



SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 3rd September, 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;
- J L Carter - Adel and Wharfedale;
- 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 disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-18 of the Members' Code of Conduct. Also to declare any other significant interests which the Member wishes to declare in the public interest, in accordance with paragraphs 19-20 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notifications of substitutes.

6

MINUTES OF THE PREVIOUS MEETING

To confirm as a correct record, the minutes of the previous meeting held on 23rd July 2012

(Copy attached)

1 - 4

7

GAMBLING ACT 2005 STATEMENT OF LICENSING POLICY

To consider a report of the Head of Scrutiny and Member Development on the current Gambling Act 2005 Statement of Licensing Policy 2010 - 2012.

(Report attached)

5 - 50

8		<p>PEOPLE PLAN - QUARTER 1 2012/13</p> <p>To consider a report of the Chief Officer (HR) on progress against the People Plan 2012/13 at the end of Quarter 1 2012/13</p> <p>(Report attached)</p>	51 - 64
9		<p>AGENCY WORKERS AND OVERTIME</p> <p>To consider a report of the Chief Officer (HR) which sets out details of how agency workers and overtime contribute to the delivery of services and proposals as to how it may be improved.</p> <p>(Report attached)</p>	65 - 80
10		<p>2012/13 QUARTER 1 PERFORMANCE REPORT</p> <p>To consider a report of the Assistant Chief Executive (Customer Access and Performance) / Director of Resources summarising the Quarter 1 Performance Data for 2012/13 relevant to this Scrutiny Board</p> <p>(Report attached)</p>	81 - 106
11		<p>QUESTIONS TO THE LEADER OF COUNCIL</p> <p>To consider a report of the Head of Scrutiny and Member Development on the Board engaging with the Leader on matters falling within his portfolio</p> <p>(Report attached)</p>	107 - 108
12		<p>FINANCIAL HEALTH MONITORING 2012/13 - FIRST QUARTER REPORT</p> <p>To consider a report of the Head of Scrutiny and Member Development on the Council's Financial Performance after three months of the 2012/13 financial year.</p> <p>(Report attached)</p>	109 - 134

13

WORK SCHEDULE

135 -
210

To consider a report of the Head of Scrutiny and Member Development on the Board's draft work schedule, together with the latest Executive Board minutes and Forward Plan

(Report attached)

14

DATE AND TIME OF NEXT MEETING

To note that the next meeting will take place on Monday 15th October 2012 at 10.00am in the Civic Hall, Leeds (Pre – Meeting for Board Members at 9.30am)

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Agenda Item 6

SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 23RD JULY, 2012

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, N Dawson,
R Grahame, J Hardy, C Macniven ,
M Rafique (substitute) ,G
Wilkinson(substitute) and R Wood.

15 Chair's Opening Remarks

The Chair welcomed everyone to the July meeting of the Scrutiny Board (Resources and Council Services).

16 Late Items

There were no formal late items although the Board did receive additional information in relation to the Community Right to Challenge Process Flow Chart (Minute 22 refers)

17 Declarations of Interest

In accordance with paragraphs 19-20 of the Members Code of Conduct, the following declarations were made by Members who felt it was in the public interest to do so: Councillor Ron Grahame in relation to Agenda item 7, Environment and Neighbourhoods Appraisal and Engagement Results as a Member of the GMB Union (minute 20 refers).

18 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor A Lowe and Councillor J L Carter.

Notification had been received for Councillor M Rafique to substitute for Councillor A Lowe and Councillor G Wilkinson to substitute for J L Carter

19 Minutes of the Previous Meeting

RESOLVED -That the previous meeting held on 25th June 2012 be confirmed as a correct record subject to an amendment to show that Cllr D Collins was in attendance.

20 Environment and Neighbourhoods Appraisal and Engagement Results

The Director of Environments and Neighbourhoods presented a report providing the current position in terms of appraisals and employee engagement in Environments and Neighbourhoods.

The following officers were in attendance;

Neil Evans – Director of Environment and Neighbourhoods
Susan Upton – Head of Waste
Helen Freeman – Head of Waste Management
Joss Ivory – head of Human Resources - Development

In brief summary, the main issues of discussion were

- results for different services
- an explanation why targets have not been met in terms of service context
- why different approaches to appraisal have been used in some areas
- action to be taken to improve performance
- the role of senior management in changing the culture of the directorate
- the use of agency staff and overtime (additional information was requested on this area)

(Cllr Rafique joined the meeting during this item at 10.20 am)

RESOLVED – To note the contents of the report and that the additional information requested be provided.

21 The consideration of call-in with respect to procurement decisions

The Chief Officer, Corporate Procurement and Public Private Partnership Unit submitted a report outlining the programme put in place to ensure greater corporate visibility of when contracts end and the timeline for future procurements to ensure successful planning, better allocation of resources and to support service directorate commissioning. The programme also seeks to more effectively support decision making processes around Call In.

The following officers were in attendance;

David Outram - Chief Officer, Corporate Procurement and Public Private Partnership Unit
Philippa Toner – Senior Executive Manager, Project and Technical Management –PPPU

In summary, the main areas of discussion were:

- An understanding of the Assurance and Compliance workstream which seeks to develop and implement strategies to promote appropriate levels

of consistency and to ensure compliance with relevant policies and procedures.

- the procurement calendar, which enables the planning and prioritisation of future projects.
- the resource planning tool which ensures projects are properly assessed, prioritised, and allocated within available resource to ensure they are delivered to time, budget and required quality level.
- a scoping document to determine the scale and complexity of each procurement project, including the impact for elected Members
- measures to ensure that the call-in process is recognised as a valuable aspect of decision making, ensuring appropriate timescales are incorporated into each procurement project.
- the Transforming Procurement Programme and the initiatives undertaken through the programme to ensure greater visibility of when contracts end and the timeline for future procurements

In addition discussion was held on Lawnswood incinerator and Member training in relation to PFI schemes

(Cllrs Bentley, Mcniven, Wilkinson and Rafique left the meeting at 12 noon)

RESOLVED - To note the contents of the report and the change programme being undertaken to improve the council's approach to procurement.

22 Community Right to Challenge

The Chief Officer, Corporate Procurement and Public Private Partnership Unit submitted a report seeking the views of Scrutiny Board (Resources and Council Services) on the proposed process flow chart for the management of Community Right to Challenge 'expressions of interests'.

The following officers were in attendance;

David Outram - Chief Officer, Corporate Procurement and Public Private Partnership Unit

Philippa Toner – Senior Executive Manager, Project and Technical Management –PPPU

RESOLVED –

- (i) to endorse the process flow chart subject to the Executive Board being the decision making body at the pre – procurement stage rather than the Director of Resources.
- (ii) that the views of the Scrutiny Board be incorporated into the report to be submitted to Executive Board on this matter

23 Work Schedule

The Head of Scrutiny and Member Development submitted a copy of the Board's work schedule. Copies of the minutes of the Executive Board meeting held on 20th June 2012 were attached for consideration along with a copy of the Forward Plan.

A discussion on potential work items was held.

RESOLVED –

- (i) To request information in relation to Member consultation on PFI projects
- (ii) To request that the Head of Scrutiny and Member Development hold further discussions with Cllr R Grahame on the appropriateness of his request for Scrutiny in relation to HR matters
- (iii) To invite the Executive Member for Environment to the October Board meeting
- (iv) To receive an update in October on Commercial Services
- (v) To note the contents of the Forward Plan and Executive Board minutes

24 Date and Time of Next Meeting

RESOLVED – To note the date of the next meeting as Monday 3rd September 2012 at 10am

(All meetings to take place in the Civic Hall, Leeds, commencing at 10.00am)

(The meeting concluded at 12.30 pm)

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 3rd September 2012

Subject: Gambling Act 2005 Statement of Licensing Policy

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 Statement of Licensing Policy sets out the principles the council will use to exercise its functions under the Gambling Act 2005. Applicants for licences and permits for gambling are expected to read the Policy before making their application and the council will refer to the Policy when making its decisions.
2. Every three years the Council is required by the Gambling Act 2005 to review the Gambling Act 2005 Statement of Licensing Policy, and to consult upon any changes. It is proposed not to make revisions to the current policy at this review.
3. The approval of the policy is a matter for full Council. In line with the Council's Budgetary and Policy Framework, this Scrutiny Board is a consultee. The timescale for approval is as follows:

Executive Board	July 2012
Scrutiny Board	September 2012
Executive Board	October 2012
Council	November 2012
4. The report considered by Executive Board is attached.

Recommendations

5. Members are asked to:

- a) Consider the current Gambling Act 2005 Statement of Licensing Policy 2010-2012 and make any appropriate comment and observations.

Background papers¹

None used

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Statement of Licensing Policy 2010 – 2012

Gambling Act 2005

Further copies of this document can be obtained from:

Entertainment Licensing
Leeds City Council
Civic Hall
Leeds
LS1 1UR

Tel: 0113 247 4095
Fax: 0113 224 3885

Email: entertainment.licensing@leeds.gov.uk
Web: www.leeds.gov.uk/licensing

Please note:
The information contained within this document can be made available in different languages and formats including Braille, large print and audio cassette.

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Executive Summary

The Gambling Act 2005 obtained Royal Assent in 2005 and came into effect in 2007.

Under Section 349 of the Gambling Act 2005 the Licensing Authority is required to prepare a statement of principles that they propose to apply in exercising their functions under this Act. This process is to be repeated every three years from 31st January 2007.

The consultation process is laid out clearly in the Gambling Act 2005, the Gambling Act 2005 (Licensing Authority Policy Statement)(England and Wales) Regulations 2006 and the Guidance to Licensing Authorities issued by the Gambling Commission (www.gamblingcommission.gov.uk).

The purpose of the Statement of Licensing Policy is to set out the principles that the Council propose to apply when determining licences, permits and registrations under the Gambling Act 2005.

Any decision taken by the Council in regard to determination of licences, permits and registrations should aim to permit the use of premises for gambling in so far as it is reasonably consistent with the licensing objectives which are:

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime.
- Ensuring that gambling is conducted in a fair and open way
- Protecting children and other vulnerable persons from being harmed or exploited by gambling

The principles to be applied specifically to the determination of premises licence applications include definition of premises, location, duplication with other regulatory regimes, conditions, door supervision. The policy also specifically mentions adult gaming centres, family entertainment centres, casinos, bingo premises, betting premises, tracks and travelling fairs.

The council has the ability to issue permits for prize gaming and unlicensed family entertainment centres. The council is able to specify the information it requires as part of the application process which will aid determination and this information is described in this Policy.

Club gaming and club machine permits are also issued by the council. The process for this is described, along with other processes specified in the legislation for example temporary use notices, occasional use notices and small society lotteries.

Enforcement of the legislation is a requirement of the Act that is undertaken by the council in conjunction with the Gambling Commission. The policy describes the council's enforcement principles and the principles underpinning the right of review.

The policy has three appendices, describing the stakes and prizes which determine the category of a gaming machine, a glossary of terms and exempt gaming in pubs and clubs.

1. The licensing objectives

- 1.1 Under the Gambling Act 2005 (the Act) Leeds City Council is the licensing authority for the Leeds district and licences premises for gambling activities as well as granting various other gambling permits. In this document unless otherwise stated any references to the council are to the Leeds Licensing Authority.
- 1.2 The council will carry out its functions under the Act with a view to aiming to permit the use of premises for gambling in so far as it is reasonably consistent with the three licensing objectives set out at Section 1 of the Act. The licensing objectives are:
 - preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
 - ensuring that gambling is conducted in a fair and open way
 - protecting children and other vulnerable persons from being harmed or exploited by gambling.
- 1.3 More information can be found about how the council will achieve this in Part B and C of this document.
- 1.4 The council will also follow any regulations and statutory guidance issued in accordance with the Act and have regard to any codes of practice issued by the national gambling regulator, the Gambling Commission.
- 1.5 The council is aware that in making decisions about premises licences it should aim to permit the use of premises for gambling in so far as it thinks it is:
 - in accordance with any relevant code of practice issued by the Gambling Commission
 - in accordance with any relevant guidance issued by the Gambling Commission
 - reasonably consistent with the licensing objectives and
 - in accordance with this document.

2. The Leeds district

- 2.1 Leeds City Council has sought to establish Leeds as a major European city and cultural and social centre. It is the second largest metropolitan district in England and has a population of 2.2 million people living within 30 minutes drive of the city centre.
- 2.2 The Leeds metropolitan district extends over 562 square kilometres (217 square miles) and has a population of 715,000 (taken from the 2001 census). It includes the city centre and the urban areas that surround it, the more rural outer suburbs and several towns, all with their very different identities. Two-thirds of the district is greenbelt (open land with restrictive building), and there is beautiful countryside within easy reach of the city.
- 2.3 Over recent years Leeds has experienced significant levels of growth in entertainment use within the City coupled with a significant increase in residential development. The close proximity of a range of land uses and the creation of mixed-use schemes has many benefits including the creation of a vibrant 24-hour city. Leeds City Council has a policy promoting mixed use development including residential and evening uses throughout the city centre.
- 2.4 Leeds has strong artistic and sporting traditions and has the best attended free outdoor festivals in the country. The success of arts and heritage organisations including the Grand Theatre, West Yorkshire Playhouse, Opera North, Northern Ballet Theatre,

Phoenix Dance Theatre, Harewood House and the Henry Moore Institute, has helped to attract other major arts and heritage investments such as the award winning Royal Armouries and the Thackray Medical Museum. The city also boasts a wealth of community based sports, heritage and recreational facilities. There is a vibrant voluntary sector including thousands of groups and societies.

- 2.5 Leeds is a city with many cultures, languages, races and faiths. A wide range of minority groups including Black Caribbean, Indian, Pakistani, Irish and Chinese as well as many other smaller communities make up almost 11% of the city population.
- 2.6 The Vision for Leeds 2011-2030 is published by the Leeds Initiative, as the city's strategic partnership group. It sets the overall aim that by 2030 Leeds will be the best city in the UK. It has three main aims:
- Leeds will be fair, open and welcoming
 - Leeds' economy will be prosperous and sustainable
 - All Leeds' communities will be successful
- 2.7 This statement of licensing policy seeks to promote the licensing objectives within the overall context of the three aims set out in the Vision for Leeds 2011-2030.

- representatives of existing licence holders
- Yorkshire Forward (the regional development agency)
- Yorkshire Culture
- Leeds Citizens Advice Bureau
- NHS Leeds
- Her Majesty's Revenue and Customs
- West Yorkshire Fire and Rescue Service
- Faith groups within the Leeds district
- Department of Neighbourhoods & Housing, Environmental Health Services
- Leeds City Council Development Department
- Leeds Initiative

3.3 The consultation took place between August and October 2009 and followed the Better Regulation Executive Code of Practice on Consultation published in July 2008 and available from their website:

www.bre.brr.gov.uk

3.4 A copy of the consultation report containing a summary of the comments received and the consideration by the council of those comments is available on request.

3.5 The policy was approved at a meeting of the Full Council on 18th November 2009.

3.6 The policy was revised in 2011 to include a section on the large casino, to update information on the Vision for Leeds and to update Appendix 1. The revised policy was adopted by Full Council on 18th January 2012.

4. The licensing framework

4.1 The Gambling Act 2005 brought about changes to the way that gambling is administered in the United Kingdom. The Gambling Commission is the national gambling regulator and has a lead role in working with central government and local authorities to regulate gambling activity.

4.2 The Gambling Commission issues operators licences and personal licences. Any operator wishing to provide gambling at a certain premises must have applied for the requisite personal licence and operators licence before they can approach the council for a premises licence. In this way the Gambling Commission is able to screen applicants and organisations to ensure they have the correct credentials to operate gambling premises. The council's role is to ensure premises are suitable for providing gambling in line with the three licensing objectives and any codes of practice issued by the Gambling Commission. The council also issues various permits and notices to regulate smaller scale and or ad hoc gambling in various other locations such as pubs, clubs and hotels.

4.3 The council does not licence large society lotteries or remote gambling through websites. These areas fall to the Gambling Commission. The National Lottery is not licensed by the Gambling Act 2005 and continues to be regulated by the National Lottery Commission under the National Lottery Act 1993.

5. Declaration

5.1 This statement of licensing policy will not override the right of any person to make an application, make representations about an application, or apply for a review of a licence, as each will be considered on its own merits and according to the statutory requirements of the Gambling Act 2005.

5.2 In producing this document, the council declares that it has had regard to the licensing objectives of the Gambling Act 2005, the guidance issued by the Gambling Commission, and any responses from those consulted on the policy statement.

6. Responsible authorities

6.1 The Act empowers certain agencies to act as responsible authorities so that they can employ their particular area of expertise to help promote the licensing objectives. Responsible authorities are able to make representations about licence applications, or apply for a review of an existing licence. Responsible authorities will also offer advice and guidance to applicants.

6.2 The council is required by regulations to state the principles it will apply to designate, in writing, a body which is competent to advise the authority about the protection of children from harm. The principles are:

- the need for the body to be responsible for an area covering the whole of the licensing authority's area
- the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group etc.

6.3 In accordance with the regulations the council designates the Local Safeguarding Children Board for this purpose. Leeds Safeguarding Children Board has produced a "West Yorkshire Consortium Procedures Manual which can be found at <http://www.procedures.leedslscb.org.uk>. Applicants may find this manual useful as a point of reference, a guide for good practice and the mechanism by which to make a referral to Social Care etc, when producing their own policies and procedures in relation to the objective of protection of children and vulnerable people.

6.4 The contact details of all the responsible authorities under the Gambling Act 2005 are:

The Gambling Commission Victoria Square House Victoria Square Birmingham B2 4BP	Tel: 0121 230 6666 Fax: 0121 233 1096 info@gamblingcommission.gov.uk
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West Yorkshire Police Robert Patterson Leeds District Licensing Officer Millgarth Police Station Leeds LS2 7HX	T: 0113 241 4023
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Leeds Safeguarding Children's Board Leeds City Council 7 th Floor East Merrion House Leeds LS2 8DT	T: 0113 395 2610 administrator@leedslscb.org.uk
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West Yorkshire Fire and Rescue Service District Fire Safety Officer Leeds Fire Station Kirkstall Road Leeds LS3 1NF	T: 0113 244 0302
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Leeds City Council
Planning and Development Services
The Leonardo Building
2 Rossington Street
Leeds, LS2 8HD

Leeds City Council
Environmental Health Services
Millshaw Office
Millshaw Park Way
Churwell
Leeds
LS11 0LS

T: 0113 247 6026

HM Revenue and Customs
National Registration Unit
Portcullis House
21 India Street
Glasgow
G2 4PZ

T: 0141 555 3633
nrubetting&gaming@hmrc.gsi.gov.uk

7. Interested parties

7.1 Interested parties are certain types of people or organisations that have the right to make representations about licence applications, or apply for a review of an existing licence. These parties are defined in the Gambling Act 2005 as follows:

“For the purposes of this Part a person is an interested party in relation to an application for or in respect of a premises licence if, in the opinion of the licensing authority which issues the licence or to which the applications is made, the person-

- a) lives sufficiently close to the premises to be likely to be affected by the authorised activities,
- b) has business interests that might be affected by the authorised activities, or
- c) represents persons who satisfy paragraph (a) or (b)”

7.2 The council is required by regulations to state the principles it will apply to determine whether a person is an interested party. The principles are:

- Each case will be decided upon its merits. The council will not apply a rigid rule to its decision making. It will consider the examples of considerations provided in the Gambling Commission’s Guidance to local authorities.
- Within this framework the council will accept representations made on behalf of residents and tenants associations.
- In order to determine if an interested party lives or has business interests, sufficiently close to the premises to be likely to be affected by the gambling activities, the council will consider factors such as the size of the premises and the nature of the activities taking place.

7.3 The council will provide more detailed information on the making of representations in a separate guidance note. The guidance note has been prepared in accordance with relevant Statutory Instruments and Gambling Commission guidance.

8. Exchange of information

8.1 Licensing authorities are required to include in their policy statement the principles to be applied by the authority with regards to the exchange of information between it and the Gambling Commission, as well as other persons listed in Schedule 6 to the Act.

8.2 The principle that the council applies is that it will act in accordance with the provisions of the Gambling Act 2005 in its exchange of information which includes the provision that the Data Protection Act 1998 will not be contravened. The council will also have regard to any guidance issued by the Gambling Commission to local authorities on this

matter, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005.

9. Licensing authority functions

9.1 Licensing authorities are responsible under the Act for:

- licensing premises where gambling activities are to take place by issuing premises licences
- issuing provisional statements
- regulating members' clubs and miners' welfare institutes who wish to undertake certain gaming activities via issuing Club Gaming Permits and/or Club Machine Permits
- issuing Club Machine Permits to commercial clubs
- granting permits for the use of certain lower stake gaming machines at Unlicensed Family Entertainment Centres
- receiving notifications from alcohol licensed premises (under the Licensing Act 2003) of the use of two or less gaming machines
- granting Licensed Premises Gaming Machine Permits for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where more than two machines are required
- registering small society lotteries below prescribed thresholds
- issuing Prize Gaming Permits
- receiving and endorsing Temporary Use Notices
- receiving Occasional Use Notices (for tracks)
- providing information to the Gambling Commission regarding details of licences issued (see section above on 'Exchange of information')
- maintaining registers of the permits and licences that are issued under these functions.

9.2 The council will not be involved in licensing remote gambling at all. This will fall to the Gambling Commission via operator licences.

Part B Promotion of the licensing objectives

10. Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime

- 10.1 The Gambling Commission will take a lead role in keeping gambling crime free by vetting all applicants for personal and operator licences. The council's main role is to try and promote this area with regard actual premises. Thus, where an area has known high levels of organised crime the council will consider carefully whether gambling premises are suitable to be located there (see paragraph 13.8 and 13.9) and whether conditions may be required such as the provision of door supervision (see paragraph 13.15).
- 10.2 There is a distinction between disorder and nuisance. In order to make the distinction, when incidents of this nature occur, the council will consider factors such as whether police assistance was required and how threatening the behaviour was to those who could see it.
- 10.3 Issues of nuisance cannot be addressed by the Gambling Act provisions however problems of this nature can be addressed through other legislation as appropriate.
- 10.4 Examples of the specific steps the council may take to address this area can be found in the various sections covering specific premises types in Part C of this document and also in Part D which covers permits and notices.

11. Ensuring that gambling is conducted in a fair and open way

- 11.1 The council is aware that except in the case of tracks (see section 18) generally the Gambling Commission does not expect licensing authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will be addressed via operating and personal licences.
- 11.2 However the council will familiarise itself with operator licence conditions and will communicate any concerns to the Gambling Commission about misleading advertising or any absence of required game rules or other matters as set out in the Gambling Commission's Licence Conditions and Code of Practice.
- 11.3 Examples of the specific steps the council may take to address this area can be found in the various sections covering specific premises types in Part C of this document and also in Part D which covers permits and notices.

12. Protecting children and other vulnerable persons from being harmed or exploited by gambling

Protection of children

- 12.1 This licensing objective means preventing children from taking part in most types of gambling. The council will therefore consider whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include supervision of entrances / machines, segregation of areas etc.
- 12.2 The Act provides the following definition for child and young adult in Section 45:

Meaning of "child" and "young person"

- (1) In this Act "child" means an individual who is less than 16 years old.
- (2) In this Act "young person" means an individual who is not a child but who is less than 18 years old.

For the purpose of this section protection of children will encompass both child and young person as defined by the Act.

- 12.3 The council will pay particular attention to any codes of practice which the Gambling Commission issues as regards this licensing objective in relation to specific premises such as casinos.
- 12.4 Examples of the specific steps the council may take to address this area can be found in the various sections covering specific premises types in Part C of this document and also in Part D which covers permits and notices.

Protection of vulnerable people

- 12.5 The council is aware of the difficulty in defining the term "vulnerable person".
- 12.6 The Gambling Commission, in its Guidance to Local Authorities, does not seek to offer a definition for the term "vulnerable people" but will, for regulatory purposes assume that this group includes people:

"who gamble more than they want to, people who gamble beyond their means, elderly persons, and people who may not be able to make informed or balanced decisions about gambling due to a mental impairment, or because of the influence of alcohol or drugs."

- 12.7 The Department of Health document "No Secrets" offers a definition of a vulnerable adult as a person:

"who is or may be in need of community care services by reason of mental or other disability, age or illness; and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation."

- 12.8 In the case of premises licences the council is aware of the extensive requirements set out for operators in the Gambling Commissions Code of Practice. In this document the Gambling Commission clearly describe the policies and procedures that operators should put in place regarding:

- Combating problem gambling
- Access to gambling by children and young persons
- Information on how to gambling responsibly and help for problem gamblers
- Customer interaction
- Self exclusion
- Employment of children and young persons

- 12.9 All applicants should familiarise themselves with the operator licence conditions and codes of practice relating to this objective and determine if these policies and procedures are appropriate in their circumstances. The council will communicate any concerns to the Gambling Commission about any absence of this required information.

- 12.10 Applicants may also like to make reference to Leeds Safeguarding Adults Partnership document entitled "Leeds Multi Agency Safeguarding Adults Policies and Procedures" which provides extensive guidance on identifying vulnerable people and what can be done to reduce risk for this group. This document can be accessed via <http://www.leedssafeguardingadults.org.uk>

- 12.11 Applicants should consider the following proposed measures for protecting and supporting vulnerable persons, for example:

- leaflets offering assistance to problem gamblers should be available on gambling premises in a location that is both prominent and discreet, such as toilets
- training for staff members which focuses on building an employee's ability to maintain a sense of awareness of how much (e.g. how long) customers are

gambling, as part of measures to detect persons who may be vulnerable. (see 12.4.1)

- trained personnel for the purpose of identifying and providing support to vulnerable persons
- self exclusion schemes
- operators should demonstrate their understanding of best practice issued by organisations that represent the interests of vulnerable people
- posters with GamCare Helpline and website in prominent locations
- windows, entrances and advertisements to be positioned or designed not to entice passers by.

It should be noted that some of these measures form part of the mandatory conditions placed on premises licences.

- 12.12 The council may consider any of the above or similar measures as licence conditions should these not be adequately addressed by any mandatory conditions, default conditions or proposed by the applicant.

13. Introduction to premises licensing

- 13.1 The council will issue premises licences to allow those premises to be used for certain types of gambling. For example premises licences will be issued to amusement arcades, bingo halls, bookmakers and casinos.
- 13.2 Premises licences are subject to the permissions/restrictions set-out in the Gambling Act 2005 and regulations, as well as specific mandatory and default conditions which are detailed in regulations issued by the Secretary of State. Licensing authorities are able to exclude default conditions and also attach other conditions, where it is believed to be necessary and proportionate. (see 13.18)
- 13.3 Applicants should also be aware that the Gambling Commission has issued Codes of Practice for each interest area for which they must have regard. The council will also have regard to these Codes of Practice.

Definition of "premises"

- 13.4 Premises is defined in the Act as "any place". Different premises licences cannot apply in respect of a single premises at different times. However, it is possible for a single building to be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can be reasonably regarded as being different premises. Whether different parts of a building can properly be regarded as being separate premises will always be a question of fact in the circumstances.
- 13.5 The council will take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular the council will assess entrances and exits from parts of a building covered by one or more licences to satisfy itself that they are separate and identifiable so that the separation of different premises is not compromised and that people do not 'drift' into a gambling area.
- 13.6 The council will pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed). Issues that the council will consider before granting such applications include whether children can gain access, compatibility of the two establishments; and the ability to comply with the requirements of the Act. In addition an overriding consideration will be whether, taken as a whole, the co-location of the licensed premises with other facilities has the effect of creating an arrangement that otherwise would, or should, be prohibited under the Act.
- 13.7 An applicant cannot obtain a full premises licence until they have the right to occupy the premises to which the application relates.

Location

- 13.8 The council is aware that demand issues (e.g. the likely demand or need for gambling facilities in an area) cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. The council will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder.
- 13.9 With regards to these objectives it is the council's policy, upon receipt of any relevant representations to look at specific location issues including:

- the possible impact a gambling premises may have on any premises that provide services to children or young people, i.e. a school, or vulnerable adult centres in the area
- the possible impact a gambling premises may have on residential areas where there may be a high concentration of families with children
- the size of the premises and the nature of the activities taking place
- any levels of organised crime in the area.

The council will need to be satisfied that there is sufficient evidence that the particular location of the premises would be harmful to the licensing objectives. Such evidence may be used to inform the decision the council makes about whether to grant the licence, to grant the licence with special conditions or to refuse the application.

- 13.10 This policy does not preclude any application being made and each application will be decided on its merits, with the onus being upon the applicant to show how the concerns can be overcome.

Duplication with other regulatory regimes

- 13.11 The council will seek to avoid any duplication with other statutory/regulatory systems where possible, including planning. The council will not consider whether a licence application is likely to be awarded planning permission or building regulations approval, in its consideration of it. It will though, listen to, and consider carefully, any concerns about proposed conditions which are not able to be met by the applicant due to planning restrictions, should such a situation arise.

Conditions

- 13.12 The council is aware that the Secretary of State has set mandatory conditions and default conditions and the Gambling Commission has set Licence Conditions and Codes of Practice on Operator's Licences which are necessary for the general good conduct of gambling premises, therefore it is unlikely that the council will need to impose individual conditions imposing a more restricted regime in relation to matters that have already been dealt with. If the council is minded to do so because there are regulatory concerns of an exceptional nature, then any additional licence conditions must relate to the licensing objectives.
- 13.13 Where there are specific risks or problems associated with a particular locality, or specific premises, or class of premises, the council will be able to attach individual conditions to address this.
- 13.14 Any conditions attached to a licence issued by the council will be proportionate and will be:
- relevant to the need to make the proposed building suitable as a gambling facility
 - directly related to the premises and the type of licence applied for, and/or related to the area where the premises is based
 - fairly and reasonably related to the scale, type and location of premises
 - consistent with the licensing objectives, and
 - reasonable in all other respects.
- 13.15 Decisions about individual conditions will be made on a case by case basis, although there will be a number of control measures the council will consider using, such as supervision of entrances, supervision of adult gaming machines, appropriate signage for adult only areas etc. There are specific comments made in this regard under each of the licence types below. The council will also expect the applicant to offer his/her own suggestions as to the way in which the licensing objectives can be met effectively.

13.16 Where certain measures are not already addressed by the mandatory/default conditions or by the applicant, the council may consider licence conditions to cover issues such as:

- proof of age schemes
- CCTV
- supervision of entrances
- supervision of machine areas
- physical separation of areas
- location of entrance points
- notices / signage
- specific opening hours
- a requirement that children must be accompanied by an adult
- enhanced CRB checks of the applicant and/or staff
- support to persons with gambling addiction
- policies to address seasonal periods where children may more frequently attempt to gain access to premises and gamble such as half terms and summer holidays
- policies to address the problems associated with truant children who may attempt to gain access to premises and gamble
- any one or a combination of the measures as set out at paragraph 12.7 of this policy.

13.17 This list is not mandatory or exhaustive and is merely indicative of examples of certain measures which may satisfy the requirements of the licensing authority and the responsible authorities, depending on the nature and location of the premises and the gambling facilities to be provided.

13.18 There are conditions which the council cannot attach to premises licences which are:

- any condition on the premises licence which makes it impossible for the applicant to comply with an operating licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated) and
- conditions in relation to stakes, fees, winnings or prizes.

Door supervision

13.19 The council will consider whether there is a need for door supervision in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, and also in terms of preventing premises becoming a source of crime. It is noted though that the Gambling Act 2005 has amended the Private Security Industry Act 2001 and that door supervisors at casinos or bingo premises are not required to be licensed by the Security Industry Authority. Where door supervisors are provided at these premises the operator should ensure that any persons employed in this capacity are fit and proper to carry out such duties. Possible ways to achieve this could be to carry out a criminal records (CRB) check on potential staff and for such personnel to have attended industry recognised training.

14. Adult gaming centres

14.1 Adult gaming centres are a new category of premises introduced by the Act that are most closely related to what are commonly known as adult only amusement arcades seen in many city centres.

14.2 Under the Act a premises holding an adult gaming centre licence will be able to make category B, C and D gaming machines available and no one under 18 will be permitted to enter such premises (see Appendix 1).

- 14.3 The council will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling in these premises. The council will expect applicants to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the premises.
- 14.4 Where certain measures are not already addressed by the mandatory and default conditions and the Gambling Commission Codes of Practice or by the applicant, the council may consider licence conditions to address such issues, examples of which are provided at paragraph 13.15.

15. Licensed family entertainment centres (FECs)

- 15.1 Licensed family entertainment centres are those premises which usually provide a range of amusements such as computer games, penny pushers and may have a separate section set a side for adult only gaming machines with higher stakes and prizes. Licensed family entertainment centres will be able to make available unlimited category C and D machines where there is clear segregation in place so children do not access the areas where the category C machines are located (see Appendix 1).
- 15.2 Where category C or above machines are available in premises to which children are admitted then the council will ensure that:
- all such machines are located in an area of the premises separate from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance. For this purpose a rope, floor markings or similar provision will not suffice and the council may insist on a permanent barrier of at least 1 meter high
 - only adults are admitted to the area where the machines (category C) are located
 - access to the area where the machines are located is supervised at all times
 - the area where the machines are located is arranged so that it can be observed by staff; and
 - at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.
- 15.3 The council will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling in these premises. The council will expect applicants to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas.
- 15.4 The council will refer to the Commission's website to familiarise itself with any conditions that apply to operating licences covering the way in which the area containing the category C machines should be delineated. The council will also make itself aware of the mandatory or default conditions and any Gambling Commission Codes of Practice on these premises licences.

16. Casinos

- 16.1 Leeds has a number of casinos which were licensed under the Gaming Act 1968, which have been subsequently converted into Gambling Act 2005 Converted Casino Premises Licences.
- 16.2 The Gambling Act states that a casino is an arrangement whereby people are given the opportunity to participate in one or more casino games whereby casino games are defined as a game of chance which is not equal chance gaming. This means that casino games offer the chance for multiple participants to take part in a game competing against the house or bank at different odds to their fellow players. Casinos can also provide equal chance gaming and gaming machines. Large and small casinos can also provide betting machines.

Licence considerations / conditions

- 16.3 The Gambling Commission has provided Guidance for Licensing Authorities and Licence Conditions and Code of Practice which are applied to Operator's Licences. The council will take this into consideration when determining licence applications for converted casino licences.
- 16.4 Where certain measures are not already addressed by the mandatory/default conditions, Gambling Commission Licence Conditions and Codes of Practice or by the applicant, the council may consider licence conditions to cover certain issues, examples of which are provided at paragraph 13.15.

Large Casino

Background

- 16.5 The Act introduces three new categories of casino; one regional casino, eight large casinos and eight small casinos. In 2006 the council submitted a proposal for a regional and large casino to the Casino Advisory Panel.
- 16.6 On 15th May 2008 the Categories of Casino Regulation 2008 and the Gambling (Geographical Distribution of Large and Small Casino Premises Licences) Order 2008 was approved. This specified which licensing authorities could issue premises licences for large and small casinos. Leeds City Council was authorised to issue a large casino premises licence.
- 16.7 On 26th February 2008 the Secretary of State for Culture, Media and Sport issued the Code of Practice on Determinations Relating to Large and Small Casinos (Code of Practice). The council will comply with this Code which sets out:
- a. the procedure to be followed in making any determinations required under Paragraphs 4 and 5 of Schedule 9 to the Gambling Act 2005 and
 - b. matters to which the Licensing Authority should have regard in making these determinations.
- 16.8 The council recognises that applicants may either apply for a casino premises licence or a provisional statement. As for all premises licences, applicants for a casino premises licence must fulfil certain criteria in that they must:
- a. hold or have applied for an operating licence from the Gambling Commission; and
 - b. have the right to occupy the premises in question.
- 16.9 Should an applicant be unable to meet these two criteria they should apply for a provisional statement.
- 16.10 Unless otherwise specified, any reference to the application and procedures for a premises licence for a casino in the following parts of this section will also include the application and procedures for a provisional statement for a casino.
- 16.11 Where a provisional statement application is successful, the council may limit the period of time for which the statement will have effect. This period may be extended if the applicant so applies.
- 16.12 The council will ensure that any pre-existing contract, arrangement or other relationship with a company or individual does not affect the procedure for assessing applications so as to make it unfair or perceived to be unfair to any applicant.

- 16.13 In making a decision on both stages the council will take heed of any current Codes of Practice, current Regulations and guidance issued by the Secretary of State for the Department of Culture, Media and Sport and the Gambling Commission.
- 16.14 The council has not passed a “no casino” resolution under Section 166 of the Gambling Act 2005, but is aware that it has the power to do so. It may choose to exercise this option should there be only one application for a large casino premises licence or should, where there is more than one application, those applications fail to meet the council’s aspirations for benefit for the Leeds metropolitan area. Should the council decide in the future to pass such a resolution, it will update this policy with details of that resolution and any such decision will be made by full Council.
- 16.15 As per Part 8, Section 210 of the Gambling Act 2005 the council will not have regard to whether or not a proposal by the applicant is likely to be permitted in accordance with the law relating to planning or building and any licensing decision will not constrain any later decision by the council under the law relating to planning or building.
- 16.16 The council does not have a preferred location for the new large casino. Applicants can submit proposals for any site or location within the Leeds metropolitan area and each will be judged on its own individual merits.

Application Process

Stage 1

- 16.17 The council will publish an invitation calling for applications. This invitation will be published in a trade newspaper, journal or similar publication. It will state the latest date the application must be made and the place from which a person may obtain an application pack.
- 16.18 The part of the application pack which relates to stage 1 will include, as a minimum, the following:
- Guidance for applicants
 - Application form for Stage 1
 - Example notices
- 16.19 With regard to stage 1 of the application process, the general principles as stated in Part C of this gambling policy will apply to all applications.
- 16.20 At stage 1 the Licensing Committee or sub-committee, will determine, if there are valid representations, which applications would be granted if they were able to grant more than one application.
- 16.21 At stage 1, the council will not consider whether any of the applications is more deserving of being granted.

Stage 2

- 16.22 Should more than one applicant pass through stage 1, the process will proceed to the second stage with each successful applicant being invited to submit information about how their application would, if granted, benefit the area.
- 16.23 The part of the application pack which relates to stage 2 will include, as a minimum, the following:
- Stage 2 evaluation methodology, including scoring matrix
 - Details of current Licensing Committee
 - Details of the Advisory Panel
 - Terms of reference for Advisory Panel

- Example Schedule 9 agreement
- Glossary
- Vision for Leeds 2011 to 2030

16.24 At stage 2, the procedure will follow the DCMS Code of Practice. However, the Code leaves individual councils to determine the detail of their own procedure.

16.25 The council will not bear any abortive costs of the unsuccessful applicants and their participation in all phases of the licence process is conducted entirely at the applicants risk.

Advisory Panel

16.26 It is recognised that the Licensing Committee does not necessarily have specialised expertise required to fully evaluate each application. It will seek professional expertise from officers of the council. Where this expertise is not available, it may seek independent expertise from outside the council.

16.27 For this purpose, the Licensing Committee will appoint a non-statutory panel to assist it in the evaluation of the stage 2 application process. This panel will be called the "Advisory Panel". The Advisory Panel will evaluate each application using the evaluation methodology and scoring provided in the application pack.

16.28 To ensure there are no conflicts of interest, applicants will be provided with a list of Advisory Panel members. Where objections are made, it will be necessary to give details of the substance of such objection. These objections will be considered by the Licensing Committee before the evaluation of stage 2 applications commence.

16.29 The Advisory Panel will engage in discussions with each second stage applicant with a view to the particulars of an application being refined, supplemented or otherwise altered so as to maximise the benefits to the Leeds metropolitan area that would result from it (were it granted).

16.30 The Advisory Panel will report its findings to the Licensing Committee. The report will be made available to the applicant before being submitted to ensure that the information provided within it is accurate. Should the applicant disagree with the evaluation, this will be noted and reported to the Licensing Committee, together with any necessary changes to the Advisory Panel's report.

16.31 The Licensing Committee will consider all the applications at Stage 2, and the report of the Advisory Panel. They will evaluate the proposals, in line with the principles below and determine which application, if granted, is likely to result in the greatest benefit to the area. This will involve an evaluation both of the benefits and the likelihood of their delivery.

16.32 The Licensing Committee will instruct officers to complete negotiations on any written agreements made under Paragraph 5(3)(b) of Schedule 9 of the Act. Once the negotiations have been completed officers will report to Licensing Committee who will then grant the licence to the successful applicant and reject the remaining applications.

16.33 In line with paragraph 5.7.4 of the Code of Practice, in determining the principles the council intends to apply in making any determination for a casino premises licence, the council has had specific regard to the following:

- a. The financial and other contribution a second stage applicant proposes to make to the Leeds metropolitan area,
- b. The likely effects of an application on employment, the local economy and regeneration within the authority's area,

- c. Whether, and the extent to which, the benefits offered are pursuant to an agreement under paragraph 5(3)(b) of Schedule 9 or otherwise.

16.34 In line with paragraph 3.3 of the Code of Practice, in determining the principles the council intend to apply at Stage 2, it disregarded the existence of any contract, arrangement or other relationship already in place; and will

- put in place arrangements to ensure that any such contract, arrangement or other relationship does not, actually or apparently, prejudice its ability to conduct the procedure fairly; and will
- prepare a register of interests disclosing their interest in any contract, arrangement or other relationship with an applicant or a person connected or associated with an applicant.

Principles

16.35 At stage 2 the applicant will be required to state and demonstrate the benefit that they can bring to Leeds metropolitan area.

16.36 The council will seek to determine the greatest benefit through the following principles:

Financial To seek to maximise the financial return to the council.

Social To use any financial return accrued to facilitate the delivery of programmes and projects that support the Council's social and economic inclusion agenda, for the benefit of the Leeds metropolitan area.

Economic To secure a positive and significant economic impact for the local economy through the provision of a Large Casino in Leeds.

Evaluation Criteria

16.37 The council will publish a detailed evaluation methodology, which includes the information applicants are required to supply in order to support their application, and the weight that will be placed on each criterion. This evaluation methodology will be included in the application pack.

16.38 Applicants should carefully examine the evaluation methodology and tailor their application accordingly to ensure that they maximise benefits in accordance with this methodology.

16.39 In line with paragraph 5.7.4 of the Code of Practice, and the principles stated at 16.37 of this policy, the council has selected the following criteria which they will use to evaluate and score applications:

Financial Contribution This criterion relates to 16.33a and the first and second principles

Socio-economic This criterion relates to 16.33b and the second and third principles

Risk and deliverability This criterion relates to 16.33c and all three principles

Financial Contribution

- 16.40 The council is seeking to identify and quantify the level of financial contribution that could be secured for the Leeds metropolitan area. It is expected that the contribution will comprise a mixture of annual payments received from the applicant and a lump sum payable upon signing of any agreements and on specified dates and/or events thereafter.
- 16.41 The financial contribution will be used by the council to establish and maintain the council administered Social Inclusion Fund (SIF) which will facilitate the delivery of programmes and projects that support the council's social and economic inclusion agenda, for the benefit of the Leeds metropolitan area.
- 16.42 The financial contribution will be evaluated in terms of its ability to fund a credible and sustainable SIF. As such a mixture of upfront and annual payments is required.
- 16.43 The scoring of financial contributions will be weighted as follows:

1.0	1.0 Financial Contribution	33%
1.1	Net Present Value of total financial offer	
1.2	Upfront capital payment paid to the council on completion of the Schedule 9 Agreement	
1.3	Net Present Value of annual cash sum offer	
1.4	Credibility of financial assumptions and offer	

- 16.44 Further detail including the information required, its format and how the submission will be evaluated can be found in the evaluation methodology included in the stage 2 application pack.

Socio-economic

- 16.45 The council is seeking to identify and quantify the level of expected net socio-economic benefits that could be secured for the Leeds metropolitan area based on the projected gross levels applicants believe their proposals will generate.
- 16.46 The council will expect to see that the applicant has tailored its proposals specifically to the requirements of Leeds through research and detailed assessment of the physical, social and economic position as outlined in its vision documents. These documents will be made available in the stage 2 application pack.
- 16.47 Applicants should have regard to the proposed location of the premises, with regard to meeting the licensing objective which seeks to protect children and vulnerable persons from being harmed or exploited by gambling. Applicants will be asked to provide information related to the area in which their proposed developed is situated in their strategy and vision documents.
- 16.48 Applicants will be asked to provide information on how their development will impact on employment and training, including amongst others, graduate training, NEETs and vocational qualifications as well as opportunities for Leeds businesses and the local supply chain.

16.49 Applicants must demonstrate a firm commitment to mitigation of negative impacts and ensuring residents' safety and health is not put at risk by the large casino. In particular, attention should be focussed on mitigation for the most vulnerable in society and for those living closest to the proposed casino and applicants must ensure that problem gambling issues do not increase in the Leeds area. Applicants must provide an assessment of the social, equality and health impacts of their proposed casino developments and provide mitigation plans to minimise and eliminate negative impacts. Applicants should also commit to supporting the ongoing monitoring of negative social, equality and health impacts of the large casino and make contractual commitments in the schedule 9 agreement on all mitigation measures proposed.

16.50 The scoring of the socio-economic benefits will be weighted as follows:

2.0 Socio-economic	34%
2.1 Strategy and vision for proposed development	
2.2 Economic Benefits (Gross):	
- Net contribution to local economy (including direct employment and GVA)	
- Credibility of economic assumptions	
2.3 Net social impacts	

16.51 Further detail including the information required, its format, data requirements and how the submission will be evaluated can be found in the evaluation methodology included in the stage 2 application pack.

Risk and deliverability

16.52 At stage 2 the council will assess the risk and deliverability of the proposed scheme. In particular the council will wish to consider what legal and financial assurances there are that the proposed development will be delivered within 5 years, and that the promised benefits will both materialise and be maintained. Firm evidence is required that all benefits and development proposed can be funded and a contractual obligation with penalties for non-delivery is required.

16.53 The application pack will include a template agreement under paragraph 5(3)(b) of Schedule 9 to the 2005 Act ('a schedule 9 agreement'). Such an agreement will be negotiated with the applicants during the stage 2 evaluation process. This agreement will include a list of the benefits proposed, along with delivery targets and details of the penalties for non-delivery. Applications where the benefits, including delivery of the development itself, are made subject of contractual obligation and where the applicant provides damages for non delivery are likely to receive greater weight in the evaluation process.

16.54 The council is aware that the casino application may form part of a wider development proposal or be a new development. A casino development with firm contractual commitment to be fully operational within a 5 year timescale with proof of funding and with meaningful payment proposed for late or non delivery will score more highly than a casino development that is not supported by a contractual commitment and/or meaningful payments for late or non delivery and/or proof of funding. Any part of a wider development proposal which is not directly required for the delivery of the casino will score more highly if the applicant commits to completing the wider development within a 5 year timescale, proposes meaningful payment for late or non delivery and provides proof of funding. These commitments will be contained within the schedule 9 agreement and the five year timescale will start from the signing of the schedule 9 agreement. Applicants must demonstrate that all development proposals are credible.

16.55 The scoring of risk and deliverability will be weighted as follows:

3.0 Risk and deliverability	33%
3.1 Contents of the Schedule 9 Agreement	
3.2 Deliverability:	
- Financing	
- Financial Standing	
- Right to occupy the site/premises	
- Credibility of approach to implementation	

16.56 Further detail including the information required, its format and how the submission will be evaluated can be found in the evaluation methodology included in the stage 2 application pack along with a template schedule 9 agreement.

17. Bingo premises

- 17.1 There is no official definition for bingo in the Gambling Act 2005 however from a licensing point of view there is a category of premises licence specifically for bingo premises which is used by traditional commercial bingo halls for both cash and prize bingo. In addition this premises licence will authorise the provision of a limited number of gaming machines in line with the provisions of the Act. (see Appendix 1)
- 17.2 The council is aware that it is important that if children are allowed to enter premises licensed for bingo that they do not participate in gambling, other than on category D machines. Where category C or above machines are available in premises to which children are admitted then the council will ensure that:
- all such machines are located in an area of the premises separate from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance. For this purpose a rope, floor markings or similar provision will not suffice and the council may insist on a permanent barrier of at least one meter high
 - only adults are admitted to the area where the machines are located
 - access to the area where the machines are located is supervised at all times
 - the area where the machines are located is arranged so that it can be observed by staff
 - at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18
 - children will not be admitted to bingo premises unless accompanied by an adult.
- 17.3 The Gambling Commission has provided Guidance for Licensing Authorities and Licence Conditions and Code of Practice which are applied to Operator's Licences. The council will take this into consideration when determining licence applications for bingo premises.
- 17.4 Where certain measures are not already addressed by the mandatory/default conditions, the Gambling Commission Code of Practice or the applicant, the council may consider licence conditions to address such issues, examples of which are provided at paragraph 13.15.

18. Betting premises

- 18.1 Betting premises are premises such as bookmakers where various types of gambling are authorised to take place. The Act contains a single class of licence for betting premises however within this single class there are different types of premises which require licensing such as high street bookmakers, bookmakers located in self contained facilities at race courses as well as the general betting premises licences that track operators will require.

Betting machines

- 18.2 The council is aware that Section 181 of the Act contains an express power for licensing authorities to restrict the number of betting machines, their nature and the circumstances in which they are made available by attaching a licence condition to a betting premises licence. When considering whether to impose a condition to restrict the number of betting machines in particular premises, the council, amongst other things, will take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines.
- 18.3 Where an applicant for a betting premises licence intends to offer higher stake category B gaming machines (categories B2-B4) including any Fixed Odds Betting Terminals (FOBTs), then applicants should consider the control measures related to the protection of vulnerable persons, highlighted at paragraph 12.7.
- 18.4 Where certain measures are not already addressed by the mandatory/default conditions, Gambling Commission Code of Practice or the applicant, the council may consider licence conditions to address such issues, examples of which are provided at paragraph 13.15.

19. Tracks

- 19.1 Tracks are sites (including racecourses and dog tracks) where races or other sporting events take place. Betting is a major gambling activity on tracks, both in the form of pool betting (often known as the "totaliser" or "tote"), and also general betting, often known as "fixed-odds" betting. Multiple betting outlets are usually located on tracks such as 'on-course' betting operators who come onto the track just on race days to provide betting for the races taking place on that track. There can also be 'off-course' betting operators who may operate self contained facilities at the tracks which offer customers the chance to bet on other events, not just those taking place on the track.
- 19.2 All tracks will require a primary 'general betting premises licence' that the track operator will hold. It should be noted that track operators do not require an operating licence from the Gambling Commission although they may apply for one. This is because the various other gambling operators offering betting at the track will each hold an operating licence.
- 19.3 Tracks may also be subject to one or more premises licences, provided each licence relates to a specified area of the track. This may be preferable for any self-contained premises providing off-course betting facilities at the track. The council will however assess each individual case on its merits before deciding if this is necessary. Where possible the council will be happy for the track operator to decide if any particular off-course operators should apply for a separate premises licence.
- 19.4 If any off-course operators are permitted to provide betting facilities under the authorisation of the track operator's premises licence, then it will be the responsibility of the premises licence holder to ensure the proper conduct of such betting within the premises boundary.

- 19.5 Gambling Commission guidance also indicates that it would be possible for other types of gambling premises to be located at a track under the authorisation of separate premises licences, e.g. a casino premises licence or adult gaming centre premises licence. If you require further guidance on this provision please contact the Entertainment Licensing Section.
- 19.6 Children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place, although they are still prevented from entering areas where gaming machines and betting machines (other than category D machines) are provided.
- 19.7 The council will consider the impact upon the protection of children licensing objective and the need to ensure that entrances to each type of betting premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

Betting machines

- 19.8 The council is aware that Section 181 of the Act contains an express power for licensing authorities to restrict the number of betting machines, their nature and the circumstances in which they are made available by attaching a licence condition to a betting premises licence. When considering whether to impose a condition to restrict the number of betting machines in particular premises, the council, amongst other things, will take into account the size of the premises, the number of counter positions available for person-to-person transactions and the location of the machines, in order to ensure they are in a properly segregated area where children are not permitted.
- 19.9 Where certain measures are not already addressed by the mandatory/default conditions, the Gambling Commission's Licence Conditions and Code of Practice or the applicant, the council may consider licence conditions to address such issues, examples of which are provided at paragraph 13.15.

20. Travelling fairs

- 20.1 Travelling fairs have traditionally been able to provide various types of low stake gambling without the need for a licence or permit provided that certain conditions are met and this provision continues in similar fashion under the new Act.
- 20.2 Travelling fairs have the right to provide an unlimited number of category D gaming machines and/or equal chance prize gaming (without the need for a permit) as long as the gambling amounts to no more than an ancillary amusement at the fair. (see Appendix 1)
- 20.3 The council will consider whether any fairs which take up the above entitlement fall within the statutory definition of a travelling fair.
- 20.4 The council is aware that the 27 day statutory maximum for the land being used as a fair is per calendar year and that it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. The council will work with its neighbouring authorities to ensure that land which crosses the council boundary is monitored so that the statutory limits are not exceeded.

21. Provisional statements

- 21.1 A provisional statement application is a process which allows a developer to examine the likelihood of whether a building which he expects to be constructed, to be altered or to acquire a right to occupy would be granted a premises licence. A provisional statement is not a licence and merely gives the holder some form of guarantee that a premises licence would be granted so the developer can judge whether a development is worth taking forward in light of the need to obtain a premises licence. An applicant may also apply for a provisional statement for premises which already hold a premises licence (either for a different type of gambling or the same type).
- 21.2 In terms of representations about premises licence applications, following the grant of a provisional statement, no further representations from responsible authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant's circumstances. In addition, the council may refuse the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:
- a) which could not have been raised by objectors at the provisional licence stage; or
 - b) which in the authority's opinion reflect a change in the operator's circumstances.
- 21.3 When determining a provisional statement application the council will operate in accordance with the Act and will not have regard to any issues related to planning consent or building regulations, e.g. the likelihood that planning consent will be granted.

22. Unlicensed family entertainment centre gaming machine permits (UFECs)

- 22.1 The term 'unlicensed family entertainment centre' is one defined in the Act and refers to a premises which provides category D gaming machines along with various other amusements such as computer games and penny pushers. The premises is 'unlicensed' in that it does not require a premises licence but does require a permit to be able to provide category D machines. It should not be confused with a 'licensed family entertainment centre' which requires a premises licence because it contains both category C and D gaming machines.
- 22.2 The Gambling Act 2005 contains provision for local authorities to prepare a "Statement of Principles" that they propose to consider in determining the suitability of an applicant for a permit. Schedule 10, Para 7 of the Act states "In preparing this statement, and/or considering applications, it [the council] need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission under Section 25.
- 22.3 In line with the above provision the council has prepared a 'Statement of Principles' in relation to unlicensed family entertainment centre gaming machines as follows:

Statement of Principles

- 22.4 The council will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations.
- 22.5 The efficiency of such policies and procedures will each be considered on their merits, however, they may include:
- appropriate measures and training for staff as regards suspected truant children on the premises
 - measures and training covering how staff would deal with unsupervised very young children being on the premises
 - measures and training covering how staff would deal with children causing perceived problems on or around the premises.
 - the arrangements for supervision of premises either by staff or the use of CCTV. Any CCTV system installed should both the interior and the entrance working to the latest Home Office and ACPO standards and to the satisfaction of West Yorkshire Police and the local authority. The system must record images clearly and these recordings be retained for a minimum of 31 days. If the equipment is inoperative the police and local authority must be informed as soon as possible and immediate steps taken to make the system operative. Notices must be displayed at the entrances advising that CCTV is in operation.
- 22.6 Due to the nature of these premises, which are attractive to children, applicants who employ staff to supervise the premises should consult with the Independent Safeguarding Authority to determine if their staff need to be CRB checked.
- 22.7 The council will also expect, as per the Gambling Commission Guidance, that applicants demonstrate:
- A full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs
 - That the applicant has no relevant conviction (those that are set out in Schedule 7 of the Act), and
 - That staff are trained to have a full understanding of the maximum stakes and prizes.

- 22.8 In line with the Act, while the council cannot attach conditions to this type of permit, the council can refuse applications if they are not satisfied that the issues raised in the "Statement of Principles" have been addressed through the application.
- 22.9 Applicants only need to address the "Statement of Principles" when making their initial applications and not at renewal time.

23 Gaming machine permits in premises licensed for the sale of alcohol

- 23.1 There is provision in the Act for premises licensed to sell alcohol for consumption on the premises, to automatically have two gaming machines, of categories C and/or D. The premises merely need to notify the council. The council can remove the automatic authorisation in respect of any particular premises if:
- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
 - gaming has taken place on the premises that breaches a condition of Section 282 of the Gambling Act (i.e. that written notice has been provided to the licensing authority, that a fee has been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied with)
 - the premises are mainly used for gaming; or
 - an offence under the Gambling Act has been committed on the premises.
- 23.2 If a premises wishes to have more than two machines, then it needs to apply for a permit and the council must consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005, and "*such matters as they think relevant.*" The council considers that "such matters" will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harm or being exploited by gambling. The council will also expect the applicant to satisfy the authority that there will be sufficient measures to ensure that children and young people under the age of 18 do not have access to the adult only gaming machines.
- 23.3 All alcohol licensed premises with gaming machines must have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and provide sufficient measures to ensure that under 18 year olds do not use the adult only gaming machines.
- 23.4 Measures which may satisfy the council that persons under 18 years will be prevented from using the machines may include the machines being in close proximity to the bar, or in any other area where they are capable of being adequately supervised. Notices and signage may also help. As regards the protection of vulnerable persons, applicants may wish to consider the provision of information leaflets and or helpline numbers for organisations such as GamCare.
- 23.5 The council can decide to grant the permit with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.
- 23.6 The holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine(s).
- 23.7 It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would need to be dealt with under the relevant provisions of the Act.

23.8 Alcohol licensed premises are able to provide some limited equal chance gaming. Licensees are referred to the advice provided by the Gambling Commission and Appendix 3 of this document.

24. Prize gaming permits

24.1 Section 288 defines gaming as prize gaming if the nature and size of the prize is not determined by the number of people playing or the amount paid for or raised by the gaming. The prizes will be determined by the operator before play commences. Prize gaming can often be seen at seaside resorts in amusement arcades where a form of bingo is offered and the prizes are displayed on the walls.

24.2 A prize gaming permit is a permit issued by the licensing authority to authorise the provision of facilities for gaming with prizes on specified premises.

24.3 The Gambling Act 2005 contains provision for local authorities to prepare a "Statement of Principles" that they propose to consider in determining the suitability of an applicant for a permit. Schedule 14, Para 8 of the Act states, "in preparing this statement, and/or considering applications, it [the council] need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission under Section 25.

24.4 In line with the above provision the council has prepared a Statement of Principles in relation to prize gaming permits as follows:

Statement of Principles

24.5 The council will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations.

24.6 The efficiency of such policies and procedures will each be considered on their merits, however, they may include:

- appropriate measures and training for staff as regards suspected truant children on the premises
- measures and training covering how staff would deal with unsupervised very young children being on the premises
- measures and training covering how staff would deal with children causing perceived problems on or around the premises.
- the arrangements for supervision of premises either by staff or the use of CCTV. Any CCTV system installed should both the interior and the entrance working to the Home Office and ACPO standards as described PSDB leaflet 09/05 and to the satisfaction of West Yorkshire Police and the local authority. The system must record images clearly and these recordings be retained for a minimum of 31 days. If the equipment is inoperative the police and local authority must be informed as soon as possible and immediate steps taken to make the system operative. Notices must be displayed at the entrances advising that CCTV is in operation.

24.7 Due to the nature of these premises, which are attractive to children, applicants who employ staff to supervise the premises should consult with the Independent Safeguarding Authority to determine if their staff need to be CRB checked.

24.8 The council will also expect, as per the Gambling Commission Guidance, that applicants demonstrate:

- A full understanding of the maximum stakes and prizes of the gambling that is permissible
- That the gaming offered is within the law.

- 24.9 In line with the Act, while the council cannot attach conditions to this type of permit, the council can refuse applications if they are not satisfied that the issues raised in the "Statement of Principles" have been addressed through the application.
- 24.10 Applicants only need to address the "Statement of Principles" when making their initial applications and not at renewal time.
- 24.11 There are conditions in the Gambling Act 2005 by which the permit holder must comply. The conditions in the Act are:
- the limits on participation fees, as set out in regulations, must be complied with;
 - all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
 - the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
 - participation in the gaming must not entitle the player to take part in any other gambling.

25. Club gaming and club machine permits

- 25.1 Members clubs and miners' welfare institutes may apply for a 'club gaming permit' or a 'club machine permit'. The 'club gaming permit' will enable the premises to provide gaming machines (three machines of categories B4, C or D), equal chance gaming. i.e. poker, bingo etc. A 'club machine permit' will enable the premises to provide gaming machines (three machines of categories B4, C or D). Commercial clubs may apply for a 'club machine permit' only.
- 25.2 To qualify for these special club permits a members club must have at least 25 members and be established and conducted "wholly or mainly" for purposes other than gaming. A members' club must be permanent in nature, not established to make commercial profit, and controlled by its members equally. Examples include working men's clubs, branches of the Royal British Legion and clubs with political affiliations.
- 25.3 Clubs must have regard to the protection of children and vulnerable persons from harm or being exploited by gambling. They must provide sufficient measures to ensure that under 18 year olds do not use the adult only gaming machines. These measures may include:
- the machines being in close proximity to the bar, or in any other area where they are capable of being adequately supervised
 - notices and signage
 - the provision of information leaflets / helpline numbers for organisations such as GamCare.
- 25.4 Before granting the permit the council will need to satisfy itself that the premises meets the requirements of a members' club and that the majority of members are over 18.
- 25.5 The council may only refuse an application on the grounds that:
- (a) the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which they have applied;
 - (b) the applicant's premises are used wholly or mainly by children and/or young persons;
 - (c) an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
 - (d) a permit held by the applicant has been cancelled in the previous ten years; or
 - (e) an objection has been lodged by the Commission or the police.

- 25.6 There is also a 'fast-track' procedure available for premises which hold a club premises certificate under the Licensing Act 2003. Under the fast-track procedure there is no opportunity for objections to be made by the Commission or the police, and the ground upon which the council can refuse a permit is reduced. The grounds on which an application under the process may be refused are:
- (a) that the club is established primarily for gaming,
 - (b) that in addition to the prescribed gaming, the applicant provides facilities for other gaming; or
 - (c) that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled.

26. Temporary use notices

- 26.1 Temporary use notices allow the use of premises on not more than 21 days in any 12 month period for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be useful for a temporary use notice would include hotels, conference centres and sporting venues.
- 26.2 Temporary Use Notices allow the use of premises for any form of equal chance gambling where those participating in the gaming are taking part in a competition which is intended to produce a single, overall winner.
- 26.3 Only persons or companies holding a relevant operating licence can apply for a temporary use notice to authorise the particular class of gambling permitted by their operating licence.
- 26.4 A temporary use notice must be lodged with the licensing authority not less than three months and one day before the day on which the gambling is due to take place. Detailed information about how to serve a temporary use notice will be available in a separate guidance note.
- 26.5 The Act makes a special reference, in the context of temporary use notices, to a "set of premises" to try and ensure that large premises which cannot reasonably be viewed as separate are not used for more temporary use notices than permitted under the Act. The council considers that the determination of what constitutes "a set of premises" will be a question of fact in the particular circumstances of each notice that is given. In considering whether a place falls within the definition of a "set of premises", the council will look at, amongst other things, the ownership/occupation and control of the premises. The council will be ready to object to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises.

27. Occasional use notices (for tracks)

- 27.1 There is a special provision in the Act which provides that where there is betting on a track on eight days or less in a calendar year, betting may be permitted by an occasional use notice without the need for a full premises licence. Track operators and occupiers need to be aware that the procedure for applying for an occasional use notice is different to that for a temporary use notice. The application may be made in writing, to the council by the person responsible for the administration of the events on a track or by an occupier of the track.
- 27.2 The council has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. The council will however consider the definition of a 'track' and whether the applicant is entitled to benefit from such notice.

28. Small society lottery registrations

- 28.1 A lottery generally refers to schemes under which prizes are distributed by chance among entrants who have given some form of value for their chance to take part.
- 28.2 The Act creates two principal classes of lotteries: Licensed lotteries and exempt lotteries. Licensed lotteries are large society lotteries and lotteries run for the benefit of local authorities. These will be regulated by the Gambling Commission. Within the class of exempt lotteries there are four sub classes, one of which is small society lotteries.
- 28.3 A small society lottery is a lottery promoted on behalf of a non commercial society as defined in the Act which also meets specific financial requirements set out in the Act. These will be administered by the council for small societies who have a principal office in Leeds and want to run such lottery.
- 28.4 A lottery is small if the total value of tickets put on sale in a single lottery is £20,000 or less and the aggregate value of the tickets put on sale in a calendar year is £250,000 or less.
- 28.5 To be 'non-commercial' a society must be established and conducted:
- for charitable purposes,
 - for the purpose of enabling participation in, or supporting, sport, athletics or a cultural activity; or
 - for any other non-commercial purpose other than that of private gain.
- 28.6 The other types of exempt lotteries are 'incidental non-commercial lotteries', 'private lotteries' and 'customer lotteries'. If you require guidance on the different categories of lotteries please contact the council.
- 28.7 The National lottery is not licensed by the Gambling Act 2005 and continues to be regulated by the National Lottery Commission under the National Lottery Act 1993.

29. Enforcement principles

- 29.1 The council will work closely with the responsible authorities in accordance with a locally established joint enforcement protocol and will aim to promote the licensing objectives by targeting known high risk premises following government guidance around better regulation.
- 29.2 In carrying out its enforcement duties with regards to the inspection of premises; and the powers to institute criminal proceedings in respect of certain offences under the Act the council will endeavour to be:
- **proportionate:** regulators should only intervene when necessary: remedies should be appropriate to the risk posed, and costs identified and minimised;
 - **accountable:** regulators must be able to justify decisions, and be subject to public scrutiny;
 - **consistent:** rules and standards must be joined up and implemented fairly;
 - **transparent:** regulators should be open, and keep regulations simple and user friendly; and
 - **targeted:** regulation should be focused on the problem, and minimise side effects.
- 29.3 The council will endeavour to avoid duplication with other regulatory regimes so far as possible.
- 29.4 The council will also adopt a risk-based inspection programme in line with government recommendations around better regulation and the principles of the Hampton Review.
- 29.5 The main enforcement and compliance role for the council in terms of the Gambling Act 2005 will be to ensure compliance with the premises licences and other permissions which it authorises. The Gambling Commission will be the enforcement body for the operator and personal licences. Concerns about the manufacture, supply or repair of gaming machines will not be dealt with by the council but will be notified to the Gambling Commission. In circumstances where the council believes a premises requires a premises licence for gambling activities and no such licence is in force, the council will alert the Gambling Commission.
- 29.6 The council will also keep itself informed of developments as regards the work of the Better Regulation Executive in its consideration of the regulatory functions of local authorities.
- 29.7 The council's enforcement/compliance protocols/written agreements will be available upon request.

30. Reviews

30.1 A review is a process defined in the legislation which ultimately leads to a licence being reassessed by the Licensing Committee with the possibility that the licence may be revoked, suspended or that conditions may amended or new conditions added.

30.2 Requests for a review of a premises licence can be made by interested parties or responsible authorities; however, it is for the council to decide whether the review is to be carried-out. This will be on the basis of whether the request for the review is:

- i) in accordance with any relevant code of practice issued by the Gambling Commission
- ii) in accordance with any relevant guidance issued by the Gambling Commission
- iii) reasonably consistent with the licensing objectives and
- iv) in accordance with this authority's Gambling Act 2005 – Statement of Licensing Policy.

In addition the council may also reject the application on the grounds that the request is frivolous, vexatious, will certainly not cause this authority to wish to alter, revoke or suspend the licence, or is substantially the same as previous representations or requests for review.

30.3 The council can also initiate a review of a licence on the basis of any reason which it thinks is appropriate.

Appendix 1 Gaming machines

This appendix describes the categories of gaming machine as set out in the Act (and in regulations) and the number of such machines that may be permitted in each type of gambling premises.

- Table 1 below sets out the current proposals for the different categories with the maximum stakes and prizes that will apply. This table will be updated as soon as the proposals are confirmed.
- Table 2 overleaf shows the maximum number of machines permitted and in the case of casinos the ratios between tables and machines.

Category of machine	Maximum Stake	Maximum Prize
A	Unlimited	Unlimited
B1	£2	£4,000
¹ B2	£100	£500
B3	£1	£500
B3A	£1	£500
B4	£1	£250
C	£1	£70
D – non-money prize (other than a crane grab machine)	30p	£8
D – non-money prize (crane grab machine)	£1	£50
D – money prize	10p	£5
D – combined money and non money prize (other than a coin pusher or penny falls machine)	10p	£8 (of which no more than £5 may be a money prize)
D – combined money and non-money prize (coin pusher or penny falls machine)	10p	£15 (of which no more than £8 may be a money prize)

Table 1

¹ The category B2 is not actually a traditional slot machine. It refers to a type of gaming machine known as a fixed odds betting terminal (FOBTs). These are a new type of gaming machine which generally appear in licensed bookmakers. FOBTs have 'touch-screen' displays and look similar to quiz machines familiar in pubs and clubs. They normally offer a number of games, roulette being the most popular.

(Appendix 1 continued)

Premises Type	Machine category							
	A	B1	B2	B3	B4	C	D	
Large casino (machine/table ratio of 5-1 up to maximum)		Maximum of 150 machines Any combination of machines in categories B to D (except B3A machines), within the total limit of 150 (subject to machine/table ratio)						
Small casino (machine/table ratio of 2-1 up to maximum)		Maximum of 80 machines Any combination of machines in categories B to D (except B3A machines), within the total limit of 80 (subject to machine/table ratio)						
Pre-2005 Act Casinos (no machine/table ratio)		Maximum of 20 machines categories B to D (except B3A machines), or any number of C or D machines instead						
Betting premises and tracks operated by pool betting		Maximum of 4 machines categories B2 to D						
Bingo Premises					Maximum of 20% of the total number of gaming machines which are available for use on the premises categories B3 or B4*		No limit C or D machines	
Adult gaming centre					Maximum of 20% of the total number of gaming machines which are available for use on the premises categories B3 or B4*		No limit C or D machines	
Family entertainment centre (with premises licence)							No limit C or D machines	
Family entertainment centre (with Permit)								No limit on category D machines
Clubs or miners' welfare institutes with permits					Maximum of 3 machines in categories B3A or B4 to D*			
Qualifying alcohol licensed premises							1 or 2 machines of category C or D automatic upon notification	
Qualifying alcohol licensed premises with gaming machine permit						Number of category C-D machines as specified on permit		
Travelling fair							No limit on category D machines	
	A	B1	B2	B3	B4	C	D	

Table 2

*It should be noted that member's clubs and miner's welfare institutes are entitled to site a total of three machines in categories B3A to D but only one B3A machine can be sited as part of this entitlement. Commercial clubs are entitled to a total of three machines in categories B4 to D.

Bingo premises and adult gaming centres are entitled to make available a number of Category B3/B4 gaming machines not exceeding 20% of the total number of gaming machines which are available for use on the premises. Bingo premises in existence before 13 July 2011 are entitled to make available eight category B3/B4 gaming machines, and adult gaming centres are entitled to make available four category B3/B4 gaming machines or 20% of the total number of gaming machines, whichever is the greater.

Bingo premises licences granted on or after 13 July 2011 but before 1 April 2014 are entitled to a maximum of eight category B3/B4 gaming machines and adult gaming centres are entitled to make available four category B3/B4 gaming machines or 20% of the total number of gaming machines, whichever is the greater; from 1 April 2014 these premises will be entitled to 20% of the total number of gaming machines only.

Appendix 2 Glossary of terms

Term	Description
ATM	Auto teller machine or cash machine.
Betting	Betting is defined as making or accepting a bet on the outcome of a race, competition or other event or process or on the outcome of anything occurring or not occurring or on whether anything is or is not true. It is irrelevant if the event has already happened or not and likewise whether one person knows the outcome or not. (Spread betting is not included within this definition).
Betting Machines / Bet Receipt Terminal	Betting Machines can be described as automated betting terminals where people can place bets on sporting events removing the need to queue up and place a bet over the counter.
Bingo	There are essentially two types of bingo: Cash bingo, where the stakes paid make up the cash prizes that can be won and Prize bingo, where various forms of prizes can be won, not directly related to the stakes paid.
Book	Running a 'book' is the act of quoting odds and accepting bets on an event. Hence the term 'Bookmaker'.
Casino games	A game of chance, which is not equal chance gaming. Casino games includes Roulette and black jack etc.
Chip	Casinos in the U.K require you to use chips to denote money. They are usually purchased and exchanged at a cashier's booth.
Coin pusher or penny falls machine	A machine of the kind which is neither a money prize machine nor a non-money prize machine
Crane grab machine	A non-money prize machine in respect of which every prize which can be won consists of an individual physical object (such as a stuffed toy) won by a person's success in manipulating a device forming part of the machine so as to separate, and keep separate, one or more physical objects from a group of such objects.
Default condition	To be prescribed in Regulations. Will be attached to all classes of premises licence, unless excluded by the council.
Equal Chance Gaming	Gaming which does not involve playing or staking against a bank.
Fixed odds betting	If a gambler is able to establish what the return on a bet will be when it is placed, (and the activity is not 'gaming' see below), then it is likely to be betting at fixed odds.
Fixed Odds betting terminals (FOBTs)	FOBTs are a type of gaming machine which generally appear in licensed bookmakers. FOBTs have 'touch-screen' displays and look similar to quiz machines familiar in pubs and clubs. They normally offer a number of games, roulette being the most popular.
Gaming	Gaming can be defined as 'the playing of a game of chance for winnings in money or monies worth, whether any person playing the game is at risk of losing any money or monies worth or not'.
Gaming Machine	Any type of machine allowing any sort of gambling activity including betting on virtual events but not including home computers even though users can access online gaming websites.
Licensing Objectives	The licensing objectives are three principal goals which form the basis of the Act. Stakeholders who have an interest in the Act need to try and promote these objectives: The licensing objectives are: <ul style="list-style-type: none"> preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to

Term	Description
	<p>support crime</p> <ul style="list-style-type: none"> • ensuring that gambling is conducted in a fair and open way • protecting children and other vulnerable persons from being harmed or exploited by gambling.
Lottery	<p>A lottery generally refers to schemes under which prizes are distributed by chance among entrants who have given some form of value for their chance to take part. A lottery is defined as either a simple lottery or a complex lottery. A simple lottery is one where persons are required to pay to participate and one or more prizes are allocated to one or more members of a class and the prizes are allocated by a process which relies wholly on chance. A complex lottery is where persons are required to pay to participate and one or more members of a class and the prizes are allocated by a series of processes where the first of those processes relies wholly on chance. Prize means money, articles or services provided by the members of the class among whom the prize is allocated. (It should be noted that the National Lottery is not included in this definition of lottery and is regulated by the National Lottery Commission).</p>
Mandatory condition	<p>A condition which will be set by the Secretary of State (some set out in the Act and some to be prescribed by regulations) which will be automatically attached to a specific type of premises licence. The council will have no discretion to alter or remove these conditions.</p>
Money prize machine	<p>A machine in respect of which every prize which can be won as a result of using the machine is a money prize.</p>
Non-money prize machine	<p>A machine in respect of which every prize which can be won as a result of using the machine is a non-money prize. The winner of the prize is determined by:</p> <p>(i) the position in which the coin or token comes to rest after it has been inserted into the machine, together with the position of other coins or tokens which have previously been inserted into the machine to pay a charge for use, or</p> <p>(ii) if the insertion of a single coin to pay the charge for use enables the person using the machine to release one or more tokens within the machine, the position in which such tokens come to rest after being released, together with the position of other tokens which have previously been so released.</p>
Odds	<p>The ratio to which a bet will be paid if the bet wins. e.g. 3-1 means for every £1 bet, a person would receive £3 of winnings.</p>
Off-course betting operator	<p>Off-course betting operators may, in addition to premises away from the track, operate self contained betting premises within a track premises. Such self contained premises will provide facilities for betting on both events taking place at the track (on-course betting), as well as other sporting events taking place away from the track (off-course betting). In essence such premises operate like a traditional high street bookmakers. They will however only normally operate on race days.</p>
On-course betting operator	<p>The on-course betting operator is one who comes onto on a track, temporarily, while races are taking place, and operates at the track side. On-course betting operators tend to offer betting only on the events taking place on the track that day (on-course betting).</p>
Pool Betting	<p>For the purposes of the Gambling Act, pool betting is made on terms that all or part of the winnings: 1) Shall be determined by</p>

Term	Description
	reference to the aggregate of the stakes paid or agreed to be paid by the persons betting 2) Shall be divided among the winners or 3) Shall or may be something other than money. For the purposes of the Gambling Act, pool betting is horse-race pool betting if it relates to horse-racing in Britain.
Regulations or Statutory instruments	Regulations are a form of law, often referred to as delegated or secondary legislation. They have the same binding legal effect as Acts and usually state rules that apply generally, rather than to specific persons or things. However, regulations are not made by Parliament. Rather, they are made by persons or bodies to whom Parliament has delegated the authority to make them, such as a minister or an administrative agency.
Representations	In the context of the Gambling Act representations are either positive statements of support or negative objections which are made in relation to a licensing application. Representations must be made in time, e.g. during a designated notice period.
Responsible authority (authorities)	Responsible authorities (RAs) are agencies which have been appointed by the Gambling Act or regulations to fulfil a designated role during the licensing process. RAs must be sent copies of all licensing applications and have the power to make representations about such applications. RAs also have the power to ask for licences to be reviewed. For Leeds the RAs include West Yorkshire Police, The local Safeguarding Children Board, Leeds City Council's Development Department as well as several others.
Skill machine / Skill with prizes machine	The Act does not cover machines that give prizes as a result of the application of pure skill by players. A skill with prizes machine is one on which the winning of a prize is determined only by the player's skill – any element of chance imparted by the action of the machine would cause it to be a gaming machine. An example of a skill game would be trivia game machines, popular in pubs and clubs, which require the player to answer general knowledge questions to win cash prizes.
Spread betting	A form of investing which is more akin to betting, and can be applied either to sporting events or to the financial markets. Spread betting is regulated by the Financial Services Authority.
Stake	The amount pledged when taking part in gambling activity as either a bet, or deposit to the bank or house where the house could be a gaming machine.
Statement of principles document	A document prepared by the council which outlines the areas that applicants need to consider before applying for gaming permits.
Table gaming	Card games played in casinos.
Tote	"Tote" is short for Totaliser, a system introduced to Britain in 1929 to offer pool betting on racecourses.
Track	Tracks are sites (including horse tracks and dog tracks) where races or other sporting events take place. Examples of tracks within the Leeds district would be Elland Road Football ground and Headingley Stadium.

Appendix 3 Summary of gaming entitlements for clubs and pubs

	Members' club or MW institute with club gaming permit	Bridge or whist club	Members' club or commercial club with club machine permit	Members' club, commercial club or MW institute without a club gaming permit	Pubs and other alcohol-licensed premises
Equal chance gaming	Yes	Bridge and/or whist only	Yes	Yes	Yes
Limits on stakes	No limit	No limit	<u>Poker</u> £1000 per week £250 per day £10 per person per game <u>Other gaming</u> No limit	<u>Poker</u> £1000 per week £250 per day £10 per person per game <u>Other gaming</u> No limit	<u>Cribbage & dominoes</u> No limit <u>Poker</u> £100 per premises per day <u>Other gaming</u> £5 per person per game
Limits on prizes	No limit	No limit	<u>Poker</u> £250 per game <u>Other gaming</u> No limit	<u>Poker</u> £250 per game <u>Other gaming</u> No limit	<u>Poker</u> £100 per game <u>Other gaming</u> No limit
Maximum participation fees – per person per day	<u>Bridge and/or whist*</u> £20 <u>Other gaming</u> £3	£18 (without club gaming permit) £20 (with club gaming permit)	<u>Bridge and/or whist*</u> £18 <u>Other gaming</u> £3 (commercial club) £1 (members club)	<u>Bridge and/or whist*</u> £18 <u>Other gaming</u> £1	None permitted
Bankers or unequal chance gaming	Pontoon Chemin de Fer	None permitted	None permitted	None permitted	None permitted
Limits on bingo	Maximum of £2,000 per week in stakes/prizes. If more then will need an operating licence.	No bingo permitted	Maximum of £2,000 per week in stakes/prizes. If more then will need an operating licence.	Maximum of £2,000 per week in stakes/prizes. If more then will need an operating licence.	Maximum of £2,000 per week in stakes/prizes. If more then will need an operating licence.

* On a day when no other facilities for gaming are provided

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Report of: Chief Officer (HR)

Report to: Resources and Council Services Scrutiny Board

Date: 3 September 2012

Subject: People Plan – Quarter 1 2012/13

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. This report is being presented as part of the agreed process to report progress against the People Plan 2012/13, at Council wide and Directorate level as at 30 June 2012 (end of quarter 1 2012/13).

Recommendations

- 1.1 Scrutiny Board Members (Resources and Council Services) are asked to note the position as at 30 June 2012 on the People Plan measures and targets.

2 Purpose of this report

- 2.1 To present the Scrutiny Board (Resources and Council Services) with People Plan scorecard information for June 2012. In addition, as requested by Members at their March meeting, specific People Plan themes are also to be presented as part of the quarterly reporting arrangements.
- 2.2 In this quarter a paper on flexibility (workforce numbers and agency staff) is being presented for Members as a separate report.

3 Background information

- 3.1 At the Board meeting on 5 March 2012 Members agreed to consider the outturn of the People Plan scorecards on a quarterly basis and this report is being presented in accordance with that decision.

4 Main issues

- 4.1 Members are asked to note that, following a light touch review at the end of Q4 2011/12, the People Plan was revised and is attached as appendix 1 of this report.
- 4.2 The scorecards have also been revised based on feedback and now include previous year out-turn figures and current year targets as requested by this Board at an earlier meeting.
- 4.3 Council wide, and Directorate, scorecards for Quarter 1 2012/13 are attached as Appendix 2 of this report, with the results having been reported to the Corporate Leadership Team on 31 July 2012.
- 4.4 The key points to note from quarter 1 are that.
 - The workforce size has continued to fall and stands at 12,503 compared to 12,617 in March 2012
 - Projected days lost through sickness absence is at 9.86 days per employee against a target of 8.5, however, targeted action is being taken in known hotspot areas. A more detailed report on health, safety and welfare is scheduled for the December Board meeting.
 - Following the first quarterly engagement 'pulse' survey, CLT agreed the emphasis should continue to be on the three agreed key actions. Directorate Leadership teams and Chief Officers are currently using the findings as a basis for discussions with colleagues.
- 4.5 Members are asked to note that as a further part of embedding the People Plan and scorecards the Chief Officer (HR) holds regular meetings with the Leader, other Group Leaders and the Executive Members to discuss performance against the People Plan.

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.

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 Members (Resources and Council Services) are asked to note the position as at 30 June 2012 on the People Plan measures and targets. The Board are also requested to note the contents of the separate report on flexibility (workforce number and agency staff)

7 Background documents

7.1 None

Leeds City Council People Plan 2012-15

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 2012-2015 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
Successes from 2011/12 to build on...	<ul style="list-style-type: none"> We've successfully enabled 1320 staff to leave under ELI on a voluntary basis to deliver budget efficiencies (2010/12) 	<ul style="list-style-type: none"> We estimate we have saved £1.6 million by reducing sickness absence from 10.1 to 9.3 days per person 	<ul style="list-style-type: none"> We achieved IP re-accreditation making big improvements in a range of areas 	<ul style="list-style-type: none"> We've embedded staff engagement as a key management accountability, measured quarterly. Council wide we've achieved an engagement measure of 71% 	<ul style="list-style-type: none"> We achieved 92% of appraisals by the end of the year.
Here's our headline targets...	<ul style="list-style-type: none"> Workforce Planning effectively linked to Council/directorate priorities Effectively manage reduction in staffing budget of £5.4m in 2012/13 100% of 250 opportunities filled by people from priority groups Increased % of BME staff, disabled staff and women at senior levels 	<ul style="list-style-type: none"> Improved attendance saves £1.6m in 2012/13 by delivering 8.5 days lost to sickness absence per employee Reduce the number of employee accidents and incidents by 3% in 2012/13 Create a healthy workforce contributing to the health of the City 	<ul style="list-style-type: none"> Workforce development planning effectively linked to Council/directorate priorities £2.5m workforce development budget effectively delivered in 2012/13 Open engaging and ambitious staff behaviours embedded Equality issues considered in 100% of structural changes 	<ul style="list-style-type: none"> Increased percentage of staff who feel engaged Employee Relations Framework agreed with Trade Unions and reviewed 	<ul style="list-style-type: none"> 100% performance appraisals completed by end July 2012 100% 6 month reviews completed end of December 2012 Each member of staff to have a personal development plan
Here's what we'll measure...	<ul style="list-style-type: none"> Staffing budget Headcount Agency spend Talent Pool Effectiveness Workforce diversity profile 	<ul style="list-style-type: none"> Attendance Accident rates 	<ul style="list-style-type: none"> % spend of workforce development budget Performance and Learning System roll out Impact of mentoring for senior leaders 	<ul style="list-style-type: none"> Extent to which the Council delivers what employees need to feel engaged Engagement survey response rates Effectiveness of Employee Relations Framework 	<ul style="list-style-type: none"> % of performance appraisals completed % of 6 month reviews completed Service performance against their People Plan priorities Number of grievances, disciplinary and performance cases
Here's what we're going to do...	<ul style="list-style-type: none"> We are going to maintain controls on workforce numbers to support the Council's budget Make sure our workforce reflects the diverse profile of Leeds Develop the Talent Pool and re-skill staff Promote 250 opportunities programme and work experience placements Ensure effective safeguarding assurances are in place Run development centres for high performing, high potential people particularly from underrepresented groups 	<ul style="list-style-type: none"> Improve safety, wellbeing and attendance Promote wellbeing and healthy activities for staff Promote a practical and sensible approach to health and safety Make sure everyone understands their health and safety responsibilities Retain our status as a 'Mindful employer' Successfully transfer Public Health responsibilities into the Council Make Health everyone's business 	<ul style="list-style-type: none"> Design and deliver quality and value for money services Roll out the Performance and Learning System and support the web and intranet replacement and Self Service Support change and new ways of working to increase effectiveness Improve succession planning and career pathways Develop a coaching culture Strengthen the learning culture and deliver our learning agreement Investors in People, Care Friendly Charter and Equality Standard maintained 	<ul style="list-style-type: none"> Respond to issues raised by staff in the quarterly engagement surveys. Work in partnership with the Trade Unions at all levels Involve staff in improving services 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 in delivering the business plan Manage performance and develop teams Develop Managers to confidently use people skills and employment policies to resolve issues We will challenge unnecessary bureaucracy to make the Council more agile

Working as a team for Leeds

Being open, honest and trusted

Working with communities






Treating people fairly

Spending money wisely

People Plan Scorecards – Guidance: Reporting period

People Plan theme	Measure	Guidance	Source	When do we get this
	# FTE	The full time equivalent staff at the end of the reporting period. This is not headcount	BSC reporting team	Monthly – start of the month
	£000s Staffing budget variation	The difference between the annual staffing budget and the projected staffing budget for that period. Overspends are shown without brackets and under spends are shown with brackets	Billy Hundal	Monthly – approx 3 weeks into month
	Agency FTE (average)	The average FTE of agency staff during that period, using the Comensura agency worker database	Ian Williams	Monthly – start of the month
	Agency spend (total)	Total spend on agency staff during the period, using the Comensura agency worker database	Ian Williams	Monthly – start of the month
	# new staff in Talent Pool	Total number of staff who have entered the Talent Pool during the period	Bodor Ahmed	Monthly – start of the month
	# average length of time in Talent Pool	The average length of time spent in Talent Pool by those leaving the Talent Pool during the period	Bodor Ahmed	Monthly – start of the month
	% BME employees at JNC	The percentage of BME employees graded JNC, or equivalent, and above where their ethnic status is known (based on headcount, not FTE)	BSC reporting team	Monthly – start of the month
	% Disabled employees at JNC	The percentage of disabled employees graded JNC, or equivalent, and above where their disability status is known (based on headcount, not FTE)	BSC reporting team	Monthly – start of the month
	% Female employees at JNC	The percentage of female employees graded JNC, or equivalent, and above (based on headcount, not FTE)	BSC reporting team	Monthly- start of the month
	# projected absence per FTE	The predicted average number of sickness days per employee for the whole year, based on FTE	BSC reporting team	Monthly- start of the month
	# employee accidents / incidents per 1000 employees	The number of reported accidents or incidents during the reporting period involving employees per 1000 members of staff	BSC reporting team	Monthly- start of the month
	# employee incidents reportable under RIDDOR to HSE	The number of employee incidents reported to HSE under RIDDOR during the reporting period	BSC reporting team	Monthly- start of the month
	% of workforce development budget spent/committed	The percentage of the total learning and development budget that has been either spent or committed on FMS since the start of the financial year and the end of the reporting period	Dave Beime	Monthly- start of the month
	# How well employees recognise the values in how their colleagues work	This is the average score of how well employees recognise the values in how their colleagues work. It is on a scale of 1 to 10	Engagement Survey	Quarterly
	% The extent to which the Council delivers what employees need to feel engaged	The percentage of staff who feel the Council delivers what they need to feel engaged (based on employees who responded)	Engagement survey	Quarterly
	% Engagement survey response rate	The percentage of employees who have responded to the quarterly survey as a percentage of the total number sent out	Engagement survey	Quarterly
	% of performance appraisals completed	The percentage of employees who had an appraisal during the reporting period	Graham Sephton	Monthly – start of the month
	% of 6 month appraisals completed	The percentage of employees who had a 6 month appraisal during the reporting period	Graham Sephton	Monthly – start of the month
	# new grievances	The number of new grievances which were lodged during the reporting period	Casework team	Monthly – start of the month
	# new disciplinarys	The number of new , formal disciplinary cases which were initiated during the reporting period	Casework team	Monthly – start of the month
	# new improving performance cases	The number of new employees moved into the formal stage 3 improving performance process during the reporting period	Casework team	Monthly – start of the month
				

Leeds City Council






People Plan theme	Measure	Apr	May	Jun	Q1	Q2	Q3	Q4	2012/13 Target	11/12 outturn
	# Full time equivalent (FTE)	12,545.52	12,526.74	12,503.44	12,503.44				n/a	12617.22
	£000s Staffing budget variation	N/A	£1,147	£168	£168				0	530
	Agency FTE (average)	539	425	439	439				n/a	536
	Agency Spend (total)	£1,495,600	£1,214,140	£1,255,142	£3,964,882				n/a	£16.15m
	# new staff in Talent Pool	N/A	14	9	23				n/a	130
	Average length of time in Talent Pool	4	4	4	4				6 months	7.5
	% Black Minority Ethnic employees at Joint Negotiating Council (JNC)	9.9%	9.8%	9.8%	9.8%				tbc	9.8%
	% disabled employees at JNC	4.4%	4.4%	4.4%	4.4%				tbc	4.4%
	% female employees at JNC	49.8%	50.2%	50.3%	50.3%				tbc	49.2%
	# projected absence per FTE	10.31	11.20	9.86	9.86				8.5	9.29
	# employee accidents / incidents per 1000 employees	12	11	7	30				3% reduction	174
	# employee incidents reportable under RIDDOR[1] to Health and Safety Executive	2	2	5	9				3% reduction	197
	% of workforce development budget spent/committed	11.74%	15.42%	20.28%	20.28%				100%	75%
	How well employees recognise the values in their colleagues work	N/A	N/A	6.7	6.7				10	7.3
	The extent to which the Council delivers what employees need to feel engaged	N/A	N/A	69%	69%				73%	71%
	Engagement survey response rate	N/A	N/A	42%	42%				100%	39%
	% of performance appraisals completed	N/A	N/A	N/A	N/A				100%	92%
	% of 6 month reviews completed	N/A	N/A	N/A	N/A				100%	80%
	# new grievances	4	5	4	13				n/a	97
	# new disciplinarys	9	17	9	35				n/a	148
	# new improving performance cases	0	0	0	0				n/a	10

N/A indicates stats not available for that period

[1] RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

Key points HRBPs to highlight key issues from scorecard to be raised within Directorate at appropriate level

Adult Social Care

People Plan theme	Measure	Apr	May	Jun	Q1	Q2	Q3	Q4	2012/13 Target	11/12 outturn
 Flexible	# Full time equivalent (FTE)	2,428.57	2,415.92	2,402.70	2,402.70				n/a	2,436.75
	£000s Staffing budget variation	N/A	(£12)	£122	£122				0	(£646)
	Agency FTE (average)	148	117	133	133				n/a	
	Agency Spend (total)	£410,000	£330,885	£368,407	£1,109,292				n/a	
	# new staff in Talent Pool	N/A	2	0	2				n/a	
	Average length of time in Talent Pool	0	4	0	0				6 months	
	% Black Minority Ethnic employees at Joint Negotiating Council (JNC)	14.3%	14.0%	14.0%	14.0%				tbc	14.3%
	% disabled employees at JNC	2.4%	2.3%	2.3%	2.3%				tbc	2.4%
% female employees at JNC	52.4%	53.5%	53.5%	53.5%				tbc	52.4%	
 Healthy	# projected absence per FTE	17.51	17.87	16.05	16.05				8.5	14.62
	# employee accidents / incidents per 1000 employees	22	12	6	40				3% reduction	
	# employee incidents reportable under RIDDOR[1] to Health and Safety Executive	1	0	0	1				3% reduction	
 Enabled	% of workforce development budget spent/committed	9.03%	10.24%	13.48%	13.48%				100%	
	How well employees recognise the values in their colleagues work	N/A	N/A	7.2	7.2				10	7.6
 Engaged	The extent to which the Council delivers what employees need to feel engaged	N/A	N/A	70%	70%				73%	72%
	Engagement survey response rate	N/A	N/A	36%	36%				100%	
 Performing	% of performance appraisals completed	N/A	N/A	N/A	N/A				100%	95%
	% of 6 month reviews completed	N/A	N/A	N/A	N/A				100%	89%
	# new grievances	1	2	1	4				n/a	
	# new disciplinarys	4	2	2	8				n/a	
	# new improving performance cases	0	0	0	0				n/a	

N/A indicates stats not available for that period

[1] RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

Key points HRBPs to highlight key issues from scorecard to be raised within Directorate at appropriate level

Children's Services

People Plan theme	Measure	Apr	May	Jun	Q1	Q2	Q3	Q4	2012/13 Target	11/12 outturn
 Flexible	# Full time equivalent (FTE)	2,537.27	2,528.50	2,526.21	2,526.21				n/a	2,573.04
	£000s Staffing budget variation	N/A	(£67)	(£699)	(£699)				0	(£1,658)
	Agency FTE (average)	188	155	148	148				n/a	
	Agency Spend (total)	£634,000	£534,494	£498,832	£1,667,326				n/a	
	# new staff in Talent Pool	N/A	7	2	9				n/a	
	Average length of time in Talent Pool	0	0	1	1				6 months	
	% Black Minority Ethnic employees at Joint Negotiating Council (JNC)	13.3%	13.8%	13.8%	13.8%				tbc	13.6%
	% disabled employees at JNC	5.5%	5.4%	5.4%	5.4%				tbc	5.6%
% female employees at JNC	69.1%	69.5%	69.5%	69.5%				tbc	69.8%	
 Healthy	# projected absence per FTE	15.23	14.63	12.83	12.83				8.5	11.03
	# employee accidents / incidents per 1000 employees	3	7	4	14				3% reduction	
	# employee incidents reportable under RIDDOR[1] to Health and Safety Executive	0	0	0	0				3% reduction	
 Enabled	% of workforce development budget spent/committed	25.41%	26.88%	31.20%	31.20%				100%	
	How well employees recognise the values in their colleagues work	N/A	N/A	7.1	7.1				10	7.6
 Engaged	The extent to which the Council delivers what employees need to feel engaged	N/A	N/A	70%	70%				73%	72%
	Engagement survey response rate	N/A	N/A	41%	41%				100%	
 Performing	% of performance appraisals completed	N/A	N/A	N/A	N/A				100%	86%
	% of 6 month reviews completed	N/A	N/A	N/A	N/A				100%	56%
	# new grievances	2	1	0	3				n/a	
	# new disciplinarys	1	4	1	6				n/a	
	# new improving performance cases	0	0	0	0				n/a	

N/A indicates stats not available for that period

[1] RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

Key points HRBPs to highlight key issues from scorecard to be raised within Directorate at appropriate level

City Development

People Plan theme	Measure	Apr	May	Jun	Q1	Q2	Q3	Q4	2012/13 Target	11/12 outturn
 Flexible	# Full time equivalent (FTE)	2,309.31	2,310.52	2,305.96	2,305.96				n/a	2,321.65
	£000s Staffing budget variation	N/A	£298	(£232)	(£232)				0	(£104)
	Agency FTE (average)	20	15	15	15				n/a	
	Agency Spend (total)	£47,000	£37,692	£36,111	£120,803				n/a	
	# new staff in Talent Pool	N/A	1	0	1				n/a	
	Average length of time in Talent Pool	0	2	3	3				6 months	
	% Black Minority Ethnic employees at Joint Negotiating Council (JNC)	3.8%	3.8%	3.7%	3.7%				tbc	3.7%
	% disabled employees at JNC	0.0%	0.0%	0.0%	0.0%				tbc	0.0%
% female employees at JNC	26.4%	26.4%	27.8%	27.8%				tbc	24.1%	
 Healthy	# projected absence per FTE	7.92	8.10	7.16	7.16				8.5	8.08
	# employee accidents / incidents per 1000 employees	11	11	12	34				3% reduction	
	# employee incidents reportable under RIDDOR[1] to Health and Safety Executive	1	1	2	4				3% reduction	
 Enabled	% of workforce development budget spent/committed	-7.77%	-2.64%	2.36%	2.36%				100%	
	How well employees recognise the values in their colleagues work	N/A	N/A	6.5	6.5				10	7.2
 Engaged	The extent to which the Council delivers what employees need to feel engaged	N/A	N/A	68%	68%				73%	70%
	Engagement survey response rate	N/A	N/A	45%	45%				100%	
 Performing	% of performance appraisals completed	N/A	N/A	N/A	N/A				100%	95%
	% of 6 month reviews completed	N/A	N/A	N/A	N/A				100%	88%
	# new grievances	1	0	2	3				n/a	
	# new disciplinarys	1	4	1	6				n/a	
	# new improving performance cases	0	0	0	0				n/a	

N/A indicates stats not available for that period

[1] RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

Key points HRBPs to highlight key issues from scorecard to be raised within Directorate at appropriate level

Customer Access and Performance

People Plan theme	Measure	Apr	May	Jun	Q1	Q2	Q3	Q4	2012/13 Target	11/12 outturn
	# Full time equivalent (FTE)	585.11	585.42	584.25	584.25				n/a	572.20
	£000s Staffing budget variation	N/A	(£12)	£0	£0				0	(£52)
	Agency FTE (average)	2	1	2	2				n/a	
	Agency Spend (total)	£4,100	£1,644	£6,657	£12,401				n/a	
	# new staff in Talent Pool	N/A	0	0	0				n/a	
	Average length of time in Talent Pool	0	0	0	0				6 months	
	% Black Minority Ethnic employees at Joint Negotiating Council (JNC)	10.3%	7.1%	7.1%	7.1%				tbc	10.3%
	% disabled employees at JNC	3.4%	3.6%	3.6%	3.6%				tbc	3.5%
	% female employees at JNC	41.4%	42.9%	42.9%	42.9%				tbc	41.4%
	# projected absence per FTE	12.72	12.69	10.77	10.77				8.5	12.47
	# employee accidents / incidents per 1000 employees	11	18	11	40				3% reduction	
	# employee incidents reportable under RIDDOR[1] to Health and Safety Executive	0	0	0	0				3% reduction	
	% of workforce development budget spent/committed	6.96%	10.60%	14.02%	14.02%				100%	
	How well employees recognise the values in their colleagues work	N/A	N/A	6.7	6.7				10	7.0
	The extent to which the Council delivers what employees need to feel engaged	N/A	N/A	72%	72%				73%	71%
	Engagement survey response rate	N/A	N/A	68%	68%				100%	
	% of performance appraisals completed	N/A	N/A	N/A	N/A				100%	94%
	% of 6 month reviews completed	N/A	N/A	N/A	N/A				100%	91%
	# new grievances	0	1	0	1				n/a	
	# new disciplinarys	1	1	0	2				n/a	
	# new improving performance cases	0	0	0	0				n/a	

N/A indicates stats not available for that period

[1] RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

Key points HRBPs to highlight key issues from scorecard to be raised within Directorate at appropriate level

Environment and Neighbourhoods






People Plan theme	Measure	Apr	May	Jun	Q1	Q2	Q3	Q4	2012/13 Target	11/12 outturn
 Flexible	# Full time equivalent (FTE)	1,371.65	1,370.78	1,369.65	1,369.65				n/a	1,398.19
	£000s Staffing budget variation	N/A	£596	£274	£274				0	£2,076
	Agency FTE (average)	94	64	70	70				n/a	
	Agency Spend (total)	£179,000	£124,041	£139,688	£442,729				n/a	
	# new staff in Talent Pool	N/A	2	5	7				n/a	
	Average length of time in Talent Pool	8	4	4	4				6 months	
	% Black Minority Ethnic employees at Joint Negotiating Council (JNC)	16.1%	16.1%	16.1%	16.1%				tbc	13.9%
	% disabled employees at JNC	9.7%	9.7%	9.7%	9.7%				tbc	8.3%
% female employees at JNC	45.2%	45.2%	45.2%	45.2%				tbc	41.7%	
 Healthy	# projected absence per FTE	11.60	12.05	10.96	10.96				8.5	11.93
	# employee accidents / incidents per 1000 employees	17	17	9	43				3% reduction	
	# employee incidents reportable under RIDDOR[1] to Health and Safety Executive	0	0	1	1				3% reduction	
 Enabled	% of workforce development budget spent/committed	-8.26%	-4.67%	5.95%	5.95%				100%	
	How well employees recognise the values in their colleagues work	N/A	N/A	6.7	6.7				10	7.0
 Engaged	The extent to which the Council delivers what employees need to feel engaged	N/A	N/A	68%	68%				73%	66%
	Engagement survey response rate	N/A	N/A	43%	43%				100%	
 Performing	% of performance appraisals completed	N/A	N/A	N/A	N/A				100%	85%
	% of 6 month reviews completed	N/A	N/A	N/A	N/A				100%	70%
	# new grievances	0	0	0	0				n/a	
	# new disciplinarys	0	4	1	5				n/a	
	# new improving performance cases	0	0	0	0				n/a	

N/A indicates stats not available for that period

[1] RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

Key points HRBPs to highlight key issues from scorecard to be raised within Directorate at appropriate level

Legal






People Plan theme	Measure	Apr	May	Jun	Q1	Q2	Q3	Q4	2012/13 Target	11/12 outturn
 Flexible	# Full time equivalent (FTE)	128.61	128.21	128.21	128.21				n/a	131.39
	£000s Staffing budget variation	N/A	£0	(£29)	(£29)				0	£712
	Agency FTE (average)	5	3	2	2				n/a	
	Agency Spend (total)	£28,500	£19,760	£12,842	£61,102				n/a	
	# new staff in Talent Pool	N/A	0	0	0				n/a	
	Average length of time in Talent Pool	0	0	0	0				6 months	
	% Black Minority Ethnic employees at Joint Negotiating Council (JNC)	0.0%	0.0%	0.0%	0.0%				tbc	0.0%
	% disabled employees at JNC	0.0%	0.0%	0.0%	0.0%				tbc	0.0%
% female employees at JNC	71.4%	71.4%	71.4%	71.4%				tbc	71.4%	
 Healthy	# projected absence per FTE	5.81	4.92	5.45	5.45				8.5	6.55
	# employee accidents / incidents per 1000 employees	7	0	0	7				3% reduction	
	# employee incidents reportable under RIDDOR[1] to Health and Safety Executive	0	0	0	0				3% reduction	
 Enabled	% of workforce development budget spent/committed	1.09%	1.11%	1.18%	1.18%				100%	
	How well employees recognise the values in their colleagues work	N/A	N/A	6.0	6.0				10	7.4
 Engaged	The extent to which the Council delivers what employees need to feel engaged	N/A	N/A	65%	65%				73%	74%
	Engagement survey response rate	N/A	N/A	90%	90%				100%	
 Performing	% of performance appraisals completed	N/A	N/A	N/A	N/A				100%	100%
	% of 6 month reviews completed	N/A	N/A	N/A	N/A				100%	86%
	# new grievances	0	0	0	0				n/a	
	# new disciplinaries	0	0	0	0				n/a	
	# new improving performance cases	0	0	0	0				n/a	

N/A indicates stats not available for that period

[1] RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

Key points HRBPs to highlight key issues from scorecard to be raised within Directorate at appropriate level

Resources

People Plan theme	Measure	Apr	May	Jun	Q1	Q2	Q3	Q4	2012/13 Target	11/12 outturn
 Flexible	# Full time equivalent (FTE)	3,184.00	3,186.38	3,185.46	3,185.46				n/a	3,180.99
	£000s Staffing budget variation	N/A	£344	£732	£732				0	£202
	Agency FTE (average)	83	69	69	69				n/a	
	Agency Spend (total)	£193,000	£162,629	£192,605	£548,234				n/a	
	# new staff in Talent Pool	N/A	2	2	4				n/a	
	Average length of time in Talent Pool	5	0	4	4				6 months	
	% Black Minority Ethnic employees at Joint Negotiating Council (JNC)	5.8%	5.8%	5.8%	5.8%				tbc	5.8%
	% disabled employees at JNC	5.0%	5.0%	5.0%	5.0%				tbc	5.0%
% female employees at JNC	33.9%	33.9%	33.9%	33.9%				tbc	33.9%	
 Healthy	# projected absence per FTE	9.19	9.74	9.21	9.21				8.5	8.85
	# employee accidents / incidents per 1000 employees	0	0	0	0				3% reduction	
	# employee incidents reportable under RIDDOR[1] to Health and Safety Executive	0	1	2	3				3% reduction	
 Enabled	% of workforce development budget spent/committed	19.50%	26.96%	34.39%	34.39%				100%	
	How well employees recognise the values in their colleagues work	N/A	N/A	6.5	6.5				10	7.2
 Engaged	The extent to which the Council delivers what employees need to feel engaged	N/A	N/A	69%	69%				73%	71%
	Engagement survey response rate	N/A	N/A	34%	34%				100%	
 Performing	% of performance appraisals completed	N/A	N/A	N/A	N/A				100%	94%
	% of 6 month reviews completed	N/A	N/A	N/A	N/A				100%	94%
	# new grievances	0	1	1	2				n/a	
	# new disciplinarys	2	1	0	3				n/a	
	# new improving performance cases	0	0	0	0				n/a	

N/A indicates stats not available for that period

[1] RIDDOR - Reportable Injuries, Diseases, Dangerous Occurrences Regulations

Key points HRBPs to highlight key issues from scorecard to be raised within Directorate at appropriate level

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Report of the Chief Officer (HR)

Report to Scrutiny Board Resources and Council Services

Date: 3rd September 2012

Subject: Agency workers and overtime

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. Leeds City Council spent £412m on staffing budgets in 2011/12. Agency workers and overtime accounted for approximately 5% and 2.5% of this or £20m and £10.5m respectively.
2. Requirements to use agency workers are varied; reflecting different service needs. However, trends suggest that the level of agency workers in Leeds City Council has remained fixed. Services are considering ways in which this can be reduced to ensure that this complementary work-force is used in line with our values as well as being cost effective.
3. Requirements for using overtime are also varied and has been identified as a budget challenge; especially given a relatively fixed level of spend in recent years.

Recommendations

4. Members are asked to consider the details of this report, both in terms of how agency workers and overtime contribute to the delivery of services and proposals that are being developed to improve this.

Purpose of this report

1. To provide the Scrutiny Board with an overview on the use and requirements for agency workers and overtime
2. To also indicate steps that are being taken to improve this in the future

Background information

3. Overall staffing budgets are set to allow services to deliver services in line with the Council's plans. To achieve this core staffing is supplemented by agency workers and overtime. The approaches taken by different services varies according to needs.
4. As part of its work programme, this Scrutiny Board has asked for a report to cover the following:
 - a) Arrangements for engaging agency workers and the costs and benefits of this, broken down across key services and categories of staff.
 - b) Patterns of overtime use.
 - c) Options for improving arrangements.

Main issues

Agency workers

5. In the last 3 years the use of Agency workers has been periodically reviewed in terms of:
 - a) how we procure services,
 - b) cost benefits of agency workers,
 - c) how we meet new requirements under the Agency Worker Regulations and
 - d) how services use agency workers.
6. This is detailed below.

Contract Arrangements

7. Since August 2010 Leeds has consolidated its agency contract arrangements. Agency workers are now supplied via a company called Comensura. This contract, which is similar to those used by other West Yorkshire Councils, allows for:
 - a) Supply chain management – we work with a wide variety of agencies who “sub-contract” to Comensura and whose performance and commission rates are managed on our behalf. When this contract was let, benchmarks were reviewed showing new rates would overall be lower than under a previous framework contract using 7 different suppliers.

- b) Standardised rates for agency work based on standardised job descriptions
 - c) Transparency regarding the ordering, deployment and payment of agency workers. The Council receives and uses regular information which helps understand the use of agency workers. We also only pay one consolidated weekly invoice for this; saving our back-office costs.
8. The vast majority of agency workers are now supplied this way, with some minor exceptions for specialist needs in areas like ICT.

The cost benefits of agency workers

9. In the current labour market rates paid to agency workers are normally below Leeds City Council pay-rates. However, since the Agency Worker Regulations came into force last December, agency workers engaged for more than 12 weeks must receive the same rates of pay. Whilst this excludes benefits like sick-pay and pensions, agency workers receive basic pay, overtime and premium pay alongside directly employed staff.
10. In addition to levelling up the basic pay of agency workers, costs are also incurred regarding the “agency fee”. Under the Comensura contract this varies from 40% to 50% of the hourly rate. Included in this, however, is the cost of National Insurance and holidays which agency workers must be paid under the Working Time Regulations. This is around 25% of the fee.
11. To illustrate the cost-benefits of using agency workers some examples are given in Appendix I. As a rule of thumb agency workers are less costly than overtime.
12. Finally it is noted that under the current contract Agencies will not receive a “signing on” fee if Leeds City Council recruits any staff who have been engaged for more than 12 weeks.
13. Aside from the financial benefits of using agency workers the following are also stressed as advantages and drawbacks:
- a) Availability – workers can be hired at very short notice
 - b) Flexibility – Assignments can be ended at anytime without incurring costs i.e. for severance
 - c) Experience and Commitment – Agency workers have a shorter tenure and less opportunity to become familiar with the organisation – inducting and training agency workers can be a hidden cost

Use and Spend

14. A detailed breakdown of usage is given in Appendix II giving the spend on Comensura. Analysis also shows:
- a) current spend with Comensura averages £1.25m per month equating to 4.5% of overall staffing spend.

- b) This has remained relatively constant
- c) Increasingly agency workers are hired for longer or for recurring periods of time. Over the period of the contract the average hire is for 48 days. However amongst current assignments this duration is far longer. As reliable agency staff tend to be rebooked for recurring assignments over 80% of assignments now exceed 12 weeks.
- d) 90% of roles are required for front line service delivery, with some administrative or specialist staff also booked.

15. Reasons for hiring agency workers are also recorded. The most commonly cited requirements include providing short term cover especially for sickness or when there are vacancies. Some services will also engage agency workers to take on fee earning work when income generating opportunities arise; for example building contracts or catering events.

16. In terms of services recently making the most use of agency workers the following table shows patterns of use.

Analysis of Agency Roles for the 4 weeks up to 1st July 2012			
Job Roles	Average weekly hours in June 2012	FTE	Prime Directorate
Catering	991.75	26.80	ASC and Resources
Driving	1119	30.24	E&N
Facilities	1064.75	28.78	Resources
General Industrial	2067.25	55.87	E&N
Secretarial/Admin	2122.25	57.36	All
Security	692.5	18.72	Resources and City Dev
Social Care (Qualified)	3103.5	83.88	ASC and Children's
Social Care (Unqualified)	5109.5	138.09	ASC and Children's
Miscellaneous	1371	37.05	All

17. Appendix III details explanations of this for the following high use services who are now reviewing arrangements in order to prepare for budgets next year and beyond:

- a) Environment and Neighbourhoods
- b) Children's Services
- c) Adult's Social Care.

18. This is also linked to the use of overtime which is discussed next.

Overtime

19. Appendix IV details a 4 year spend on overtime by Directorate/Service. From month 4 in 2012/13 a forecast out-turn of £9.3m is given, but overall there has been steady level spend.
20. Typically overtime is used as a temporary resource to cover peaks and troughs in workloads. For many services, overtime is also generally unplanned and used in areas where:
 - a) Essential services must be provided and minimum staffing levels are needed
 - b) The need for overtime arises at short notice e.g. to cover short term absence.
21. Overtime is also used to cover seasonal variations or one off pieces of work and also meet income earning opportunities.
22. Whilst overtime can be more costly than agency workers, it has benefits in terms of making use of experienced staff that do not require training and can better support service continuity and quality.
23. An analysis of overtime payments for July 2012 showed that:
 - a) Around 1600 staff received some overtime payment
 - b) The mean average pay was £520 for the month or £120 on per week
 - c) Depending on the grade of the staff working this would equate to:
 - i) 12 hours for staff graded at A1
 - ii) 9 hours for B1 grades staff and
 - iii) 6 hours for C3 graded staff.
24. Internal Audit has also completed a review of overtime payments. Overall the report suggests that:
 - a) overtime paid had been worked and was paid at the correct rate;
 - b) overtime claims tested had been appropriately approved
25. However in relation to staff paid over scp 28 (C3) it is suggested attention be paid to the interpretation of the Planned Overtime Rules as incorrect payments were identified.

Options to make improvements

26. Whilst agency workers and overtime are relatively low proportions of the overall staffing budget, they are still significant amounts and it is important that costs are controlled/reduced.
27. In parallel to this report CLT have also received reports on these positions and have requested work is done to reduce our requirements. As indicated in Appendix III, some

of the service changes that are being planned will contribute to this. In addition, work is now being undertaken that will apply to all services this includes:

Better Links with the Redeployment and the Talent Pool

28. Despite service-level explanations for using agency workers, it is difficult to explain that Leeds City Council might need to make staff redundant when it has nearly 500 agency workers.
29. HR are now working very closely with the trade unions so this position is properly understood. Currently there is a mis-match between staff in the talent pool who are higher graded and the majority of agency work assignments which are part-time and lower graded. Nevertheless processes are being applied to ensure all agency worker assignments for more than 12 weeks are screened for redeployment opportunities.
30. Discussion with the trade unions suggests also that a more structured assessment of overtime could be undertaken. Again the purpose of this would be to see whether any services can increase their core work-force to reduce the need for overtime.
31. Finally, whilst individual services employ a limited number of admin workers; collectively these add-up. A business case is currently being prepared to develop an internal admin pool drawing from staff who would otherwise enter the Talent Pool as redeployees. The aim of this is to reskill staff through gaining experience in administrative work over a fixed period. This “internal” agency would be deployed to replace any administrative work done by agency workers. Subject to the success of this initiative, this approach could be applied more broadly to other services; linking into future work-force planning.

Developing protocols for hiring agency workers

32. CLT have requested that a protocol is developed regarding the use of agency workers. Preliminary work has been started on this and would cover the following:
 - a) Clear guidelines on the cost benefits of using agency workers
 - b) Requirements to restrict hiring of agency workers for long periods, unless there are exceptional business reasons
 - c) A commitment, wherever possible, to recruit agency workers who have worked for Leeds City Council for long periods e.g. for more than a year.

Value For Money Audit

33. Finally Internal Audit are planning to undertake a VFM review of agency workers and it is suggested the terms of reference for this work are informed by the views of this Board.

Overtime

34. Overall services will be required as part of the budget setting process to consider how reductions in overtime costs can be achieved. It is suggested a number of pieces of work are done to support this and to help sustain savings:

- a) Re-affirming guidelines on the use of overtime; including Audit recommendations to review the use of Planned Overtime for senior officers and above
- b) Officering practical advice to managers and supervisors to use when authorising overtime so they are conscious of the cost implications.
- c) Exception reporting to identify if there are areas where overtime payments exceed average pay e.g. a Top 100 Overtime earners.
- d) That services are encouraged to review their staffing mix to identify where it might be possible to increase core staffing to reduce overall and make savings overall on this. This should be an integral element of our budget planning.

Corporate Considerations

Consultation and Engagement

35. A draft of this report has been shared with the trade unions

Equality and Diversity / Cohesion and Integration

36. A more detailed analysis can be provided but the diversity profile of agency workers is monitored. It is noteworthy that the proportion of agency workers from BME backgrounds is greater than the Council's work-force as a whole; around 25% of agency workers are from a BME background.

Council policies and City Priorities

37. N/a

Resources and value for money

38. Both overtime and agency work spends are significant. Work is on-going to ensure our contract arrangements offer value for money, although potentially greater savings will arise from reducing demand for agency workers

Legal Implications, Access to Information and Call In

39. N/a

Risk Management

40. N/a

Conclusions

41. Services rely on agency workers and overtime to deliver some of our most important front-line services.

42. These are nevertheless potentially costly methods for providing cover and attention is being paid in many different areas to reduce this. Equally where overtime or agency workers are cost effective, services must also consider how patterns of use fit with Council values (e.g. in terms of good employment practice)

Recommendations

43. A series of options are outlined in this report (see paragraph 28 to 34). In summary this includes:

- a) Finding ways to use our own potentially surplus staff instead of agency workers
- b) Bringing aspects of agency work in-house and reducing overtime with core staffing
- c) Setting out clearer guidelines and protocols on the use of overtime and agency staffing
- d) Internal Audit to undertake a VFM review of agency worker arrangements

44. The Scrutiny Board is asked to consider this and make recommendations accordingly

Background documents¹

None

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Appendix I

Charge Rates for Agency workers

Job Category	Current Pay Rate - before 12 weeks	Current Charge Rate	Mark up %	LCC Comparator with on costs at av 19.5%	Leeds City Council Overtime with on-costs
Administrator Level 1 CRB	£7.00	£9.70	39	£7.73	£11.60
Administrator Level 2 CRB	£8.50	£11.70	38	£9.56	£14.34
Administrator Level 3 CRB	£11.00	£15.42	40	£12.15	£18.23
Alarm CCTV Engineer	£12.00	£16.95	41	£9.60	£14.39
CA Attendant	£6.08	£8.47	39	£7.73	£11.60
Care Assistant	£7.35	£11.40	55	£9.60	£14.39
Care Officer	£9.31	£14.39	55	£12.19	£18.28
Caretaker	£6.14	£8.55	39	£7.73	£11.60
Cleaner	£6.08	£8.72	43	£7.73	£11.60
Cook/Chef - CRB	£8.50	£12.51	47	£9.60	£14.39
Crèche Assistant	£6.60	£9.74	48	£7.73	£11.60
De-Litterer	£6.08	£8.51	40	£7.73	£11.60
Electrician	£12.25	£17.85	46	£13.80	£20.70
HGV Driver	£8.25	£12.60	53	£10.21	£15.31
Joiner	£8.00	£10.83	35	£12.55	£18.82
Labourer	£6.08	£8.76	44	£7.73	£11.60
Mini Bus Driver	£7.70	£11.02	43	£9.60	£14.39
Non LGV Driver	£8.01	£11.61	45	£9.60	£14.39
Nursery Worker	£8.72	£13.49	55	£10.46	£15.68
Refuse Collector	£6.47	£8.99	39	NA	NA
Social Worker - Advanced	£19.70	£28.60	45	£18.64	£27.96
Social Worker - Newly Qualified	£14.00	£20.39	46	£13.80	£20.70
Social Worker - Standard	£16.85	£24.49	45	£16.80	£25.20
Static Guard	£6.35	£9.24	46	£7.73	£11.60

Refuse collector pay is subject to PRP and this does not apply to overtime

Comensura Spend

Comensura Spend Analysis 12 months to end of May 2012

ALL

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Aug-11	510	1,359	82025	£16.57
Sep-11	496	1,330	79772	£16.67
Oct-11	571	1,538	91908	£16.73
Nov-11	443	1,221	71336	£17.12
Dec-11	414	1,153	66576	£17.32
Jan-12	361	1,036	57987	£17.87
Feb-12	436	1,240	70201	£17.66
Mar-12	486	1,316	78157	£16.84
Apr-12	539	1,495	86618	£17.26
May-12	425	1,214	68361	£17.76
Jun-12	439	1,255	70613	£17.77
Jul-12	617	1,763	99219	£17.77

ASC

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Aug-11	132	304	21208	£14.33
Sep-11	129	297	20720	£14.33
Oct-11	167	368	26788	£13.74
Nov-11	123	275	19832	£13.87
Dec-11	117	266	18775	£14.17
Jan-12	100	250	16070	£15.56
Feb-12	117	310	18838	£16.46
Mar-12	134	356	21621	£16.47
Apr-12	148	410	23726	£17.28
May-12	117	331	18819	£17.59
Jun-12	133	368	21393	£17.20
Jul-12	177	475	28467	£16.69

Corporate and Central

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Aug-11	62	179	9943	£18.00
Sep-11	64	177	10360	£17.08
Oct-11	76	196	12284	£15.96
Nov-11	67	186	10710	£17.37
Dec-11	56	156	8996	£17.34
Jan-12	48	131	7766	£16.87

As from 1/2/12 C&C data is split into 3 groups - Resources, Customer Access and Performance and Legal

Customer Access and Performance

Month effective	FTE	Total charge	Hours Booked	Average Cost per hour
Feb-12	1.18	3,546	190	£18.66
Mar-12	2.49	6,129	400	£15.32
Apr-12	1.96	4,110	316	£13.01
May-12	0.87	1,643	141	£11.65
Jun-12	2.24	6,657	361	£18.44
Jul-12	3.36	9,952	540	£18.43

Legal

Month effective	FTE	Total charge	Hours Booked	Average Cost per hour
Feb-12	0.62	3,514	99	£35.49
Mar-12	5.55	32,908	892	£36.89
Apr-12	4.87	28,579	784	£36.45
May-12	3.35	19,760	539	£36.66
Jun-12	2.15	12,842	513	£25.03
Jul-12	3.19	18,948	513	£36.94

Resources

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Feb-12	78	194	12493	£15.53
Mar-12	81	182	13070	£13.93
Apr-12	83	193	13341	£14.47
May-12	69	163	11099	£14.69
Jun-12	69	193	11099	£17.39
Jul-12	106	328	17044	£19.24

E&N

Month effective	FTE	Total charge	Hours Booked	Average Cost per hour
Aug-11	136	237	21796	£10.87
Sep-11	121	215	19388	£11.09
Oct-11	112	195	18056	£10.80
Nov-11	80	138	12876	£10.72
Dec-11	71	123	11401	£10.79
Jan-12	65	120	10,522	£11.40
Feb-12	61	111	9777	£11.35
Mar-12	80	144	12919	£11.15
Apr-12	94	179	15100	£11.85
May-12	64	124	10294	£12.05
Jun-12	70	140	11260	£12.43
Jul-12	88	165	14155	£11.66

City Dev

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Aug-11	20	45	3167	£14.21
Sep-11	21	48	3404	£14.10
Oct-11	25	56	3996	£14.01
Nov-11	17	43	2812	£15.29
Dec-11	15	39	2426	£16.08
Jan-12	12	31	1910	£16.23
Feb-12	16	38	2626	£14.47
Mar-12	17	41	2700	£15.19
Apr-12	20	47	3155	£14.90
May-12	15	38	2413	£15.75
Jun-12	15	36	2413	£14.92
Jul-12	25	56	3944	£14.20

Children's

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Aug-11	161	575	25910	£22.19
Sep-11	160	592	25752	£22.99
Oct-11	191	707	30784	£22.97
Nov-11	157	579	25248	£22.93
Dec-11	155	569	24978	£22.78
Jan-12	134	502	21630	£23.21
Feb-12	163	576	26146	£22.03
Mar-12	165	554	26554	£20.86
Apr-12	188	634	30196	£21.00
May-12	155	534	24932	£21.42
Jun-12	148	499	23806	£20.96
Jul-12	215	710	34634	£20.50

Appendix III

Specific Service Issues

Environment and Neighbourhoods

Most agency use is in Waste Collection, with assignments used to cover absence for Refuse Drivers and Collectors. A similar position applies for overtime. On a daily basis the level of overtime utilised for cover exceeds that of agency, but the level of agency usage exceed budgetary requirements

Having taken into account shift allowances, and a local agreement for performance related pay, overtime for Collectors is found to be less costly than standard hours; if full performance is met, or the use of agency staff. The position for Drivers is different, where the use of agency is the least cost option to the use of overtime or increasing the level of core staff.

In a number of areas action is being taken to ensure this mix of resources meets budgetary requirements. More work is being undertaken to review overall staffing requirements, but immediate measures include:

- § Recent recruitment of 18 additional staff to fill vacancies in the service.
- § Review of agency cover that has been retained until temporary back-up routes are removed
- § Review of other ancillary functions, including storesperson, which can be brought in-house

With these changes it is expected that the need for ad-hoc agency cover can be reduced by around two-thirds. Further action will also be taken to robustly manage absence and unauthorised leave which triggers a need for agency cover and overtime.

Children Services

Demand for agency workers in Children's Services has been skewed in order to deliver service improvements following the Ofsted Inspection in 2009. To improve quality an essential requirement has been to reduce casework numbers, whilst putting in place other service transformation measures. A lack of experienced social workers (Advanced Practitioners) meant Leeds needed to hire agency workers. Generally this also reflected skill shortages in the labour market. Currently around 60 fte Social Workers are engaged to support Fieldwork.

More recently cohorts of newly recruited staff are joining the service. This includes 40 new staff who will be joining in the autumn. On a phased basis these staff will be used to significantly reduce agency requirements by the end of the calendar year.

Other requirements include care officer cover especially in residential services. Here a mixture of overtime and agency cover is used. There is a preference to use overtime as this provides continuity of care. A review of Residential staff is shortly going to be undertaken and will consider how improvements can be made to the staffing mix.

Adult Services

A number of factors are driving demand for overtime and agency cover. A core requirement remains the need to support front-line care service delivery. A mixture of overtime and agency workers are used. At operational levels managers have to make many choices at short notice to ensure adequate staffing levels and follow advice regarding what are the most cost effective arrangements. This is regularly reviewed.

In addition to this the requirement for agency cover for care officers has been increased to support future service re-design. Re-modelling services is likely to reduce the overall need for staff. To insure against risks that directly employed staff might need to be made redundant, agency workers are back-filling posts. To prevent an over-reliance on agency workers this is regularly reviewed, and in services where there is higher turnover open recruitment has been renewed. In particular this includes Learning Disability Services.

Finally Adult Services are also employing a smaller number of Agency Social Workers, this are required to backfill a number of shorter term health grant funded posts

Appendix IV

ANALYSIS OF OVERTIME BY SERVICE (excluding Schools)

Department	Service	Year			
		2008/09	2009/10	2010/11	2011/12
Adult Social Care	Access & Inclusion Resources	960,983	708,110	373,557	129,743
	Operational Services	2,256,429	2,166,664	2,135,792	1,988,978
	Support & Enablement	4			
	Strategic Commissioning	123			
	Sub- Total	3,219,878	2,878,941	2,514,138	2,125,470
Children's Services	Partnership Dev. & Business Support	7,908	7,205	2,537	1,421
	Learning, Skills & Universal Services	120,964	132,807	58,702	68,634
	Safeguarding, Targeted & Specialist Strategy, Performance & Commissioning	1,186,225	1,343,815	1,425,963	1,402,981
	Sub- Total	1,316,773	1,485,228	1,487,921	1,473,326
City Development	Planning And Sustainable Development	37,666	16,542	16,091	11,591
	Economic Development	25,011	31,202	31,636	43,496
	Asset Management	5,246	7,743	193	31
	Highways And Transportation	540,393	530,573	481,963	382,065
	Libraries, Arts And Heritage	283,344	294,827	218,428	197,771
	Recreation	1,254,999	1,304,875	1,324,422	1,309,920
Resources and Strategy	506	1,141	2,313	2,002	
Sub- Total	2,147,165	2,186,903	2,075,046	1,946,876	
Customer Access and Performance	Customer Access	145,374	93,424	76,927	86,874
	Localities and Partnerships	370	4,146	494	
	Corporate Support	376	1	0	
	Area Management			306	
Sub- Total	146,120	97,571	77,727	86,874	
Environment & Neighbourhoods	Car Parking Services	141,776	72,874	103,051	137,750
	Community Safety	10,202	9,360	7,091	100,052
	Regeneration Programmes	1,700	493	126	0
	Employment and Skills	31,704	9,621	299	130
	Strategy & Commissioning	154	0	133	0
	Statutory Housing	143,342	114,669	98,107	108,714
	Waste Management	1,205,321	1,056,634	1,356,219	1,696,304
	Environmental Action (West North West)			0	159,386
	Environmental Action (East North East)			0	180,298
	Environmental Action (South)	8	3,219	5,584	145,554
	Environmental Action (City Wide)	64,691	75,259	126,633	192,732
	Environmental Action (City Centre)	186	56	0	171,594
	Former Environmental Services	432,783	329,471	375,618	0
Environmental Health	154,570	208,793	191,581	46,189	
Sub- Total	2,186,437	1,880,449	2,264,442	2,938,703	
Legal Services	Legal Services	649	1,750	10	0
	Sub- Total	649	1,750	10	0
Resources	Financial Management	1,398	6,010	149	1,664
	Business Support Centre	11,039	14,531	2,700	3,136
	Financial Development	0	0		
	Revenues and Benefits	122,383	165,085	93,838	108,771
	Information Technology	93,321	127,197	73,875	174,465
	Human Resources	37,395	1,945	1,673	434
	Audit and Risk	914	1	2,169	0
	CORS Directorate	1,352	108		
	Public Private Partnership Unit	177,330	65,840	61,860	0
	Procurement	7,807	2,185		
Democratic and Central Services	362,203	373,463	327,700	300,659	
Commercial Services	1,673,695	1,556,560	1,351,710	1,422,523	
Sub- Total	2,488,837	2,312,925	1,915,674	2,011,652	
TOTAL		11,505,859	10,843,767	10,334,958	10,582,901

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Report author: Heather Pinches
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Report of Assistant Chief Executive (Customer Access and Performance) / Director of Resources

Report to Resources and Council Services Scrutiny Board

Date: 3rd September 2012

Subject: 2012/13 Q1 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 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. This report provides a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

Recommendations

2. Members are recommended to:
 - Note the Q1 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

1 Purpose of this report

- 1.1 This report presents to scrutiny a summary of the quarter one performance data for 2012-13 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15.

2 Background information

- 2.1 The Council Business Plan 2011 to 2015 sets out the priorities for the council - it has two elements - five cross council priorities aligned to the council's values and a set of directorate priorities and targets.

- 2.2 This report includes 4 appendices:

- Appendix 1 – Performance Reports for the 5 Cross Council Priorities which are based on the Council values
- Appendix 2a – Resources Directorate Priorities and Indicators
- Appendix 2b – Customer Access and Performance Directorate Priorities and Indicators
- Appendix 2c – 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

Quarter 1 Performance Summary

Council Business Plan - Cross Council Priorities

- 3.1 There are 5 cross council priorities in the Council Business Plan which are supporting the delivery of the council values. Of these 1 is assessed as red, 1 is green and 3 are amber. The red priority is:

- **Consultation:** Council-wide, the percentage of relevant decision reports that can clearly evidence appropriate levels of public consultation has dropped from 97% in the last quarter to 62%. The main reasons for reports failing to meet the criteria are:
 - a) reports stating that public consultation was not necessary but not giving a reason why, and
 - b) reports not providing clear evidence of the consultation that had occurred and how this had influenced the decision.

Decisions are increasingly being subject to challenge in the courts. Therefore, it is important that we are able to provide decision-makers with clear evidence of the consultation undertaken, the results and most importantly how this has influenced the decision that is being recommended. Actions underway to address this include training and guidance for report writers and the implementation of sign off processes within directorates prior to reports being submitted.

Council Business Plan - Directorate Priorities and Indicators

- 3.2 There are 20 Directorate Priorities which support the delivery of the Resources and Council Services priorities most of these are drawn from Resources and Customer Access and Performance directorates – although there are a few from other directorates that directly link and these have also been included for completeness (see appendix 1). Of these none are red, 4 are amber and 16 are green. These are supported by 35 performance indicators and of these 4 are rated as red, 2 are amber, 12 are green, 6 are not given a RAG rating and for 11 there is no result as these are annual indicator which will be provided later in the year. The red indicators are:
- 3.3 **Sickness:** Sickness at Q1 is predicted to be 9.86 days per FTE which is worse than the Q4 figure of 9.29 days per FTE and above the target (8.5 days). However, at Q1 the projections used to estimate the year end figure often result in an over-estimation due to the seasonal variation applied as part of the calculation. As expected, the latest information is indicating an improvement. Targeted action continues to be taken in known hotspot areas. A more detailed report is scheduled to come to the Board in December at which point there will be more confidence in the sickness figures and related predicted outturn.
- 3.4 **Processing time for Council Tax Benefit /Housing Benefit new claims and updates:** Performance at Q1 (17.38 days) is worse than at Q4 (14.80 days) and above target (12 days). The Quarter 1 period is usually the most challenging because of year-end and annual billing activity. However, action has been taken to reduce the outstanding volume of work which has resulted in significantly improved performance compared to the Quarter 1 period last year. We are on track to improve on last year's performance.
- 3.5 **Prompt payment of invoices:** The results for this indicator continues to be adversely affected by invoices not being sent for payment in a timely manner and invoices going into query. Central Payments are working with services to reduce the number of invoice queries and work has now started on a review of the council's purchase to pay arrangements, which will recommend solutions.
- 3.6 **Energy and water bills:** At Q1, there is a projected overspend of approximately £560k on the energy and water costs of our buildings mainly as a result of continually increasing energy costs. Work continues to progress the Asset Rationalisation Programme as well as to improve the energy efficiency of our estate which will have an impact on this indicator.
- 4 Corporate Considerations**
- 4.1 Consultation and Engagement**
- 4.1.1 This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This is an information report and not a decision, so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities.

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 on the Council's financial position as part of the cross council priority of "spending money wisely".

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

- 4.6.1 The Performance Report Cards include an update of the key risks and challenges for each of the cross council priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. These processes also link closely with performance management.

5 Conclusions

- 5.1 This report provides a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

6 Recommendations

- 6.1 Members are recommended to:

- Note the Q1 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

7 Background documents¹

- 7.1 Council Business Plan 2011 to 2015

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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 are an important process for ensuring staff perform at their best, enabling us to improve the services we deliver and help the council face its challenges. Appraisals also encourage staff to build skills and expertise and fulfil their career ambitions.

Overall Progress
Amber

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

Story behind the baseline

Reminder of last year's figures

92% of all employees were recorded as having a full appraisal
80% of all employees were recorded as having a mid year review

New appraisal approach for 2012/13

For 2012/13 a new appraisal approach has been introduced for all council employees. The main principles of the new approach are:

- The appraisal approach and forms are simplified and shorter
- There is consistency in approach across the organisation
- The focus of a quality appraisal centres on a quality discussion, with preparation from manager and employee
- Objective setting, performance assessment and development planning are included, and conducted well in all appraisals
- Our new behaviours (Living our Values) are an integral part of appraisals

Performance and Learning System

A new on-line Performance and Learning System (PAL) has been successfully introduced in May 2012.

Appraisal timetable for 2012/13

All full year reviews to be complete and recorded by July 2012
Mid Year reviews between October and December 2012
No exemptions for services
Reasons for non completion – long term sick, maternity, adoption, career break/move

On line and paper based appraisals

15700 appraisals expected to be completed by July 2012
9000 to be recorded in the new PAL system
Just under 7000 are paper based, with an improved appraisal coordinator reporting process

Reporting timetable

New appraisal recording process became operational in mid June (for both on-line and paper based)
Fortnightly directorate level reports to be produced throughout July and August, and shared with Directors.
No appraisal data will be provided for Chief Officer/HOS in People Plan scorecards at this stage – we are looking at ways to provide useful service by service data
Final position against our July 31 target to be shared with Scrutiny in their September reporting cycle.
Real-time reports in the PAL system –available now

<p>What do staff think</p> <p>Q1 Employee Survey Data shows:</p> <ul style="list-style-type: none"> • Of the 25 employee survey statements, the following appraisal related issues rank 1, 2 and 3 in term of importance to employees <ul style="list-style-type: none"> ○ I am clear about what I am expected to do in my job ○ At my appraisal, I am given the opportunity to have an open discussion with my manager about my performance ○ At my appraisal, I am given the opportunity to have an open discussion about any learning and development needs I may have • Good news on our performance too – in these areas, employees rank our performance as 1, 2 and 3 of the 25 statements 	<p>What we did</p> <ul style="list-style-type: none"> • New appraisal approach for all for 2012/13 • New online Performance and Learning (PAL) system introduced • Significant update of organisation structures and reporting lines • Transfer of appraisal reporting from BSC to HR team • Support for over 200 Appraisal Champions to help the PAL roll-out 	<p>New Actions</p> <ul style="list-style-type: none"> • Continue the push across the organisation to complete all appraisals before 31 July deadline – ensuring that all are logged once done. • Develop and roll out further appraisal training and support for employees and managers – in advance of mid year and end of year reviews for 2012/13. • Training and learning element of PAL going live on 23rd July 2012 • Digital divide project – getting more people ICT enabled. <p>Data Development</p> <ul style="list-style-type: none"> • Encourage managers to use of real time appraisal reporting that is now available (currently restricted to the position for the 9000 PAL users). • Increasing the number of PAL users – bringing more of the 7000 on-line, where there is a strong business case to do so.
<p>Risks and Challenges</p> <p>Key messages to reinforce:</p> <ul style="list-style-type: none"> • All appraisal meetings to be completed by 31 July 2012 • All completed appraisal meetings to be logged and recorded – so that we have an accurate picture of completion rates. <p>ICT access issues – using PAL system</p> <ul style="list-style-type: none"> • Approximately 1000 people classed as IT users (they have logins and emails) – but they don't/can't use them. • External colleagues (e.g. Police, Health) who are not on our SAP structures and, therefore, do not appear in PAL 		

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 - Following on from the council-wide benchmarking survey in November 2011, the first quarterly survey was carried out in May 2012, with one quarter of the workforce (excluding schools) to monitor changes/improvements in levels of staff engagement. The sample comprised 3777 employees (2246 online; 1531 postal). In December 2011, CLT agreed three main areas for improvement council-wide: 1. Fully embed the 'Connected Leaders and Managers' expectations; 2. Quality two-way communications; 3. Managing change. A number of changes were also introduced to try and increase response rates to the survey, including making it completely anonymous (please see the 'Blank' column in the graph); improving online-access for as many staff as possible; removing complex log-ins; letting staff know what has been done as a result of the November 2011 survey.

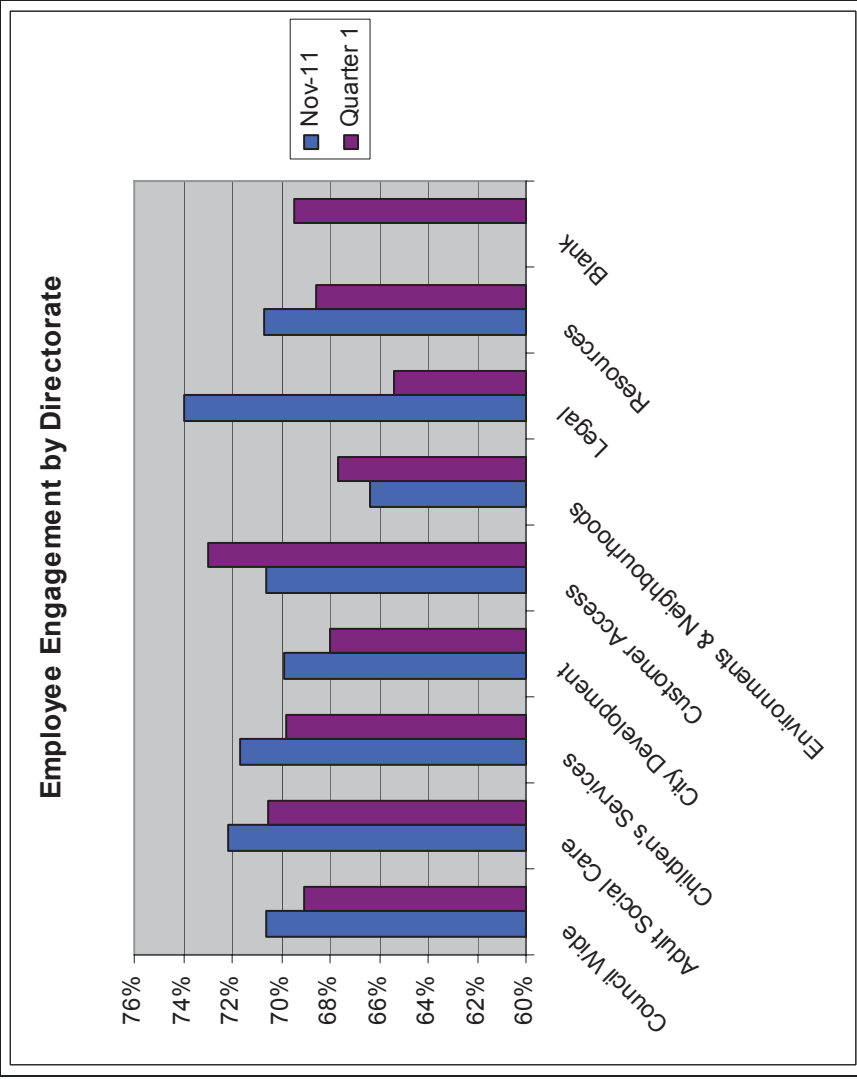
Key Findings – There are 3 key measures from the engagement survey:

- Response rate** (compared to November 2011 data): increased from 39% to 42% council-wide. Online responses increased by 6% with a decrease of 6% for postal responses. Comparable to Core Cities data (range is 36% to 51% overall, although the LCC online response rate of 60% appears to be the highest identified to date)
- Engagement level** - the graph shows the overall engagement score by directorate. The target for 2012/13 was set at 73% council-wide (or +2% from November 2011 for each directorate). Progress has been rated as 'Amber' council-wide, as the overall engagement measure has fallen from 71% in November 2011 to 69% in Q1. Environment & Neighbourhoods has met its directorate target, increasing from 66% to 68% (see graph).
- Performance gap** – the average size of the gap between 'importance' and 'performance' has decreased from -1.73 to -1.45. As the engagement measure is based on weighted performance scores (with more weight attached to items that employees say are important to them), the performance has not increased sufficiently on those items to increase the overall engagement measure.

Over the last Quarter, directorate leadership teams have been working developing and refining action plans to increase staff engagement, and best practice has been shared between directorates through the HR Engagement Champions group that (set up in January 2012).

Detailed analysis of the survey questions indicated that the best performing areas are those linked with management actions/performance (e.g. linked with appraisals, staff feeling clear about what's expected of them in their job and getting a say in how they organise their own work). As in November 2011, the worst performing areas were those around staff feeling they 'have a voice', and also leadership/managing change. There has been a positive shift in responses to the 'Going the extra mile' questions (relating to employees being willing to learn new skills, go beyond their normal duties, speaking positively about their job/the council etc), with the proportion of staff 'slightly agreeing' with the questions decreasing and the proportion strongly agreeing with them increasing by a corresponding amount.

Overall Progress
AMBER



What we did

- Reviewed the survey content and added 3 questions (2 designed to assess the quality of appraisal discussions; 1 designed to assess quality of communications). All other questions were unchanged in content and format
- Made the survey easier to complete online (removed the need for complex passwords; enabled postal surveys to be completed online via home PCs)
- Shared the results of the November 2011 survey at all levels of the organisation to ensure participants believe 'something happens' as a result of completing surveys (through tailored communications to directorate leadership teams; posters, targeted at all work place locations; email and internet communications [including dedicated intranet page]; Trade union meetings)
- Activities within directorates include:
 - Engagement regularly discussed and reviewed at leadership team meetings
 - Improved frequency and quality of communications, particularly face to face.
 - Focus groups to discuss results/identify how to improve
 - Joint event with trade unions and managers to obtain constructive feedback
 - 'Calendar of Opportunities' set out between Jul12 and Mar13 for staff to attend/participate led by senior managers, including Learning at Lunchtime Seminars; Skills Workshops and Outcome Based Accountability workshops
 - 'Ballot boxes' for staff to put their engagement survey in to increase response rates
 - At team meetings, taking a theme from the engagement survey to discuss with staff
 - Regular briefings/ Q&A sessions led by Director / Chief officers at different locations
 - Increased focus on 'informal 'drop in' by senior managers at different locations, taking time to talk with staff
 - Developing a local 'suggestion scheme'
 - Introduction of question boxes, answer phone and email inbox to encourage questions from all staff irrespective of whether they have PC access
 - Introduction of key messages to be cascaded to all staff (e.g. from directorate leadership meetings)
 - Developing an 'Engagement Pledge' for all senior managers in the directorate, with input from staff so it reflects a joint way of working

Risks and Challenges – Insufficient time elapsed between surveys to really embed and evaluate actions could result in lower engagement and responses in future.

There is a risk that managers may not fully use the opportunity offered by the forthcoming appraisals to really embed the things that will drive up engagement levels (e.g. embedding the Living Our Values' behaviours through effective self-evaluation and feedback on performance against the Values). To meet Q2 reporting timescales, the Q2 survey will be carried out during August 2012 and there may be an inevitable drop in response rates due to this falling in the holiday period.

New Actions

- Feedback results to directorate leadership teams, and cascade results through service management teams.
- Continue to try and increase understanding of what the engagement measure is telling us
- Carry out with the implementation of directorate action plans, and communicate progress, outcomes etc to staff at all levels
- Carry out the next quarterly survey (Q2 2012, to be launched Aug 2012) to evaluate the impact of engagement activities
- Work with services with lower response rates to try and identify practical solutions to increase uptake
- Present proposals for topics for the Employee panel to Best Council Board, to implement a programme of work for the next 12-24 months
- Continue to work with the 'Digital Divide' exercise to maximise the numbers of staff who can access the staff survey electronically
- Use the forthcoming appraisals to really embed the 'Living our Values' behaviours
- Review the anticipated benefits of the 2012 Q1 and Q2 survey approach compared to that used previously in the all-staff November 2011 engagement survey (i.e. the benefits of 'anonymising' the responses, and carrying out regular quarterly surveys with only one quarter of the workforce each time alongside the desire to review engagement levels across the different equality groups, which would require greater sample sizes and linking survey responses with equalities data).
- Review the resource implications of setting up, administering and analysing quarterly surveys compared to the resources required for less regular surveys (Q1 costs: £1,600 approx for postage; staff time required is 4 x greater for quarterly surveys than annually etc)
- Finding ways to disseminate the results of quarterly surveys more quickly to all levels of the organisation

Data Development - Work is being undertaken to increase the number of staff who can participate electronically in the survey to try and overcome the 'digital divide' problem.

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.

Overall Progress
Red

Story behind the baseline

- Decisions continue to be closely scrutinised and challenged through the courts with any perceived weakness in the process - particularly around the quality and timeliness of public consultation targeted. We need to be confident that decision makers are able to make relevant decisions which are supported by clear evidence of public consultation that is timely and appropriate.
- At the close of Q4 2011/12 the indicator was at 97%. It was however stated in the Q4 Report that writers need to be clear in stating if and why a decision has not required consultation evidence. It was made clear that the benefit of the doubt would not be given after Q4.
- This increased rigour in scoring is the main reason for the significant fall in the overall score for VAL3 – many reports simply do not make it clear if a lack of consultation evidence is acceptable, and if so why.
- Reports from the Director of Public Health have not been included in scoring but it is important that these report-writers are supported to use the correct reporting conventions.

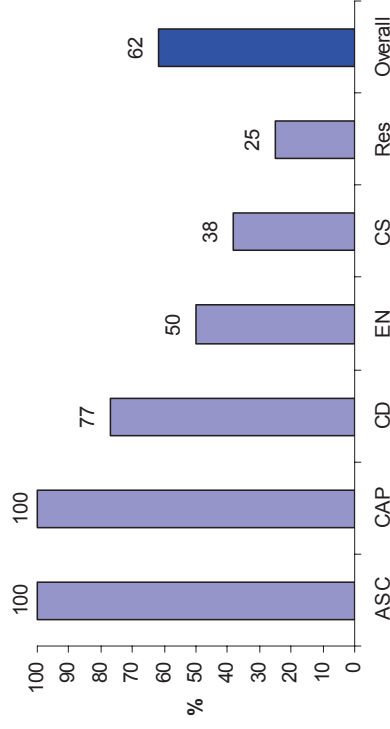
• All Executive Board decision reports have been quality assured, as well as a random 25% sample of the delegated decision reports.

• Other than the failure to explicitly state if consultation was not required and why, the QA process highlighted a lack of basic detail in many reports on who was consulted, when, how, what their views were and crucially, what the impact of the consultation had on the decisions.

• There were notable examples of good practice that gave succinct evidence of processes, results and impact. These might be used as case studies of good practice to support improvement in report-writing.

• Briefing sessions on VAL3 and the associated VAL4 indicators have been delivered to some colleagues in City Development and Environment and Neighbourhoods, with excellent feedback from participants. It has been suggested to Best Council Board that these be rolled out across the council so as to support improvement for all report writers.

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



<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"> ○ 89% of respondents feel it is important to feel they can influence decisions about council services ○ 28% are satisfied with being able to influence decisions about public service delivery in their area (24% are dissatisfied) ○ 45% feel that there is no point taking part in council-run consultations, as decisions have already been made before people are asked ○ 39% want to be more involved in decisions about council services that affect their local area 	<p>What we did</p> <ul style="list-style-type: none"> • Four Citizens' Panel surveys, and one set of focus groups delivered with c60% average response rate. Recruitment of younger people ongoing. First feedback newsletter delivered to members. • Continued to provide feedback and briefing sessions to report writers on using consultation to inform decision reports. c.150 officers with report-writing responsibilities have attended this training. • New Community Engagement Operating Framework went to CLT on July 3rd 2012. Progress made on new community engagement toolkits and training. • Secured three-year funded study by University of Leeds into public engagement in Leeds, focussing on council practices as well as citizens' views and experiences. • Redesign of Budget consultation to start significantly earlier in decision-making process. 	<p>New Actions</p> <ul style="list-style-type: none"> • Ongoing delivery of Community Engagement Operating Framework including full set of Toolkits by October 2012, new introductory training sessions and further specialist modules on aspects of engagement work, review of coordination of consultation and the role of the Talking Point system • Area Review to consider role of Area Committees in community engagement • Use of intranet MySite functionality to establish searchable network of officers with consultation and engagement skills. • Transfer of engagement-related pages to new Website. • Recommend that a programmed roll-out of the Equality and Consultation report writing briefing sessions take place to cover as many report-writers as possible. <p>Data Development</p> <ul style="list-style-type: none"> • 100% Quality assurance of Executive Board reports will continue, and if resources permit, the % of delegated decisions receiving quality assurance should be increased. • 	<p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> • Current consultation for future of Kirkgate Markets has been well-planned to take into account a wide range of stakeholders needs and views, has a long consultation period and uses a range of methods for people to have their say. It is clearly able to show how the initial consultation will shape design options, which will in turn be presented back to the public for comment before finalisation. <p>Risks and Challenges There are still challenges associated with community engagement in Leeds, including reducing financial resources which is impacting the way we deliver engagement, the need to improve the coordination and efficiency of activity, and to robustly give evidence of the impact community engagement has on the decisions we take.</p>
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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

Amber

Story behind the baseline

A full quantitative analysis has been undertaken of the 82 major decision reports which fall within scope for this indicator. 90% (74) reports provided sufficient evidence, however 10% (8) did not include sufficient evidence to meet the specific criteria for this indicator. The Directorate breakdown of reports that met the criteria is; Adult Social Care 100%, Children’s Services 92%, City Development 100%, Customer Access and Performance 100%, Environment and Neighbourhoods 91%, Resources 55%.

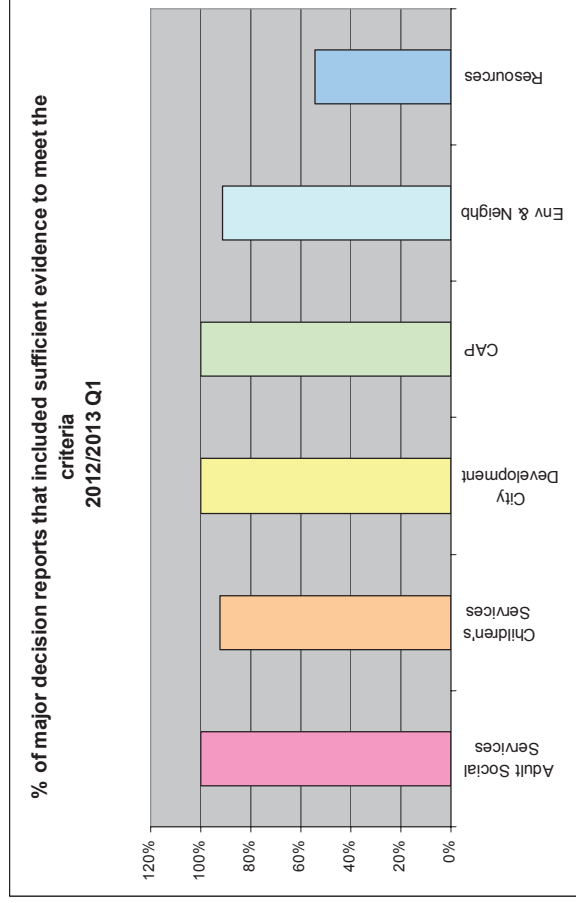
Headline Indicator: Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions

Result of Quarter 1: 90%

There has been improvement since the last reporting period in the percentage of major decision reports that meet the criteria, however there continues to be some areas for improvement. These include how due regard to equality in decision making is explicitly referenced within reports, how this is evidenced and how this is being picked up and challenged in the signing off process.

A qualitative analysis exercise undertaken to support the quantitative analysis has highlighted that some minor improvements to ensure reports are robustly meeting the council’s legal obligations. These include providing decision makers with sufficient evidence that due regard has been given at the time the decision is made, ensuring that any impacts and mitigating actions are clearly stated within the reports and if there is no relevance to equality that this is clearly and robustly justified.

Communication targeted at report writers across directorates has continued and improved directorate report clearance processes put in place. However, this work needs to continue to ensure that improvements are made not only to reduce the number of reports that are continuing to provide insufficient evidence to meet the indicator but also to ensure that the council meets its legal obligations.



<p>What do staff think: In the May 2012 staff survey, the question 'I am treated fairly at work' was rated by staff the 6th most important (out of 21 statements) compared to November 2011 where it was ranked as number one. In terms of how well the council is performing against this statement, this dropped from 6th out of 18 in November 2011 to 11th out of 21 in May 2012. Results from the staff survey are being fed back to directorate leadership teams, and cascade results through service management teams.</p>	<p>What we did</p> <ul style="list-style-type: none"> • Further areas for improvement following 2011/2012 Quarter 4 QA exercise were considered by Best Council Board in May 2012. • Increased the number of reports reviewed as part of the QA exercise (all Executive Board reports and 25% of Delegated Decision reports were within scope). • Due regard to equality sessions continue to be delivered to staff from across directorates. • A workshop has been held with representatives from the BME Leaders Group. • Corporate report writing guidance has been strengthened following feedback and review of this indicator during 2011/12. • Equality Improvement Priorities have been considered by Scrutiny Boards. • The Member Champions Group have started to consider and provide challenge on the progress of the Equality Improvement Priorities • A BME Challenge Forum has been established as a task and finish group which will report to the Stronger Communities Partnership. The group which includes members from partner organisations will provide challenge on the progress of two key outcomes and their impact on the cross cutting issue of inequality.. • Immediate feedback and support provided on EIAs, screenings and decision reports when requested by directorates. <p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> • <p>Data Development</p> <ul style="list-style-type: none"> •
	<p>New Actions</p> <ul style="list-style-type: none"> • Continue to provide feedback to Directorates following the QA exercise (Q2 – 2012/13) • Equality Improvement Priorities considered by Area Committee Chairs (July 2012) • Publish revised Equality Monitoring Guidance. (July 2012) • Member Champions Group to discuss proposals for an LGBT Friendly City and Adult Social Care Equality Improvement Priorities. (September 2012)
	<p>Risks and Challenges</p> <p>Failure to evidence that due regard is given in decisions and policy making can result in; legal challenges e.g. in the form of judicial reviews which can be costly and time consuming; negative national publicity impacting on reputation; undermining of relationships with local communities and wasted officer and member time.</p>

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

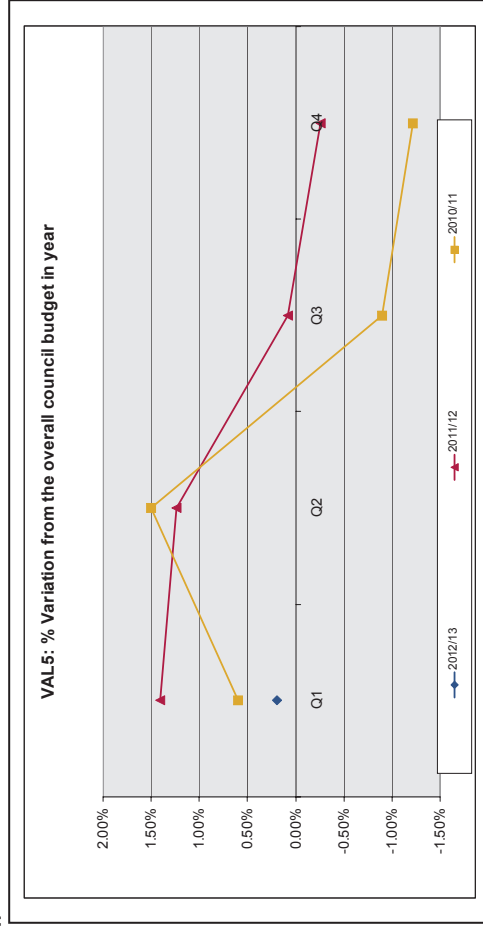
The 2012/13 was based on the second year of a two year funding settlement and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £55m of savings.

By the use of one off funding sources, the scale of reductions required of services is significantly less than in 2011/12. It remains imperative that all actions agreed in the budget are delivered, and should identified savings not be achieved alternative funding options will be needed.

The position at the end of the first quarter is a projected overspend of just £1.1m, which represents 0.2% of the approved budget. Whilst most directorates are projected to be largely in line with their budget, there are continuing cost pressures within City Development and Environment and Neighbourhoods. In respect of these services, work will continue to help ensure that a balanced budget is achieved at the year end.

Given the early stage of the financial year, it should be noted that the delivery in full of all budgeted savings and income targets does still carry a degree of risk.

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



Directorate	Total (under)/overspend	Total £000
Adult Social Care		49
Children's Services		(41)
City Development		664
Environment & Neighbourhoods		402
Resources		(3)
Legal Services		(0)
Customer Access and Performance		0
Total		1,071

<p>What do key stakeholders think 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. Reducing the number of children and young people being looked after was one of the three obsessions identified within the Children and Young People's Plan in order to 'turn the curve'. The strategy adopted by Children's Services and partners has already had an impact on both numbers and associated costs. 	<p>What Worked Locally /Case study of impact</p> <ul style="list-style-type: none"> 2011/12 was the first year of operation of the Council's new projections module, through which budget holders are required to input year end projections for their cost centres. Completion rates are monitored on a monthly basis, and at month 12, over 80% of cost centres had been completed in the period, compared to 63% at the start of the year. 	<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 no very high risks and 6 high risks.</p>
			<p>New Actions</p> <ul style="list-style-type: none"> Work has progressed well on the review of residential and nursing placement fees and a report has been prepared for July's Executive Board. Within Libraries, Arts and Heritage funding of £1.7m from the Arts Council was received after the budget had been set. The grant will fund a number of projects to improve facilities and exhibitions and increase community participation and visitor numbers. The void property budget was overspent in 2011/12 and the service is proactively working to reduce the cost of void properties through demolitions and disposals and 2 properties have recently been approved for demolition. Due to the limited response to the 2012/13 budget consultation, a much earlier start has been made for the 2013/14 budget process using a budget simulation tool which is currently being populated. This will be followed up by workshops for residents, businesses and other key stakeholders. As part of the Council's Top 25 priorities for the year, CLT have agreed to the development of a new 'Budget plus' process which will establish a 4 year strategy combining our ambitions for the city with the resources available and recognise a different relationship between the Council and the city as a whole. <p>Data Development</p> <ul style="list-style-type: none"> A standardised staffing cost report is being developed to reduce manual input required in preparing staffing projections and to provide information to budget holders in a consistent manner.

Resources Directorate Scorecard

Reporting Period :

April 2012 - June 2012

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4
Resources Lead								
Staff Appraisals	<p>Work has been undertaken in the Directorate to support the new appraisal approach as follows:-</p> <ul style="list-style-type: none"> • 48 staff in Resources attended appraisal champion training to support PAL roll out in services. • Telephone and email advice and support has been provided to managers using the system and some demonstrations of the system. <p>In Resources 4709 appraisals are to be completed by July 2012. Of these 1876 (40%) appraisals are to be recorded in the new PAL system and 2833 (60%) paper based appraisals are to be completed. Directors, Chief Officers and Heads of Service now have direct access via the PAL system to view the status of completed on-line appraisals for staff in their service.</p>	Amber	100% staff have had an appraisal	100%	-			
Staff Engagement	<p>Q1 Engagement results communicated to Resources Leadership Team. The response rate in Resources has decreased from 39% to 34%. There has been some confusion with respondents identifying the correct team they work in (Resources and Strategy had a 700% response rate). The engagement measure has mirrored the Council wide reduction from 71% (Nov 11) to 69% (Q1). Following Nov 2011 survey results, engagement plans/actions by Chief Officer have been collated and incorporated into a Resources Engagement Action Plan. Directorate engagement 'pledges' have been developed, currently under consultation with staff.</p>	Amber	Extent to which the council is delivering what staff need to feel engaged – Achieve an Engagement score of +2% from the 2011 baseline for the Directorate (70.70%)	73%	69%			
Approved directorate level revenue budget in year	The net managed budget for Resources is £43.6m. A balanced budget is projected at the year end.	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£0	(£3k)			
PPI Lead								
Consultation on key and major decisions	<p>25% of reports met the criteria. Six reports failed to meet them, largely due to report writers failing to state if and why public consultation was not necessary. A QA exercise identified a number of issues including:- Some confusion where, for example, stating in section 4.1 that there was no need to consult, while other sections of the same report showed evidence of consultation.</p> <p>One report describes feedback being given to service users post-consultation, but not what the consultation itself was or what evidence it generated.</p> <p>At least one report did not use the standard report template numbering for sections.</p>	Red	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	100%	25%			
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	<p>All the reports that did not provide sufficient evidence to meet this criteria, did not explicitly reference how relevance of due regard to equality had been determined. QA has been undertaken to determine how due regard to equality is demonstrated overall within reports., has shown that across the board minor improvement are needed. This has shown that whilst some reports are in line with the report writing guidance, some significant improvements are still needed for example explicit referencing of how relevance to equality was determined, and if there are any potential impacts and findings from the screening and EIAs. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process.</p>	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	55%			

Resources Directorate Scorecard

Reporting Period :

April 2012 - June 2012

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4
Deliver financial planning and management which makes sure we keep adequate reserves	The minimum level of reserves has been calculated as £17m using the risk based reserves strategy. General Fund reserves at 1st April 2012 stood at £25.5m. Taking into account the budgeted in year use of reserves, and the expectation that the Council will deliver an overall balanced budget, it is anticipated that reserves will be £18.6m at the year end.	Green	Value of Revenue Reserves	£17.1m	£18.6m			
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	There has been a reduction in headcount of 1,351 staff during 2011/12. 471 staff left under the Early Leavers Initiative and others left for various reasons e.g. dismissal, TUPE transfer etc. During this period approaches to redeploying staff whose positions have become surplus have been improved by joint working with the trade unions. Redundancies have consequently been minimised. However, as a new budget plan is created, there will be more long-term planning of our early leavers initiatives to better link with predicted skills gaps over longer timeframes; allowing people more time to prepare to fill future jobs and succession requirements. Efforts will also continue to work with under-represented groups through the 250 opportunities scheme.	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	2500 (cumulative total by March 2013 ie 14,760)	2219			
			Percentage of senior officers who are women	Not Set	50.33%			
			Percentage of senior officers who are from BME communities	Not Set	9.80%			
			Percentage of senior officers who are disabled	Not Set	4.36%			
			Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,	Not Set	Link to be provided to the Equality Scorecard. Comparison and analysis against Census 2011 data later in the year.			
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	Essential Services Programme (ESP) -The ICT technical pilot of ESP and a business pilot in Gt Gerorge house have both taken place. Some of the process of upgrade is being reviewed however the new dekstop build has been well received by customers. Rollout planning is underway and due to commence late Q2/early Q3 2012/13. Further work to improve airconditioning/cooling in data centres at Apex and Civic Basement are underway. Work to relocate the Contact Centre Avaya servers to Apex Data Centre (where they will benefit from more resilient electrics) is underway. Implementation of a new data backup solution improving the speed of backup and recovery capabilities is currently being rolled out. Customer satisfaction (relating to resolution of a customers ICT issue) remains broadly positive.	Green	Maintain percentage time ICT Systems are available	99%	99.80%			
			Increase satisfaction of users with ICT Services (measured via SOCITM survey)	70%	The SOCITM User Satisfaction survey was not undertaken during 2011/12. Subject to budget availability, this will next take place when the Essential Services Programme is completed.			
			Increase satisfaction of users with ICT Services (measured via ICT Helpdesk survey)	-	84.30%			
			Increase user satisfaction with the quality of ICT training	Previously measured via SOCTIM survey but this will now be drawn from the new performance and learning system with a new baseline established during 2012/13.				

Resources Directorate Scorecard

Reporting Period :

April 2012 - June 2012

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4
<p>Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise</p>	<p>May 2012 Elections and Referendum successfully completed. Planning meetings commencing for Police and Crime Commissioner elections in July 2012 for which polling stations and staff arrangements have been completed.</p> <p>At the Annual Meeting on 21st May 2012, the Council made the following changes to the decision making framework:</p> <ul style="list-style-type: none"> ■ To amend the definition of a Key Decision, to delete the category of Major Decisions, and to simplify the definition of a Significant Operational Decision. A decision will now be a Key Decision if it results in the authority incurring expenditure, generating income or saving more than £250,000 per year, or has a significant effect on communities living or working in one or more wards. The amended categories of executive decisions are set out in Article 13 of the Constitution. ■ New Executive and Decision Making Procedure Rules were approved which consolidate the decision making procedures into one set of rules. These can be found in Part 4 of the Constitution. ■ Amendments to the Officer Delegation Scheme (within Part 3 of the Constitution) to withdraw concurrent delegations, meaning that only Directors and the Chief Planning Officer have functions delegated directly to them by the Council or the Leader. ■ To remove Area Committee decisions from those decisions available for Call In. This will mean that decisions made by Area Committees can be implemented much more quickly. <p>July 2012 Full Council Was operated under altered procedures to engage more backbench councillors in the meeting.</p> <p>Approved re-formation of the West Yorkshire Police and Crime panel on a joint committee with other West Yorkshire authorities and appointed Members to the body.</p>	<p>Green</p>	<p>No challenge to the outcome of any election or referendum</p>	<p>No Challenge</p>	<p>No challenge</p>			
			<p>Maintain percentage of important decisions that are implemented within 3 months of the target completion date (Measure covers Executive Board & Key decisions) - Cumulative</p>	<p>95%</p>				
			<p>Improve percentage of important decisions that are published on the forward plan (Measure covers Key decisions)</p>	<p>89%</p>	<p>96%</p>			
			<p>Maintain percentage of important decisions available for challenge (Measure covers Key decisions)</p>	<p>95%</p>	<p>96%</p>			
<p>Maintain effective arrangements to buy goods and provide services that give value for money</p>	<p>A Transforming Procurement Programme has been formed to drive strategic and systematic change with the aim of establishing sustainable economy, efficiency and effectiveness in the council's buying activities, taking account also of the council's wider policy objectives. Consultation and development work continues to progress across the workstreams, and the pilots continue to undertake specific delivery activities.</p>	<p>Green</p>	<p>Delivery of budget savings through procurement</p> <p>[1] SCMS information management report of 06/07/12 currently shows cost savings achieved for 2012-13</p> <p>[2] The cost savings reflect 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</p>	<p>No formal target set</p>	<p>£108,795</p>			

Resources Directorate Scorecard

Reporting Period :

April 2012 - June 2012

Directorate Priorities	Progress Summary	Supporting Measures	Target	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	On track and ahead of last year.	Maintain total percentage of Council Tax collected	99.2%	99.15%			
	Behind on last year's position by the equivalent of £260k, which is within normal variations at this time of year.	Maintain percentage of Council Tax collected in year	96.7%	28.52%			
	The in-year Collection rate is 0.26% up on that for 2011/12. It is far too early to determine whether this trend will continue and is probably due to the timing of the end of the month.	Maintain percentage of business rates collected in year	97.7%	33.03%			
	Significantly better performance due to large volume of accounts which were raised in March 2012, which are now >30 days and have been paid (in comparison to equivalent period last year).	Maintain percentage of other income collected within 30 days	97.98%	96.06%			
	This indicator measures both the average time taken to process in days a new Housing Benefit and Council Tax Benefit claim and the average time taken to amend an existing Housing Benefit and Council Tax Benefit claim as a result of a change in circumstances. The Quarter 1 period is usually the most challenging because of Year End and Annual Billing activity. However, we have taken action to reduce the outstanding volume of work and improve on the earliest dates by putting in place additional resources which has significantly improved performance compared to the Quarter 1 period last year. We are on track to improve on last year's performance.	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates	12.00 Days	17.38 Days			
	The results for this indicator continues to be adversely affected by invoices not being sent for payment in a timely manner and invoices going into query. Central Payments are working with services to reduce the number of invoice queries and work has now started on a review of the council's purchase to pay arrangements, which will recommend solutions to issues, in the payments process.	Increase percentage of invoices that are paid within 30 days	92.0%	89.34%			

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 - Whilst the 2011 and 2012 HB changes are now implemented for new Local Housing Allowance (LHA) claims, work continues to identify and support those customers most affected by the LHA changes. This includes working with Leeds Housing Options to help ensure customers most in need are supported through discretionary housing payments. A Welfare Reform Strategy - Preparations for the April 2013 changes are well underway. All tenants affected by under-occupancy changes have been notified and follow-up visits are being undertaken by ALMOS and Registered Social Landlords. Work is underway to identify families affected by the Benefit Cap and it is expected that letters will be issued and visits will be carried out from September 2012. <p>The Welfare Reform Strategy Board continue to meet monthly and is working with internal and external partners to help provide the necessary support around bank accounts, debt and money management.</p> <ul style="list-style-type: none"> Universal Credit - Proposals for a pilot to inform the face to face delivery of Universal Credit were submitted in May 2012 and the council's proposals have been shortlisted for consideration by the DWP. Council Tax Support - Executive Board approved draft scheme and public consultation which will start in August 2012. A West Yorkshire group has been set up to share knowledge, discuss scheme options and share best practice. A Project Board will be set up shortly to oversee the implementation of an approved scheme and ensure that the adopted scheme is implemented in a timely and effective manner. Leeds continues to work closely with DCLG on design and support issues. 	Green
Maintain effective audit and risk management arrangements	<ul style="list-style-type: none"> CIPFA are currently consulting on a revised set of Internal Audit standards. As KPMG have place full reliance on Internal Audit's current arrangements we do not anticipate any problems in complying with any changes made. Annual Risk & Performance Management report (first joint report of this kind) successfully presented to the CGAC on 4 July. No actions resulted & committee approved report. Quarterly risk and performance information continues to be sent to relevant portfolio holders. At their meeting on 18 July, the Executive Board ratified the move to the concept of 6 standing corporate risks plus a further 4 under close surveillance, assurance on which was provided at the same meeting. The CGAC have been provided with assurance on our risk management arrangements. The government produced a draft local audit bill to which the council is currently in the process of preparing a response. 	Green
Create the environment for effective partnership working	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.	Green

Resources Directorate Scorecard

Reporting Period :

April 2012 - June 2012

Council Business Plan (Resources Lead)	Progress Summary	Overall Progress	Headline Indicator (All Council)	Target	Q1	Q2	Q3	Q4
Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	<p>For 2012/13 a new appraisal approach has been introduced for all council employees. The main principles of the new approach are:</p> <ul style="list-style-type: none"> • The appraisal approach and forms are simplified and shorter • There is consistency in approach across the organisation • The focus of a quality appraisal centres on a quality discussion, with preparation from manager and employee • Objective setting, performance assessment and development planning are included, and conducted well in all appraisals • Our new behaviours (Living our Values) are an integral part of appraisals <p>A new on-line Performance and Learning System (PAL) has been successfully introduced in May 2012.</p>	Amber	100% staff received an annual appraisal	100%	-			
Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	<p>Over the last Quarter, directorate leadership teams have been working developing and refining action plans to increase staff engagement, and best practice has been shared between directorates through the HR Engagement Champions group that (set up in January 2012).</p> <p>Detailed analysis of the survey questions indicated that the best performing areas are those linked with management actions/performance (e.g. linked with appraisals, staff feeling clear about what's expected of them in their job and getting a say in how they organise their own work). As in November 2011, the worst performing areas were those around staff feeling they 'have a voice', and also leadership/managing change.</p>	Amber	<p>Increase the level of staff engagement</p> <p>Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.</p>	73%	69%			
All directorates deliver their budget action plan and stay within their approved budget	<p>The position at the end of the first quarter is a projected overspend of just £1.1m, which represents 0.2% of the approved budget. Whilst most directorates are projected to be largely in line with their budget, there are continuing cost pressures within City Development and Environment and Neighbourhoods. In respect of these services, work will continue to help ensure that a balanced budget is achieved at the year end.</p> <p>Given the early stage of the financial year, it should be noted that the delivery in full of all budgeted savings and income targets does still carry a degree of risk.</p>	Green	No variation from approved directorate level revenue budget in year (Underspend) / Overspend (000s)	£0	£1,071			

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Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Appraisals	<p>Work has been undertaken in the Directorate to support the new appraisal approach as follows:-</p> <ul style="list-style-type: none"> • 26 staff in Customer Access and Performance attended training to be appraisal champions to support PAL roll out in services. • A focus on appraisals as part of the calendar of opportunities supporting the 'Directorate Work Programme and Associated Development'. • Telephone and email advice and support has been provided to managers using the system. <p>651 appraisals are to be completed by July 2012. Of these, 649 appraisals are to be recorded in the new PAL system and 2 paper based appraisals are to be completed. Directors, Chief Officers and Heads of Service now have direct access via the PAL system to view the status of completed on-line appraisals for staff in their service.</p>	Amber	Every year 100% of staff have an appraisal	100%	N/A				Neighbourhoods, Planning and Support Services
Staff Engagement	<p>Q1 Engagement results communicated to Customer Access and Performance Leadership Team. Decrease in the response rate in Customer Access and Performance (from 73%-65%), although it is important to recognise that this is from a high starting point. The engagement measure has increased from 71% (Nov 11) to 72% (Q1). This is the highest Directorate engagement measure in the Council for this quarter. The performance gap has decreased in all areas apart from 'benefit from good leadership' which has seen a very minor increase of .05.</p>	Green	increase the level of staff engagement	73%	72%				Neighbourhoods, Planning and Support Services
Consultation	<p>There was 100% compliance with the criteria. However, quality assurance suggests that report writers could give more detail on the consultation activities undertaken, and in particular, the outcomes from the consultation.</p>	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	100%	100%				Leader
Equality	<p>A QA has been undertaken to determine how due regard to equality is demonstrated overall within reports. Across the board, report writers are complying with the requirements of the report writing guidance with relevant narrative explicitly referencing potential impacts and findings from the screening and EIAs. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process</p>	Green	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	100%				Leader
Keep within budget	<p>A balanced budget is projected with no significant variations in spend or income</p>	Green	No variation from agreed directorate budget in the year	£0	£0				Leader

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Lead the delivery of our customer access strategy to improve customer experience	Customer access strategy approved by Executive board . Action plan being developed . New website launched w/c 9th July which is a major milestone. Work has commenced in relation to procurement options for the replacement of CRM including site visits . Work continues on planning the delivery of Phase 1 projects including development of a programme plan and initiation document., Phase 2 business case is currently being scoped to deliver scaleable core infrastructure and key service priorities for transactional web services	Green	Increase the usage of self service options on the Council's website by ensuring that all high demand transactions can be undertaken on line	10% increase or 368,500	N/A				Leader
			Improve overall customer satisfaction of the council's website	Top quartile in SOCTIM survey	N/A				
Establish a research and intelligence capability for the city and produce an annual State of the City report.	The State of the City report development is well underway and on schedule for completion in line with the key approval dates of 14th August at CLT and 7th September at Leeds Initiative Board. The Leeds Observatory was officially launched on 02/04/12. This website contains a wide range of data, information and profiles about the City and its communities. A series of presentations to key groups and directorate leadership teams have been undertaken. Feedback has been positive. Plans for Phase two of the Observatory will commence in Qtr 2. The Research and Intelligence Group continues to be a focus for sharing skills and experience with opportunities for matching projects with appropriately skilled people. There has been significant progress in the use of Customer Segmentation data particularly in supporting Welfare Reform preparations.	Green	N/A	N/A	N/A	N/A	N/A	N/A	Leader
Deliver an approach to locality working with improved community engagement and more local decision making	Integrated Locality Working has established new ways of working in Areas, including the realignment of its staffing around the new demands of the service, and the establishment of Area Leadership Teams led by members of CLT. It continues to evolve as a method of working, and aspects of its service are currently under review as part of the Area Working Review. The performance framework which is in place is encouraging focus and formal links to the City Priorities, and how these are delivered at a local level. Considerable work is ongoing to improve community engagement.	Amber	Increase percentage of people who feel they are involved in their local community	N/A	N/A				Neighbourhoods, Planning and Support Services
Deliver effective leadership and governance arrangements for the city-region partnership.	The Governance arrangements for the Leaders Board and Local Enterprise Partnership (LEP) Board for 2012/13 have now been finalised. The City Deal for Leeds City Region was formally agreed on 5 July 2012. An implementation plan is now being developed and will be submitted to Government in September 2012. Work is ongoing to consider Governance arrangements for the combined authority and the Leeds / Leeds City Region interface, the secondment from the Leaders Office continues to support this.	Green	N/A	N/A	N/A	N/A	N/A	N/A	Leader

<p>Improve communications and marketing services across the council.</p>	<p>A number of significant pieces of work have been delivered in the last quarter. The Commission for the future of local government report was published and launched at the House of Lords on the 3 July. There was a good attendance at the event with a number of high profile attendees. A substantial level of media interest including features in national newspapers as well as local media. The new Council website was launched on 12 July. Feedback has been overwhelmingly positive and no major issues have been reported. There are however quite a few minor issues which the team are currently working their way through. Our Child Friendly Leeds ambition was formally launched by the Queen on her recent visit to Leeds. The residents survey is currently being carried out and the results are due in Sept/Oct. These results will provide data for the level of trust in council communications PI.</p>	<p>Green</p>	<p>Increase percentage of residents who trust the council's communications</p>	<p>N/A</p>	<p>N/A</p>				<p>Leader</p>
<p>Create the environment for effective partnership working and for delivering the city's planning and performance management framework</p>	<p>Chairs and coordination meetings are now more established and perform a useful function in understanding different ways of working and cross cutting issues. Poverty and inequality have raised profiles and consideration is being given to a basket of indicators to better understand overall progress in this area. Early work is starting on the refresh of the city priority plans. An approach for Scrutiny to adopt to meet its role as 'critical friend' to the strategic partnerships has been agreed. The results of CAP6 have begun to be understood and will help inform developments within each Board</p>	<p>Green</p>	<p>Increase percentage of City Priority Plan priorities with positive progress</p>	<p>85%</p>	<p>94%</p>				<p>Leader</p>
<p>Lead the transformation of our workplace culture and working environment</p>	<p>560 staff have been taken through new ways of working to date. Following Executive Board approval on 18th July 2012 1200 staff will now be taken through NWOW by mid 2014 with further 2000 by 2016. Currently 120 staff from Adult SCS, Children's and City Development are being taken through New ways of working which should be complete by October 2012.</p> <p>At quarter 1 there was a reduction in the average score (out of 10) given by staff in terms how well embedded the values are. At this point it is difficult to judge how much we can expect these figures to fluctuate quarter by quarter - therefore this will be RAG rated when we have further results. However, there are a range of actions ongoing including a focus on their use in appraisal discussions. From next April staff will be asked to demonstrate how they have demonstrating the behaviours linked to the values when they have their end of year appraisal with a formal assessment agreed with their manager. Further work on the behaviours will take place in the autumn</p>	<p>Green</p>	<p>Increase the number of employees using flexible ways of working</p>	<p>800 Staff</p>	<p>560 plus 120 in progress</p>				<p>Leader</p>
			<p>Increase average score (out of 10) given by staff that: a) the values influence how they do their job b) they recognise the values in how their colleagues work</p>	<p>a) 7.50 b) 7.50</p>	<p>a) 6.88 b) 6.70</p>				

<p>Use the Commission for the Future of Local Government as a major lever for change in the city to enable delivery of the Best City and Best Council ambitions</p>	<p>A plan has been drawn up and is being implemented to ensure all relevant stakeholders in Leeds are fully aware of the findings of the Commission and to engage them in discussions about how it can be applied across the city. This includes officers, members and partners. Citizens will be engaged during the budget consultation focus group discussions. The work of the Commission has also been linked to the Budget Plus exercise and Service Reviews that are being undertaken.</p>	<p>Green</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>Leader</p>
<p>Council Business Plan (CAP Lead)</p>	<p>Progress Summary</p>	<p>Overall Progress</p>	<p>Headline Indicator</p>	<p>Target</p>	<p>Q1</p>	<p>Q2</p>	<p>Q3</p>	<p>Q4</p>	<p>Executive Portfolio</p>
<p>Local communities are consulted about major changes that may affect their lives.</p>	<p>62% of relevant reports evidenced that consultation had taken place. This fall in performance compared to the Quarter 4 result of 97% is largely due to the increased rigour applied when scoring as many reports did not make it clear if a lack of consultation evidence is acceptable. Report writers were advised that this strict criteria would be used from Quarter 1 as decisions continue to be closely scrutinised and challenged through the courts with any perceived weakness in the process - particularly around the quality and timeliness of public consultation targeted. We need to be confident that decision makers are able to make relevant decisions which are supported by clear evidence of public consultation that is timely and appropriate.</p>	<p>Red</p>	<p>By March 2012 100% of key and major decisions have evidence that consultation has taken place with local people</p>	<p>100%</p>	<p>62%</p>				<p>Leader</p>
<p>Equality is given due regard in council policy and decision making.</p>	<p>A full quantitative analysis has been undertaken of the 82 major decision reports which fall within scope for this indicator. 90% (74) reports provided sufficient evidence, however 10% (8) did not include sufficient evidence to meet the specific criteria for this indicator. There has been improvement since the last reporting period in the percentage of major decision reports that meet the criteria, however there continues to be some areas for improvement. These include how due regard to equality in decision making is explicitly referenced within reports, how this is evidenced and how this is being picked up and challenged in the signing off process.</p>	<p>Amber</p>	<p>By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered</p>	<p>100%</p>	<p>90%</p>				<p>Leader</p>
<p>Self Assessment</p>									

2012/13 City Development Directorate Scorecard

Reporting Period :

Quarter 1 2012/13

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Reduce carbon emissions and water usage in council buildings	<p>At Q1, there is a projected overspend of approximately £180k in terms of the running costs of buildings. With regard to energy and water costs, we are projecting an overspend of approximately £560k as a result of continually increasing energy costs.</p> <p>Work continues with other Directorates to progress the Asset Rationalisation Programme however there has been significant slippage, specifically; the Bramley Baths, Garforth Sports Centre and the continued delays within Adult Social Care.</p>	↔	Reduce running costs of our buildings*	£34,600,396	£15,404,580				Environment
			Reduce our energy and water bills*	£8,377,220	£1,136,444				
			Reduce our carbon emissions*	-9.40%	not expected till late Aug 2012				
Maximise income to support the delivery of the budget	Highways income is currently projected to be above the target for the year due to additional earned income which is offset by additional expenditure. However a number of shortfalls in income are projected, particularly in Asset Management and Sport.	↔	Deliver income agreed in the budget*	£90.1m	£19.3m				Leader
Link financial and workforce planning	Staff numbers have continued to reduce in the Directorate. At Q1 the target of 2,303 has been met. However, the seasonal increase in staff in some services may result in an increase in FTEs in the short term. In terms of staff expenditure, an overspend is currently projected on staffing. This reflects that in general a larger proportion of leavers have been lower paid so although the FTEs target has been met this has not resulted in sufficient expenditure savings. The directorate will therefore continue to submit ELI business cases and actively manage recruitment and vacancies. Some staff from the sport restructure who did not secure posts are now in the managing workforce change procedure.	↑	None applicable						Leader / Neighbourhoods, Planning and Support Services

2012/13 Environment and Neighbourhoods Directorate Scorecard

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Improve the quality of the customer experience	Discussions have taken place with the WNW Environmental Locality officer and also with corporate colleagues with a view to identifying some collaborative work we can take forward to shape our responses to customers at a local level and to help to identify appropriate measures of success. An OBA session will be arranged to build and trial a more holistic approach to local issues and provide a more coherent response to customer needs and issues that staff uncover locally. Discussions are also continuing with individual services on specific customer performance issues e.g. we have reviewed roles and responsibilities within Environmental Services following a back office restructure and are reviewing open cases on Siebel to cleanse the data and ensure that cases are closed out quickly and effectively. We will also be refreshing systems across the Directorate, including ALMOs, to ensure that we can track issues and capture learning.	Amber		None applicable					Leader



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Resources and Council Services)

Date: 3rd September 2012

Subject: Questions to the Leader of Council.

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 At the June meeting the Board agreed to invite Cllr Wakefield to the Board at regular intervals.
- 1.2 This would give Scrutiny Board Members the opportunity to have a wide ranging discussion with the Leader on issues within his portfolio and would also coincide with the receipt of quarterly financial information and quarterly performance information.
- 1.3 In addition to the above conversation, the Scrutiny Board Procedure Rules now state that all Scrutiny Boards will act as “critical friend” to the relevant partnership and consider and report on the following areas:
1. What contribution the Partnership Board is making to tackle poverty and inequality, and the progress being made against this?
 2. How successfully the Board’s partnership arrangements are working?
 3. To what extent are significant benefits being seen from partnership working? How has partnership working ensured increased pace of change to address the issue in hand?
- 1.4 This review will take place in March, with this Board focusing on the Leeds Initiative Board. Prior to this review however Members indicated that they wished to discuss with Councillor Wakefield the role of Partnership working.

2.0 RECOMMENDATIONS

2.1 Members are asked to;

- (i) Engage in a discussion with the Leader on matters falling within his portfolio

Background Papers¹

None used

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 3rd September 2012

Subject: Financial Health Monitoring 2012/13 – First Quarter report

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. Attached as Appendix 1 is the Financial Performance 2012/13 – First Quarter Report. The purpose of this report is to inform members of the financial health of the authority after three months of the financial year in respect of the revenue budget and the housing revenue account.

2. Members are asked to note the projected financial position of the authority after three months of the financial year together with the impact on reserves should directorate spending not be maintained within approved estimates.

Recommendations

3. Members are asked to note the Council's Financial Performance.

Background documents ¹

4. None used

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Report of the Director of Resources

Report to Executive Board

Date: 18th July 2012

Subject: Financial Health Monitoring 2012/13 – First Quarter 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 type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The purpose of this report is to inform members of the financial health of the authority after three months of the financial year in respect of the revenue budget and the housing revenue account.
2. As members will be aware, the 2012/13 budget was based on the second year of a two year funding settlement from the Government. The reduction in formula grant for 2012/13 was £27m with directorate pressures identified at £28m. The delivery of the 2012/13 budget will represent a challenge, but with the use of one off funding sources the scale of reductions required of services is significantly less than in 2011/12. It does however remain imperative that all actions agreed in the budget are delivered, and should identified savings not be achieved alternative funding options will be needed.
3. Action is taking place across all areas of the Council and it is clear that significant savings are being delivered in line with the budget, but nevertheless at this stage of the financial year an overall overspend of £1.1m is projected. Detailed directorate reports are included at Appendix 1.
4. Members are asked to note the projected financial position of the authority after three months of the financial year together with the impact on reserves should directorate spending not be maintained within approved estimates.
5. At the end of the quarter the HRA is projecting a surplus of £0.3m.

Recommendations

- 6.** Members are asked to note the projected financial position of the authority after three months of the financial year 2012/13.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's projected financial health position for 2012/13 after three months of the financial year.
- 1.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget after three months and comments on the key issues impacting on the overall achievement of the budget for the current year.
- 1.3 A separate report on the capital programme can be found elsewhere on this agenda

2. Background information

- 2.1 Members will recall that the net budget for the general fund was set at £563.1m, supported by the use of £6.9m of general fund reserves and the level of general fund reserves at 31st March 2013 was estimated to be £17.1m.
- 2.2 Following the closure of the 2011/12 accounts, an underspend of £1.5m was achieved and the year end reserves position was £25.5m. This figure could change if there are any significant events which occur prior to the sign off of the 2011/12 accounts by external audit. Any variations will be reported to the Corporate Governance and Audit Committee as part of the approval of the final accounts and reported back to this Board as part of the half year financial health report.

3. Main Issues

- 3.1 After three months of the financial year an overspend of £1.1m is projected, as detailed in Table 1 below.

Table 1

(Under) / Over Spend for the current period											
Directorate	Director	Staffing £000	Premises £000	Supplies & Services £000	Transport £000	Internal Charges £000	Payments to		Total Expenditure £000	Income £000	Total Under /Overspend £000
							External Bodies £000	Transfer Payments £000			
Adult Social Care	Sandie Keene	(12)	(3)	80	384	(3)	1,353	(787)	1,012	(963)	49
Children's Services	Nigel Richardson	(67)	76	162	(9)	1	(139)	(3)	21	(62)	(41)
City Development	Martin Farrington	298	(26)	68	282	71	22	0	715	(51)	664
Environment & Neighbourhoods	Neil Evans	528	13	(157)	(21)	23	0	0	386	16	402
Resources	Alan Gay	344	(38)	198	193	(39)	0	22	680	(683)	(3)
Legal Services	Catherine Witham	0	0	0	(0)	0	0	0	(0)	0	(0)
Customer Access and Performance	James Rogers	(12)	0	0	0	0	0	0	(12)	12	0
Total		1,079	22	351	829	53	1,236	(768)	2,802	(1,731)	1,071

- 3.2 Full details of directorate variations and proposed actions to help achieve a balanced budget are attached at Appendix 1.
- 3.3 Whilst most directorates are projected to be largely in line with their budget, there are continuing cost pressures within City Development and Environment & Neighbourhoods. In respect of these services, work will continue to help ensure that a balanced budget is achieved at the year end.

3.4 Given the early stage of the financial year, it should be noted that the delivery in full of all budgeted savings and income targets does still carry a degree of risk.

4. Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This is a factual report and is not subject to consultation

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The Council's revenue budget for 2012/13 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 22nd February 2012.

4.3 Council Policies and City Priorities

4.3.1 The 2012/13 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget.

4.4 Resources and Value for Money

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

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications arising from this report. In accordance with part 4 (f) of the Council's Constitution (Budget and Policy Framework Procedure Rules) Executive Board shall be entitled to vire across budget headings subject to value limits set out in the Financial Procedure Rules. There are no requests this month.

4.6 Risk Management

4.6.1 The Council has prepared and maintained a financial risk register for a number of years. The register details the risk and consequences, existing controls to mitigate against the risk, the value in monetary terms of the risk, review dates and progress towards managing the risk within existing resources. The register is prepared before the start of each financial year and is monitored on a regular basis. The scoring matrix is as follows:

Probability		Impact	
Score	Description	Score	Description
1	Rare	1	Insignificant £0-£499k
2	Unlikely	2	Minor £500-£999k
3	Possible	3	Moderate £1000-£1499k
4	Probable	4	Major £1500-£1999k
5	Almost Certain	5	Highly Significant Over £2m

Corporate Rating

P	I	Total Score	Corporate Rating
1	1	1	Low
1	2	2	Low
2	1	2	Low
3	1	3	Low
2	2	4	Low
4	1	4	Low
5	1	5	Low
1	3	3	Medium
2	3	6	Medium
3	2	6	Medium
4	2	8	Medium
5	2	10	Medium
2	4	8	High
1	4	4	High
1	5	5	High
2	5	10	High
3	3	9	High
3	4	12	High
4	3	12	High
5	3	15	High
3	5	15	Very High
4	4	16	Very High
4	5	20	Very High
5	4	20	Very High
5	5	25	Very High

4.6.2 The register shows that at the first quarter there are no very high risks and six high risks as follows:-

Risk	Key Budget Impacted	P	I	Rating
Procurement savings for residential & nursing placements may not be fully achieved	Adult Social Care Commissioning	3	3	High
The increase in the fostering budget (£7.3m) may not be sufficient to meet demand. In addition, slippage on the budgeted action plan around recruiting additional in-house carers and reducing the use of externally provided IFA placements may not be achieved.	Childrens Safeguarding & Targeted	3	3	High
Budgeted funding from NHS Leeds may not be fully achieved	Adult Social Care Commissioning	2	5	High
Capital receipts available to pay credit arrangements	Cross Cutting - All	2	5	High
Efficiencies and savings to delivered to repay the Reserve funding from 2011/12 (£1,589k)	E and N Strategy & Commissioning – Supporting People	2	4	High
Section 278: Risk that due to economic climate, receipts may not pick up.	Cross Cutting - All	2	4	High

5. Recommendations

- 5.1 Members of the Executive Board are asked to note the projected financial position of the authority after three months of the financial year.

6 Background documents¹

- 6.1 Revenue Budget and Council Tax 2012/13 – report to Executive Board 10th February 2012
- 6.2 Budget report 2012/13 to Council 22nd February 2012
- 6.3 Financial risk register 2012/13

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Directorate Adult Social Care

(Under) / Over Spend for the current period

Traffic Light	Service	Chief Officer	Staffing £000	Premises £000	Supplies & Services £000	Transport £000	Internal Charges £000	Payments to External Bodies £000	Transfer Payments £000	Capital £000	Appro- priations £000	Total Expenditure £000	Income £000	Total Under /Overspend £000
G	Access & Inclusion	Chief Officer Access and Inclusion	(171)	3	72	340	0	563	(787)	0	0	20	(432)	(412)
R	Strategic Commissioning	Deputy Director Strategic Commissioning	15	0	8	0	0	787	0	0	0	810	(372)	438
G	Resources	Chief Officer Resources & Strategy	79	(6)	0	(1)	(3)	0	0	0	0	69	(147)	(78)
R	Learning Disabilities Service	Chief Officer Learning Disabilities	65	0	0	45	0	3	0	0	0	113	(12)	101
G	Total		(12)	(3)	80	384	(3)	1,353	(787)	0	0	1,012	(963)	49

ADULT SOCIAL CARE DIRECTORATE: 2012/13 BUDGET

1.0 Introduction

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

2.0 Overall Summary

The Adult Social Care Directorate is projecting a balanced position overall. Given the early stage in the financial year the delivery in full of all budgeted savings carries some risk and cannot yet be confirmed. Updated information will be provided in later reports as the position becomes clearer. The directorate continues to seek contingency savings so that the impact of any shortfall can be mitigated.

3.0 Explanation of the Projection

The main variations are explained below:

- **Community Care Packages - £0.3m**
Work has progressed well on the review of residential and nursing placement fees. Although there may be some shortfall in the budgeted reduction in fees, placement numbers approved in 2012/13 have been in line with the budget. The budgeted growth in the number of people choosing to receive a cash payment to organise their services is not yet evident in the expenditure trends, but this is partly offset by higher than budgeted numbers of people using independent sector home care.
- **Service User Income – (£0.4m)**
This mainly reflects the ongoing trend of higher income collection through the impact of the centralised billing team that became operational in 2011/12.

Directorate Children's Services

Traffic Light	Service	Chief Officer	(Under) / Over Spend for the current period										Total Under / Overspend £000				
			Staffing £000	Premises £000	Supplies & Services £000	Transport £000	Internal Charges £000	Payments to External Bodies £000	Transfer Payments £000	Capital £000	Appro- priations £000	Total Expenditure £000		Income £000			
G	Partnership Dev & Business Support	Chief Officer of Partnership Development & Business Support	(97)	0	(6)	(4)	9	(7)	0	0	0	0	0	0	(105)	(2)	(107)
G	Learning, Skills & Universal Services	Deputy Director of Learning, Skills & Universal Services	71	69	142	(2)	12	(255)	0	0	0	0	0	0	37	(37)	0
R	Safeguarding, Targeted & Specialist Services	Deputy Director of Safeguarding, Targeted & Specialist Services	409	7	26	(4)	(20)	123	(3)	0	0	0	0	0	538	(23)	515
G	Strategy, Commissioning & Performance	Chief Officer of Strategy, Commissioning & Performance	(450)	0	0	1	0	0	0	0	0	0	0	0	(449)	0	(449)
R	Total		(67)	76	162	(9)	1	(139)	(3)	0	0	0	0	21	(62)	(40)	

CHILDREN'S SERVICES: 2012/13 BUDGET

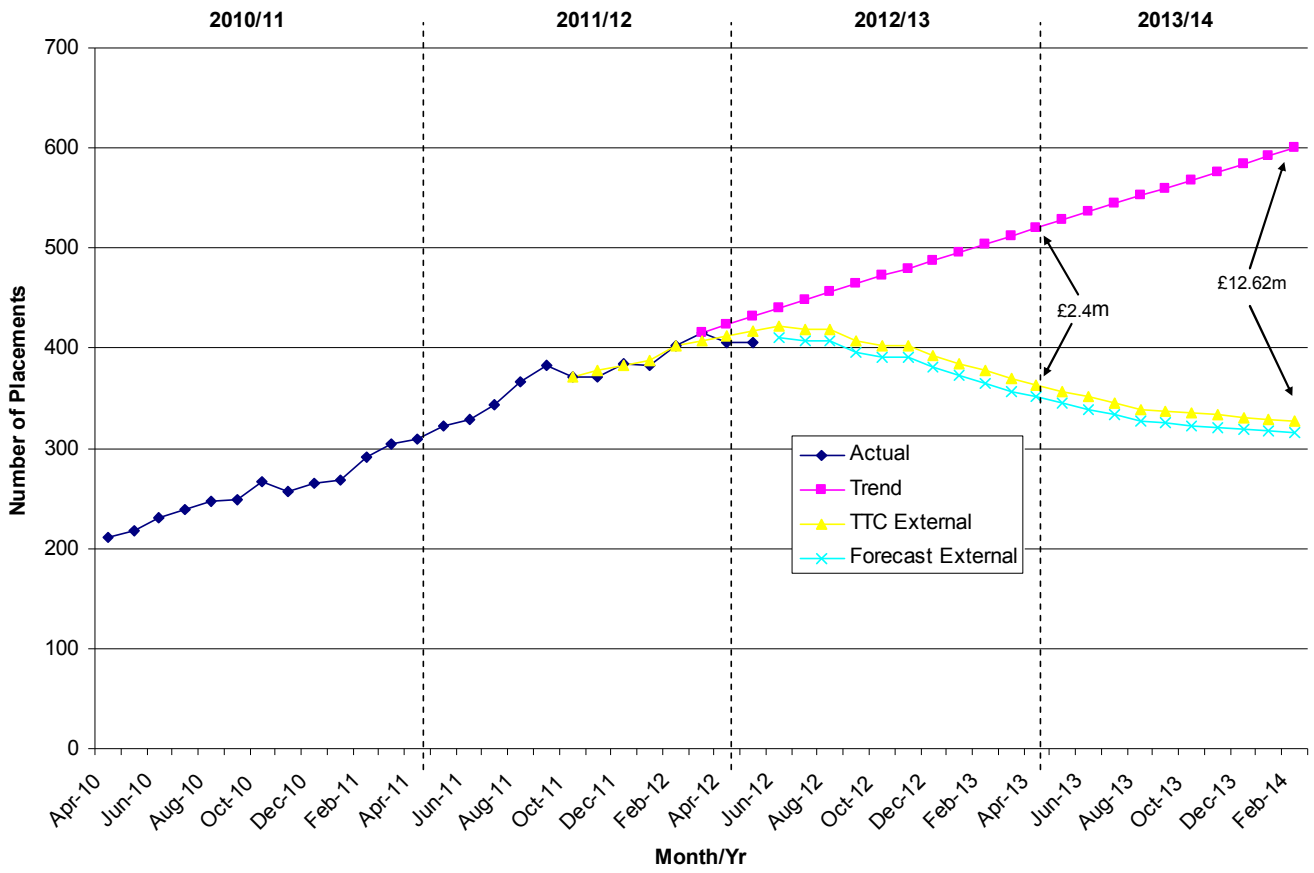
1. Overall Budget Position

- 1.1 The forecast outturn variation for the Children's Services Directorate is a projected underspend of £39k against the net managed budget of £132m

2. Looked After Children

- 2.1 Building on the vision of making Leeds the best city in Britain and using the framework of the Child Friendly City, the Council has mobilised the city and community behind children and young people.
- 2.2 Members agreed to increase funding in 2012/13 for Children's Services and improving the quality of service and outcomes for vulnerable children, young people and their families has been the focus of the Council and its partners working together through the Children's Trust and the Local Safeguarding Children's Board.
- 2.3 Reducing the number of children and young people becoming looked after was adopted as one of the three 'obsessions' identified within the latest Children and Young People's Plan. Although it's too early to be confident that Leeds has 'Turned the Curve' in relation to the number of looked after children, and specifically externally provided placements, the strategy adopted by Children's Services and partners has already had an impact on both numbers and the costs associated with looked after children.
- 2.4 In Leeds, the number of looked after children has stabilised and there are now the same number of looked after children as there were in late 2010. This contrasts with other local authorities where the number of children and young people in care have continued to rise steadily. Stopping the sustained increase in the numbers of looked after children, safely and appropriately, is a significant achievement and an important precursor to 'Turning the Curve'.
- 2.5 In summary, there are four key elements to our service strategy and financial planning to safely reduce the number of looked after children;
- Effective and coordinated preventative and early intervention services;
 - Targeted services to support families at the point of crisis;
 - Placement Choice;
 - Care Planning
- 2.6 Focussing specifically on the key financial risk in 2012/13 around the number of externally provided residential and fostering placements. At the end of May 2012 there were 98 children & young people in externally provided residential placements and 307 children & young people in placements with Independent Fostering Agencies. At this early stage in the financial year, these numbers are below [-12] the financial profile and as such the current projection is in line with the agreed budget. The graph below shows the trend around the numbers for externally provided placement residential & fostering placements.

Actual/Forecast No of External Placements



Directorate City Development

		(Under) / Over Spend for the current period											
		Staffing	Premises	Supplies & Services	Transport	Internal Charges	Payments to External Bodies	Transfer Payments	Capital Expenditure	Appropriations	Total Expenditure	Income	Total Under / Overspend
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Traffic Light	Service	Chief Officer											
R	Planning and Sustainable Development	Chief Planning and Sustainable Development Officer	134	0	(29)	37	5	0	0	0	0	5	152
R	Economic Development	Chief Economic Development Officer	143	25	(158)	(1)	3	0	0	0	0	82	94
R	Asset Management	Chief Officer Asset Management	136	158	(47)	(7)	0	0	0	0	0	313	553
G	Highways and Transportation	Chief Officer Highways and Transportation	80	54	372	212	40	0	0	0	0	(740)	18
G	Libraries, Arts and Heritage	Chief Libraries, Arts and Heritage Officer	(97)	102	1	43	11	22	0	0	0	(58)	24
R	Recreation	Chief Recreation Officer	52	(365)	228	(2)	12	0	0	0	0	597	522
G	Resources and Strategy	Chief Officer Resources and Strategy	(150)	0	(299)	0	0	0	0	0	0	(250)	(699)
R	Total		298	(26)	68	282	71	22	0	0	0	(51)	664

CITY DEVELOPMENT DIRECTORATE: 2012/13 BUDGET Introduction

1.0 Overall Summary

The current position for City Development Directorate shows a projected overspend of £0.66m.

The 2012/13 budget addressed a number of the budget pressures experienced in 2011/12 but also included further saving targets and efficiencies. Whilst it is still early in the financial year to fully assess income trends, a number of potential budget issues are evident. The overall projected position of a £664k overspend already assumes that the Directorate will implement actions to make further savings to address some of these issues. There is a risk that savings built into the budget are not fully delivered and also that additional budget pressures emerge. The Directorate will continue to review service spending plans to minimise the overspend.

The projection does not yet reflect the recent service changes in this Directorate and Environment and Neighbourhoods. It is anticipated that these changes will be reflected in the next report.

3.0 Explanation of the Projected Overspend

The projected variances by service is shown below:

	£000s
Planning and Sustainable Development	152
Economic Development	94
Asset Management	533
Highways and Transportation	18
Libraries, Arts and Heritage	24
Recreation Services	522
Resources and Strategy	<u>(699)</u>
	<u>664</u>

Whilst most services are projecting to achieve a balanced budget, Asset Management and Sport are both projecting overspends above £500k. In Asset Management this is a combination of additional expenditure for maintaining and securing Void Properties and income shortfalls and in Sport additional staffing and energy costs and income shortfalls. As mentioned above, the projection assumes further savings will be identified and £700k of these anticipated savings are currently shown in Resources and Strategy.

The major projected variances are detailed below:

Major Projected Variances and savings Plan

	£000s
Staffing	298
Sport income	412
Advertising income shortfall	200
Void property budget	250
Energy costs (mainly Highways and Sport)	838
Other income – charges	<u>369</u>
	2,367
<u>Savings Plan:</u>	
Premises target savings	(575)
Supplies and services target savings	(625)
Net other savings	(253)
Additional income target	<u>(250)</u>
Total	<u>664</u>

Income

Overall, it is projected that income will be £51k above budget. This position is largely due to shortfalls in some services being offset by additional income from rechargeable work in Highways and Transportation, this additional income will also result in additional expenditure being incurred. There are some other notable variations within other services and whilst it is still early in the financial year to be able to fully assess trends in key income streams the key issues by service are highlighted below:

Asset Management

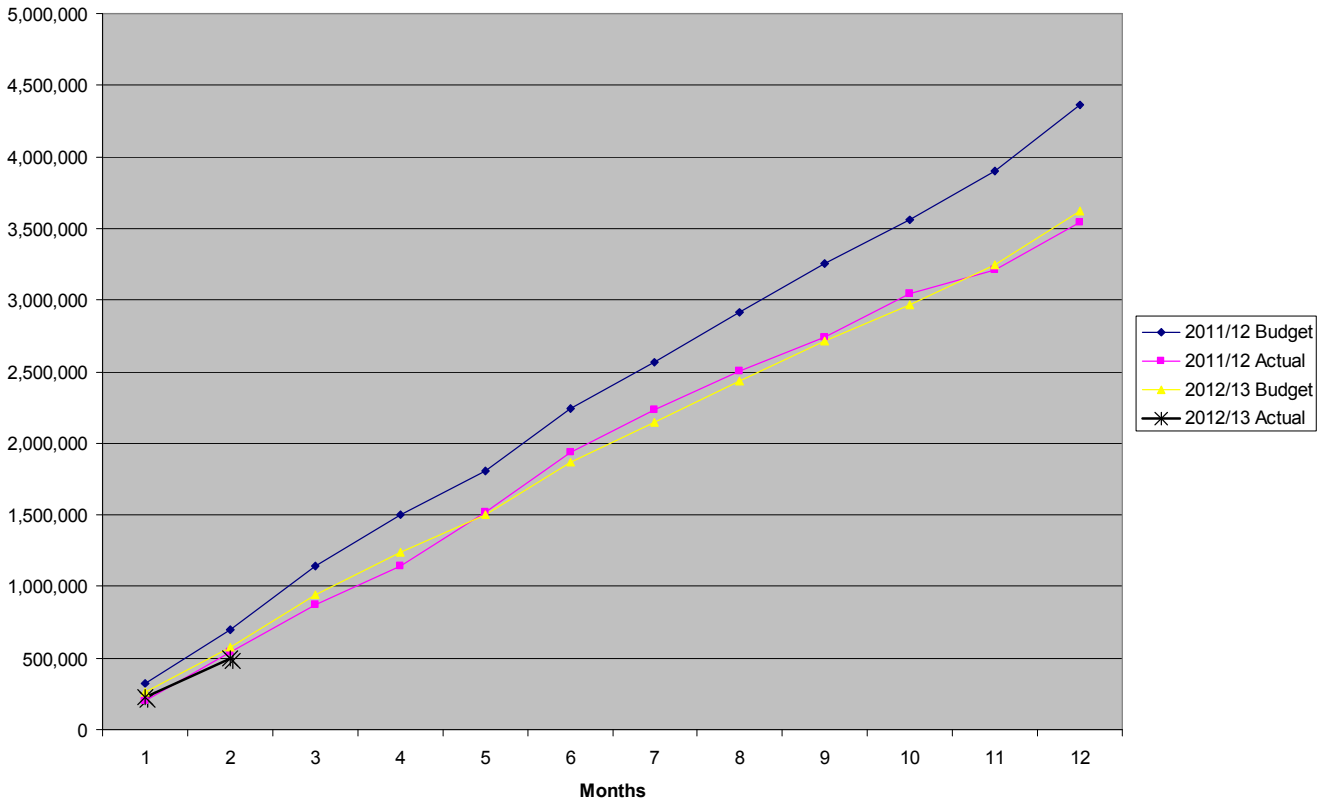
The year end projection assumes that most income budgets will be met. The Commercial Property rental income target of £3.8m includes a target for one off income and restricted covenants of £0.7m and although the projection assumes this will be achieved there is a risk that actual income falls short of this target.

The projection includes a shortfall against the advertising income budget of £200k. Work is ongoing in the directorate to generate additional income from advertising and income in 2012/13 is expected to be above 2011/12 levels. The projection assumes that additional income is received in 2012/13 for banner advertising on Woodhouse Car Park.

Planning and Sustainable Development

The income target for planning and building fees has been reduced in the 2012/13 budget by £0.5m reflecting the shortfall in 2011/12. The actual to date suggests that income is in line with the budget, as shown in the graph below.

Cumulative 2011/12 & 12/13 Building and Planning Fees



Economic Development

The projection assumes that the current income target of £3.7m for Kirkgate Market will be met.

Highways and Transportation

Additional fee income of £620k is anticipated in Highways and Transportation although this extra income will partly be offset by additional costs. The additional income largely results from the carry forward of schemes from 2011/12 although an additional £78k in grant has been received from Department for Environment, Food and Rural Affairs (DEFRA) for flood protection works.

Libraries, Arts and Heritage

An additional grant of £1.7m for 2012/13 has been received from the Arts Council. This grant was announced after the budget had been set and a virement has been submitted to increase income and expenditure to reflect this. The grant will fund additional expenditure on a number of projects to improve facilities, exhibitions, commercial viability, community participation and marketing and visitor numbers.

Recreation

A shortfall of £412k on income in Sport is projected. Current trends suggest that income in some areas is down on 2011/12 levels and the overall projection reflects this position.

Staffing

Overall an overspend of £298k is projected. The 2012/13 budget included a £2m reduction in staffing expenditure across the directorate. This is in addition to savings of £6m achieved since 2010/11. Staffing numbers in the directorate have continued to reduce since 2011/12 and are expected to fall further during the year. However, there are a number of staff in managing workforce change procedures and their costs are still being incurred by the directorate. This largely accounts for the projected small overspend against the staffing budget. The directorate will continue to closely manage staffing levels and recruitment across all services.

Other Expenditure

Premises and Supplies and Services budgets are expected to spend in line with the budget. However, the projection assumes that savings of £1.2m will be identified and that these will help offset some notable expenditure pressures within the Directorate.

The two major expenditure pressures are energy costs and the cost of maintaining and securing void properties. Energy costs in Sport and Highways and Transportation are expected to overspend by £838k. The overspend in Highways and Transportation of £411k is on the Street Lighting electricity contract and is due to higher than anticipated charges being set after the budget was agreed. In Sport the overspend reflects the 2011/12 outturn position where the savings assumed in the 2011/12 budget could not be fully delivered. The service is actively implementing energy saving schemes but these include the need for a payback and are unlikely to fully meet the savings assumed in the budget.

The cost of maintaining and securing void properties was a major budget pressure in 2011/12. The number of void properties being managed by Corporate Property Management (CPM) has increased significantly over the last two years as the Council has been rationalising its property portfolio across a number of services. Whilst the budget was increased in 2012/13 and CPM is proactively working to reduce the cost of void properties through demolitions and disposals, an overspend of £250k is still anticipated on this budget. There is a risk that this could be higher if additional properties are handed over from other Council directorates to CPM to manage without additional budget being made available.

An overspend of £283k on transport related expenditure is projected. This is mainly in Highways and Transportation and relates to vehicle hire costs which is recoverable from additional fee income.

Directorate Environment & Neighbourhoods

		(Under) / Over Spend for the current period											
		Staffing	Premises	Supplies & Services	Transport	Internal Charges	Payments to External Bodies	Transfer Payments	Capital	Appropriations	Total Expenditure	Income	Total Under / Overspend
	Service	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Traffic Light													
G	Health and Environmental Action	61	2	(133)	39	0	0	0	0	0	(31)	(44)	(75)
G	Chief Environmental Services Officer	(176)	(26)	0	0	23	0	0	0	0	(179)	(52)	(231)
G	Car Parking Services												
G	Chief Environmental Services Officer	0	0	0	0	0	0	0	0	0	0	0	0
G	Community Safety	0	0	0	0	0	0	0	0	0	0	0	0
G	Regeneration Programmes	25	0	(20)	0	0	0	0	0	0	5	(5)	0
G	Employment Skills	(18)	7	1	0	0	0	0	0	0	(10)	(1)	(11)
R	Chief Regeneration Officer	144	0	0	0	0	0	0	0	0	144	0	144
R	Strategy and Commissioning												
R	Director of Environment and Neighbourhoods	73	0	0	0	0	0	0	0	0	73	1	74
G	Statutory Housing												
G	General Fund Support Services	0	0	(206)	0	0	0	0	0	0	(206)	0	(206)
R	Chief Officer Resources and Strategy												
R	Waste Management	419	30	201	(60)	0	0	0	0	0	590	117	706
G	Chief Environmental Services	0	0	0	0	0	0	0	0	0	0	0	0
G	Safer Leeds Drugs Team												
R	Total	528	13	(157)	(21)	23	0	0	0	0	386	16	401

ENVIRONMENT AND NEIGHBOURHOODS: 2012/13 BUDGET

1.0 Introduction

This report sets out the current financial position for Environment and Neighbourhoods.

2.0 Overall Summary

The projected position for Environment and Neighbourhoods Directorate is an overspend of £400k

3.0 Explanation of the Projected Overspend

3.1 Resources, Strategy & Commissioning (£62k)

Staffing +£144k

The position forecasts an overspend due to staff who were displaced following the implementation of the Strategy & Commissioning restructure.

Supplies & Services -£206k.

The forecast assumes savings will be identified during this year to contribute to the overspends

3.2. Strategic Housing +74k

Staffing +£74k.

Forecast is based on staff in Managing Workforce Change.

3.3. Waste Management +706k

Within Refuse Collection there is a projected overspend of £488k. Of this, £404k relates to ongoing route back up (staff and vehicle costs) and additional cost of sickness cover. However, this can be partially offset by savings in the delay of roll outs which will save (£194k ~ staff and vehicle costs)

Staff currently in Managing Workforce Change are projected to cost £106k.

A revised tyre contract, let after the budget for 12/13 was approved, will cost the service in the region of £100k.

Within Waste Strategy and Policy an overspend of £276k is currently forecast. £181k of this relates to disposal costs which are projected to increase mainly as a result of delay to rollouts.

Income from electricity generation at Gamblethorpe closed landfill site is now projected at £50k below the budget. This is due to gas levels falling more quickly than had been anticipated.

3.4. Environmental Action (£76k)

The costs of staff in Managing Workforce Change are projected at £70k.

Savings from the weedspraying contract of (£160k) are forecast to be realised. This is because the budget was set for 12/13 before the revised costs were known.

3.5. Car Parking (£230k)

Savings from vacant posts are forecast to be (£176k).

Fee income from both On and Offstreet parking is expected to be in line with this years budget provision.

It is anticipated that an over-recovery of the previous years Bus Lane Enforcement debtor will generate a further (£50k).

Housing Revenue Account (HRA)

The HRA is projecting a surplus of £278k. Key variances from budget are:

Net additional rental income of £1,352k is projected from dwellings, garages and miscellaneous properties. This is primarily as a result of void levels being 0.7% lower than budgeted. This additional income will be paid over to the ALMOs as additional void incentive payments.

Income from Heat Lease charges is projected to be £290k higher than budget following a full review of the scheme.

Additional income of £159k will be received from telecoms as a result of rent reviews.

There is currently a projected overspend on salaries of £67k. This is due to the part year cost (£88k) of Phase 1 of the Housing Services restructure offset by savings in other areas.

Recharges are projected to overspend by £90k due to an unbudgeted recharge from the Housing General Fund for the Housing Options Team.

It is projected that £1,550k will be paid over to the ALMOs as incentive payments in respect of voids and arrears. However, the decision to end the penalty/incentive scheme in relation to the Strategic Landlord ALMO Performance Framework will generate a saving of £172k against budget.

In addition to the key budget variations identified above it should be noted that the proposed additional contribution to the Little London & Beeston Hill PFI project, as reported elsewhere on this agenda, would, if agreed, reduce the budgeted HRA unitary charge. The actual level of this reduction will not be known until the anticipated financial close at the end of July.

Directorate Resources

		(Under) / Over Spend for the current period										Total Under / Overspend
Traffic Light	Service	Chief Officer	Staffing £000	Premises £000	Supplies & Services £000	Transport	Internal Charges £000	Payments to External Bodies £000	Transfer Payments £000	Total Expenditure £000	Income £000	Total Under / Overspend £000
G	Financial Management	Chief Officer Fin Management	(37)	0	0	6	0	0	0	(31)	30	(1)
G	Business Support Centre	Chief Officer Fin Management	(32)	(1)	6	1	0	0	0	(26)	(189)	(215)
R	Financial Development	Chief Officer Fin Development	1	0	0	0	0	0	0	(1)	0	(1)
G	Revenues and Benefits	Chief Revenues and Benefits Officer	0	0	0	0	0	0	22	22	0	22
R	Information Technology	Chief ICT Officer	360	0	120	0	(100)	0	0	380	(251)	129
G	Human Resources	Chief Officer HR	(324)	(25)	71	3	10	0	0	(265)	1	(264)
G	Audit & Risk	Chief Officer Audit and Risk	(70)	0	(12)	0	0	0	0	(82)	48	(34)
G	CORS Directorate	Chief Officer Resources and Strategy	6	0	0	0	0	0	0	6	1	7
G	Public Private Partnership Unit	Chief Officer PPPU	127	0	2	0	0	0	0	129	(130)	(1)
G	Procurement		(156)	0	(17)	0	51	0	0	(122)	119	(3)
G	Democratic and Central Services	Chief Officer Democratic and Central Services	215	0	23	0	0	0	0	238	(237)	1
R	Commercial Services	Chief Officer Commercial Services	256	(12)	5	183	0	0	0	432	(75)	357
G	Total		344	(38)	198	193	(39)	0	22	680	(683)	(3)

Directorate Legal Services

		(Under) / Over Spend for the current period										Total Under /Overspend £000	
Traffic Light	Service	Chief Officer	Staffing £000	Premises £000	Supplies & Services £000	Transport £000	Internal Charges £000	Payments to External Bodies £000	Transfer Payments £000	Capital £000	Appro- priations £000	Total Expenditure £000	Income £000
G	Legal Services	City Solicitor	0	0	0	0	0	0	0	0	0	(0)	0
G	Total		0	0	0	0	0	0	0	0	0	(0)	0

Directorate Customer Access and Performance

		(Under) / Over Spend for the current period										Total Under /Overspend £000	
Traffic Light	Service	Chief Officer	Staffing £000	Premises £000	Supplies & Services £000	Transport £000	Internal Charges £000	Payments to External Bodies £000	Transfer Payments £000	Capital £000	Appro- priations £000	Total Expenditure £000	Income £000
G	Customer Services	Chief Officer Customer Services	0	0	0	0	0	0	0	0	0	0	0
G	Leads Initiative & Partnerships	Chief Officer LIP	(12)	0	0	0	0	0	0	0	0	(12)	12
G	Business Transformation	Chief Officer Business Transformation	0	0	0	0	0	0	0	0	0	0	0
G	CAP Management & Support	Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0
G	Area Management	Area Leader	0	0	0	0	0	0	0	0	0	0	0
G	Total		(12)	0	0	0	0	0	0	0	0	(12)	12

CENTRAL AND CORPORATE FUNCTIONS: 2012/13 BUDGET

1.0 Introduction

This report sets out the financial position for Central and Corporate Functions.

2.0 Overall Summary

The Central and Corporate budget reflects savings and efficiencies amounting to £6m (on top of £15.7m achieved in 2011/12) with some of the action plans representing a considerable challenge for services to deliver.

Whilst there are some variations at individual service level, the overall projection is that a balanced budget will be delivered by year end.

3.0 Explanation of the projected underspend

RESOURCES (balanced position)

Context

The budget contains the following challenges in terms of delivering savings and efficiencies:

- Pay savings amount to £3.1m of which £1.7m are based on the assumption of further leavers and turnover during the year.
- Procurement related savings of £0.6m
- Additional income of £1.3m.

In terms of the final outturn position for 2011/12, Commercial Services were £0.7m overspent as it was not possible to achieve the ambitious cost efficiencies targets and assumptions of around additional income. This was offset by significant savings, predominantly in pay, within the professional support services.

Overall projection

The emerging picture is that several services are predicting an underspent position, mainly from further leavers since the budget was prepared.

However against this, a number of pressures still exist within Commercial Services and the group as a whole is predicting an overspend of £357k. The main areas are:

- Fleet services – mainly higher tyre prices and occasional hire costs
- Property Cleaning - £60k pressure on staffing, however main problem is achieving the income budget
- Catering and Cleaning – higher staff costs (overtime and agency) in school kitchens plus income pressure from renegotiation of school cleaning contracts at a lower price

The ICT service is also experiencing pressures due to the ambitious target for capitalisation of staff development time. This has partly been hindered by difficulties in recruiting specialist staff and the ongoing reliance on external contractors.

The overall prediction however is that the Directorate will be able to take the necessary action to deliver a balanced position by the year end.

Commentary by expenditure and income headings:

Pay (£345k overspent)

After adjusting for additional spend on staffing that will be covered by increased income, a modest underspend is predicted with most services expecting to meet the additional vacancy factor of 2.9% on all non-trading services.

Supplies and Services (£199k overspent)

The main factor is an overspend on the ICT Contractors budget due to difficulties in recruiting suitable specialist ICT staff.

Transfer Payments (£4,577k overspent)

Increase in benefits expenditure, which has an equal and opposite impact on income.

Income (£5,229k underspent)

The main reasons for the increase in income are:

- Housing benefits subsidy £4,577k
- ICT – additional capitalisation of Essential Services Programme overtime offset by shortfall in general project development income £251k
- Expected grant to cover additional costs of May Elections £279k
- Expected income from Barclaycard for reaching p-card payment thresholds £155k

CUSTOMER ACCESS AND PERFORMANCE (balanced position)

No significant variations in spend or income are apparent and the Directorate have plans in place to ensure that the budget is brought in on-line.

LEGAL SERVICES (balanced position)

Following on from the significant reduction in legal spend last year, Legal Services are continuing with proactive work to reduce the Council's total legal bill. This includes significant savings that will be made through the 'WYLAW', which is progressing the West Yorkshire Districts' legal shared services agenda.

It is therefore currently predicted that both income and expenditure budgets will be achieved this financial year, meaning that both the Legal Service will balance its budget and there will be no pressures within client Directorates (assuming no significant increase in demand for legal services).

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 3rd September 2012

Subject: Work Schedule

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. A draft work schedule is attached as appendix 1. The work schedule has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.

2. Also attached as appendix 2 and 3 respectively are the minutes of Executive Board of 18th July and the Council's current Forward Plan.

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 papers¹

None used

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	June	July	August
People Plan	Outturn Report People Plan performance and report on appraisals and engagement – SB 25/06/12	Performance of Environment and Neighbourhoods regarding appraisals and engagement	
Equality Improvement Priorities	Equality Indicators SB 25/06/12		
Annual review of Partnership			
<i>To be determined</i>			
Briefings		Community Right To Challenge – To discuss proposed process SB 23/7/12 Procurement and Call IN	
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 4 performance report SB 25/06/12		
Budget	Out turn Report – SB 25/06/12		

Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	September	October	November
People Plan	Quarter 1 People Plan performance and report on Flexible Working and Agency staff – SB 3/09/12		
Equality Improvement Priorities			
Annual review of Partnership	Discussion with Cllr Wakefield re Leeds Initiative		
<i>To be determined</i>			
Briefings	Gambling Policy SB 3/9/12	Update on Fleet Services	
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 1 performance report SB 3/09/		
Budget	Quarter 1 - Budget SB 3/09/		

Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
People Plan	Quarter 2 People Plan performance and report on Attendance and Health & safety SB 17/12/12		
Equality Improvement Priorities			
Annual review of Partnership			
<i>To be determined</i>			
Briefings			
Budget & Policy Framework Plans		To receive Executive Board's initial budget proposals SB 21/01/13	
Recommendation Tracking			
Performance Monitoring	Quarter 2 performance report SB 17/12/12		
Budget	Quarter 2 – Budget SB 17/12/12		

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Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	May
People Plan	Quarter 3 People Plan performance and report on Equalities – SB 18/03/13		
Equality Improvement Priorities			
Annual review of Partnership	To undertake “critical friend” challenge – SB 18/03/13		
<i>To be determined</i>			
Briefings			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 3 performance report SB 18/03/13		
Budget	Quarter 3 – Budget – SB 18/3/13		

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

WG – Working Group Meeting

EXECUTIVE BOARD

WEDNESDAY, 18TH JULY, 2012

PRESENT: Councillor K Wakefield in the Chair

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

33 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) Appendix A to the report referred to in Minute No. 40 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains commercially sensitive information on the Council's approach to procurement issues (including project affordability position) and commercially sensitive information in relation to the Preferred Bidder. As such, the benefit of keeping the information exempt is considered greater than that of allowing public access to the information.
- (b) Appendix 1 to the report referred to in Minute No. 42 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains the detailed prices submitted by the contractor for the goods supplied. It is, therefore, considered that the public interest in maintaining the content of appendix 1 as exempt outweighs the public interest in disclosing the information contained in Appendix 1, as disclosure would prejudice the commercial interests of the contractor and the prices submitted relates to the financial/business affairs of a particular company.
- (c) Appendix 1 to the report referred to in Minute No. 45 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains information which if disclosed to the public would, or would be likely to prejudice the commercial interests of the Council and/or proposed partner. It is therefore deemed in the public interest not to disclose such information.
- (d) Appendix A to the report referred to in Minute No. 53 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption in relation to this confidential appendix outweighs the public interest in disclosing the information, by reason of the fact that it contains information and

Draft minutes to be approved at the meeting
to be held on Wednesday, 5th September, 2012

financial details which, if disclosed, would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.

- (e) Appendices B to F to the report referred to in Minute No. 54 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendices contain information relating to the financial or business affairs of third parties and of the Council, and the release of such information would be likely to prejudice the interests of all parties concerned. Whilst there maybe a public interest in disclosure, in all the circumstances of the matter, maintaining the exemption is considered to outweigh the public interest in disclosing this information at this time.
- (f) The Appendix to the report referred to in Minute No. 57 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that this is information relating to the financial or business affairs of Caddick and the Council, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosure.
- (g) Appendix A, together with Plans A and B to the report referred to in Minute No. 60 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption in relation to this documentation outweighs the public interest in disclosing the information by reason of the fact that they contain information and financial details which, if disclosed, would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.

34 Late Items

There were no late items as such, however, it was noted that exempt Appendix A to agenda item 9, entitled, 'Little London, Beeston Hill and Holbeck: Housing PFI Updated Affordability Position' had been circulated to Executive Board Members for their consideration, following the publication of the agenda (Minute No. 40 refers).

35 Declaration of Disclosable Pecuniary and Other Interests

There were no declarations of interest made at this point in the meeting, however, declarations of interest were made later in the meeting (Minute No. 54 refers).

36 Minutes

RESOLVED – That the minutes of the meeting held on 20th June 2012, be approved as a correct record.

NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES

37 Gambling Act 2005 Statement of Licensing Policy

The Head of Licensing and Registration submitted a report on the triennial review of the Gambling Act 2005 Statement of Licensing Policy, with the recommendation that the matter be referred to Scrutiny Board (Resources and Council Services) for consideration, in accordance with the Council's Budget and Policy Framework.

RESOLVED –

- (a) That the current Gambling Act 2005 Statement of Licensing Policy 2010-2012 be noted.
- (b) That the contents of the submitted report, together with the letter appended to the report, be noted.
- (c) That the policy be referred to Scrutiny Board (Resources and Council Services) for its consideration.

(The matters referred to within this minute were not eligible for Call In, as the development of a Policy under the Gambling Act 2005 was a matter for full Council and follows the Council's Budgetary and Policy Framework process)

38 Scrutiny Inquiry into Affordable Housing by Private Developers

The Director of City Development together with the Director of Environment and Neighbourhoods submitted a joint report providing a response to the nine recommendations of the former Scrutiny Board (Regeneration), following its inquiry into Affordable Housing by Private Developers.

Councillor J Procter attended the meeting as Chair of the Scrutiny Board (Regeneration) which had undertaken the inquiry.

RESOLVED – That consideration of the responses to the Scrutiny Board's recommendations, as set out within section 3 of the submitted report, be deferred, in order to enable all relevant parties to discuss such matters further, with an updated report being submitted to the September 2012 meeting of Executive Board for consideration.

39 Derelict and Nuisance Site Programme

The Director of City Development submitted a report presenting the emerging derelict and nuisance site programme, whilst also providing an overview of the early work which had been undertaken in this field.

A Member raised concerns in respect of the related consultation exercise which had been undertaken with Members and the extent to which the programme had been considered by Area Committees. In response, such concerns were acknowledged and it was noted that local Ward Members would be consulted directly on the programme. Additionally, it was noted that if Ward Members wished to suggest further sites for inclusion within the

programme, then such suggestions would be welcomed and considered in line with the programme's processes.

RESOLVED –

- (a) That the progress made on the project to deal with derelict and nuisance sites be noted.
- (b) That the first tranche of properties to be tackled be agreed, and that a further report be submitted to the Board in June 2013 covering the progress made during 2012/13.

40 Little London, Beeston Hill & Holbeck: Housing PFI Updated Affordability Position

Further to Minute No. 217, 7th March 2012, the Director of City Development submitted a report confirming the outcomes being sought for the Little London, Beeston Hill and Holbeck Private Finance Initiative Project and providing updated details of the financial position, in advance of the Financial Close.

Appendix A to the submitted report, which was designated as exempt under Access to Information Procedure Rule 10.4(3) was circulated to Board Members for their consideration, following the publication of the agenda papers.

Responding to an enquiry, the Board received assurances in respect of the processes which had been followed regarding public procurement regulations.

The Chief Executive advised that dialogue continued with central Government with the aim of ensuring that wherever possible, the pace of progress for such initiatives was maximised.

Following consideration of Appendix A to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That (without affecting the authority to proceed to financial close of the project and approvals in relation there to resolved at previous meetings of this Board [and in particular Executive Board resolution 184 (g) – (j) inclusive made on 9 March 2011]):-

- (a) The progress made, and the intention to let the contract by the end of July 2012, or as soon as possible after that, to allow a start on site by November 2012, with mobilisation and preliminaries prior to this date, be noted.
- (b) The process in place to achieve financial close be noted, and in particular, the action taken by the Director of Environment and Neighbourhoods to seek revised section 27 Housing Act 1985 consents in support of the project be noted and endorsed.

- (c) The key decision to re-profile the Council's affordability contribution to the project, as set out within exempt Appendix A to the submitted report be approved, and the Director of Environment and Neighbourhoods be authorised to approve the final profiling of the contributions.
- (d) The updated financial implications and affordability parameters, as set out within exempt Appendix A to the submitted report, be approved.

(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)

(The matters referred to within this minute were not eligible for Call In, as it was considered that any delay to such matters would seriously prejudice the Council's or the public's interests)

CHILDREN'S SERVICES

41 Design and Cost Report : Hugh Gaitskell Primary School: Additional Accommodation

The Director of Children's Services submitted a report seeking approval to provide additional accommodation at Hugh Gaitskell Primary School for September 2012, whilst also seeking the necessary authority to incur the associated expenditure.

Responding to a concern raised, officers provided assurances in respect of the budgetary implications arising from the proposed provision of additional accommodation within schools and also undertook to submit a report to the September 2012 Executive Board meeting responding to a previous request specifically regarding Bankside Primary School.

RESOLVED –

- (a) That approval be given to proceed with works to provide additional accommodation at Hugh Gaitskell Primary School, at an estimated total cost of £514,690.
- (b) That approval be given to incur expenditure of £514,690 from capital scheme number 15822\HUG\000.

42 Basic Need programme - Permission to consult on School Place Expansions for 2014

The Director of Children's Services submitted a report which sought permission to consult upon proposals relating four primary school expansions, scheduled to take effect from September 2014, which would form part of the Council's Basic Need programme.

Having reported a concern which had been received from a school governor regarding faith education, the Executive Member for Children's Services

assured the Board that such matters would be addressed as part of the associated consultation exercise.

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

RESOLVED –

- (a) That the development of the Little London community hub project be noted.
- (b) That approval be given to the following consultation exercises being undertaken:-
- to expand Little London Primary School from a capacity of 210 pupils to 630 pupils with an increase in the admission number from 30 to 90 with effect from September 2014;
 - to expand Tranmere Park Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2014;
 - to expand Rufford Park Primary School from a capacity of 210 pupils to 315 pupils with an increase in the admission number from 30 to 45 with effect from September 2014;
 - to expand Sharp Lane Primary School from a capacity of 420 pupils to 630 pupils with an increase in the admission number from 60 to 90 with effect from September 2014.

LEISURE AND SKILLS

43 Establishment of the Leeds Apprenticeship Training Agency (ATA)

The Director of City Development submitted a report which sought approval for Leeds City Council to establish the Leeds Apprenticeship Training Agency (ATA) in partnership with Leeds City College, which would operate as a jointly owned and separate company limited by guarantee.

The Board emphasised the crucial role which Small and Medium Enterprises (SMEs) would play in the delivery of this initiative and received an update on the work currently ongoing to engage with such enterprises. In addition, Members were provided with assurances that the initiative would be a key component of Leeds becoming a NEET (Not in Education, Employment or Training) free city, and that it would also help to equip young people with the necessary skills they required for employment.

In conclusion, the Chair emphasised the ambitious nature of this initiative and thanked the Board for the cross-party support it had received.

RESOLVED –

- (a) That Leeds City Council's involvement in the establishment of the Leeds Apprenticeship Training Agency be approved.

- (b) That approval of the detailed terms of the Articles of Association and the Member Agreement be delegated to the Director of City Development.
- (c) That the Director of City Development, or his nominated representative, be appointed as a Director of the Leeds Apprenticeships Training Agency.
- (d) That the Board's endorsement be given to the new company being registered with Companies House.

ADULT SOCIAL CARE

44 Update on the Award of the Contracts for Neighbourhood Network Services for the East of Leeds and on Wider Neighbourhood Network Developments

Further to Minute No. 5, 22nd June 2011, the Director of Adult Social Services submitted a report which provided details of the approval given by the Director to award the contracts for the Neighbourhood Network Service provision for the East of Leeds. In addition, the report detailed background information to the current service provision and the decision to procure the services detailed within the submitted report, whilst also outlining the procurement process and the outcomes from the evaluation stage, taking account of the recommendations and lessons learned from the 2009 citywide Neighbourhood Networks procurement exercise and the Independent Review in 2010.

The Board welcomed the outcomes arising from the procurement process, whilst the Chair thanked the Director of Adult Social Services and her team for all of the work which they had undertaken on this matter.

RESOLVED –

- (a) That the award of the contracts for the Neighbourhood Network Services for the East of Leeds to the following organisations be noted:
 - Burmantofts area – Burmantofts Senior Action
 - South Seacroft area - South Seacroft Friends and Neighbours Scheme
 - Richmond Hill - Richmond Hill Elderly Action Limited
 - Swarcliffe area - Swarcliffe Good Neighbours Scheme
 - Crossgates - Crossgates & District Good Neighbours.
- (b) That the procurement process undertaken, and the implementation of lessons learned from the 2010 Independent Review, be noted.
- (c) That the continued importance and potential of the Neighbourhood Network Services in delivering the priorities associated with the Adult Social Care 'Better Lives for People in Leeds' programme, be noted.

45 Shared Service Partnership with Calderdale Metropolitan Borough Council to meet Adult Social Care Technology Requirements

The Director of Adult Social Services submitted a report outlining the options available for replacing the current Electronic Social Care Record (ESCR) and ESCR financial systems, whilst also detailing the case for adopting a shared service partnership arrangement with another local authority. In addition, the report outlined the supporting technology components, including Electronic Document Record Management and Reporting, to be implemented alongside the case management solution. The report also sought approval to enter into a partnership agreement with Calderdale Council, release the related funding and incur the necessary expenditure.

The report noted that a number of options for the replacement of the existing ESCR and ESCR financial systems had been investigated. The options considered related to:

- Upgrading the existing system;
- The use of health systems;
- The procurement of a third party system; and
- A potential 'shared service' arrangement with another local authority, where Leeds adopted their case management recording system.

Responding to specific concerns raised as to whether the Adult Social Care Client Information System used by Calderdale Council would be fit for Leeds' purpose, it was requested that related matters were referred to the Corporate Governance and Audit Committee, so that the acquisition of the system could be monitored.

Following a Member's enquiry regarding the costs associated with this scheme, together with the equivalent system used by Children's Services, the Member in question was provided with further details, with officers undertaking to provide more detailed information, should this be required.

Having noted the comments which had been made, it was agreed that further to the related matters being referred to the Corporate Governance and Audit Committee, Executive Board receive an update report every 6 months in order to monitor the progress of the initiative.

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

RESOLVED –

- (a) That approval be given to enter into a partnership agreement with Calderdale Metropolitan Borough Council for the purchase of an initial 20% share of their Adult Social Care Client Information System (CIS), with options to increase this share as described in section 3.2 of the submitted report.
- (b) That the necessary expenditure be authorised, as defined within exempt Appendix 1 to the submitted report, to undertake the following:-

Draft minutes to be approved at the meeting
to be held on Wednesday, 5th September, 2012

- purchase a share in the system and implementation support from Calderdale Metropolitan Borough Council;
 - implement the Case management, integrated financial and contract management modules of Calderdale's CIS in partnership with Calderdale Metropolitan Borough Council to meet Leeds requirements;
 - implement and integrate Leeds City Council's corporate Electronic Document and Records Management System (EDRMS) in parallel with the Case Management System;
 - build and develop a reporting and Business Intelligence (BI) solution utilising existing corporate reporting and Business Intelligence technology.
- (c) That the matters raised in relation to the Adult Social Care Client Information System be referred to the Corporate Governance and Audit Committee, so that the acquisition of the system can be monitored.
- (d) That Executive Board receive a report every 6 months which provides an update in respect of the project's progress.

46 Consultation on the Charges for Non-Residential Adult Social Care Services

The Director of Adult Social Services submitted a report setting out proposals for a consultation process on proposed changes to charges for non-residential Adult Social Care services following approval for a further charging review by Executive Board on 27th July 2011 (Minute No. 36 referred). In addition, the report outlined the reasons for the proposals and the likely implications for customers and income levels. The report also detailed the way in which the public consultation on the impact of these proposals would be conducted.

Members highlighted the need to ensure that the proposed consultation exercise was handled as sensitively as possible.

RESOLVED -

- (a) That the public consultation on the proposed new charges that are set out within section 4.8 of the submitted report, be approved.
- (b) That the impact of the proposed changes on commissioned services, as outlined within sections 4.17 and 4.18 of the submitted report, be noted.
- (c) That the impact of the proposed changes on other Council services, as set out within sections 4.19 and 4.20 of the submitted report, be noted.
- (d) That the public consultation on the proposed changes to the financial assessment methodology that are set out within sections 4.21 and 4.22 of the submitted report, be approved.

- (e) That a further report be brought to Executive Board later this financial year, with final charging proposals following a more detailed analysis of the impact and the outcome of the consultation.

47 Leeds Safeguarding Adults Partnership Annual Report 2011/2012

The Director of Adult Social Services submitted a report introducing the fifth annual report of the Leeds Safeguarding Adults Partnership Board and providing an update on the work of the Leeds Safeguarding Adults Partnership.

Professor Paul Kingston, Independent Chair of the Adult Safeguarding Partnership Board, provided an introduction to the key points raised within the annual report, together with a summary of the work undertaken by the Partnership.

Responding to an enquiry, the Board was provided with details regarding the level and source of safeguarding referrals in Leeds. Having noted the significant increase in the number of safeguarding referrals which had been reported over the past year, Members discussed the reasons for such a rise and the accompanying capacity issues.

The Board highlighted the importance for Elected Members to be aware of the safeguarding process and welcomed the fact that a further Members' seminar on such matters was proposed for later in the year. In addition, it was requested that Executive Board members were provided with a further, more detailed breakdown of data relating to the source and levels of safeguarding referrals, which included a distinction between those referrals made in respect of public and private service provision and also NHS provision.

In conclusion, Members welcomed the annual report and the detailed discussion which had taken place, and it was agreed that the submitted report and associated documentation be referred to Scrutiny Board (Health and Wellbeing and Adult Social Care) for further consideration.

RESOLVED –

- (a) That the contents of the 2011/12 Leeds Safeguarding Adults Partnership Annual Report, as appended to the submitted report be noted, and that the work programme of the Adult Safeguarding Partnership Board for 2012/13 be endorsed.
- (b) That the submitted report and associated documentation be referred to Scrutiny Board (Health and Wellbeing and Adult Social Care) for further consideration.

RESOURCES AND CORPORATE FUNCTIONS

48 Treasury Management Annual Outturn Report 2011/12

The Director of Resources submitted a report providing a final update on the Council's Treasury Management Strategy and operations for 2011/2012.

The Chair thanked all of the officers who had been involved in the Council achieving its current Treasury Management position.

RESOLVED – That the treasury management outturn position for the year 2011/2012, be noted.

49 Annual Risk Management Report

The Director of Resources submitted a report providing assurances upon the strength of the Council's risk management arrangements, whilst presenting an overview of the authority's strategic risks.

The Executive Member for Development and the Economy provided the Board with an update in respect of the current position regarding city flooding. Having considered this matter, Members emphasised the need for all parties to continue to lobby central Government with regard to accessing the funding streams required to establish the level of flood defences necessary to protect the city, given the substantial economic and commercial impact that flooding to Leeds city centre would have upon the whole of the city region.

RESOLVED – That the contents of the annual risk management report be received, and the related assurances provided within the submitted report be noted.

50 Financial Health Monitoring 2012/2013 - First Quarter Report

The Director of Resources submitted a report presenting the Council's projected financial health position for 2012/2013 after three months of the financial year, in respect of the revenue budget and the Housing Revenue Account.

Responding to a Member's concerns, the Board discussed the projected overspend within refuse collection and any potential impact that this may have upon the roll out of further service provision in this area.

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

51 Capital Programme Update for 2012 - 2015

The Director of Resources submitted a report providing an update upon the financial position for 2012/13 as at June 2012, including an update on capital resources, a summary of schemes upgraded from 'Amber' to 'Green' status since February and a summary of progress which had been made on some major schemes. In addition, the report also included ALMO capital investment proposals and sought specific approvals in order to allow some schemes to progress.

RESOLVED –

- (a) That the latest position on the general fund and Housing Revenue Account capital programmes, be noted.

- (b) That the transfer of schemes from the Amber to the Green programmes, as set out within section 3.3 of the submitted report, be noted.
- (c) That the following allocations from the Economic Initiatives provision in the capital programme be approved:-
 - § £885,000 for the Eastgate development
 - § £250,000 for Brunswick Terrace
 - § £500,000 for Town and District Regeneration Scheme
 - § £3,345,000 to support the delivery of superfast broadband in the region
- (d) That the injection into the capital programme of £10,173,000, funded by government grant to enable the provision of additional primary school places, be approved.
- (e) That the economic impact of the Council's capital programme, as detailed within section 5 and Appendix D of the submitted report be noted.

52 Council Business Plan Refresh 2012-2013

The Assistant Chief Executive (Customer Access and Performance) submitted a report outlining a number of proposed amendments and updates to the Council Business Plan, which would ensure that the Plan remained up to date, continued to reflect the Council's main challenges and included targets which were both challenging, but also realistic.

Responding to a Member's enquiry, the Board received reassurance in respect of the proposed target for 2012/2013 regarding the maintenance of non main roads.

RESOLVED – That the changes to the Council Business Plan for 2012-2013, as detailed within the submitted report, be approved.

53 Phase 1 Changing the Workplace: City Centre Office Accommodation

Further to Minute No. 137, 2nd November 2011, the Director of Resources, the Assistant Chief Executive (Customer Access and Performance) and the Director of City Development submitted a joint report detailing the progress which had been made to date in relation to the Changing the Workplace programme, whilst also highlighting the benefits being delivered as a result. Specifically, the report sought agreement to roll out new ways of working within the city centre, which would lead to a reduction in the number of the Council's city centre office properties.

Members highlighted the importance of the scheme and the need to ensure that the progress of it was monitored in terms of costs, savings and value for

money. The Chair acknowledged the comments made and emphasised the vital role that face to face contact played in the delivery of Council services.

Following consideration of Appendix A to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That the proposals outlined within the submitted report, regarding city centre office accommodation, together with the specific recommendations contained within section 6.0 of the exempt appendix to the submitted report (which included the submission of an annual report to Executive Board providing an update position of spend on the programme against outcomes delivered), be approved.

54 Loan with Yorkshire County Cricket Club - Variation of Agreement and Granting of Consents

Further to Minute No. 184, 14th January 2009, the Director of Resources submitted a report providing information on a request received by the Council from Yorkshire County Cricket Club regarding a loan provided by the Council to the Club in 2005. The Club's request related to amending the current schedule of repayments for the loan and extending the repayment period. In addition, the report noted that the Club was also seeking the Council's consent to amend its term loan with its bank and to enter into a financial liability.

On behalf of the Board, the Chair thanked all officers who had been involved in the negotiation process with the Club in respect of this matter.

Following consideration of Appendices B to F to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the variation to the Council's loan agreement with Yorkshire County Cricket Club be agreed, as outlined within the submitted report.
- (b) That the necessary consents be granted to facilitate Yorkshire County Cricket Club entering into a variation in respect to their loan agreement with their bank and also to enable the Club to accept the loan from its Chairman.

(Councillor Yeadon declared an Other Significant Interest in respect of this matter, as a member of Yorkshire Disabled Cricket Club, whilst the Director of City Development also declared an Other Significant Interest in respect of this matter, as the Council's nominated Director on the Board of Yorkshire County Cricket Club)

55 Commission on the Future of Local Government - Progress Update

Further to Minute No. 232, 11th April 2012, the Assistant Chief Executive (Customer Access and Performance) submitted a report providing an update

on the outcome of the work undertaken by the Commission on the Future of Local Government which explored the concept of Civic Enterprise as a means to respond to the changes and challenges which faced local government.

RESOLVED –

- (a) That the findings of the Commission, in particular the five Propositions, along with the Commitments and Calls to Action, be noted.
- (b) That the work which is underway to enable Leeds to become an enterprising council be supported.

DEVELOPMENT AND THE ECONOMY

56 Design and Cost Report for Broadband Projects

The Director of City Development submitted a report regarding the various broadband initiatives which were underway in the city, whilst also seeking approval and commitment to a Leeds City Council contribution to the delivery of such projects.

RESOLVED –

- (a) That the Broadband Delivery UK (BDUK) Local Broadband Plan process be ratified and supported.
- (b) That the capital funding contribution to the BDUK and super connected cities project, as outlined within section 4.4.1 of the submitted report be approved.

57 Quarry Hill, Leeds, LS2

Further to Minute No. 7, 11th June 2008, the Director of City Development submitted a report advising of the revised terms upon which the Council's site at Quarry Hill in the city centre could be sold to Caddick Developments Limited.

Responding to an enquiry, Members received clarification in respect of proposals for the development regarding public car parking provision.

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

RESOLVED - That the terms, as detailed within the exempt appendix to the submitted report, be approved.

58 Community Asset Transfer of Holbeck Youth Centre to Health for All (Leeds) Ltd

The Director of City Development submitted a report on the proposed Community Asset Transfer of Holbeck Youth Centre to Health for All (Leeds) Ltd. by way of a 25 year peppercorn, full repairing and insuring lease.

RESOLVED – That the Community Asset Transfer of Holbeck Youth Centre to Health for All, by way of a 25 year peppercorn lease with full repairing and insuring liabilities, be approved.

59 Community Asset Transfer of the former Bramley Lawn Day Centre to Bramley Elderly Action

The Director of City Development submitted a report regarding the proposed Community Asset Transfer of Bramley Lawn Day Centre to Bramley Elderly Action by way of a 25 year peppercorn full repairing and insuring lease.

RESOLVED – That the Community Asset Transfer of Bramley Lawn Day Centre to Bramley Elderly Action, by way of a 25 year peppercorn lease with full repairing and insuring liabilities, be approved.

60 Land Proposals for Eastgate

Further to Minute No. 214, 7th March 2012, the Director of City Development submitted a report which sought to obtain the necessary authority for further land acquisition which related to the delivery of the Eastgate redevelopment scheme. In addition, the report also detailed the current position regarding the delivery of the John Lewis Partnership store as part of the development and which sought the necessary approvals to enable the delivery of a car park on the land presently held by the West Yorkshire Police Authority.

Following consideration of Appendix A and Plans A and B to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That approval be given to the capital injection of funds and the authority to spend (identified in the exempt appendix to the submitted report) into the capital programme for the Council to acquire the West Yorkshire Police landholdings, as shown on exempt plan A, and that approval also be given to allocating the sum identified within the exempt appendix for the demolition of the Millgarth building, which will be dealt with as a Design & Cost report to a future Executive Board.
- (b) That subject to the agreement of final terms, approval be given to the Council releasing to Hammerson part of the acquired site necessary to allow for the construction of the John Lewis building (as identified upon exempt plan A to the submitted report).
- (c) That the principle that the Council enters into an agreement, subject to the agreement of final terms, with either or both John Lewis and Hammerson, in respect to the delivery and/or operation of the car park, be approved.
- (d) That the principle that should the Council be unable to agree acceptable Heads of Terms with Hammerson to deliver the car park, approval be given to the Council delivering a car park, the details of

which would be subject to a further Design & Cost report to Executive Board.

- (e) That the necessary authority be provided to the Director of City Development, with the concurrence of the Executive Member for Development and the Economy and the Director of Resources, for the completion of all necessary Heads of Terms and legal documentation, for the various property transactions (as set out within the submitted report and exempt appendix A), so that such matters can be dealt with under the appropriate scheme of delegation.

(The matters referred to within this minute were not eligible for Call In as it was considered that any delay in such matters would seriously prejudice the Council's or the public interest. A delay in completing the Heads of Terms and legal documentation as soon as practically possible may have an impact upon the critical path of approvals which were being sought both from Hammerson and John Lewis Boards)

ENVIRONMENT

61 Leeds Climate Change Strategy 2012-2015 (Light Touch Review)

The Director of Environment and Neighbourhoods submitted a report seeking the endorsement of, and approval to publish the updated Leeds Climate Change Strategy 2012-2015. In addition, the report also outlined the support available from the European Local Energy Assistance (ELENA) mechanism and sought formal approval to join the EU Covenant of Mayors, as a first step towards submitting an ELENA bid.

RESOLVED –

- (a) That the Leeds Climate Change Strategy 2012-2015 be approved and that it be published via the Leeds Initiative channels, together with a short non-technical summary.
- (b) That the Council's role in delivering the priority actions contained within the strategy be supported and championed.
- (c) That the development of an expression of interest and full business case to ELENA to refine and commercialise a series of strategic low carbon energy infrastructure and energy efficiency projects, in order to deliver the objectives of the Leeds Climate Change Strategy 2012-2015, be supported.
- (d) That approval be given to Leeds becoming a signatory to the EU Covenant of Mayors and to the submission of the Leeds Climate Change Strategy 2012-2015, as Leeds' Sustainable Energy Action Plan, in order to support an ELENA bid.

62 Funding Application to Department for Communities and Local Government for Weekly Food Waste Collections and Associated Infrastructure

Further to Minute No. 144, 14th December 2011, the Director of Environment and Neighbourhoods submitted a report regarding the submission of a final bid for funding from the Weekly Collection Support Fund (WCSF) managed by the Department for Communities and Local Government (DCLG).

Responding to concerns raised, the Board was assured that the proposed bid was realistic and that the proposals outlined within the submitted report would not lead to a two-tier system across the city. In addition, assurances were also provided in respect of a Member's specific concerns regarding the future delivery of food waste collections in Leeds.

RESOLVED –

- (a) That the contents of the submitted report be noted, and that the submission of a final bid to the WCSF by August 17th 2012, to fund the roll-out of weekly food waste collections to 80% of residents in the City be approved.
- (b) That the continued provision of these weekly food waste collections for at least two years beyond the end of the DCLG funding period (i.e. 2015/16 and 2016/17) as required by DCLG, be agreed.
- (c) That additional funding of approximately £4,000,000 per annum to deliver this service during the financial years 2015/16 to 2016/17 be approved, but it be noted that the savings in disposal costs (compared to landfill) derived from the development of the Residual Waste Treatment PFI facility would significantly offset these costs. Savings of an estimated £2,500,000 per annum from the fortnightly collection of residual waste and recycling that would accompany weekly food waste collections would also mitigate the costs of food waste collections post 2014/15 (as section 4.4 of the submitted report details).
- (d) That authority be delegated to the Director of Environment and Neighbourhoods to amend the bid to address feedback from DCLG, provided that the proposals remain within the level of funding, as agreed at resolution (c) above.
- (e) That if the bid is successful, approval be given to a fully funded injection into the Capital Programme of the capital costs included within the final approved bid (currently calculated at £8,150,000), and that Authority to Spend up to this amount also be approved.
- (f) That officers' intentions to seek further Member approvals regarding the specific weekly food waste collection service roll-out plans be noted, including the proposed geographical areas for inclusion within Phase 1, or, in the event that the DCLG bid is unsuccessful, for the pilot phase of fortnightly residual waste and recycling collections agreed by Executive Board in December 2011.

(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)

63 RE:FIT Phase 2

Further to Minute No. 157, 5th January 2011, the Director of City Development and the Director of Resources submitted a joint report which sought the support of Executive Board to participate in phase 2 of the RE:FIT programme. In addition, the report also sought agreement to the scope of the procurement.

RESOLVED –

- (a) That the project proposals for RE:FIT phase 2, including the associated portfolio of buildings, be approved.
- (b) That the injection of £1,500,000 into the capital programme, to be fully funded by unsupported borrowing, be approved.
- (c) That the expenditure of up to £1,500,000 on this project be approved.
- (d) That authority be delegated to the Director of City Development in order to approve any changes to the portfolio of buildings falling under the RE:FIT phase 2 proposals, in terms of additions or removals.
- (e) That authority be delegated to the Director of City Development in order to approve the award of the contract.

DATE OF PUBLICATION: 20TH JULY 2012

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 27TH JULY 2012 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 30th July 2012)

Draft minutes to be approved at the meeting
to be held on Wednesday, 5th September, 2012



FORWARD PLAN OF KEY DECISIONS

1 September 2012 – 30 December 2012

What is the Forward Plan?

The Forward Plan is a list of the key decisions the Authority intends to take during the period 1 September 2012 – 30 December 2012. The Plan is updated monthly and is available to the public 14 days before the beginning of each month.

What is a Key Decision?

A Key decision, as defined in the Council's Constitution is an executive decision which is likely to:

- result in the Authority incurring expenditure or making savings over £250,000 per annum, or
- have a significant effect on communities living or working in an area comprising 2 or more wards

What does the Forward Plan tell me?

The Plan gives information about:

what key decisions are coming forward in the next four months
when those key decisions are likely to be made
who will make those decisions
what consultation will be undertaken
who you can make representations to

Who takes key decisions?

Under the Authority's Constitution, key decisions are taken by the Executive Board or Officers acting under delegated powers.

Who can I contact?

Each entry in the Plan indicates the names of all the relevant people to contact about that particular item. In addition, the last page of the Forward Plan gives a complete list of all Executive Board members.

How do I make contact?

Wherever possible, full contact details are listed in the individual entries in the Forward Plan. If you are unsure how to make contact, please ring Leeds City Council and staff there will be able to assist you:

Leeds City Council - Telephone: 0113 2474357

How do I get copies of agenda papers?

The agenda papers for Executive Board meetings are available five working days before the meeting from:

Governance Services, Civic Hall, Portland Crescent, Leeds, LS1 1UR

Telephone: 0113 2474350

Fax: 0113 3951599

Email: cxd.councilandexec@leeds.gov.uk

On occasions, the papers you request may contain exempt or confidential information. If this is the case, it will be explained why it will not be possible to make copies available.

Where can I see a copy of the Forward Plan?

The Plan can be found on the Leeds City Council Website www.leeds.gov.uk. The Plan is regularly updated and for legal reasons is formally published on a monthly basis on the following dates:

2012/13

17 th May 2012	16 th November 2012
15 th June 2012	17 th December 2012
17 th July 2012	17 th January 2013
17 th August 2012	14 th February 2013
17 th September 2012	15 th March 2013
17 th October 2012	16 th April 2013

About this publication

For enquiries about the Forward Plan of Key Decisions please:

E-mail: cxd.councilandexec@leeds.gov.uk or telephone: 0113 247 4357

Visit our website www.leeds.gov.uk for more information on council services, departments, plans and reports.

This publication can also be made available in Braille or audio cassette. Please call: 0113 247 4357

If you do not speak English and need help in understanding this document, please phone: 0113 247 4357 and state the name of your language.

We will then make arrangements for an interpreter to contact you. We can assist with any language and there is no charge for interpretation.

(Bengali):-

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে 0113 2243462 এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

(Chinese):-

凡不懂英語又須協助解釋這份資料者，請致電 0113 22 43462 並說明本身所需語言的名稱。當我們聯絡傳譯員時，請勿掛斷電話。

(Hindi):-

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद की जरूरत है, तो कृपया 0113 224 3462 पर फ़ोन करें और अपनी भाषा का नाम बताएँ। तब हम आपको होल्ड पर रखेंगे (आपको फ़ोन पर कुछ देर के लिए इंतज़ार करना होगा) और उस दौरान हम किसी इंटरप्रिटर (दुभाषिए) से संपर्क करेंगे।

(Punjabi):-

ਅਗਰ ਤੁਸੀਂ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਇਹ ਲੇਖ ਪੱਤਰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ 0113 22 43462 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਪਣੀ ਭਾਸ਼ਾ ਦਾ ਨਾਮ ਦੱਸੋ. ਅਸੀਂ ਤੁਹਾਨੂੰ ਟੈਲੀਫ਼ੋਨ 'ਤੇ ਹੀ ਰਹਿਣ ਲਈ ਕਹਾਂ ਗੇ, ਜਦ ਤਕ ਅਸੀਂ ਦੁਭਾਸ਼ੀਏ (Interpreter) ਨਾਲ ਸੰਪਰਕ ਬਣਾਵਾਂ ਗੇ.

(Urdu):-

اگر آپ انگریزی نہیں بولتے ہیں اور آپ کو یہ دستاویز سمجھنے کیلئے مدد کی ضرورت ہے تو براہ مہربانی اس نمبر 0113 22 43462 پر فون کریں اور ہمیں اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ کو لائن پر ہی انتظار کرنے کیلئے کہیں گے اور خود ترجمان (انٹر پریٹر) سے رابطہ کریں گے۔

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 September 2012 to 30 December 2012

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
The Manufacture, Supply and Installation of Passenger Lifts, Stair Lifts and through the Floor Lifts to Leeds City Council Buildings Property Maintenance's procurement exercise for the award of a framework contract for the manufacture. Supply and installation of passenger lifts, stair lifts and through the floor lifts to Leeds Council Buildings	Chief Commercial Services Officer	1/9/12	None	The award report from the tender process	sarah.martin@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Yewtree and Rosewood Extra Care Provision To award a contract to Methodist Homes Association to provide 65 housing tenancies for older people residing in the Moor Allerton extra care housing provision</p>	<p>Director of Adult Social Services</p>	<p>1/9/12</p>	<p>Project Board and the Health and Social Care Executive Board Member</p>	<p>Report to the Director of Adult Social Services</p>	<p>susan.gamblen@leeds.gov.uk</p>
<p>Award of contract to Leeds Partnership Foundation Trust for the care and support services to adults with learning disabilities To invoke contract procedure rule 31.4 (to allow waiver of contracts procedure rule 13)</p>	<p>Director of Adult Social Services</p>	<p>1/9/12</p>	<p>Department of Health requirement for 2011/12. The following boards were advised of the requirement:</p> <ul style="list-style-type: none"> • Council Executive Board Report 2009 • Joint Commissioning Strategic Board April 2009 • Leeds Learning Disability Partnership Board 19 June 2009 	<p>Report to the Director of Adult Social Services</p>	<p>janet.wright@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Advocacy Consortia Model To approve request to invoke Contracts Procedure Rule 31.1 to waive Contract Procedure Rule 13 to enter into a contract with the Advonet from 1st April 2013 to 31st March 2016.</p>	<p>Director of Adult Social Services</p>	<p>1/9/12</p>	<p>The joint advocacy review in 2009 included extensive consultation with service users and demonstrated that there is a strong case for advocacy services but that they were working under pressure and in some cases lacked resources to be able to extend their services. Since this time there has been ongoing consultation with advocacy providers and their customers, including involvement of management steering groups. ASC, NHS, ABL and Advocacy providers have worked closely together to develop this model in order to ensure it is fit for purpose and will continue to do so. A 'Briefing Paper' was presented to Councillors on January 27th 2012 outlining the action undertaken to date and the future plans for short term, issue based independent advocacy in the city. Throughout the duration of the contract consultation will take place with customers and stakeholders to assess the effectiveness of the service.</p>	<p>Waiver Report</p>	<p>mick.ward@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>The Learning Disability Section 75 Agreement between Adult Social Care and NHS Leeds (NHS Airedale, Bradford and Leeds Cluster)</p> <p>To agree the Learning Disability Section 75 Agreement between Leeds City Council Adult Social Care and NHS Leeds (NHS Airedale, Bradford and Leeds Cluster)</p>	Director of Adult Social Services	3/9/12	Collaboration with relevant stakeholders including NHS colleagues, legal services and commissioners.	Report to the Director of Adult Social Services and Section 75 Agreement	maxine.naismith@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
To enter into new contractual arrangements with homecare providers to extend legacy cost and volume provision Request to invoke Contract Procedure Rule 31.1 and to waive Contract Procedure Rule 13 to enter into new contracts with the existing independent service providers.	Director of Adult Social Services	13/9/12	As part of the implementation of the framework contract arrangements two years ago, people in receipt of legacy arrangements cost and volume arrangements were consulted and indicated they wished to retain those legacy arrangements; this decision is therefore directed by that consultation	Report to Director of Adult Social Services	mark.phillott@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Morley Conservation Area To amalgamate and extend the Morley Town Centre and Morley Dartmouth Park Conservation Area into the Morley Conservation Area and adopt the Morley Conservation Area Appraisal and Management Plan as non-statutory planning guidance	Chief Planning Officer	1/9/12	Ongoing consultation since May 2008 with the local community, Ward Members, Morley Town Council and Other bodies	Report and Morley Conservation Area Appraisal and Management Plan	phil.ward@leeds.gov.uk
Travel Plan SPD Approve Travel Plan Supplementary Planning Document as adopted part of the Local Development Framework.	Chief Planning Officer (Portfolio: Development and the Economy)	1/9/12	The draft SPD has gone through significant internal consultation and a full statutory external consultation. Amendments have been made to the SPD as a result of these conditions.	The report to be issued to the decision maker with the agenda for the meeting	nathan.huntley@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>New Farnley Village Design Statement (VDS) Approval of the New Farnley Village Design statement so that it can be formally adopted as a Supplementary Planning Document (SPD) within the Leeds Development Framework.</p>	<p>Chief Planning Officer</p>	<p>1/9/12</p>	<p>The document has undergone significant local consultation which had shaped the aspirations within it. A representations statement and EIA will be published alongside the VDS.</p>	<p>New Farnley VDS</p>	<p>gareth.read@leeds.gov.uk</p>
<p>The adoption of the Rawdon Cragg Wood Conservation Area Appraisal and Management Plan The adoption of the Rawdon Cragg Wood Conservation Area Appraisal and Management Plan</p>	<p>Chief Planning Officer</p>	<p>1/9/12</p>		<p>Rawdon Cragg Wood Conservation Area Appraisal and Management Plan</p>	<p>andrew.graham@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Modification of the Shadwell Conservation Area and the approval of the Shadwell Conservation Area Appraisal and Management Plan</p> <p>The Chief Planning Officer to approve the following:</p> <ol style="list-style-type: none"> 1. The Modification of the Shadwell Conservation Area (boundary map Appendix 2 with effect from 17 September 2012. 2. Adoption of the Shadwell Conservation Area Appraisal and Management Plan as non-statutory planning guidance (and as such with weight as a material consideration) with effect from 17 September 2012. 	Chief Planning Officer	3/9/12	A 5 week period of public consultation has already taken place.	Shadwell Conservation Area Appraisal and Management Plan and the Shadwell Conservation Area Boundary	matthew.bentley@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Leeds Community Learning Programme 2012-13 Award of contract(s) following a procurement exercise, to deliver Community Learning provision from August 2012 (Formal First Step and Community Learning funding)	Director of City Development	1/9/12	Consultation has taken place with the Executive Member Leisure and Skills and the Executive Board Member, formerly Neighbourhoods, Housing and Regeneration. There has been specific internal consultation with Children's Services and City Development and external partners including Jobcentre Plus, the Skills Funding Agency, training providers and local FE/HE representatives	None	sue.wynne@leeds.gov.uk
Construction Skills Commissioning	Director of City Development	1/9/12	Jobcentre Plus, Members, existing/potential providers	Delegated decision report	jane.hopkins@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Reinstatement works following fire damage at Temple Newsam Farm Authority to spend from insurance fund	Director of City Development	1/9/12	Corporate Procurement Unit, Insurance Section, Ward Members, Executive Member for Leisure	Design and Cost Report	anne.chambers@leeds.gov.uk
Elmete Primary Centre To give Authority to Spend for the removal of asbestos and demolition of Elmete Primary Centre	Director of City Development	3/9/12	Executive Member for Development and the Economy, Ward Members	Design and Cost Report	phil.elliott@leeds.gov.uk
Leeds Local Implementation Plan supporting document for the West Yorkshire Local Transport Team Report requesting authority for approval of the supporting document for Leeds setting out details of the strategy and implementation proposals for Leeds included in the West Yorkshire Local Transport Plan.	Chief Officer (Highways and Transportation)	1/9/12	The document sets out issues and proposals that have been consulted on as part of the Local Transport Plan preparation process which has included Members and stakeholders	Delegated decision report	andrew.hall@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>A653 Dewsbury Road junction with A6029 Rein Road, Tingley - Proposed pedestrian crossing facilities To seek approval to incur expenditure and undertake the detailed design and implementation of a pedestrian crossing on the A653 Dewsbury Road junction with A6029 Rein Road, Tingley.</p>	<p>Chief Officer (Highways and Transportation)</p>	<p>1/9/12</p>	<p>Morley South Ward Members</p>	<p>None</p>	<p>nick.borras@leeds.gov.uk</p>
<p>Framework Agreement for the Procuring of fixed play ground equipment including MUGAs, teen shelters and skateboard BMX equipment Awarding of the Framework Contract for the supply and installation of playground equipment for a period of 3 years from the 1st March 2012 with the option to extend for a further 2 years if so required.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/9/12</p>	<p>Parks and Countryside, Procurement Unit.</p>	<p>Tender Returns</p>	<p>martin.wright@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Extension of Disrepair and Shops Maintenance Contract Agreement to final 12 month extension as provided for under 2008 procurement exercise.	Director of Environment and Neighbourhoods	1/9/12	None	Contract Extension Report	david.purdy@leeds.gov.uk
Kendal Carr, Holborn Court and Cockcroft House Sheltered Housing - Request for approval for Permanent Suspension of Lettings and Disposal Approval to close 3 x Sheltered Housing Schemes	Director of Environment and Neighbourhoods	1/9/12	Informal and formal consultations have and continue to be undertaken with customers, Ward councillors, E&N, and Local Housing Performance staff, stakeholders.	WNWhL Executive Decision Panel Report	jeff.dembickj@leeds.gov.uk
Bereavement Services Charges To increase burial and cremation charges by 4.5%.	Director of Environment and Neighbourhoods	1/9/12	Executive Member for Environmental Services, Core City comparison.	Report to accompany delegated decision will be prepared in due course.	sean.flesher@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to invoke contract procedure rule 25.1 to allow the invocation of the 1 year extension period, to the existing 2(+1) contract with St Anne's Community Services for six Learning Disability supported living services at a total contract value of Authorisation to invoke Contract Procedure Rule 25.1 to allow the invocation of the 1 year extension period, to the existing 2(+1) contact with ST Anne's Community Services for six Learning Disability supported living services at a total contract value of £724,849.91 per annum.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/9/12</p>	<p>Invocation of extension to existing contract previously authorised to ensure continuity of service delivery. Service will be subject to review and possible remodelling during 2013 as part of the forthcoming Sector Review of supported living services for people with learning disability.</p>	<p>Report to be presented to Delegated Decision Panel</p>	<p>neil.evans@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to invoke Contract Procedure Rule 25.1 to allow the invocation of the 1 year extension period, to the existing 2(+1) contract with St. Anne's Community Service's for Ex-Trust Group Homes at a total contract value of approximately £442,460.32</p> <p>Authorisation to invoke Contract Procedure Rule 25.1 to allow the invocation of the 1 year extension period, to the existing 2(+1) contract with St. Anne's Community Service's for Ex-Trust Group Homes at a total contract value of approximately £442,460.32 per annum</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/9/12</p>	<p>Consultation Invocation of extension to existing contract previously authorised to ensure continuity of service delivery. Service will be subject to review and possible remodelling during 2013 as part of forthcoming Sector Review of supported living services for people with a Learning Disability.</p>	<p>Report to be presented to Delegated Decision Panel</p>	<p>Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Request to implement a framework contract arrangement for provision of Supervised Consumption service in Pharmacies Request to implement a framework contract arrangement for provision of Supervised Consumption service in Pharmacies	Director of Environment and Neighbourhoods	1/9/12	None	Delegated Decision Report	neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to invoke Contracts' Procedure Rule 25.1 in order to invoke the second 12 month extension periods to the three existing contracts with DISC.</p> <p>Approval required to invoke Contracts' Procedure Rule 25.1 in order to invoke the second 12 month extension periods to the three existing contracts with DISC for the Drug Rehabilitation Requirement Care Coordination & Structured Intervention Service, the Community Drug Treatment Advice, Information, Triage & Support Service and the Community Drug Treatment Psychosocial & Structured Intervention Service.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/9/12</p>	<p>Consultation currently being undertaken with service users, providers and key stakeholders through the Drug Treatment Strategic Sector Review which is currently underway.</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>neil.evans@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Furniture Framework Agreement Approval to proceed with a furniture framework tender agreement in order to procure a suitable single supplier for the supply and installation of office furniture over a minimum period of two years.	Director of Resources	1/9/12	Procurement, Business Improvement, Facilities Management, Health and Safety, Occupational Health, Business Support.	Tender document for a furniture framework agreement	jane.watson@leeds.gov.uk
Collective Agreement Offer Part 1 and Part 2 Changes to Working Practices as outlined in accompanying sheet	Director of Resources	1/9/12	Through existing trade union consultation and negotiation arrangements with GMB, UNISON, UCATT and UNITE	Collective agreement offer Part 1 and Collective agreement Offer Part 2	jane.stageman@leeds.gov.uk
Collection of Local Taxation Approval of Council Tax and Business Rate write offs for period 1 st October 2011 to 31 st March 2012.	Director of Resources	1/9/12	Chief Financial Officer	Report on values and type	david.levitt@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Occupational Health Services and Complementary Framework Services Award of contracts	Director of Resources	1/9/12	Subject to Call in	Award Report	kathryn.tarrant@leeds.gov.uk
Design and Cost report for Passenger Transport replacement vehicles Director of Resources is asked to approve the purchase of twelve wheelchair accessible vehicles, to replace twelve vehicles which were originally due for replacement January 2011.	Director of Resources	1/9/12	There is no requirement for corporate consultation though the drivers have been consulted as to the changes to vehicle specification. If the request is approved, customers will also be consulted as to requirements.	Associated report	julie.hatton@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Provision of Transport for Leeds City Council Staff engaged on Council Business To agree the award of Tender for the Provision of Transport for Leeds City Council Staff engaged on Council Business	Chief Officer Resources and Strategy	1/9/12	Planning Policy and Improvement, Procurement Unit, Chief Officer concerned	Tender Submissions	suzanne.hopes@leeds.gov.uk
Contract with Leeds Community Healthcare Request to waive contracts procedure rule 13 and enter into a new contract with Leeds Community Healthcare	Director of Children's Services	1/9/12	n/a	Waiver Report	paul.bollom@leeds.gov.uk
Schools devolved formula capital budgets 2012/13 Approval to carry out capital works and incur expenditure at Leeds schools, to be funded by Devolved Formula Capital Grant	Director of Children's Services	1/9/12	Schools (excluding VA schools and Academies)	Design and cost report	charlotte.foley@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Youth Contract: Support for 16-17 year olds who are not in education, Employment or Training To approve £815k of fully funded expenditure into the Children's Services 12-13 budget.</p>	<p>Director of Children's Services</p>	<p>1/9/12</p>	<p>Elected Members</p>	<p>Funding Letter</p>	<p>ken.morton@leeds.gov.uk</p>
<p>Leeds 10 Primaries PFI Project (PFI-10) - Outcome of TUPE Negotiations Recommendation that the Director of Children's Services approves this one off payment (actual figure to be confirmed within Decision Report) in respect of the TUPE settlement submitted through the 10 Primaries PFI Project.</p>	<p>Director of Children's Services</p>	<p>1/9/12</p>		<p>LCC Decision Report/TUPE Reconciliation Data (Spreadsheet)</p>	<p>nigel.wilson@leeds.gov.uk/ matthew.cooper@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Youth Inclusion Projects, Inclusion Service, Substance Misuse Treatment</p> <p>To agree the waiver of contracts procedure rule 13 to enter into contracts for the provision of: Youth Inclusion Projects, Inclusion Services, Substance Misuse Treatment.</p>	<p>Director of Children's Services</p>	<p>1/9/12</p>	<p>Children's Services Directorate, Procurement Unit, Chief Officer Concerned</p>	<p>Proposals from the existing contracted providers</p>	<p>iain.dunn@leeds.gov.uk</p>
<p>Troubled Families Programme</p> <p>Approval of initial spending profile for Troubled Families programme. Approximately £2.3 million will be made available to Leeds from the DCLG in 2012/13 to work with families to positively impact on a range of issues including worklessness, crime, anti-social behaviour and school attendance.</p>	<p>Director of Children's Services</p>	<p>1/9/12</p>	<p>Consultation on the direction of travel of the troubled families programme, including an outline of an options appraisal for spending have been presented to Corporate Leadership Team, Children's Service Leadership Team, Children's Trust Board, Safer Leeds Executive and the Troubled Families Programme Board.</p>	<p>Programme Board Mandate, Troubled Families Financial framework, Options Appraisal (to follow)</p>	<p>jim.hopkinson@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Implementing a new children's services structure through the restructure of existing provision To take one or more decisions in connection with the proposals for the new structure including the restructure of existing provision</p>	<p>Director of Children's Services</p>	<p>1/9/12</p>	<p>Staff, Trade Unions</p>	<p>Delegated Decision Report and relevant structure charts</p>	<p>Nigel Richardson, Director Children's Services nigel.richardson@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>ICT Services - Invest To Save Initiatives Invest in a range of initiatives to deliver services more efficiently and save the council money in the long term. Replace the IT Asset Management software with a more efficient product and so better manage the estate. Continue the programme of server virtualisation and so create a more efficient and supportable environment. Start to look at 'cloud' service options as a consumer and potentially a provider. Further develop more 'Bring Your Device' options.</p>	Chief ICT Officer	1/9/12	ICT Commissioning Board, departmental and member communication ongoing and planned. Strategic Investment Board	Invest To Save Business Case & DDN, SIB Report.	david.maidment@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Restructure of Regional Policy Team Approval of the restructure of the Regional Policy Team including deletion of four existing posts and the creation of fourteen new posts. The additional posts will support the activity of the Leeds City Region in particular the Local Enterprise Partnership and new activity relating to the development of the City Deal.	Assistant Chief Executive (Customer Access and Performance)	21/9/12	Affected staff / trade unions	Delegated decision report including appendices, equality, diversity, cohesion and integration screening	rob.norreys@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Development Proposals for the Sovereign Street site The report seeks approval to:</p> <ol style="list-style-type: none"> 1. the concept design scheme for the new greenspace at Sovereign Street; 2. the submission of a planning application for the greenspace at Sovereign Street; 3. the injection of £2.5 million into the Sovereign Street greenspace scheme, utilising part of the KPMG receipt; 4. the consultation proposals with key stakeholders prior to the planning application determination 	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>5/9/12</p>	<p>Executive Members, ward members, key stakeholders consulted as part of the development of the Planning Statement, the Environment Agency, British Waterways and the public in general through a public exhibition.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>jane.cash@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Community Asset Transfer Policy To consider and agree the Community Asset Transfer Policy and Framework documents for use in developing and considering Community Asset Transfers</p>	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>5/9/12</p>	<p>Consultation has been undertaken with the local and national third sector representative bodies and local groups as well as internal service areas.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>neil.charlesworth@leeds.gov.uk</p>
<p>Stimulating Growth in Affordable Housing Approve use of resources to support investment in new housing supply and bring empty properties back into use.</p>	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>5/9/12</p>	<p>Executive Member for Development and the Economy, Ward Members on the specific site proposals as they are developed.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>maggie.gjessing@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Transfer of Council owned land and buildings to trust schools Authorise the Director of City Development or such other officer authorised by him to negotiate the detailed terms of the transfer of the freehold land and buildings to trust schools at less than best considerations	Executive Board (Portfolio: Children's Services)	5/9/12	Consultation has already taken place in relation to each individual school regarding the conversion to trust status	The report to be issued to the decision maker with the agenda for the meeting	stuart.gosney@leeds.gov.uk
Waste Management - Replacement of Household Waste Site (HWSS) Vehicles Approval to purchase up to 7 new HWSS vehicles from the Vehicle Replacement Programme	Executive Board (Portfolio: The Environment)	5/9/12	Fleet Services, Procurement and Waste Management Drivers (vehicle users)	The report to be issued to the decision maker with the agenda for the meeting	Rachel Chadwick chris.tomlinson@leeds.gov.uk
Monthly Financial Health report 2012/13 In noting the financial position for the month for the Authority, a decision will be required as to the treatment of any variation identified.	Executive Board (Portfolio: Leader of Council)	5/9/12		The report which will be issued to the decision maker with the agenda for the meeting	Doug Meeson, Chief Officer (Financial Management) doug.meeson@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Award of Residential Care Home Framework Contracts to Care Homes who comply with the Leeds Quality Standards</p> <p>To agree to the placement of care homes onto the Residential Framework Contract on either the core standard or the enhanced standard.</p>	<p>Director of Adult Social Services</p>	<p>1/10/12</p>	<p>The process was developed in partnership with Ernst and Young and all providers were given opportunities through a range of consultation events to comment on the service specification, quality standards and the methodology applied to derive the fee that LCC will pay for care services within the Leeds boundary. A cross party Advisory Group consisting of Elected Members, service providers, voluntary sector, NHS Leeds and service users were consulted through this project, along with residents/relatives and other Older People. Documents published on Talking Point.</p>	<p>Report to Director of Adult Social Services</p>	<p>Tim.OShea@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
NGT - update on progress and spending approvals Update on progress / approval to spend	Executive Board (Portfolio: Development and the Economy)	17/10/12	Extensive consultation already undertaken	The report to be issued to the decision maker with the agenda for the meeting	andrew.wheeler@leeds.gov.uk
Learning Disability Day Service Modernisation Refurbishment of Rothwell Fulfilling Lives Building Release / authority to spend £1,100,000 Capital for refurbishment of Rothwell Fulfilling Lives Building	Executive Board (Portfolio: Adult Social Care)	17/10/12	Extensive consultation has taken place over last 3 years with service users, carers, staff and Elected Members as part of the learning Disability Day Service Modernisation programme; further consultation will take place including Ward Members	The report to be issued to the decision maker with the agenda for the meeting	andrew.rawnsley@leeds.gov.uk
City Centre Water Features Future management of water features in City Centre	Executive Board (portfolio: Development and the Economy)	17/10/12	Local Ward Members (City & Hunslet) and businesses who may be effected by the decision taken.	The report to be issued to the decision maker with the agenda for the meeting	roy.coello@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Monthly Financial Health report 2012/13 In noting the financial position for the month for the Authority a decision will be required as to the treatment of any variation identified</p>	<p>Executive Board (Portfolio: Leader of Council)</p>	<p>17/10/12</p>		<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Doug Meeson, Chief Officer (Financial Management) doug.meeson@leeds.gov.uk</p>
<p>Proposed Hotel alongside the Arena, Clay Pit Lane, Leeds 2 Approval in principle to leasing a site for the development of a hotel alongside the Arena, Clay Pit Lane, Leeds 2</p>	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>17/10/12</p>	<p>Ward Members, Executive Member</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>richard.fenton@leeds.gov.uk</p>
<p>Leeds LGBT Friendly City To consider and approve options and proposals on how Leeds can be an LGBT Friendly City</p>	<p>Executive Board (Portfolio: Leader of Council)</p>	<p>17/10/12</p>	<p>Individual options may be subject to consultation when approved</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>leir.yeung@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Tropical World Refurbishment To approve the design and cost report for the proposed Tropical World refurbishment	Executive Board (Portfolio: The Environment)	17/10/12	Consultation will commence once Executive Board have agreed in principle to inject funds into a capital scheme	The report to be issued to the decision maker with the agenda for the meeting	sean.flesher@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Outcome of competitions for two new primary schools To determine the outcome of the competitions held to open two new primary schools.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>17/10/12</p>	<p>The competitions were approved following formal statutory consultation held 12 Sep – 11 Oct 2011. This included consultation with and members directly and through area committees, and with all other stakeholders. Following the competition, a statutory notice was published describing the bids received, and advertised to ward members and all other stakeholders. A public meeting was held during the notice period, to allow members of the public and other stakeholders to find out more about the bids. Information on the views expressed during that notice period form the basis of the report.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>stuart.gosney@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Extension of the 'Building Demolition Framework Contract' for 12 months from 30th November 2012 Request to invoke Contract Procedure Rules 25.1 to apply for the 12 month extension period to the existing 3 year contract for the Building Demolition Framework Contract for Property Maintenance from 30th November 2012 to the 30th November 2013</p>	<p>Chief Commercial Services Officer</p>	<p>1/11/12</p>	<p>N/A</p>	<p>DDN and extension report</p>	<p>sarah.martin@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Extension of the 'Asbestos Removal Framework Contract' for the 12 months from 30th November 2012 Request to invoke Contract Procedure Rule 25.1 to apply for the 12 month extension period to the existing 3 year contract for the Asbestos Removal Framework Contract from 30 th November 2012 to the 30 th November 2013.	Chief Commercial Services Officer	1/11/12	N/A	DDN and extension report	sarah.martin@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Award of contract for Targeted Information, Advice and Guidance (IAG) Service for young people</p> <p>The award of a contract to the successful applicant in the procurement of a Targeted IAG Service for young people. Contract for 1st April 2013- 31st March 2015, with 3 extension periods of 1 year.</p>	<p>Director of Children's Services</p>	<p>1/11/12</p>	<p>Children's Services Leadership Team – w/c 26/11/12. Consultation that has already taken place: An event for stakeholders, including elected members, to be involved in planning to shape the new service took place in January 2012. A soft market testing exercise has been conducted with the market place to seek their views on contracting models. Consultation took place with young people Feb – April 2012. Consultation with voluntary sector representatives from Young Lives Leeds on 25th July 2012</p>	<p>Contract award report</p>	<p>mary.brittle@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Monthly Financial Health Report 2012/13 In noting the financial position for the month for the Authority a decision will be required as to the treatment of any variation identified.</p>	<p>Executive Board (Portfolio: Leader of Council)</p>	<p>7/11/12</p>		<p>The report will be issued to the decision maker with the agenda for the meeting</p>	<p>doug.meeson@leeds.gov.uk</p>
<p>Resident Permit Parking Policy To approve the draft Resident Permit Parking Policy</p>	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>7/11/12</p>	<p>The report is based on the current working practices developed following the consultation on specific schemes and has been discussed with the Executive Member for City Development. Individual scheme reports would still require approval from the Highways and Transportation Board which details the community consultation on a scheme.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Derek Howell howard.claxton@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Tenancy Strategy Executive Board decision to approve the final version of the Tenancy Strategy for Leeds, following consultation with Stakeholders and as required by the Localism Act 2011.	Executive Board (Portfolio: Neighbourhoods, Planning and Support Services)	7/11/12	Consultation will have taken place with Members of the public, Customers on the Leeds Homes Register, Social housing tenants, Arms Length Management Organisations and the Belle Isle Tenant Management Organisation, Registered Social Landlords, Leeds Tenants Federation, Voluntary agencies.	The report to be issued to the decision maker with the agenda for the meeting	kathryn.bramall@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Lettings Policy Review Executive Board decision to approve consultation with partners on a revised Lettings Policy for Leeds, in response to changes introduced by the Localism Act 2011 and new government statutory Code of Guidance on allocations.</p>	<p>Executive Board (Portfolio: Neighbourhoods, Planning and Support Services)</p>	<p>7/11/12</p>	<p>The report seeks approval to commence formal consultation on a revised Lettings Policy for Leeds with Members of the public, Customers on the Leeds Homes Register, Social housing tenants, Arms Length Management Organisations and the Belle Isle Tenant Management Organisation, Registered Social Landlords, Leeds Tenants Federation, and Voluntary agencies.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>kathryn.bramall@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Holt Park District Centre</p> <p>1) Approval to the Draft Informal Planning Statement as a guide to future development proposals for this site.</p> <p>2) Approval to commence public consultation on the draft Informal Planning Statement</p>	Executive Board (Portfolio: Development and the Economy)	7/11/12	Executive Member for Development and the Economy and Ward Members	The report to be issued to the decision maker with the agenda for the meeting	ben.middleton@leeds.gov.uk
<p>Outcome of consultation on expansion of school places for 2014</p> <p>Permission to publish statutory notices for the proposals</p>	Executive Board (Portfolio: Children's Services)	12/12/12	The report will summarise the formal statutory 6 week consultation period held 11 June to 27 July 2012 with prescribed consultees and other local stakeholders. This includes area committees and all ward members city wide.	The report to be issued to the decision maker with the agenda for the meeting	stuart.gosney@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Asset Management Plan (including Community Asset Strategy and Carbon and Water Management Plan) Approval Required	Executive Board (Portfolio :Development and the Economy)	12/12/12	Equality Impact Assessment	The report to be issued to the decision maker with the agenda for the meeting	colin.mawhinney@leeds.gov.uk
Initial Budget Proposals / Medium term financial Plan Agreement to the proposals for the allocation of available resources to support the delivery of the council's spending priorities for 2013/14 and 2014/15, and agreement to the indicative position for the following two years. The final budget proposals will be presented to Full Council in February for approval.	Executive Board (Portfolio: Leader of Council)	12/12/12	In accordance with the Council's constitution, consultation will be undertaken with stakeholders.	The report to be issued to the decision maker with the agenda for the meeting	doug.meeson@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Monthly Financial Health Report 2012/13 In noting the financial position for the month for the Authority a decision will be required as to the treatment of any variation identified</p>	<p>Executive Board (Portfolio: Leader of Council)</p>	<p>12/12/12</p>	<p>N/A</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>doug.meeson@leeds.gov.uk</p>

NOTES

Key decisions are those executive decisions:

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

Executive Board Portfolios

Executive Member

Leader of Council

Councillor Keith Wakefield

Deputy Leader and Executive Member for
Children's Services

Councillor Judith Blake

Deputy Leader and Executive Member for
Neighbourhoods, Planning and Support
Services

Councillor Peter Gruen

Executive Member for Leisure and Skills

Councillor Adam Ogilvie

Executive Member for Development and the
Economy

Councillor Richard Lewis

Executive Member for the Environment

Councillor Mark Dobson

Executive Member Adult Social Care

Councillor Lucinda Yeadon

Executive Member for Health and Well Being

Councillor Lisa Mulherin

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

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Budget	Council	February 2013	Via Executive Board, Scrutiny Board (Resources and Council Services), relevant stakeholders	Report to be issued to the decision maker with the agenda for the meeting covering the following reports a) Revenue Budget b) Council Tax c) Capital Programme d) Treasury Management	Director of Resources
Vision for Leeds	Council	To be confirmed	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Planning, Policy and Improvement)
Children & Young People's Plan (includes Children and Families City Priority Plan and Youth Justice Plan)	Council	July 2013	Via Executive Board, Scrutiny Board (Children and Families), Leeds Initiative Board, Children's Trust Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Council Business Plan	Council	July 2013	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Development Plan documents	Council		Via Executive Board, Scrutiny Board (Regeneration)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Plans and alterations which together comprise the Development plan	Council		Via Executive Board, Scrutiny Board (Regeneration)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Licensing Authority Policy Statement (Gambling Policy)	Council	November 2012	Via Executive Board, Scrutiny Board (Resources and Council Services), Licensing Committee, stakeholders, general public, Ward Members, current licensees	Report to be issued to the decision maker with the agenda for the meeting, including the new policy, consultation report and relevant sections from the Gambling Act 2005.	Director of Resources
Insertion of Large Casino Section	Council	18 th January 2012			
Health and Wellbeing City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Health & Wellbeing and Adult Social Care), Leeds Initiative Board, Health and Wellbeing Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Care

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Safer and Stronger Communities Plan (includes Safer and Stronger Communities City Priority Plan)	Council	July 2013	Via Executive Board, Scrutiny Board (Safer and Stronger Communities), Leeds Initiative Board, Safer and Stronger Communities Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods
Sustainable Economy and Culture City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Sustainable Economy and Culture), Leeds Initiative Board, sustainable Economy and Culture Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Housing and Regeneration City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Regeneration), Leeds Initiative Board, Housing and Regeneration Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Local Flood Risk Management Strategy	Council		Via Executive Board, Scrutiny Board (Sustainable Economy and Culture)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development

NOTES:

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

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