improvement, as set out within the attached Local Account be referred to the Scrutiny Board (Health and Wellbeing and Adult Social Care) for their oversight of performance.

DEVELOPMENT AND THE ECONOMY

196 Leeds (River Aire) Flood Alleviation Scheme

The Director of City Development submitted a report providing an update on the progress of proposals to provide flood defences for the city. In addition, the report sought approval to a phased approach to providing flood defences, the aim being to complete Phase 1 to achieve a 1 in 75 year Standard of Protection for the city centre area (between Leeds Station and Knostrop Weir), by the end of 2015. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Board welcomed the phased approach which had been proposed and emphasised the vital importance of an effective flood alleviation scheme for both the city and the regional economy. In addition, Members highlighted the inflexible nature of the criteria applied by DEFRA to flood alleviation and requested that representations were made to DEFRA on this matter.

RESOLVED –

- (a) That it be acknowledged that the original comprehensive flood defence scheme, costing £188,000,000 (whole life costs at 2011 figures), which would provide a 1 in 200 year standard of flood protection, will not be funded in the near future.
- (b) That in light of resolution (a) above, approval be given to a phased approach to providing flood defences as the most pragmatic way forward at this time, with the aim being to complete Phase 1 to achieve a 1 in 75 year Standard of Protection for the City Centre area, from Leeds Station to Knostrop Weir by the end of 2015.

- (c) That, should it be affordable and practicable, elements of Phase 1, as outlined within paragraph 3.9 of the submitted report, be progressed at the earliest opportunity.
- (d) That it be agreed that Leeds City Council, as lead Local Flood Authority, working with partners, should lead and procure further work to develop proposals and to secure funding in order to progress Phase 1, currently estimated by the Environment Agency at £75,800,000.
- (e) That Leeds MPs continue to liaise proactively with Defra and the Environment Agency in order to support Leeds City Council in its ambition to progress a flood defence project for the city by providing minimum match funding, seconding technical staff and sharing all relevant technical information.
- (f) That expenditure of £500,000, made available from the Council's Capital allocation of £10,000,000 to progress the recommendations of the submitted report, including further feasibility and associated work, be authorised.
- (g) That the phased approach, as highlighted within paragraph 3.9 of the submitted report be agreed, subject to detailed technical assessment.

197 LDF Core Strategy - Publication Document

The Director of City Development submitted a report presenting the Core Strategy, together with the sustainability appraisal report and other relevant supporting documents, for the purposes of public consultation and the formal invitation of representations. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Two pages from this report, which due to a printing error had been omitted from paper copies of the agenda, had been circulated to Board Members prior to the meeting for their consideration.

Responding to Members' enquiries, the Board received clarification in respect of Protected Areas of Search (PAS) sites. In addition, having emphasised the importance of local community and local Ward Member input within the consultation process, the Board received reassurances in respect of such matters.

Members' concerns regarding the projected population growth forecasts, and the basing of the proposed strategy on such forecasts were acknowledged, however, emphasis was placed upon the need for a Core Strategy to be established, which would be done using the most up to date statistics available.

The Chief Executive emphasised the extent to which pre-consultation had already taken place during the compilation of the strategy. It was noted that during such consultation, the issue of windfalls, the importance of local distinctiveness and the need for further co-operation and communication

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between developers and the locality, were all matters which had been highlighted.

RESOLVED – That the publication of the Core Strategy, together with the sustainability appraisal report and other relevant supporting documents, for the purposes of public consultation and the formal invitation of representations, be approved.

(The Development Plan Document is prepared within the context of the LDF Regulations and statutory requirements, and as the DPD is a Budgetary and Policy Framework document, the matters referred to within this minute were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillor Finnigan required it to be recorded that he voted against the decisions referred to within this minute)

198 Refurbishment of Street Lighting on the A659 High Street, Boston Spa

The Director of City Development submitted a report advising of the background to the proposed scheme for the refurbishment of street lighting on High Street, Boston Spa, and which sought approval to continue with the installation of the latest scheme proposals, which were in accordance with British Standards for the design of road lighting, but contrary to local community representatives wishes. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED – That the installation of the latest scheme proposals for High Street, Boston Spa, which is in accordance with British Standards for the design of road lighting, but contrary to local community representatives wishes, be approved.

199 Leeds Bradford International Airport Taxi Access

Further to Minute No. 95, 12th October 2011, the Director of City Development submitted a report responding to the recommendations made by the Scrutiny Board (Regeneration) following its inquiry into the full design option for the provision of a taxi facility on Whitehouse Lane at Leeds Bradford International Airport. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In considering this matter, Members highlighted the need to secure a more flexible and inclusive approach towards taxi access at the airport and urged for an holistic and satisfactory resolution, befitting the airport's status. In this regard, Members made reference to the Forecourt Management Plan. The recommendations made by Scrutiny Board (Regeneration) were noted and it was highlighted that such recommendations could be revisited, should the need arise.

RESOLVED –

- (a) That the contents of the submitted report, together with the response made to the Scrutiny Board (Regeneration) report and comments, be noted.
- (b) That the Scrutiny Board (Regeneration) recommendations arising from their review of the design option previously prepared for providing a taxi facility on Whitehouse Lane at Leeds Bradford International Airport be noted.

200 Consultant's Report on the Future of Kirkgate Market

The Head of Scrutiny and Member Development submitted a report requesting that consideration was given to the major concerns of the Scrutiny Board (Regeneration) regarding the consultant's report on the future operation and management of Kirkgate Market. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

On behalf of the Board, the Chair thanked Scrutiny Board (Regeneration) for the work which it had undertaken on this matter. This was followed by Councillor J Procter, Chair of the Scrutiny Board, attending the meeting to present the Board's findings and key concerns.

RESOLVED – That the comments and observations of Scrutiny Board (Regeneration) on the consultant's proposals for the future operation and management of Kirkgate Market, be noted.

201 Kirkgate Market Strategy and Capital Works

The Director of City Development submitted a report providing an update on the strategy for Kirkgate Market, the recommendations of Quarterbridge Project Management Ltd. on the future management and ownership model for the market, its optimum size and various other matters which would secure it's future. In addition, the report also detailed the capital maintenance works programmed for the market, whilst also outlining proposals for progressing some of the recommendations from the consultant's report regarding the replacement of some areas of the market and the refurbishment of other halls, together with proposed further consideration of the market's future management and ownership. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In considering the consultant's recommendations, the Board noted that such recommendations did not commit the Council to a single course of action and that all such recommendations would not be accepted as a matter of course. Responding to Members' comments and concerns, assurances were provided that the market would remain within Council ownership, that it was viewed as a great asset to the city and that it needed to adapt in order to meet the new challenges from within retail sector. Clarification was also given to the Board following enquiries in respect of a perceived conflict of interest regarding the consultants.

RESOLVED –

- (a) That the recommendations from market specialists, Quarterbridge Project Management Ltd. be noted.
- (b) That the Council's commitment to ensure a sustainable future for Kirkgate Market be reaffirmed.
- (c) That agreement in principle be given to the market being reduced by 25% and to proceed with a full feasibility study for a modern extension to replace the 1976, 1981 and George Street shops halls and for the refurbishment of 1904 and 1875 halls.
- (d) That agreement be given to retaining the open market and relocating it, following the redevelopment of the indoor market, so that it remains adjacent to the indoor market.
- (e) That agreement be given to hypothecate a proportion of the markets surplus in 2012/13 as a contribution towards the potential revenue and capital costs of redevelopment and refurbishment and to the injection of a scheme into the capital programme, in order to enable a full feasibility study to be undertaken.
- (f) That officers be requested to report back on the outcome of the feasibility study in order to advise the Board on the scope, scale and financial implications of the redevelopment and refurbishment proposals.
- (g) That officers be instructed to explore the advantages and disadvantages of a commercial partnership against the option of the market remaining in the Council's sole ownership and management.
- (h) That officers be instructed to consider further the feasibility of implementing other matters recommended by Quarterbridge.

(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 referred to within this minute)

(Councillor Golton declared a personal interest in this item, due to his involvement in the Markets Forum, and also as due to his family being frequent shoppers at the market)

NEIGHBOURHOODS, HOUSING AND REGENERATION

202 Towards More Integrated Locality Working 2: An Early Review of the Environmental Services Delegation

Further to Minute No. 199, 30th March 2011, the Assistant Chief Executive (Customer Access and Performance) submitted a report providing an early stage review of the delegation of environmental services and which articulated the views of Elected Members across the ten Area Committees, as reported

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to be held on Wednesday, 7th March, 2012

by the three Area Support Teams. The report lent heavily on a range of discussions at environmental sub groups, tasking meetings, Area Committee meetings, ward meetings, the views of the Environmental Champions and from the Area Committee Chairs' Forum meeting. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members welcomed the progress which had been made in this area, but emphasised the need to ensure that there was sufficient resource available to undertake the delegated provision and the importance of a cohesive approach to be taken between directorates. In addition, Members highlighted the benefits that a performance management tool may have in respect of the effectiveness of the service.

RESOLVED –

- (a) That the gradually improving confidence of Elected Members in the delegated service be welcomed.
- (b) That activities which will do more to embed the service locally, be endorsed.
- (c) That the constitutional amendment, as shown within Appendix 1 to the submitted report be approved.
- (d) That officers be authorised to set out and agree with Area Committees other appropriate delegations for a further service level agreement in respect of Ginnel/Gully Cleansing and Graffiti.

203 Housing Revenue Account Self Financing and Business Plan

The Director of Environment and Neighbourhoods submitted a report presenting for approval the Housing Revenue Account (HRA) Business Plan. In addition, the report provided details of the key findings, priorities and principles contained within the Plan. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Board welcomed the proposals regarding the more structured, longer term strategy for rent increases. In addition, Members requested that a programme of housing stock improvements was considered which would ultimately lead to 'component decency' being achieved, whilst Members were assured that work continued in order to ensure that any budgetary shortfall experienced by an ALMO would be addressed equitably.

In conclusion, it was suggested that as this matter progressed, a Member seminar on this issue was scheduled.

RESOLVED –

- (a) That the HRA Business Plan, as appended to the submitted report, be approved.

- (b) That the key priorities and actions, as set out within the Plan, be approved.
- (c) That the rent strategy outlined for the next 5 years be approved in order to deliver essential investment.
- (d) That approval be given to ALMO cash reserves being utilised as required, in order to sustain the essential investment standard.

204 Investment in Affordable Housing in Leeds

The Director of Environment and Neighbourhoods submitted a report which provided an overview of affordable housing delivery in Leeds since 2008, detailed the context for ongoing discussions about investment, and moving forward, outlined the proposed approach to the delivery of priorities for affordable housing investment in Leeds. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members welcomed the number of affordable housing units which had been delivered as part of the Affordable Homes Programmes and considered the levels of new residential schemes established via Section 106 agreements.

RESOLVED –

- (a) That the affordable housing investment which Leeds has been successful in attracting over the period since 2008 be noted.
- (b) That investment in affordable housing delivery in Leeds be directed towards identified gaps and meeting the priorities, as identified within the Leeds Housing Investment Plan (LHIP).

DATE OF PUBLICATION: 14TH FEBRUARY 2012

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 21ST FEBRUARY 2012

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 22ND February 2012)

Draft minutes to be approved at the meeting
to be held on Wednesday, 7th March, 2012

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