



SCRUTINY BOARD (REGENERATION)

Meeting to be held in the Civic Hall, Leeds on
Tuesday, 17th January, 2012 at 10.00 am

A pre-meeting will take place for ALL Members of the Board
in a Committee Room at 9.30 am

MEMBERSHIP

Councillors

- B Atha - Kirkstall;
- D Collins - Horsforth;
- P Ewens - Hyde Park and
Woodhouse;
- J Harper - Armley;
- G Hussain - Roundhay;
- M Iqbal - City and Hunslet;
- K Mitchell - Temple Newsam;
- T Murray - Garforth and
Swillington;
- J Procter (Chair) - Wetherby;
- R Pryke - Burmantofts and
Richmond Hill;
- G Wilkinson - Wetherby;
- Mr G Hall - Co-optee (Non voting)

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 Head of Governance 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:-</p> <p>No exempt items or information have been identified on the agenda</p>	

3

LATE ITEMS

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

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

4

DECLARATIONS OF INTEREST

To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes

6

MINUTES OF THE PREVIOUS MEETING

1 - 10

To confirm as a correct record, the minutes of the meeting held on 19th December 2011.

7

KIRKGATE MARKET ISSUES

11 -
16

a) **Consultant's Report on the Future of Kirkgate Market**

To consider a report of the Head of Scrutiny and Member Development on the latest developments with regards to the Consultants draft report on the future of Kirkgate Market.

b) **Provision of additional information regarding Leeds Kirkgate Market**

To consider a report of the Head of Scrutiny and Member Development on additional information regarding Leeds Kirkgate Market.

8

FINANCIAL HEALTH MONITORING FOR CITY DEVELOPMENT DIRECTORATE

17 -
82

To consider a report of the Head of Scrutiny and Member Development on the financial health monitoring for the City Development Directorate.

9

PROCESS FOR DEALING WITH APPLICATIONS FOR TOWN AND VILLAGE GREENS

To consider a report of the Director of Resources on the process for dealing with applications for Town and Village Greens.

(Report to follow)

10

WORK SCHEDULE

83 -
120

To consider a report of the Head of Scrutiny and Member Development on the Board's work schedule for the remainder of the year.

11

DATE AND TIME OF NEXT MEETING

Tuesday 28th February 2012 at 10.00am in the Civic Hall, Leeds (Pre-meeting for Board Members at 9.30am)

Agenda Item 6

SCRUTINY BOARD (REGENERATION)

MONDAY, 19TH DECEMBER, 2011

PRESENT: Councillor J Procter in the Chair

Councillors B Atha, P Ewens, P Grahame,
J Harper, G Hussain, M Iqbal, R Pryke and
G Wilkinson

Mr G Hall – Co-opted Member

51 Chair's Opening Remarks

The Chair welcomed everyone to the December meeting of the Scrutiny Board (Regeneration).

52 Late Items

There were no formal late items of business to consider, however, the Chair agreed to accept the following supplementary items which were circulated at the meeting:-

- Report of the Chief Officer, Regeneration Programmes – Establishment of Sub Boards – Housing and Regeneration Strategic Partnership Board - 5th December 2011/East Leeds Regeneration Board – Draft Terms of Reference and Working Arrangements (Agenda Item 7) (Minute 56 refers)
- Leeds Bradford International Airport – Taxi Access – Report of the Director of City Development (Agenda Item 10) (Minute 59 refers)
- Executive Board – Minutes of a meeting held on 14th December 2011 (Agenda Item 11) (Minute 60 refers)

The documents were not available at the time of the agenda despatch, but were made available on the Council's website immediately on receipt and prior to today's meeting.

53 Declarations of Interest

The following personal declaration of interests were made:-

- Councillor R Pryke In his capacity as a Board Member on East North East Homes ALMO; Member of the Aire Valley Leeds Regeneration Board and also a Member on the Leeds Initiative Regeneration Housing Board (Agenda Item 7) (Minute 57 refers)
- Councillor G Wilkinson in his capacity as a Board Member on East North East Homes ALMO (Agenda Item 7) (Minute 57 refers)
- Councillor J Procter in his capacity as a Member of the Aire Valley Leeds Regeneration Board (Agenda Item 7) (Minute 57 refers)

54 Apologies for Absence and Notification of Substitutes

Apologies for absence were received on behalf of Councillor K Mitchell and Councillor T Murray.

Notification had been received for Councillor P Grahame to substitute for Councillor K Mitchell.

55 Minutes of the Previous Meeting

RESOLVED – That the minutes of the meeting held on 29th November 2011 be confirmed as a correct record.

56 East Leeds Regeneration Board

Referring to Minute 44 of the meeting held on 29th November 2011, the Head of Scrutiny and Member Development submitted a report setting out the information requested at the last meeting in relation to the East Leeds Regeneration Board.

At the request of the Chair, copies of the following documents were circulated as supplementary information:-

- Report of the Chief Officer, Regeneration Programmes – Establishment of Sub Boards – Housing and Regeneration Strategic Partnership Board - 5th December 2011/East Leeds Regeneration Board – Draft Terms of Reference and Working Arrangements

The following representatives were in attendance and responded to Board Members' queries and comments:-

- Councillor A Carter, Leader of the Conservative Group
- Gary Williamson, Chief Executive, Leeds, York and North Yorkshire Chamber
- Andrew Lindsay, President, Leeds, York and North Yorkshire Chamber
- Martin Dean, Head of Leeds Initiative and International Partnerships

The Chair outlined that the purpose of the meeting was for Board Members to question witnesses concerning the proposition that there were too many major schemes in East Leeds for the East Leeds Regeneration Board to manage effectively.

In addition, Members were also invited to comment on the difficulties the Board experienced in identifying the author of the reports which had been circulated by the Chamber for the meeting of the East Leeds Regeneration Board which was subsequently cancelled for 3rd October 2011.

The Chair invited Martin Dean to provide the meeting with background information on the reasoning behind the establishment of the main Boards and Sub Boards, following the restructure of the Leeds Initiative to assist them in their deliberations on this matter. He stated that the Executive Board on 2nd November 2011 had clarified and agreed a framework for the creation

of sub-boards by the Leeds Initiative and the governance arrangements relating to these.

In summary, the Board sought clarification on the following issues, with specific reference to matters contained within the report of the Chief Officer, Regeneration Programmes on the establishment of these Sub-Boards :-

- the reasons why there was so much attention shown in one area and not in other parts of the city as referred to in paragraph 3.10 of the Chief Officer's report. It seemed that there was one reporting mechanism for the East of Leeds and a different one for the rest
- the concern expressed that some Ward Members had not been made aware of their representation on the Sub Boards and of the fact that the membership process was not approved by the Member Management Committee as originally agreed
- clarification of the reporting process in relation to the minutes of the Sub Boards
(The Head of Leeds Initiative and International Partnerships responded and informed the meeting that the reporting arrangements had not yet been confirmed)
- the concern that there were apparent inconsistencies in the way each of the Sub Boards were to operate and that this needed to be addressed
- the need for a similar paper establishing these Sub-Boards to be presented to the Sustainable and Economy and Culture Board
(The Head of Leeds Initiative and International Partnerships responded and agreed to address this issue)
- clarification as to whether the view Leeds Initiative had considered the Employment Land Review and whether any of the new Sub Boards had been presented with a copy of the document
(The Head of Leeds Initiative and International Partnerships responded and informed the meeting that this was a Council issue which would be considered through the formal decision process)

The Chair then invited Councillor A Carter, Leader of the Conservative Group to present evidence to the Board.

In his submission, he informed the meeting that he was totally in favour of regeneration in any part of the city and conveyed his disappointment about the secrecy of issues leading up to this meeting. He made reference to the difficulties the Board experienced in identifying the author of the reports which had been circulated by the Chamber for the meeting of the East Leeds Regeneration Board which was to have been held on 3rd October 2011 but was subsequently cancelled by the Leader of the Council. Following his own investigations into this matter, it was his assumption that the report author was Paul Forbes, a former Council employee.

In concluding, he raised his concerns about the way in which this matter had been dealt with. He confirmed that the new Sub Boards terms of reference were advisory and would require Executive Board/Council approval. He stated

that he had been advised that the East Leeds Regeneration Board would not include Aire Valley or Thorpe Park.

The Chair then invited Gary Williamson, Chief Executive, Leeds, York and North Yorkshire Chamber to present evidence to the Board.

In his submission, he informed the meeting that the role of the Leeds, York and North Yorkshire Chamber in relation to this issue was to provide a briefing note on the skills agenda/enterprise zone and that the Chamber were not involved in the drafting of any reports. He confirmed that it was Paul Forbes who had submitted the draft papers to the Chamber for comment which was duly acknowledged by the Board.

In summary, the Board sought clarification on the following issues:-

- the relationship between Paul Forbes and the Chamber
(The Chief Executive responded and confirmed that Mr Forbes was recruited by the Chamber as a self employed consultant specialising in Education and Skills issues)
- the concerns raised that Mr Forbes had been approached to be a Member on the East Leeds Regeneration Board

In concluding, Board Members sought clarification from the Head of Leeds Initiative and Internal Relations on the next reporting stages in relation to 5th December 2011 report.

The Head of Leeds Initiative and Internal Relations responded and informed the meeting that a further report on East Leeds would be submitted to the Executive Board for consideration. In view of today's discussion he would ensure that an appendix was added to that report showing the map boundaries for each area for approval. He confirmed that the East Leeds Regeneration Board would not convene a meeting until such time that the report had been considered and approved by the Executive Board.

RESOLVED –That the contents of the report and supplementary information be noted.

(Councillor G Wilkinson joined the meeting at 10.35am during discussions of the above item)

(Councillor P Ewens joined the meeting at 11.10am during discussions of the above item)

57 2011/12 Quarter 2 Performance Report

The Assistant Chief Executive (Customer Access and Performance) submitted a report on a summary of the new quarter two performance data for 2011-12 which provided the meeting with an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15 and City Priority Plan 2011-15.

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- Appendix 1a – Performance Reports for the Housing and Regeneration City Priorities.
- Appendix 1b – City Development Directorate Priorities and Indicators relevant to the Board
- Appendix 1c – Environment and Neighbourhoods Directorate Priorities and Indicators relevant to the Board

The following representatives were in attendance and responded to Board Members' queries and comments:-

- Phil Crabtree, Chief Planning Officer, City Development.
- Heather Pinches, Performance Manager, Planning Policy and Improvement
- Maggie Gjessing, Housing Investment Manager, Environment and Neighbourhoods

In summary, specific reference was made to the following issues:-

- clarification of the city wide consultation with Members regarding the Parks and Countryside investment plan
- the need for Directorates to engage more with Elected Members within their respective wards, in particular around planning issues
- the need to concentrate further on developing the empty properties strategy by addressing the large number of boarded up properties within the city in a cost effective way and thereby providing more suitable housing for those in need
- clarification of the progress achieved to date by the Empty Properties team
(The Board's Principal Scrutiny Adviser responded and informed the meeting that this issue was the subject of an inquiry by the Scrutiny Board (Safer and Stronger Communities). He agreed to refer the concerns now expressed to that Board)
- clarification of the procedures in place around managing equality and diversity
(The Performance Manager, Planning Policy and Improvement responded and explained the monitoring and reviews that were undertaken)
- clarification of when the Draft Core Strategy would be completed
(The Chief Planning Officer responded and informed the meeting that it would be presented to the Executive Board meeting in February 2012 for approval)

RESOLVED –

- a) That the contents of the report and appendices be noted.
- b) That this Board notes the three issues which had been highlighted within the report i.e. Budget, Transport and Planning Performance and supports the work underway to address these issues.

Draft minutes to be approved at the meeting
to be held on Tuesday, 17th January, 2012

- c) That this Board notes the progress in relation to the delivery of the Housing and Regeneration City Priorities Plans as set out in the Directorate Priorities and Indicators.

58 Review of Strategic Housing Land Availability Assessment (SHLAA)

The Director of City Development submitted a report following a fundamental review of SHLAA requested by the Scrutiny Board in its report following completion of its Inquiry on housing growth (Recommendation 6).

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- Appendix 1: Extract of Scrutiny Report into Housing Growth, October 2011
- Appendix 2 : Leeds Strategic Housing Land and Assessment – Draft Terms of Reference for the Partnership
- Appendix 3: Practice in other local authorities: questionnaire and results
- Appendix 4: Extract from the SHLAA National Practice Guidance, CLG 2007
- Appendix 5: Extracts from Tunbridge Wells' SHLAA Methodology, SHLAA Report and Core Strategy Inspector's report

The following representatives were in attendance and responded to Members' queries and comments:-

- Phil Crabtree, Chief Planning Officer, City Development
- Robin Coghlan, Team Leader, Policy, City Development

The Chair invited both representatives to explain the behind the fundamental review and proposed make up of the SHLAA Partnership.

Following a brief presentation, in summary, specific reference was made to the following issues:-

- the concern that developers had been full members of SHLAA *(The Chief Planning Officer stated that Government guidance was unequivocal in that house builders were expected to be involved, and in particular give opinion on the deliverability of sites, taking account of market conditions and viability)*
- the concerns expressed about the transparency behind the process operated to date by the SHLAA Partnership and that not all Elected Members were being kept informed of which developments were happening within their ward
- the views expressed at the Boston Spa Churchfield Inquiry that the SHLAA process was a discredited one
- clarification of the further role of the SHLAA process in moving forward *(The Team Leader responded and confirmed that the process was between updates at the present time)*
- reference to the 2011 update of site allocations which will not be published until the end of 2012. Members suggested that a list of all sites coming forward for consideration should be published now with a

health warning that not all sites listed will not necessarily be progressed for a variety of reasons

(The Chief Planning Officer responded and agreed to this proposal)

- examples of Directorates within the Council being unaware of proposals within SHLAA to bring sites forward e.g. Florence Street and Shire View and their potential implications for future school provision
(The Chief Planning Officer responded and indicated that further work was taking place in this area and that a series of meetings about future school provision was underway)

RESOLVED That the report and appendices be noted.

59 Taxi Access - Whitehouse Lane

Referring to Minute 46 of the meeting held on 29th November 2011, the Head of Scrutiny and Member Development submitted a report on the position with regard to a proposed taxi access on Whitehouse Lane.

In addition to the above document, a copy of a report prepared by the Director of City Development entitled 'Leeds Bradford International Airport – Taxi Access' was circulated as supplementary information. The report provided the Board with further information on advice and guidance received which justified the higher standard of road proposed for the rank when the road itself was unclassified.

At the request of the Chair, the Board's Principal Scrutiny Adviser also circulated a copy of the previous report submitted to the Board meeting on 29th November 2011 which contained the comparative costs of the original scheme and the final scheme recommended by officers to Executive Board to provide a taxi rank on Whitehouse Lane.

The following representatives were in attendance and responded to Board Members' queries and comments:-

- Gary Bartlett, Chief Officer, Highways and Transportation, City Development
- Andrew Hall, Acting Head of Transport Policy, City Development
- Oliver Priestley, Principal Engineer, City Development Department

The Chair outlined that the purpose of the meeting was to question witnesses concerning the advice and guidance the engineers received which required the higher standard of road proposed in the final scheme which was subsequently rejected by the Executive Board because of the high cost of the scheme which had increased from £80,000 to over £900,000.

Prior to discussions, the Board noted that the Director of City Development had advised that there was no relevant correspondence with the airport between 8th April and 25th July 2011 and that the correspondence provided to the Board at the last meeting was complete.

Detailed discussion of the costs ensued on the contents of the report and appendices comparing the original scheme with that of the final scheme which had been presented to the Executive Board.

The Board concluded that whilst noting that officers could not support the original cheaper scheme, Members were satisfied that this could be implemented and that the Executive Board should be asked to reconsider this matter again if agreement cannot be reached with Leeds Bradford International Airport to find a more appropriate solution for the provision of a hackney carriage rank at the airport.

RESOLVED –

- a) That the contents of the report, together with the supplementary information be noted.
- b) That this Board agrees to recommend to Executive Board that the Director of City Development be asked to continue negotiations with Leeds Bradford International Airport to seek a solution to this issue.
- c) That in the event of the Director of City Development being unsuccessful, this Board recommends that the Executive Board be asked to reconsider this matter and implement the original cheaper scheme proposed for a taxi rank on Whitehouse Lane as originally proposed.

(Councillor J Harper left the meeting at 1.15pm during discussions of the above item)

60 Work Schedule

The Head of Scrutiny and Member Development submitted a report providing Members with a copy of the Board's current draft work schedule. The Executive Board minutes of 2nd November 2011, together with the Forward Plan of Key Decisions for the period 1st December 2011 to 31st March 2012 were also attached to the report.

In addition to the above documents, a copy of the Executive Board minutes of a meeting held on 14th December 2011 was also circulated as supplementary information.

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That the Executive Board minutes of 2nd November 2011 and 14th December 2011, together with the Forward Plan of Key Decisions for the period 1st December 2011 to 31st March 2012 be noted.
- c) That the Board's Principal Scrutiny Adviser be requested to revise the work schedule to incorporate the recommendations made at today's Board meeting.
- d) That the process of dealing with applications for the registration of land as Towns and Village Greens be the subject of a report to the Scrutiny Board in January 2012.

- e) That in relation to the Community Infrastructure Levy (CIL) and the consultation response to the Government's draft regulations for reform, this Board notes and welcomes the decision taken at the Executive Board meeting held on 14th December 2011.

61 Date and Time of Next Meeting

Tuesday 17th January 2012 at 10.00am in the Civic Hall, Leeds (Pre-meeting for Board Members at 9.30am)

(The meeting concluded at 1.40pm)

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Regeneration)

Date: 17th January 2012

Subject: Consultant's Report on the Future of Kirkgate Market

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

Introduction

1. The Scrutiny Board (Regeneration) on 29th November 2011 requested that a draft copy of the Consultant's report on the Future of Kirkgate Market be submitted to this Board on 17th January 2012 and that the Chief Officer Public Private Partnership Unit who is leading on this project be invited to this meeting.
2. The Director of City Development and the Chief Officer Public and Private Partnership Unit have advised that the Consultant's draft report is currently under review and is not available for scrutiny at this stage.
3. The Scrutiny Board is advised that it is the Council's intention to take a report on the future of the market to Executive Board in the near future, and once the paper has been cleared, all relevant documents / papers will be available some 5 working days in advance of that meeting.
4. The Chair has requested that the Chief Officer Public and Private Partnership Unit attend today's meeting to report on the process that is being applied to the consultant's report on the future of Kirkgate Market.

Recommendation

5. Members are asked to hear from the Chief Officer Public and Private Partnership Unit and determine what action the Board wishes to take on this matter.

Background documents

None

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Report of the Director of City Development

Report to Scrutiny Board (Regeneration)

Date: 17th January 2012

Subject: Provision of additional information regarding Leeds Kirkgate Market

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. At its meeting on 29th November 2011 Scrutiny Board asked for further information on the following points:
 - i) The impact vacant stalls have on the service charges applied to stallholders.
There is no impact.
 - ii) The total annual estimated loss of income from the 78 vacant units submitted to the Board. The lost income is £709.8k per annum.
 - iii) Confirmation that the list of vacant stalls submitted to the Board was accurate. It was.

Recommendations

Members are asked to note the additional information provided.

1 Purpose of this report

- 1.1 This report provides further information on three queries raised by Scrutiny Board at its meeting on 29th November 2012.

2 Background information

- 2.1 Following the provision of additional information on lettings requested by Scrutiny Board, the Board requested further additional information at its meeting on 29th November on:
- i) the affect vacant stalls have on the service charges applied to stallholders;
 - ii) the total estimated loss of income from vacant units listed in the appendix submitted to the Board;
 - iii) the number of vacant stalls. Reference was made at the meeting on 29th November to a list of vacant stalls which had been provided to market traders by the Market Information Office which differed from the list provided to the Board. Confirmation was sought as to which list was accurate.

3 Main issues

- 3.1 **The impact vacant stalls have on the service charges applied to stallholders.** The number of vacant units does not impact on the service charge that tenants pay. Once the costs for running the Market have been finalised they are divided by the total lettable space to give a rate per square foot. The tenants are then charged at that rate multiplied by the size of their stall. For example over the last two years the vacancy rates for the end of March for each of these years were:
- 2009/10 – 12.35%
 - 2010/11 – 13.29%
- but the service charge remained the same.
- 3.2 **Loss of income from the empty units.** The annual loss of income from the 78 vacant units is £709.8k; this is a combination of lost rent and service charge.
- 3.3 **The number of vacant stalls.** Reference was made at the meeting on 29th November 2011 to a list of vacant stalls which had been released to the market traders which differed from the list provided to the Board and confirmation was sought as to which list was accurate. Both lists were correct – the list to Scrutiny was prepared three or four weeks before the meeting in order to go through the clearance of papers. The list provided to the tenants by the information centre was more recent. Members should also note that there are often more stalls that appear to be vacant than are advertised in the information centre as immediately available. This may be because there are outstanding works required in them, or they are being let for storage or a tenant has ceased trading but their notice period has not yet expired.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Not applicable – provision of further information only.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 No implications

4.3 Council Policies and City Priorities

4.3.1 No implications

4.4 Resources and Value for Money

4.4.1 The information provided highlights the loss of potential income from vacant stalls.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The report refers, although not in detail, to confidential information provided to the Scrutiny Board at the meeting on 31st October 2011 under Access to Information Procedure 10.4 (3).

4.6 Risk Management

4.6.1 Not applicable

5 Conclusions

5.1 The information provided addresses the outstanding queries from Elected Members at the meeting of Scrutiny Board (Regeneration) on 29th November 2011 relating to the number of vacant units, the impact on the service charge and income revenue.

6 Recommendations

6.1 Members are recommended to note the information provided.

7 Background documents

7.1 Kirkgate Indoor Market Lettings Policy and Process.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Regeneration)

Date: 17th January 2012

Subject: Financial Health Monitoring for City Development Directorate

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. In accordance with the Council's Budget and Policy Framework, the Director of Resources submitted to the Executive Board the attached report which sets out the Executive's initial budget proposals for 2012/13.
2. The Executive Board on 14th December 2011 agreed this report as the initial budget proposals for the Council and for these to be submitted to scrutiny for review and consideration.
3. Any comments or recommendations made by this Board on the Executive's initial budget proposals will need to be submitted to the Director of Resources no later than 20th January 2012 in order that the Executive Board can consider these comments at its meeting on 10th February 2012 prior to submission of the proposed budget to full Council on the 22nd February 2012.
4. The Directorate's Head of Finance has been invited to today's meeting to present the attached information and address any further questions from the Board.
5. There are two categories; Employment and Skills and Regeneration which are included under the Environment and Neighbourhoods Directorate which is relevant to this Board's responsibilities for Members attention.

Recommendations

6. Members are asked to note the projected financial position of the City Development's Directorate after eight months of the financial year 2011/12 and the

initial budget proposals for 2012/13 together with the budget details of Environment and Neighbourhoods which are relevant to this Board's responsibilities.

Background documents

Report of the Director of Resources to Executive Board 4th January 2012. Financial Health Monitoring 2011/12 – Months 7 & 8.

app

Report of the Director of Resources

Report to Executive Board

Date: 14th December 2011

Subject: Initial Budget Proposals

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

Summary of main issues

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

Recommendation

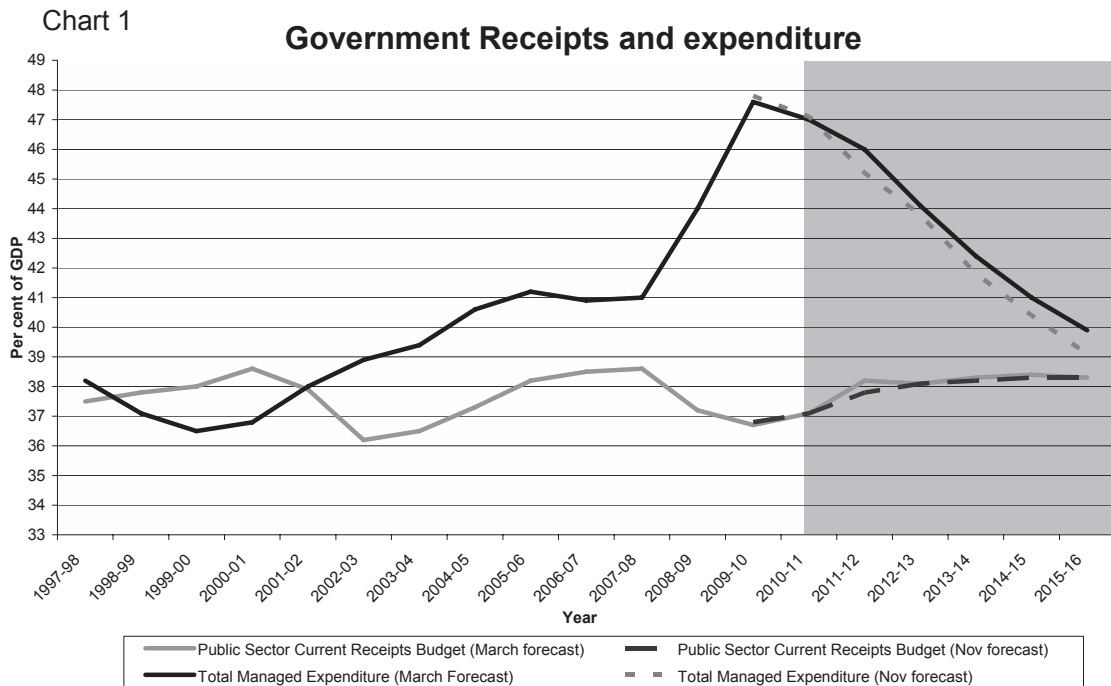
4. The Executive Board are asked to agree this report as the initial budget proposals for 2012/13 and for them to be submitted to Scrutiny and for wider consultation.

1.0 PURPOSE OF THIS REPORT

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

2.0 NATIONAL CONTEXT

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



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

Table 1

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

3.0 Local Government Finance Settlement

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

Table 2

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

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

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

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

4.0 DEVELOPING THE COUNCIL'S BUDGET PLANS

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

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

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

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

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

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

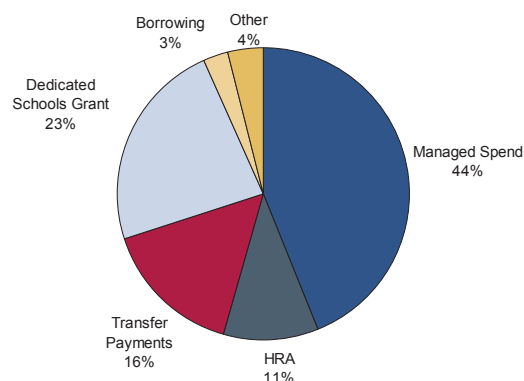
5.0 THE COUNCIL'S BUDGET

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

Figure 1

Analysis of Revenue Budget 2011/12

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

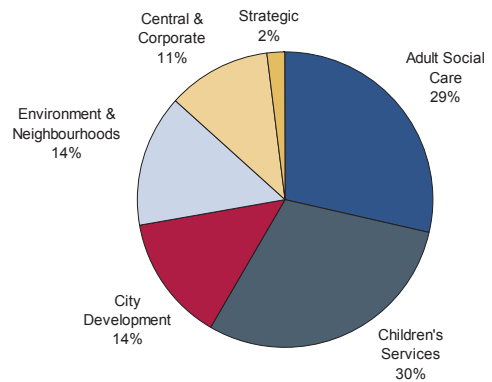


5.2 The managed expenditure from which savings can be made totals £888.1m, and is summarised by service below:

Figure 2

Managed spend by directorate

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

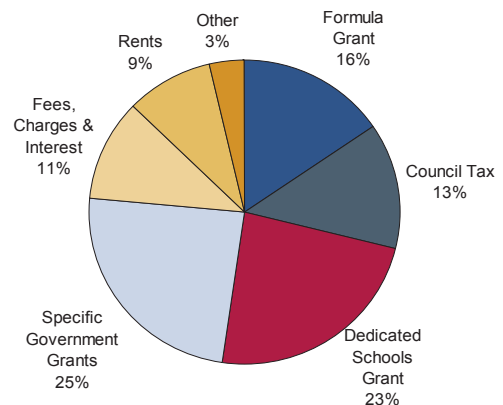


- 5.3 Around 63% of the Council's funding comes from Government as illustrated below, with just 13p in each £1 coming from local Council Tax payers.

Figure 3

Where the Money Comes From

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



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

6.0 THE COUNCIL'S 2011/12 BUDGET

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

7.0 INITIAL BUDGET PROPOSALS 2012/13

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

Table 3

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

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

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

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

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

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

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

7.5 **Declining Income Levels**

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

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

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

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

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

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

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

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

Table 4

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

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

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

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

Table 5

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

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

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

Table 6

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

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

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

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

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

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

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

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

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

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

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

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

7.10.3 The Third Sector and External Providers

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

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

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

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

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

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

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

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

Table 7

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

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

Chart 3

Net Managed Budgets 2011/12

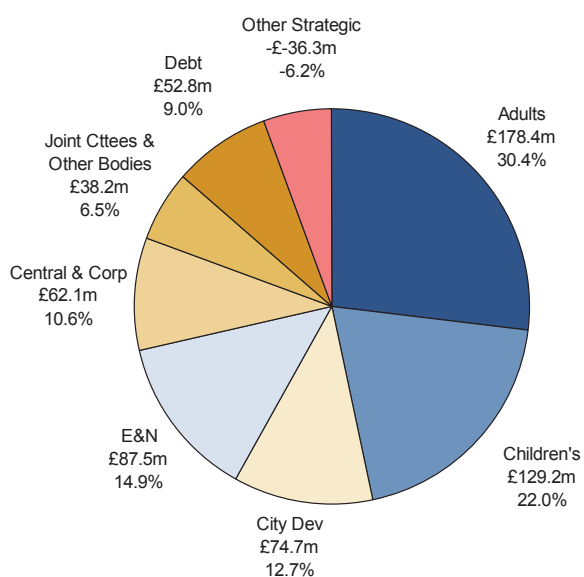
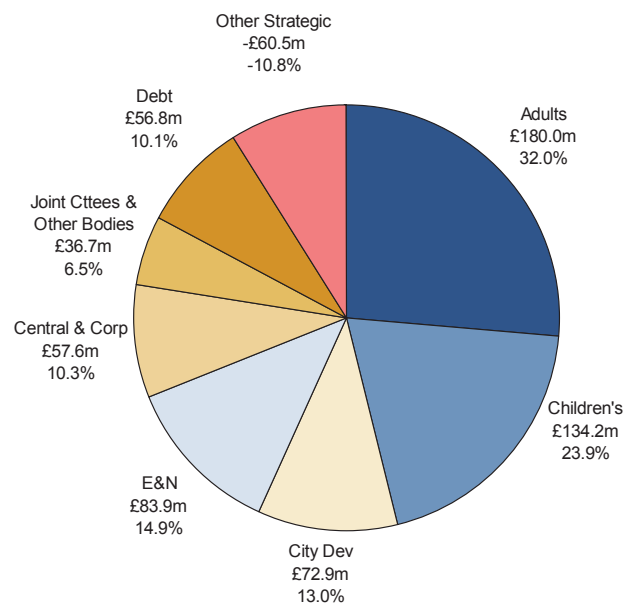


Chart 4

Net Managed Budgets 2012/13



8.0 THE SCHOOLS BUDGET

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

9.0 HOUSING REVENUE ACCOUNT (HRA)

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

10.0 CAPITAL PROGRAMME

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

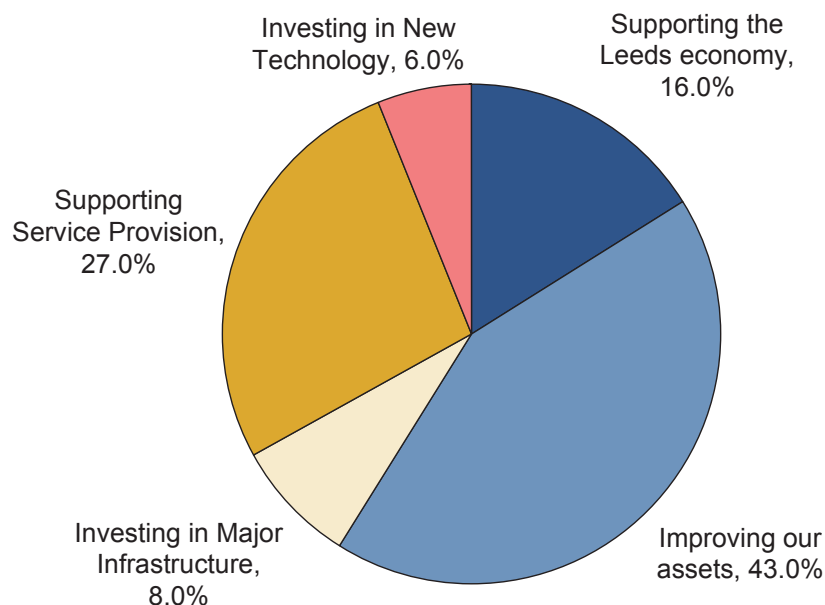
10.2 The Council's approach to capital investment can be summarised into the following categories:

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

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

Chart 5

Capital Programme incl HRA 2012/13 - 2014/15



10.3 Improving our Assets

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

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

10.4 Investing in major Infrastructure

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

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

10.5 Supporting service provision

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

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

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

10.6 Investing in new technology

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

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

10.7 Supporting the Leeds economy

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

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

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

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

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

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

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

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

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

Table 8

	2013/14 £m	2014/15 £m
Funding		
Formula Grant	8.1	20.9
Core Grants	1.8	4.7
	9.9	25.6
Council Tax/Tax Base	-7.8	-8.0
2012/13 Council Tax Freeze Grant	6.7	
New Homes Bonus	-2.6	-2.6
Use of PFI reserve	9.9	
Use of General Fund Reserves	3.0	
Total Funding	19.1	15.0
Spending		
Inflation and Pay Awards	15.1	20.0
Debt	6.0	8.0
Demand Pressures		
Adults	5.1	5.1
Children's	-2.4	0
Income pressures	1.4	0.4
Other base pressures/ongoing efficiencies	1.0	1.0
Savings proposals/options	-2.5	
Total spending pressures	23.7	34.5
Savings to be identified	42.8	49.5

11.4 The above estimate of the reduction in the Council's Formula and Core Grants from Government in 2013/14 and 2014/15 is based upon an assessment of the impact of the Spending Review for those years. It does not take account of the Government's Local Government Resource Review, and its proposals for business rate retention. Under the proposals the current Formula Grant system would cease and, instead, from 2013/14 onwards, local authorities would be allowed to keep a proportion of their growth in business rates locally. A system of top-ups and tariffs would be applied to balance resources between those authorities whose funding would exceed their business rates income and those where the opposite would apply. The proposals represent a fundamental shift in approach to funding local, but would also transfer the risk associated with business rates from central government to local authorities. At present, business rates are paid into a national pool and redistributed to local authorities as part of the local government finance settlement, with any surpluses or deficits being managed nationally. Moreover, in what would be the first two years of the scheme it does appear that there will be significant constraints upon an authority's ability to gain from the new arrangement, and as such our forecasts do not assume any additional income from the retention of business rates in 2013/14 and 2014/15.

11.5 Also the above does not take account of the transfer of public health functions to local authorities scheduled to take place from 2013/14. The council is working with Public Health, NHS to progress the transfer of the service to the council by 1 April 2013. A transition group is being established with members of Public Health and the Council, to lead on making the appropriate arrangements for the transfer and to co-ordinate communications across service areas and to employees during the transition period. Public Health covers a range of service provision to the City including; Health Improvement (covering commissioning, developing policy and services, informing, educating and empowering, developing communities), Health Protection and Public Health Advice to the NHS Commissioning Board. The total

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

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

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

12.0 CORPORATE CONSIDERATIONS

12.1 Consultation and Engagement

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

12.2. Equality and Diversity / Cohesion and Integration

- 12.2.1 The Equality Act 2010 requires public bodies to give due regard to equality. The council is committed to ending unlawful discrimination, harassment and victimisation and to advancing equal opportunities and fostering good relations. In order to achieve this we need to ensure that equality and diversity are given proper consideration when we develop policies and make decisions. The council has an agreed process in place to do this through the use of equality impact assessments and the council is also committed to continuing to publish all of these. This process was improved and strengthened last year. Specific guidance has also been developed to consider equality and organisational change impacting on the workforce. This includes employment issues such as re-organisation and job redesign, flexible deployment and early leavers initiatives.
- 12.2.2 The Council has continued to further develop its approach which has included work by Corporate Governance to revise and improve report writing guidance which includes specific reference to providing evidence on how equality is considered/or was not considered to be relevant in the decision making process.
- 12.2.3 In addition the Council Business Plan 2011 – 2015 outlines what we want to change and improve over the next four years. The plan is underpinned by a clear set of values and priorities for action. In addition to the Directorate priorities a set of cross council priorities has been introduced. One of these cross council priorities is that there is evidence that equality is given due regard in Council policy and decision making. The indicator builds on the commitment made last year to understanding the impact of the budget and the decisions made by the council on equality and diversity issues.
- 12.2.4 By providing evidence that we have done this for our most important decisions, we can be sure that we are meeting our legal and moral obligations. This cross council priority has a target that every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions. This indicator will assist in focusing attention in this area to ensure both legal compliance and also to ensure that the council takes account of the needs of all communities.

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

12.3 Council Policies and City Priorities

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

12.4 Resources and Value for Money

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

12.5 Legal Implications, Access to Information and Call In

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

12.6 Risks

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

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

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

13.0 CONCLUSIONS

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

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

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

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

14.0 RECOMMENDATION

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

15.0 BACKGROUND PAPERS

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

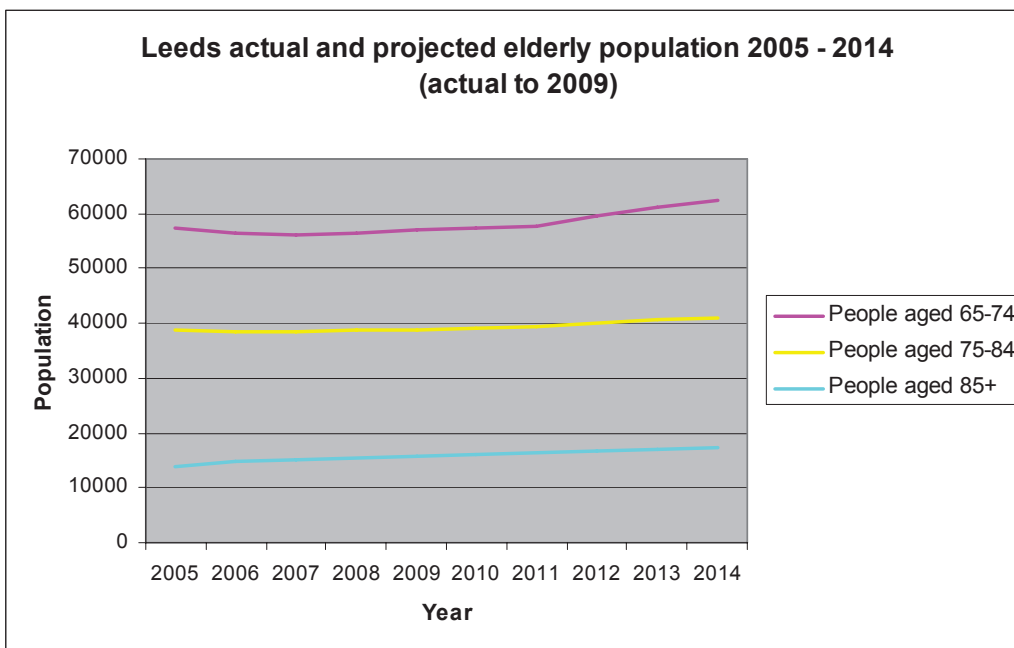
Initial Budget Proposals – 2012/13

Adult Social Care

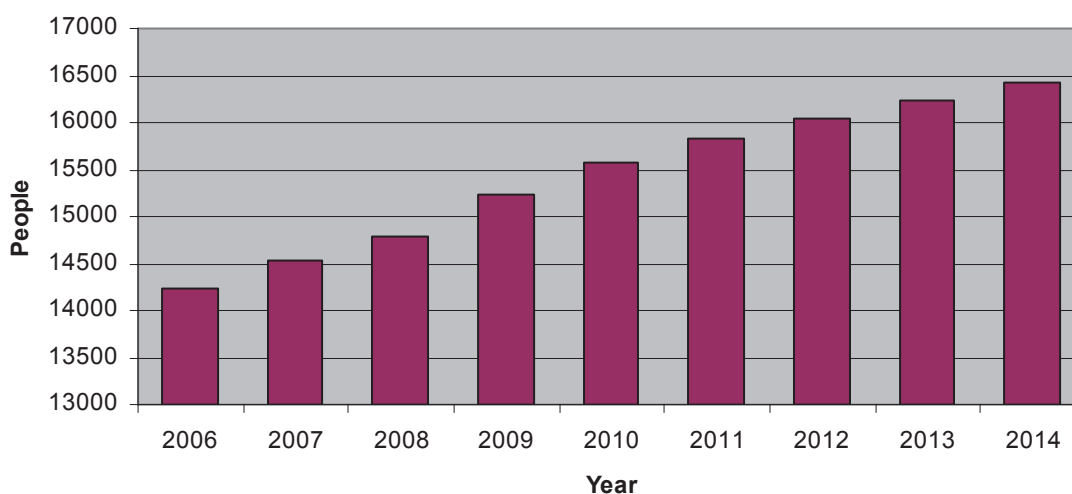
Adult Social Care has a statutory duty to assess people’s needs and, where their needs meet the Council’s Fair Access to Care Services criteria, to ensure that services are available to meet those needs. Demographic factors form a key element of the strategic context for Adult Social Care. People are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

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

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



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



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

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

Better lives through enterprise

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

Better lives through housing, care and support

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

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

Better lives through integrated services

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

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

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

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

Initial Budget Proposals 2012/13

Children's Services

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

Transforming life chances through a strategic city-wide approach

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

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

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

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

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

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

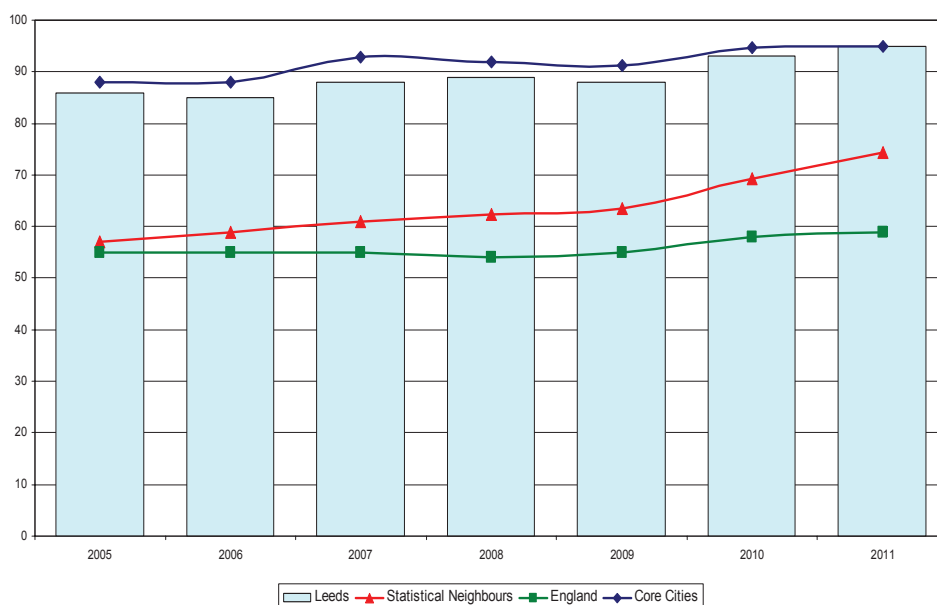
Transforming life chances through an integrated directorate

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

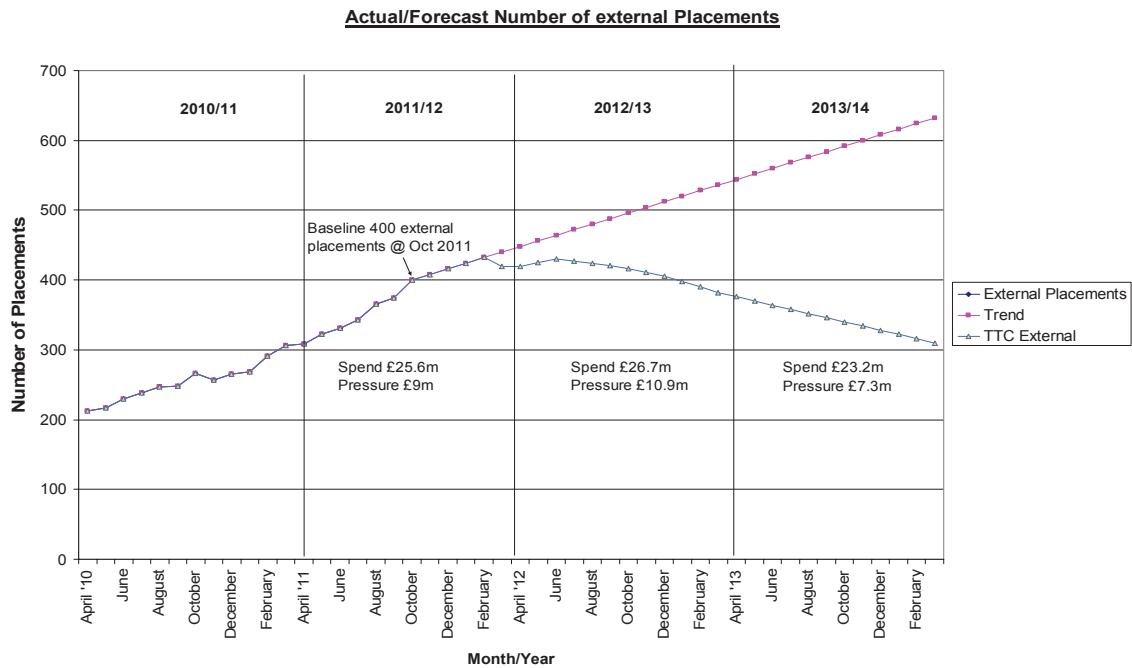
The work to implement the Children's Services integrated directorate is ongoing. This is supported by an ambitious transformation programme which has included a full review and re-organisation of leadership and management capacity, as well as work to integrate front-line service delivery models within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

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

Looked after children rates per 10,000 population



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



Transforming life chances through investment in early intervention and prevention

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

Transforming life chances through resourcing our key priorities

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

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

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

The Schools Budget

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

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

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

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

The Central Expenditure Limit (CEL)

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

The Individual School's Budget

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

Early Years

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

Primary, Secondary and Special Schools

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

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

Post 16

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

Pupil Premium

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

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

Balance of the Dedicated Schools Grant

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

Initial Budget Proposals – 2012/13

City Development

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Initial Budget Proposals – 2012/13

Environment and Neighbourhoods Services

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Initial Budget Proposals – 2012/13

Central and Corporate

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

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

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

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

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

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

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

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

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

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

Strategic

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

Appendix 2

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

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

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

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

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

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

Investing in major infrastructure

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

Supporting service provision

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

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

Investing in new technology

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

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

Supporting the Leeds economy

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

Overall Total

445,727.8	269,451.4	111,327.6	64,948.8
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Period7

Directorate City Development

			(Under) / Over Spend for the current period											Previous Month	
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	Total Expenditure £000	Income £000	Total Under /Overspend £000	(Under) / Overspend £000	
R	Planning and Sustainable Development	Chief Planning and Sustainable Development Officer	160	(20)	44	48	10	0	0	0	243	1,149	1,392	1,232	
R	Economic Development	Chief Economic Development Officer	(20)	(3)	(52)	3	16	0	0	0	(57)	183	127	133	
R	Asset Management	Chief Officer Asset Management	77	(93)	80	(35)	(123)	0	0	0	(94)	546	453	495	
G	Highways and Transportation	Chief Officer Highways and Transportation	(9)	186	(350)	(168)	454	0	0	7	119	(448)	(329)	(329)	
G	Libraries, Arts and Heritage	Chief Libraries, Arts and Heritage Officer	(605)	73	153	27	7	0	(48)	0	(393)	249	(144)	(138)	
R	Recreation	Chief Recreation Officer	619	(81)	210	(35)	33	1	(27)	0	720	(304)	416	412	
G	Resources and Strategy	Chief Officer Resources and Strategy	4	(1)	(385)	(7)	17	0	0	0	(373)	0	(372)	(260)	
R	Total		226	62	(301)	(168)	414	1	(75)	7	166	1,376	1,542	1,347	

CITY DEVELOPMENT DIRECTORATE: 2011/12 BUDGET – PERIOD 7 REPORT

1.0 Introduction

This report sets out the financial position for City Development Directorate for Period 7.

2.0 Overall Summary

The Period 7 position for City Development Directorate shows a projected overspend of £1.54m. There is no change from the Period 6 position of £1.54m although there are minor variations between services. The underlying budget issues continue to be planning and building fee income, markets income, advertising income, planning appeal costs and staffing in some service areas. These budget pressures total over £3m. To offset these additional budget pressures all service areas have been asked to review planned spend for the rest of the year with a view to identifying further savings. The projection reflects budget saving plans agreed with services but also allows for further savings to be agreed and also assumes further staff will leave the directorate under the corporate Early Leaver Initiative scheme.

3.0 Explanation of the Projected Overspend

The main reasons for the projected overspend are an overspend on staffing of £0.23m based on current staffing numbers, known leavers and assumed further leavers from the corporate ELI scheme. The projected year end overspend on staffing has continued to reduce as actions have been taken to control staffing. Offsetting this improvement is an increase in the overall shortfall in income to £1.3m. Additional costs being incurred include an additional £0.35m arising from ongoing planning appeal cases.

Good progress has been made in implementing the £13m savings and budget actions included in the 2011/12 budget. These include significant reduction to the staffing budget, rationalisation of Sport and Library buildings, reduction in Highways spend, energy and procurement efficiency savings, reduction to contributions to external organisations and additional income generation proposals

The continuing poor economic conditions are having a significant impact and achieving the Directorate's £94m income target is looking increasingly difficult. It is possible that the situation could improve later in the year and although planning income is showing some signs of increasing in the last few months other income areas are not showing signs of improvement.

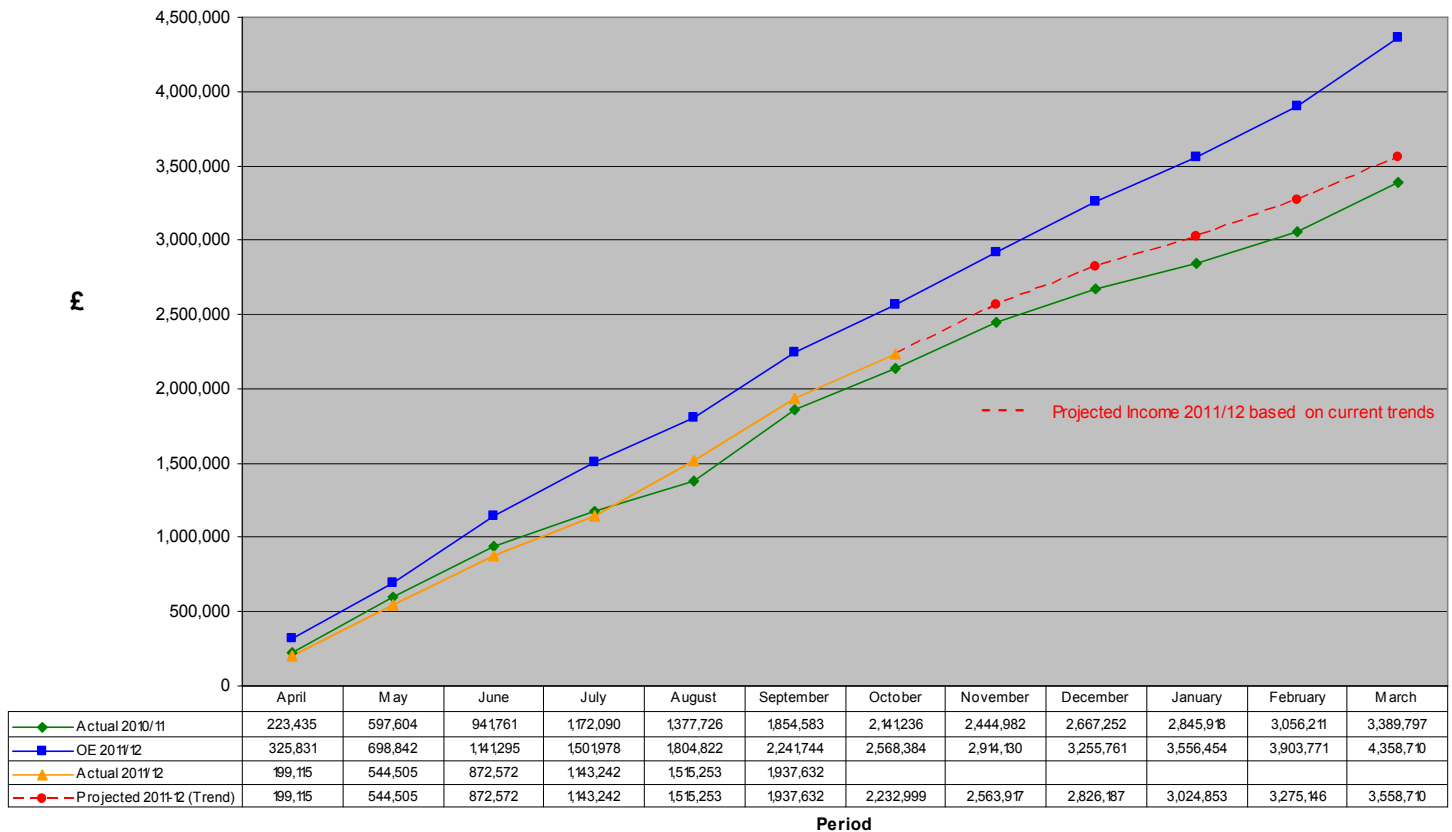
Income

Overall there is a projected income shortfall of £1.3m.

All income targets were reviewed as part of the 2011/12 budget process but in some cases income levels are falling short of the revised targets. The most significant shortfalls are projected to be on Planning and Building fees. At period 7

the combined shortfall is £411k, the projected shortfall for the year is forecast to be just under £0.8m. The graph over the page shows the position to date for planning and building fee income. The budget assumed that there will be an increase in the amount collected in 2011/12 over that in 2010/11 and the last few months have seen an improvement in the amount of planning fees collected although building fee income continues to be at a low level.

Planning and Building Fee Income (Cumulative)



On the whole income in Sport is expected to be in line with budgets and Bodyline income is holding up well.

Other income variations include a shortfall in Markets income of £376k which is a reflection of reduced occupancy levels at Kirkgate Market and a £160k shortfall in Architectural Design Services and Client Services. The 2011/12 budget included additional income of £500k to be raised from new advertising opportunities in the City. A number of new sites have been identified and proposals are being developed with 9 new sites currently being progressed but due to highways, planning and other issues it is currently assumed that the majority of this income will not be received in 2011/12. A shortfall of £250k is projected on income from the Sovereign Street car park but this is expected to be offset in 2011/12 by additional income secured by Asset Management including the Elland Road Option fee payment recently received.

Staffing

Currently it is projected that staffing will overspend the budget by £0.226m, mainly because the saving assumed in the budget on weekend enhancements in Sport are unlikely to be made. The staffing projection assumes that staffing levels will reduce further than the initial budget assumptions but the additional savings will be in the last quarter of 2011/12. Numbers are expected to reduce by an additional 64 FTEs from the current level of 2,355 FTEs as at the end of October 2011. Control measures to actively manage staffing continue to be exercised in the directorate.

Report of the Director of Resources

Report to Executive Board

Date: 4th January 2012

Subject: Financial Health Monitoring 2011/12 - Month 8

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 eight months of the financial year 2011/12 in respect of the revenue budget.
2. The overall projected overspend at month 8 is £2.4m, an improvement of £3.9m from the position at month 7.
3. All Directorates will continue to develop and implement action plans, and the position will be monitored closely.

Recommendations

4. Members are asked to note the projected financial position of the authority after eight months of the financial year 2011/12.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's projected financial health position after eight 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 eight months and comments on the key issues impacting on the overall achievement of the budget for the current year.

2. Background information

- 2.1 The month 7 projected overspend was £6.3m and the main areas of concern were:-
- Non achievement of assumed procurement savings for residential and nursing care packages within Adult Social Care
 - The number of externally provided residential and fostering placements in Children's Services
 - Income shortfalls mainly relating to planning and building regulation fees, car parking, advertising and children's centres

3. Main Issues Month 8

- 3.1 The overall position at month eight has improved by £3.9m from the month 7 position. As members will be aware, the 2011/12 budget assumed £90m of savings, and after eight months of the financial year an overspend of £2.4m is now projected, as detailed in Table 1 below.

Table 1

(Under) / Over Spend for the current period							Previous Month (Under) / Overspend £000
Directorate	Director	Staffing £000	Other Spend	Total Expenditure £000	Income £000	Total Under /Overspend £000	
Adult Social Care	Sandie Keene	(844)	2,946	2,102	(231)	1,871	2,070
Children's Services	Nigel Richardson	(321)	4,197	3,876	399	4,275	4,367
City Development	Martin Farrington	250	(100)	150	1,475	1,625	1,542
Environment & Neighbourhoods	Neil Evans	1,907	(1,174)	733	839	1,572	962
Resources	Alan Gay	(200)	309	109	(277)	(168)	4
Legal Services	Robert Pritchard	737	153	890	(576)	314	156
Customer Access and Performance	James Rogers	(13)	(11)	(24)	(81)	(105)	(2)
Total		1,516	6,320	7,836	1,548	9,384	9,100
Corporate issues							
Debt							-2800
Section 278 shortfall							1800
Health service contribution to Adults and Children's social care							-6000
Total							2,384
							6,300

- 3.2 Directorate projections are largely in line with the month 7 position, however within Environmental Services, there has been an increase in the projected overspend of £0.6m, primarily reflecting an increase in the volume of waste tonnes disposed and the delay in the withdrawal of the back up refuse collection service.
- 3.3 The Council receives income from developers to fund highways works which are required for new development schemes. These are known as section 278 agreements and the Council's 2011/12 revenue budget provides for income of £5.2m for such schemes. A review has been undertaken of anticipated receipts in 2011/12 and there is likely to be a £1.8m shortfall which reflects the continuation of the difficult economic climate.
- 3.4 Plans are in place to address the rising cost of looked after children placements in the city. These plans involve relevant partners working together in different ways. In recognition of the significant role the health service plays in this partnership and the improved health outcomes which will arise, NHS Leeds have allocated funds of £2m in order to support the Council in these matters. In a similar way the health service is working closely with Adult social care to ensure that improved outcomes for older people are sustainable and can be achieved through changes in the way in which services work together and transitional funding of £4m has been set aside to assist the process. These contributions are now reflected in the year end projection for 2011/12.
- 3.5 As part of the budget monitoring process, action plans built into budgets have been reviewed and the above projections assume the continuing delivery of action plans both corporately and within directorates.

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 2011/12 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 23rd February 2011.

4.3 Council Policies and City Priorities

- 4.3.1 The 2011/12 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.

4.6.2 Based on the month eight projections there are now no high risks.

5. Recommendations

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

6. Background Documents

6.1 Financial risk register 2011/12

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Regeneration)

Date: 17th January 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 latest minutes of Executive Board and the Council's current Forward Plan relating to this Board's portfolio.

Recommendations

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

Background documents

5. None used

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Scrutiny Board (Regeneration) Work Schedule for 2011/2012 Municipal Year Appendix 1

Schedule of meetings/visits during 2011/12			
Area of review	June	August	September
Green space – promotion, protection, management			Consider potential scope of review SB 28/06/11 @ 10am
Housing growth challenge both in terms of brownfield & Greenfield development, private and affordable	Consider potential scope of review SB 28/06/11 @ 10am	Agreed terms of reference for an Inquiry on Housing Growth Working Groups met 6 th and 13 th July, 11 th and 17 th August and 15 th September 2011	Consider draft final report and recommendations Housing Growth
Provision of Affordable Housing by Developers			Consider draft Terms of Reference on affordable Housing by developers
Board initiated piece of Scrutiny work (if applicable)			
Budget & Policy Framework	To consider any areas for scrutiny	To consider any areas for scrutiny	
Recommendation Tracking	None this session	Not this session	To consider progress in implementing Scrutiny Board recommendations following publication of its report on Kirkgate Market in May 2011
Performance Monitoring	None this session	None this session	None this session

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Scrutiny Board (Regeneration) Work Schedule for 2011/2012 Municipal Year Appendix 1

Area of review	Schedule of meetings/visits during 2011/12		
	October	November	December
Green space – promotion, protection, management	Town and Village Greens and Green Space Designations Initial Report		
Housing growth challenge both in terms of brownfield and Greenfield development, private and affordable	Final Report on Housing Growth approved by Board on 10 th October 2011		
Condition of private sector housing		First meeting held on 9 th November 2011 re Boards Inquiry on Affordable Housing and Private Developers	Inquiry on Affordable Housing and Private Developers Meeting of the Working Group 19 th December 2011
Board initiated piece of Scrutiny work (if applicable)	Leeds Bradford Airport Taxis access Town and Village Greens and Green Space designations Kirkgate Market	Breakdown of Costs re provision of a taxi rank on Whitehouse Lane Details on Vacant Stalls Kirkgate Market East Leeds Regeneration Board Commissioning of Reports 3/10	East Leeds Regeneration Board Invite Mr M Dean, Head of Leeds Initiative to talk on the remit of the new ELRB Taxi Rank Whitehouse Lane Details of advice and guidance re standard of road
Budget & Policy Framework Plans			
Recommendation Tracking		Report back on Depts response to Executive Board on Housing Growth inquiry	
Performance Monitoring	None	None	Quarter 2 performance report SB 19/12/11 @ 10 am

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Scrutiny Board (Regeneration) Work Schedule for 2011/2012 Municipal Year Appendix 1

Area of review	Schedule of meetings/visits during 2011/12		
	January 2012	February 2012	March 2012
Green space – promotion, protection, management	Report on process of dealing with applications for Town and Village Green Status	Report on case studies - process of dealing with applications for Town and Village Green Status	
Housing growth challenge both in terms of brownfield and Greenfield development, private and affordable			
Condition of private sector housing	Affordable Housing and private developers Inquiry Working Group 16 th Jan 2012	Affordable Housing and private developers Inquiry Working Group	Affordable Housing and private developers Inquiry Working Group
Board initiated piece of Scrutiny work (if applicable)	Kirkgate Market report on affect vacant stalls have on service charge and estimated loss of income as a consequence of vacant stalls and Consultants Report on Future of the Market		
Budget & Policy Framework Plans	Budget Report		
Recommendation Tracking			
Performance Monitoring	None this session	None this session	Quarter 3 performance report SB 27/03/12 @ 10 am

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Scrutiny Board (Regeneration) Work Schedule for 2011/2012 Municipal Year Appendix 1

Schedule of meetings/visits during 2011/12

Area of review	April 2012	May 2012
Green space – promotion, protection, management		
Housing growth challenge both in terms of brownfield and Greenfield development, private and affordable		
Condition of private sector housing	Final Report and Recommendations on completion of the Board's inquiry on affordable housing and private developers	
Board initiated piece of Scrutiny work (if applicable)		
Budget & Policy Framework Plans		
Recommendation Tracking		
Performance Monitoring	None this session	None this session

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EXECUTIVE BOARD

WEDNESDAY, 4TH JANUARY, 2012

PRESENT: Councillor K Wakefield in the Chair

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

Councillor J Procter – Substitute Member

161 Substitute Member

Under the terms of Executive Procedure Rule 2.3 Councillor J Procter was invited to attend the meeting on behalf of Councillor A Carter.

162 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) Appendix 1 to the report referred to in Minute No. 168 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendix 1 to the report referred to in Minute No. 173 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of

Draft minutes to be approved at the meeting
to be held on Friday, 10th February, 2012

Appendix 1 as exempt outweighs the public interest in disclosing the information at this point in time.

163 Late Items

The Chair admitted to the agenda, the following late items of business:

- (a) A report entitled, 'East Leeds Regeneration Board' (Minute No. 169 referred). It was deemed appropriate that this matter be considered by the Board as a matter of urgency in order to ensure that the Board received at the earliest opportunity the latest information and clarification with regard to the governance arrangements for the East Leeds Regeneration Board.
- (b) A report entitled, 'Letter from the Minister for Children and Families, Tim Loughton, regarding the Children's Services Improvement Notice', (Minute No. 182 referred). Following receipt of the correspondence from the Minister for Children and Families on the 21st December 2011, it was deemed appropriate that Executive Board members be provided at the earliest opportunity with the latest information regarding the lifting of the Improvement Notice upon Children's Services in Leeds.

164 Declaration of Interests

Councillor Dobson declared a personal interest in the agenda item entitled, 'Response to the Consultation on the Foundation Trust Application by Leeds NHS Trusts' due to being a member of Leeds Teaching Hospitals NHS Trust (Minute No. 173 referred).

Councillors Yeadon declared a personal interest in the agenda item entitled, 'Community First', due to her position on the Kirkstall Community First Panel and also a personal interest in the agenda item entitled, 'Response to the Consultation on the Foundation Trust Application by Leeds NHS Trusts', due to being a member of the Leeds Initiative: Health and Wellbeing Board (Minute Nos. 167 and 173 referred respectively).

Councillor Wakefield declared a personal interest in the agenda item entitled, 'Response to the Consultation on the Foundation Trust Application by Leeds NHS Trusts' due to being a member of the Leeds Initiative: Health and Wellbeing Board (Minute No. 173 referred).

Councillor Ogilvie declared a personal interest in the agenda item entitled, 'Community First', due to his position on his local Community First Panel (Minute No. 167 referred).

On behalf of Councillor Blake, who was scheduled to join the meeting at a later point, Councillor Wakefield declared that Councillor Blake had a personal interest in respect of the agenda item entitled, 'Community First', due to her position on her local Community First Panel and also a personal interest in the agenda item entitled, 'Response to the Consultation on the Foundation Trust Application by Leeds NHS Trusts', due to being a member of the Leeds

Initiative: Health and Wellbeing Board (Minute Nos. 167 and 173 referred respectively).

A further declaration of interest was made at a later point in the meeting (Minute No. 178 referred).

165 Minutes

RESOLVED – That the minutes of the meeting held on 14th December 2011 be approved as a correct record.

DEVELOPMENT AND THE ECONOMY

166 Deputation by Leeds Cycling Action Group

The Director of City Development submitted a report responding to the issues raised by the Leeds Cycle Action Group during the organisation's deputation to the Council meeting held on 16th November 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Correspondence on behalf of the National Federation of the Blind addressed to the Leader of Council had been tabled at the meeting for Board Members' consideration. The correspondence detailed the Federation's specific concerns regarding the proposed cycle way for Cookridge Street and Portland Crescent.

In responding the correspondence circulated, the Executive Member for Development and the Economy undertook to schedule a meeting between representatives of the Council and the Federation, in order to discuss their specific concerns.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the concerns of the Leeds Cycling Action Group be acknowledged together with the programmes and initiatives which are being pursued by the Council which aim to satisfy such concerns, whilst also maintaining a balance of provision for all road users.
- (c) That the Chief Officer of Highways and Transportation be invited to address the Cycling Consultation Forum.
- (d) That a meeting be scheduled between representatives of both the Council and the National Federation of the Blind, in order to discuss the specific concerns which had been highlighted by the Federation.

NEIGHBOURHOODS, HOUSING AND REGENERATION

167 Community First

The Assistant Chief Executive (Customer Access and Performance) submitted a report which aimed to raise awareness of the Community First

Draft minutes to be approved at the meeting
to be held on Friday, 10th February, 2012

and Community Organiser programmes. In addition, the report sought the Board's support for the Council's active engagement and co-operation in establishing the Community First Programme in Leeds, together with the undertaking that other programmes, where appropriate, would be aligned with the Community First initiative. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members welcomed the additional funding which would be received within targeted Wards, however, concerns were raised regarding the process by which the funding would be allocated, the extent to which the local authority had been involved in that process and how the targeted Wards had been identified.

Concerns were raised regarding the remit and the accountability arrangements for the Community Organisers. In addition, Members further considered the criteria which had been used to identify the targeted Wards and enquired how the funding would be used to specifically address those issues on which the selection criteria had been based, such as benefit claimant levels. In response, it was requested that a report was submitted to a future meeting of the Board in order to clarify such matters.

RESOLVED –

- (a) That the Council's active engagement and co-operation in establishing the Community First Programme in Leeds be supported.
- (b) That the alignment of the programme with other relevant initiatives be endorsed.
- (c) That the Board's awareness of the Community Organisers' Programme and the potential relationships with other related programmes, be noted.
- (d) That a further report be submitted to a future meeting of the Board in order to clarify those matters relating to the initiative which had been raised during the discussion.

168 60, Sholebroke Avenue, Chapeltown, LS7

Further to Minute No. 21, 22nd June 2010, the Director of Environment and Neighbourhoods submitted a report which sought approval to sell 60, Sholebroke Avenue, Chapeltown, to Unity HA at a less than best consideration in order to bring the property back into use as a 7 bedroomed family home for a family to be housed from the housing register. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

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 60, Sholebrook Avenue be sold at a less than best consideration and on the terms detailed within the exempt appendix to the submitted report to Unity HA, in order that the property can be refurbished to Code Level 3 for Sustainable Homes, and brought back into use as a 7 bedroomed family house.

169 East Leeds Regeneration Board

The Director of Environment and Neighbourhoods submitted a report outlining proposals regarding the establishment of area regeneration sub-boards to the overarching Housing and Regeneration Strategic Partnership Board, whilst also seeking Executive Board's endorsement of the governance arrangements set out for the East Leeds Regeneration Board. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Copies of the report and appendices had been circulated to all relevant parties following the publication of the agenda papers.

Following Members' enquiries, the Board received clarification with regard to the status of the Shadow Board. It was also emphasised that the Sub Board, when it became operational, would be an advisory body only. In addition, assurances were received regarding the composition of, and the appointment process to the East Leeds Regeneration Board. Enquiries were also raised regarding the geographical area covered by the Board and the added value that the proposals would bring.

Responding to a specific request that opposition representation on the Board was allowed to be taken from the overall membership of each opposition group, rather than just from those opposition Members representing the affected Wards, it was stated that this request would be given serious consideration.

In conclusion, the Chair acknowledged that further work was required to be undertaken with regard to regeneration in other parts of the city. Specifically in relation to the work currently being undertaken in East Leeds, further consideration could be given to the current model by Executive Board, should concerns remain.

RESOLVED –

- (a) That the proposal to establish area regeneration sub-boards, be noted.
- (b) That the arrangements for the East Leeds Regeneration Board, as detailed within the submitted report, be endorsed.

LEISURE

170 Review of Leeds City Council Gymnastics Training Scheme

The Director of City Development submitted a report seeking approval to transfer the operation of the Leeds Gymnastics Training Scheme from Leeds City Council to the City of Leeds Gymnastics Club Community Interest

Company, which would help develop gymnasts to reach their full potential, with a reducing contribution from the Council. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Executive Member for Leisure paid tribute to all of those who had been involved in getting the scheme to its current position, particularly the City of Leeds Gymnastics Club.

Assurances were received in response to enquiries regarding the consultation process which had been undertaken.

RESOLVED –

- (a) That the transfer of the Leeds Gymnastics Training Scheme from Leeds City Council to the City of Leeds Gymnastics Club Community Interest Company from 1 April 2012 be approved.
- (b) That approval be given to Leeds City Council providing financial support to City of Leeds Gymnastics Club Community Interest Company up to a maximum of £250,000 over the next 4 year period.
- (c) That approval be given to Leeds City Council acting as guarantor on the leasehold (Unit 1 Limewood Business Park) for a period of 4 years commencing on 1st February 2012 and terminating 31st January 2016.

ADULT HEALTH AND SOCIAL CARE

171 Response to the Deputation to Council by the Access Committee for Leeds about celebrating volunteers of Leeds

The Assistant Chief Executive (Customer Access and Performance) together with the Director of Adult Social Services submitted a joint report responding to the issues raised by the Access Committee for Leeds during the organisation's deputation to the Council meeting held on 16th November 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

On behalf of the Board, the Chair thanked of those volunteers and voluntary organisations throughout Leeds who made an excellent contribution to the city.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the work which is taking place to support volunteering and the Third Sector be noted.
- (c) That Adult Social Care's approach towards ensuring that a diverse care market thrives in Leeds, and where localism and volunteering are

valued and encouraged alongside a wide variety of other providers, be noted and endorsed.

172 Outline Plan for Brook House, St Anne's on Sea

The Director of Adult Social Services submitted a report outlining proposals with regard to the future of Brook House. In summary, the report proposed to cease the use of Brook House, sell the property and pass the proceeds of the sale to Leeds Community Foundation, which would hold the sum in trust for those people of Leeds who broadly met the requirements of the bequest, in order to support their access to their individual choice of holiday arrangements. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to enquiries, officers undertook to provide Members with details of any similar properties within the Council's possession which were located outside of the city boundary.

RESOLVED – That the following be approved, subject to the acceptance of the proposed course of action by the Charity Commission:-

- The Council submit a proposal to the Charity Commission for the disposal of the property known as Brook House demonstrating why the intended new purpose is in the best interest of the charity.
- That if approval is given by the Charity Commission to the Council's proposals, the Council proceeds with the sale of the property known as Brook House.
- The Council continues to work with Leeds Community Foundation to further an agreement on the establishment of a trust fund to continue to meet the broad requirements of the bequest from Harry Brook.

173 Response to the consultation on Foundation Trust application by Leeds' NHS Trusts

The Director of Adult Social Services submitted a report providing details of the Foundation Trust application process being undertaken by the Leeds NHS Trusts and which enabled the Board to consider and respond to the potential impact of such matters upon the local authority. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

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 implications for the Local Authority arising from the Foundation Trust applications being undertaken by the Leeds NHS Trusts, be noted.
- (b) That the submission of the formal consultation responses be approved.
- (c) That a report providing further details regarding the current landlord and tenant issue between the Council and the Teaching Hospitals Trust, as outlined within exempt appendix 1 to the report, be submitted in due course.

174 Public report of the Local Government Ombudsman regarding a complaint about a joint service provided by the Council and Leeds Community Healthcare NHS Trust

The Director of Adult Social Services submitted a report which informed the Board of a finding of maladministration with injustice, in a report issued by the Local Government Ombudsman in November 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

On behalf of the Council, the Board and the Chief Executive conveyed their full and unreserved apologies to the family concerned for the service which they had received. In addition, the Board acknowledged the swift and positive actions taken by both the Council and Leeds Community Healthcare NHS Trust following receipt of the complaint, whilst tributes were also paid to the invaluable work which continued to be undertaken throughout the city within the area of Adult Social Care.

RESOLVED -

- (a) That the Ombudsman's Report and findings, together with the Council's response be received and noted.
- (b) That it also be noted that this case dates back as far as 2008 and since then the Council has provided a significant training programme to workers in the areas of Safeguarding Vulnerable Adults and the Mental Capacity Act.

RESOURCES AND CORPORATE FUNCTIONS

175 Financial Health Monitoring 2011/12 - Month 8

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

Following Members' enquiries, the Board was provided with the latest budgetary position within Environmental Services, specifically in relation to the

provision of waste disposal. In addition, clarification was also provided to Members regarding the proposed allocation of the income which had been received from NHS Leeds.

In conclusion, the Chair welcomed the all party approach which continued to be taken towards addressing the Council's current budgetary position. In addition, he paid tribute to all the actions which had been taken to achieve the savings made to date, whilst emphasis was also placed upon the vital nature of the services the Council continued to provide to vulnerable groups.

RESOLVED - That the projected financial position of the authority after eight months of the financial year be noted.

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

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

Copies of the Statement of Licensing Policy 2010-2012 together with the Consultation Report had been circulated to Board Members for their consideration at the time of the agenda despatch.

RESOLVED –

- (a) That the comments made by Scrutiny Board (Resources and Council Services) on the revised Gambling Act 2005 Statement of Licensing Policy 2010-2012 and the consultation report be noted as the Council's response to the public consultation.
- (b) That the Statement of Licensing Policy 2010 – 2012, together with the associated Consultation Report be referred to full Council for approval.

(The matters referred to within this minute were not eligible for Call In, as the ultimate determination of such matters are reserved to Council)

DEVELOPMENT AND THE ECONOMY

177 Response to Deputation from Scott Hall and Sholebroke Tenants' and Residents' Association regarding the need for a Formal Crossing Facility on Scott Hall Road

The Director of City Development submitted a report responding to the issues raised by the Scott Hall and Sholebroke Tenants' and Residents' Association during the organisation's deputation to the Council meeting held on 16th

November 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Executive Member for Development and the Economy advised that the matters raised by the deputation would continue to be monitored.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the concerns raised by residents be acknowledged.
- (c) That approval be given to a further survey being undertaken at a different time of year in order to capture any potential additional seasonal pedestrian demand.

178 Interim Affordable Housing Policy

Further to Minute No. 221, 18th May 2011, the Director of City Development submitted a report providing a response to the recommendation of Scrutiny Board (Regeneration) agreed by the Scrutiny Board on 29th November 2011, which asked that the Executive Board “reconsiders this interim housing policy as a matter of urgency with a view to reinstating the 2008 affordable housing targets in relation to Greenfield sites”. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Councillor J Procter, as Chair of the Scrutiny Board (Regeneration) highlighted the issues which had been raised during the Scrutiny Inquiry, which had led to the recommendation to Executive Board.

Concerns were raised in relation to the retrospective applications which had been submitted by some developers in line with the lower affordable housing provision percentage targets of the interim policy, despite already having planning permission with agreements for provision of affordable housing at the previous higher level, with specific emphasis being placed upon those instances concerning Greenfield sites.

Responding to the concerns raised, it was emphasised that the interim policy needed to be maintained in order to stimulate the industry, however, Members noted that the matter would be closely monitored and would be resubmitted to the Board for review as appropriate, in order to adapt to any changes within the housing market.

In instances where permissions had been granted at appeal, but developers had yet to submit new planning applications for reduced contributions, Members highlighted as a potential way forward, the scope that the Local Planning Authority had to reconsider Section 106 packages on a case by case basis, and in consultation with local Members and communities could seek increased affordable housing contributions as a priority at the expense of other funding areas.

RESOLVED –

- (a) That the existing 2011 Interim Affordable Housing policy targets as agreed by Executive Board in May 2011 be retained.
- (b) That a monitoring report on the progress of the revised policy be received by the Board in Summer 2012.
- (c) That it be clarified that the implementation period is 2 years from the date of the decision to grant planning permission, subject to Section 106 obligations in order to secure the early delivery of affordable housing and that at the end of 2 years if not implemented, the percentage of affordable housing will revert to whatever the policy is at the time.
- (d) That on those Greenfield sites which are granted at appeal with higher levels of affordable housing, and where lower levels of affordable housing is sought in accordance with the interim policy, regard is had to the content of the overall Section 106 package together with local priorities, in consultation with Ward Members and local communities.

(Councillor Golton declared a personal interest in this matter, due to having relatives working within the building trade)

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

179 Bradford's Core Strategy: Further Engagement Draft 2011

The Director of City Development submitted a report identifying a number of policies and proposals detailed within Bradford's Core Strategy: Further Engagement Draft 2011, which had the potential to impact significantly upon Leeds. In addition, the report also recommended the submission of a response to Bradford's Core Strategy, as appended to the submitted report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members welcomed the recommendations within the report, but highlighted that similar issues may need to be addressed in respect to other neighbouring Local Authorities' Core Strategy documents. Responding to a specific enquiry, the Board noted that Kirklees Council's Core Strategy was not yet at the same stage as Bradford's and therefore the opportunity had not yet arisen to provide a response to it.

Following comments raised regarding the role which could be played by the Leeds City Region on this issue and the benefits of a cohesive approach being taken between authorities, the Chief Executive emphasised the good working relationships which existed between Leeds and Bradford and advised that further re-engagement could be made with other local authorities and on a Leeds City Region basis in addressing such matters, whilst further officer time could also be invested.

RESOLVED – That the Board formally object to Bradford’s Core Strategy: Further Engagement Draft, on the basis that:

- (i) proposals for redrawing the Green Belt boundary to enable development at Holme Wood and Menston would encroach into the strategic gap between Leeds and Bradford leading toward a merging of the two cities.
- (ii) traffic congestion and hazards would be created to roads in Leeds, particularly the A657 and routes to Drighlington and beyond, and the A65.

180 Neighbourhood Planning - Consultation Response to the Government's Draft Regulations for Reform

Further to Minute No. 121, 2nd November 2011, the Director of City Development submitted a report which presented for approval and subsequent submission to the Department for Communities and Local Government (DCLG), the Council’s draft response to the Government’s proposals regarding the reform of Neighbourhood Planning; Community Right to Build and Neighbourhood Development Orders. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Concerns were raised regarding the resource and budgetary implications arising from the Government’s proposals which would be placed upon the Council and it was suggested that representations were made to the Government emphasising that in order to ensure the proposals were implemented successfully, additional resource would be required.

The Board considered the differing approaches towards the initiative which would be adopted by individual communities and Parish and Town Councils, and highlighted the role of Area Committees and Area Management in neighbourhood planning matters.

RESOLVED –

- (a) That the contents of the submitted report, in association with the previous background information received by the Board at the meeting held on 2nd November 2011, be noted.
- (b) That the response to the Government’s proposals for reform of Neighbourhood Planning; Community Right to Build and Neighbourhood Development Orders, as set out within section 3 of the submitted report and also in the questionnaire attached as Appendix 1 be approved, and that the response be submitted to the Department for Communities and Local Government before 5th January 2012.
- (c) That the submitted report be circulated to Town and Parish Councils for their information.

(The matters referred to within this minute were not eligible for Call In, due to the 5th January 2012 deadline for responding to the DCLG consultation process on the draft neighbourhood planning regulations)

Draft minutes to be approved at the meeting
to be held on Friday, 10th February, 2012

CHILDREN'S SERVICES

181 Primary Basic Need 2013 - Outcome of Consultation on Proposals for Expansion of Primary Provision in 2013

The Director of Children's Services submitted a report which detailed the outcomes arising from the public consultation exercises undertaken regarding the expansion of primary provision across the city. In addition, the report made several recommendations with respect to the next steps for each of the proposals detailed within the submitted report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In presenting the report, it was noted that regarding the Florence Street proposal, further consideration would need to be given to the activities on the existing refuse site which was in the proximity of the proposed school site. In addition, the strong representations which had been made regarding the proposal for the South Leeds Sports Centre site were acknowledged, and it was noted that work was ongoing in considering whether both leisure and educational provision could be accommodated on that same site.

In discussing this matter, Members highlighted the proposed significant expansion of Morley Newlands Primary School, received assurances regarding the work being undertaken in respect of Free Schools in Leeds and were provided with details regarding the costing exercise with respect to the decontamination work required at the Florence Street site. Having received details of what the temporary accommodation arrangements proposed within the submitted report entailed, assurances were provided that implementing such measures would be done in consultation with local Ward Members.

RESOLVED –

- (a) That the publication of an 'invitation to bid' statutory notice for a proposed new 420 place school with 26 place nursery on land at Florence Street to serve families in that area, be approved.
- (b) That the publication of an 'invitation to bid' statutory notice for a proposed new 420 place school with 26 place nursery on land at the former South Leeds sports centre to serve families in that area, be approved.
- (c) That the publication of a statutory notice for the expansion of Morley Newlands Primary School from 420 pupils to 630 pupils be approved.
- (d) That it be noted the authority will commission temporary increases in a number of areas whilst further evidence is gathered to identify permanent expansion proposals.

182 Letter from the Minister for Children and Families, Tim Loughton, regarding the Children's Services Improvement Notice

The Director of Children's Services submitted a report presenting for consideration a letter from the Minister for Children and Families, Tim Loughton, to the Leader of the Council, which confirmed that the Improvement Notice placed upon Leeds Children's Services in March 2010 had been lifted with immediate effect. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Copies of the report and appendices had been circulated to all relevant parties following the publication of the agenda papers.

The Board paid tribute to and thanked all officers involved, members of the Improvement Board, the Executive Member for Children's Services and the Director for all of their efforts which had led to the Minister for Children and Families lifting the Improvement Notice for Children's Services in Leeds. However, it was acknowledged that work would continue in order to ensure that Children's Services provision across the city continued to improve.

RESOLVED –

- (a) That the removal of the Improvement Notice from Children's Services in Leeds be noted, and it be acknowledged that this is an important milestone for the ongoing improvement journey.
- (b) That the important role which the Improvement Board has played in supporting the improvements made be formally acknowledged, and in particular, the Independent Chair, Bill McCarthy, together with the Support and Challenge Advisor, Penny Thompson, and all the partner agencies on the Board be thanked for their key contributions.
- (c) That the workforce of the Council together with its partners be thanked for achieving this significant milestone, in addition to their continued support in rising to the outstanding performance challenges faced.

DATE OF PUBLICATION: 6TH JANUARY 2012

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 13TH JANUARY 2012 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 16th January 2012)



**FORWARD PLAN OF KEY DECISIONS
Relating to Scrutiny Board (Regeneration)**

1 January 2012 – 30 April 2012

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 January 2012 to 30 April 2012

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Headingley Hill, Hyde Park and Woodhouse Moor Conservation Area To approve the Headingley Hill, Hyde Park and Woodhouse Moor Conservation Area and Management Plan as non-statutory planning guidance	Chief Planning Officer	1/1/12	Ongoing consultation with local community, Ward Members and other bodies	DDN Report	philip.ward@leeds.gov.uk
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	1/1/12	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	Chief Planning Officer phil.ward@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)
Yeadon Conservation Area To approve the Yeadon Conservation Area and Management Plan as non-statutory planning guidance.	Chief Planning Officer	1/1/12	Ongoing consultation with local community, Ward Members, and other bodies	DDN Report	Chief Planning Officer phil.ward@leeds.gov.uk
Environment and Neighbourhoods Directorate, Strategy and Commission Division restructure Approval to implement restructure proposals	Director of Environment and Neighbourhoods	1/1/12	With members of staff affected and relevant trade unions	Decision reports and appendices	bridget.emery@leeds.gov.uk
Request to invoke the first 12 month extension for the existing 3(+1+1) Service Level Agreement with Adult Social Care Learning Disabilities for the Independent Living Project (ILP) Services.	Director of Environment and Neighbourhoods	1/1/12		Report to be presented to the Delegated Decision Panel in November 2011	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)
Request to waive Contracts Procedure Rule 13 to enter a contract with Foundation for a period of 1 year Approval to waive Contracts Procedure Rule 13 to enter into a contract with Foundation for a period of 1 year	Director of Environment and Neighbourhoods	1/1/12	Quality Assessment was undertaken during the life of the current contract and involved detailed consultation with staff, clients and key stakeholders.	Report to be presented to the Delegated Decision Panel prior to decision being taken	sandra.twitchett@leeds.gov.uk
Request to invoke Contracts' Procedure Rule 25.1 to enter into the 6 month extension period to the existing 12(+6) month contract with Northern Life Care (trading as UBU)	Director of Environment and Neighbourhoods	1/1/12		Report to be presented to the Delegated Decision Panel prior to decision being taken	sandra.twitchett@leeds.gov.uk
The structure of the new Regeneration Programmes Division in the Environment and Neighbourhoods Directorate. Approval of the proposed new structure, as contained in the report of the Chief Regeneration Officer.	Director of Environment and Neighbourhoods	1/1/12	October 2011 (preliminary); November 2011 (formal)	Report of the Chief Regeneration Programmes Officer to the Delegated Decision Report & Appendices	christine.addison@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)
Request to enter into a 12 month contract with Touchstone for the Accommodation Based Service and Floating Support Service at an annual value of £448,228.	Director of Environment and Neighbourhoods	1/1/12		EIA Screening Document	luke.myers@leeds.gov.uk
Request to enter into a 12 month contract with Leeds Irish Health & Homes for a housing related support service.	Director of Environment and Neighbourhoods	1/1/12		Consultation with service users and stakeholders has been carried out as part of the Mental Health sector review.	sarah.best@leeds.gov.uk
Request to invoke Contracts' Procedure Rule 25.1 in order to enter into the 1 year extension period to the existing 2(+1) year contract with Riverside ECHG for the Bracken Court and Floating Support Service	Director of Environment and Neighbourhoods	1/1/12		Report to be presented to Delegated Decision Panel	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)
Review of commissioned housing related support services for people with mental health problems	Director of Environment and Neighbourhoods	1/1/12		Report to be presented to Delegated Decision Panel	neil.evans@leeds.gov.uk
Recommendations and outcomes arising from the Strategic Sector Review for the future provision of housing related support services for Homeless People. Authorisation from the Director of Environment and Neighbourhoods to implement the recommendations and outcomes of the Strategic Sector Review for the future provision housing related support services for Homeless People.	Director of Environment and Neighbourhoods	1/1/12	n/a	Report to be presented to the Commissioning Body	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)
Recommendations and outcomes arising from the Strategic Sector Review for the future provision of housing related support services for Young People. Authorisation from the Director of Environment and Neighbourhoods to implement the recommendations and outcomes of the Strategic Sector Review for the future provision housing related support services for Young People.	Director of Environment and Neighbourhoods	1/1/12	n/a	Report to be presented to the Commissioning Body and the Director	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)
Neighbourhood Planning To approve the response to the Government's proposals for reform of Neighbourhood Planning; Community Right to Build and Neighbourhood Development Orders	Executive Board (Portfolio: Development and the Economy)	4/1/12	This is the Council's response to a government consultation initiative. It has not been subject to consultation but the recommendations suggest that it is circulated to Town and Parish Councils.	The report to be issued to the decision maker with the agenda for the meeting	kathryn.holloway@leeds.gov.uk
Response to Bradford's Core Strategy To agree the Response to Bradford's Core Strategy	Executive Board (Portfolio: Development and the Economy)	4/1/12	The report is a response to a consultation exercise being undertaken by Bradford MDC	The report to the decision maker with the agenda for the meeting	robert.coghlan@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)
Interim Affordable Housing policy To retain the existing 2011 Interim Affordable Housing Policy targets as agreed by Executive Board in May 2011	Executive Board (Portfolio: Development and the Economy)	4/1/12	The Interim Affordable Housing targets were subject to a 4 week consultation period following approval by Executive Board in May 2011	The report to be issued to the decision maker with the agenda for the meeting	robin.coghlan@leeds.gov.uk
60 Sholebroke Ave, Chapeltown LS7 Approval to sell 60 Sholebroke Ave, Chapeltown to Unity HA at a less than best consideration in order to bring an empty property back into use fully renovated to provide a 7 bed roomed family house.	Executive Board (Portfolio: Environment, Neighbourhoods and Housing)	4/1/12	Consultation was carried out prior to this property going to Executive Board in June 2010. However as the sale proposed is less than best consideration ward members and the Lead Member are being consulted again.	Executive Board report dated June 2010	megan.godsell@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)
Construction Skills Commissioning Key Decision – Executive Board	Executive Board (Portfolio: Environment, Neighbourhoods and Housing)	4/1/12	Jobcentre Plus, Members, existing/potential providers	The report to be issued to the decision maker with the agenda for the meeting	jane.hopkins@leeds.gov.uk
Leeds River Aire Flood Alleviation Scheme To consider options for a phased approach to make recommendations	Executive Board (Portfolio: Development and the Economy)	10/2/12	None prior to Exec Board	The report to be issued to the decision maker with the agenda for the meeting	Gary Bartlett, Chief Highways Officer gary.bartlett@leeds.gov.uk
Option to Purchase Agreement- Land at Freely Lane, Bramham, Leeds Approval to a capital injection and authority to incur expenditure in connection with the acquisition of land at Freely Lane, Bramham	Executive Board (Portfolio: Development and the Economy)	10/2/12	Executive Member of Development and Executive Member of Regeneration	The report to be issued to the decision maker with the agenda for the meeting	martin.blackett@leeds.gov.uk
Core Strategy Publication Draft Authority to go out to public consultation	Executive Board (Portfolio: Development and the Economy)	10/2/12	CLT/LMT/relevant Executive Members	The report to be issued to the decision maker with the agenda for the meeting	David Feeney, Head of Forward Planning and Implementation david.feeney@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)
Hydro Project - Options Appraisal Authority to spend approval	Executive Board (Portfolio: Development and the Economy)	10/2/12	Environment Agency, British Waterways, Recreational Users (canoeists, anglers etc)	The report to be issued to the decision maker with the agenda for the meeting	david.outram@leeds.gov.uk
HRA Self Financing and Business Plan To agree the HRA Business Plan	Executive Board (Portfolio: Neighbourhoods, Housing and Regeneration)	10/2/12	Strategic Governance Board, ALMO Boards	Government's HRA Self Financing proposals	John Statham john.statham@leeds.gov.uk
Asset Management Plan (including Community Asset Strategy and Carbon and Water Management Plan) Approval Required	Executive Board (Portfolio :Development and the Economy)	10/2/12	Equality Impact Assessment	The report to be issued to the decision maker with the agenda for the meeting	colin.mawhinney@leeds.gov.uk
Pest Control Tender Tender for a reactive pest control service to domestic properties within the Leeds boundary by a single external service provider.	Chief Officer Environmental Services	1/3/12	Executive Member for Environmental Services	Pest Control Tender Service Specification	ian.masterton@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 Tenants Federation Approval of Annual Grant to Leeds Tenants Federation	Director of Environment and Neighbourhoods	1/3/12	Development id the grant agreement is in partnership with Leeds Tenants Federation. Leeds Tenants Federation will develop their service plan.	Grant Agreement and LTF Service Plan	simeon.perry@leeds.gov.uk
Local Development Order 1: Solar Panels on Non-domestic Buildings To approve Local Development Order 1: Solar Panels on Non-domestic buildings	Executive Board (Portfolio: Development and the Economy)	7/3/12	There will be a formal period of consultation of at least 28 days before the LDO can be adopted. The Secretary of State must also be consulted.	The report to be issued tot he decision maker with the agenda for the meeting	paul.bingham@leeds.gov.uk rowena.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)
Lower Kirkgate THI Stage 2 bid details and match funding Approve bid details and match funding	Executive Board (Portfolio: Neighbourhoods, Housing and Regeneration)	7/3/12	Consultation completed May 2011	The report to be issued to the decision maker with the agenda for the meeting	franklin.Riley@leeds.gov.uk

NOTES

Key decisions are those executive decisions:

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

Executive Board Portfolios

Executive Member

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

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

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Vision for Leeds	Council	To be confirmed	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Planning, Policy and Improvement)
Council Business Plan	Council	July 2013	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
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
Housing and Regeneration City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny 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
			(Regeneration), Leeds Initiative Board, Housing and Regeneration Partnership Board		

NOTES:

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

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

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