

SCRUTINY BOARD (HEALTH AND WELL-BEING AND ADULT SOCIAL CARE)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 20th January, 2015 at 10.00 am

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

MEMBERSHIP

Councillors

J Akhtar - Hyde Park and Woodhouse;
D Coupar (Chair) - Cross Gates and Whinmoor;
B Flynn - Adel and Wharfedale;
G Hussain - Roundhay;
G Latty - Guiseley and Rawdon;
S Lay - Otley and Yeadon;
J Lewis - Kippax and Methley;
K Maqsood - Gipton and Harehills;
E Taylor - Chapel Allerton;
S Varley - Morley South;
J Walker - Headingley;

Non-voting co-opted Member

Dr J Beal - HealthWatch Leeds

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 at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND THE 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 have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 16 DECEMBER 2014</p> <p>To confirm as a correct record, the minutes of the meeting held on 16 December 2014.</p>	1 - 6
7			<p>CHAIR'S UPDATE</p> <p>To receive a report from the Head of Scrutiny and Member Development providing an update on some areas of work and activity of the Chair of the Scrutiny Board since the Scrutiny Board meeting in December 2014.</p>	7 - 8

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p>LEEDS AND YORK PARTNERSHIP NHS FOUNDATION TRUST: CARE QUALITY COMMISSION INSPECTION AND ASSOCIATED ACTION PLANS</p> <p>To receive a report from the Head of Scrutiny and Member Development introducing the Care Quality Commission's inspection reports and ratings for Leeds and York Partnership NHS Foundation Trust, along with the Trust's initial response and proposed improvement activity. (Cover report only attached. CQC reports not yet published)</p>	9 - 10
9			<p>2015/16 INITIAL BUDGET PROPOSALS</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the initial 2015/16 budget proposals relevant to the Scrutiny Board's portfolio.</p>	11 - 50
10			<p>DEVELOPING A MATERNITY SERVICES STRATEGY FOR LEEDS</p> <p>To receive a report from the Head of Scrutiny and Member Development providing an update on the development of a Maternity Services Strategy for Leeds.</p>	51 - 52
11			<p>LEEDS TEACHING HOSPITALS NHS TRUST: CARE QUALITY COMMISSION INSPECTION AND IDENTIFIED IMPROVEMENTS - UPDATE</p> <p>To receive a report from the Head of Scrutiny and Member Development introducing an update from Leeds Teaching Hospitals NHS Trust in relation to its improvement actions following the Care Quality Commission inspection in March 2014.</p>	53 - 58
12			<p>WORK SCHEDULE</p> <p>To consider the Scrutiny Boards work schedule for the 2014/15 municipal year.</p>	59 - 76

Item No	Ward/Equal Opportunities	Item Not Open		Page No
13			<p>DATE AND TIME OF THE NEXT MEETING</p> <p>Wednesday, 28 January 2015 at 2:00pm in the Civic Hall, Leeds (Pre-meeting for all Board Members at 1:30pm).</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

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SCRUTINY BOARD (HEALTH AND WELL-BEING AND ADULT SOCIAL CARE)

TUESDAY, 16TH DECEMBER, 2014

PRESENT: Councillor D Coupar in the Chair

Councillors B Flynn, G Hussain, G Latty,
J Lewis, K Maqsood, E Taylor, S Varley
and J Walker

Non-voting co-opted member: J Beal (HealthWatch Leeds)

45 Chair's Opening Remarks

The Chair welcomed everyone to the December meeting of the Scrutiny Board (Health and Well-Being and Adult Social Care), the last meeting of the calendar year.

The Chair reminded all those in attendance of the Council's Third Party Recording code of practice, copies of which were available at the meeting.

46 Late Items

The following items were submitted and accepted as late items to the meeting:

- Letter from Yorkshire Ambulance Service NHS Trust, dated 10 December 2014 (minute 50 refers)
- Yorkshire Ambulance Service NHS Trust – Frequently asked questions: UNITE the Union (minute 50 refers)
- Copy of response to freedom of information request received by the Council on 11 August 2014 (minute 50 refers)
- Supplementary Request for Scrutiny – Better Lives Strategy in Leeds (minute 50 refers)
- CAMHS additional information pack (minute 52 refers)

47 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting. However, Dr Beal drew the Board's attention to the fact that a close family member currently worked in the Child and Adolescent Mental Health Service (CAMHS) in Leeds. As this was not a pecuniary interest, Dr Beal remained in the meeting for that part of the discussion (minute 52 refers).

48 Apologies for Absence and Notification of Substitutes

Apologies for absence were received as follows:

- Councillor J Ahktar

Draft minutes to be approved at the meeting
to be held on Tuesday, 20th January, 2015

- Councillor S Lay

No substitute members were in attendance.

49 Minutes - 25 November 2014

RESOLVED – The draft minutes from the meeting held on 25 November 2014 were agreed as a correct record. There were no matters arising.

50 Request for Scrutiny

The Principal Scrutiny Adviser introduced the item and outlined that requests for scrutiny had been received in relation to the following areas:

- Use of Council' resources in the delivery of a range of Adult Social Care services.
- The potential risk to patients being created by the Board of the Yorkshire Ambulance Service NHS Trust.
- The proposed next steps for delivering the Better Lives Strategy in Leeds, agreed at the Executive Board meeting on 19 November 2014. (minute 46 refers)

Use of Council' resources in the delivery of a range of Adult Social Care services

Mr A Atkins was in attendance and addressed to Scrutiny Board to outline the request for scrutiny in more detail. Mr Atkins referred to the supplementary information presented in the Council response to the freedom of information request received by the Council on 11 August 2014 (minute 46 refers) – specifically referring to the number of hours spent by Adult Social Services staff shadowing or working in alternative work areas, and the potential financial implications associated with such practice.

The Scrutiny Board discussed the information presented at the meeting and agreed to the Chair's proposal to refer the matter to the Adult Social Care Working Group for more detailed consideration. Mr Atkins was also invited to attend that working group when further consideration was given to the matters raised.

The proposed next steps for delivering the Better Lives Strategy in Leeds

The Chair outlined the request for scrutiny received by the Executive Member for Adult Social Services: that being to consider the next steps agreed by the Executive Board in November 2014.

While the precise timing for the proposed scrutiny activity was still to be determined, the Chair suggested that the Scrutiny Board agree to the request for scrutiny in principle and that further discussion takes place with Adult Social Services regarding the timing of the activity. The Scrutiny Board agreed the Chair's proposal.

Draft minutes to be approved at the meeting
to be held on Tuesday, 20th January, 2015

The potential risk to patients being created by the Board of the Yorkshire Ambulance Service NHS Trust

The Principal Scrutiny Adviser outlined the details presented to the meeting, referred to the Scrutiny Board for consideration by the Executive Member for Health and Wellbeing.

Members of the Scrutiny Board discussed the available information and were reminded that any scrutiny activity should be focused around the performance of the service provider and the impact on patients/ services users in terms of service quality and/or matters of patient safety.

The Scrutiny Board agreed to the proposal to convene an additional, dedicated meeting to consider the concerns raised by Unite, seeking additional information to support/ substantiate the identified concerns, alongside responses from the service provider and NHS commissioners. Consideration would also be given to involving other interested parties in this aspect of the Board's work.

The Principal Scrutiny Adviser reminded members of the Scrutiny Board of the timing of the planned Care Quality Commission (CQC) inspection of Yorkshire Ambulance Service NHS Trust. It was agreed that the CQC should be contacted and made aware of the Board's planned activity.

RESOLVED –

- (a) To note the requests and information provided at the meeting.
- (b) To accept each of the three requests for scrutiny and take action as discussed and reflected in the above minute.

51 Chair's Update

The Head of Scrutiny and Member Development submitted a report that provided an outline of the Chair's activity since the Board's meeting in November 2014.

The Chair provided a verbal report at the meeting, drawing particular attention to the discussions / activity around the following matters:

- Choice based lettings and work with Leeds Local Medical Committee (LMC).
- The timely release of deceased relatives.
- Work of the Joint Health Overview and Scrutiny Committee (JHOSC) for Yorkshire and the Humber and its response to the recent consultation to the new Congenital Heart Disease (CHD) review.

Members discussed and commented on the information and update provided.

RESOLVED –

- (a) To note the report and update provided at the meeting.
- (b) To maintain an overview of the issues highlighted in the report and discussed at the meeting.

52 Scrutiny Inquiry: Leeds' Child and Adolescent Mental Health Services and Targeted Mental Health in Schools

The Head of Scrutiny and Member Development submitted a report introducing additional information in relation to the Scrutiny Board's inquiry into Leeds' Child and Adolescent Mental Health Services (CAMHS) and Targeted Mental Health in Schools (TaMHS).

The following representatives were in attendance:

- Matt Ward (Chief Operating Officer) – NHS Leeds South & East CCG

Councillor Judith Chapman, Chair of the Scrutiny Board (Children's Services) was also in attendance for the discussion.

An additional information pack was also submitted to the meeting (minute 46 refers) and included the following details:

- Reports to the Integrated Commissioning Executive – 2 December 2014 and 2 September 2014
- Terms of Reference for Joint Commissioning Steering Group for Children and Young People's Emotional and Mental Health Services in Leeds.
- Children and Young People's Mental Health and wellbeing Taskforce: Newsletter 1.
- CAMHS waiting lists information (as at 21/10/2014)

The Chief Operating Officer gave an overview of the information provided and advised the review being undertaken in Leeds was focused on Tier 2 and 3 services – with Tier 4 services being specialised CAMHS services, commissioned by NHS England.

The waiting times data demonstrated the significant pressure within the local system. It was reported that the waiting times in Leeds were reflective of the overall position nationally.

It was also reported the TaMHS service had received positive evaluations, as demonstrated in the reports presented.

Members of the Scrutiny Board discussed the information presented and raised a number of points, including:

- How Equality and Diversity issues were being considered as part of the review being undertaken, including the use of prevalence data where available.
- The unacceptable waiting times across a range of different types of services and variations across Clinical Commissioning Group (CCG) areas.
- The relationships between GPs and School Clusters.
- The relationships between CAMHS and TaMHS and also the relationships between the different tiers of service.
- Referral patterns/ pathways and the development of a single point of access.
- Mechanisms for creating both additional capacity and capability with the local arrangement, including workforce planning.
- Transitional issues between services for children and adults.

At the conclusion of the discussion, the Chair summarised some of the next steps for the inquiry, including:

- Discussions with Clusters on current arrangements.
- Service user involvement (involvement of HealthWatch)
- Considering any impact assessment work

RESOLVED –

- (a) To note the report and the information presented and discussed at the meeting.
- (b) To use the information presented and discussed to inform the Board's final inquiry report

On conclusion of the discussion, the Chair thanked those in attendance for their contribution.

53 Work Schedule

The Head of Scrutiny and Member Development submitted a report setting out the progress and ongoing development of the Scrutiny Board's work schedule for the current municipal year.

Members discussed the issues presented in the report and the additional areas of work (i.e. requests for scrutiny) agreed earlier at the meeting. Members also discussed the following additional work areas:

- Assessment of the work of the Health Protection Board
- Consideration of the initial budget proposals

RESOLVED –

- (a) To note the content of the report and its appendices.

(b) To amend the work schedule to reflect the issues raised and discussion at the meeting.

54 Date and Time of the Next Meeting

Tuesday, 20 January 2015 at 10.00am (with a pre-meeting for members of the Scrutiny Board from 9.30am).

At the conclusion of the meeting, the Chair thanked all Board members for their contributions during the year and offered her best wishes for the festivities over the Christmas and New Year period.

(The meeting concluded at 11.50am)

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Health and Wellbeing and Adult Social Care)

Date: 20 January 2015

Subject: Chairs Update Report – January 2015

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

1 Purpose of this report

1.1 The purpose of this report is to outline some of the areas of work and activity of the Chair of the Scrutiny Board since the Scrutiny Board meeting in December 2014.

2 Main issues

- 2.1 Invariably, scrutiny activity often takes place outside of the formal monthly Scrutiny Board meetings. Such activity can take the form of working groups (as detailed in the work schedule report, elsewhere on the agenda), but can also take the form of specific activity and actions of the Chair of the Scrutiny Board.
- 2.2 The purpose of this report is to provide an opportunity to formally update the Scrutiny Board on activity since the last meeting, including any specific outcomes. It also provides an opportunity for members of the Scrutiny Board to identify and agree any further scrutiny activity that may be necessary.
- 2.3 The Chair and Principal Scrutiny Adviser will provide a verbal update at the meeting, as required.

3. Recommendations

- 3.1 Members are asked to:
 - a) Note the content of this report and the verbal update provided at the meeting.
 - b) Identify any specific matters that may require further scrutiny input/ activity.

4. Background papers¹

4.1 None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Health and Well-being and Adult Social Care)

Date: 20 January 2015

Subject: Leeds and York Partnership NHS Foundation Trust: Care Quality Commission inspection and associated action plans

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. The purpose of this report is to present the outcome of the Care Quality Commission's (CQC) recent inspection of services at Leeds and York Partnership NHS Foundation Trust (LYPFT) and the Trust's initial response/ proposed action plans.
2. In September and October 2014, the CQC inspected all core services provided by LYPFT. On 7 January 2015 a Quality Summit was held to discuss the outcomes from the inspection and the Trust's initial response/ proposed improvement activity. It is understood that the inspection reports will be published by the CQC on 16 January 2015.
3. In anticipation of the likely publication date, this item has been included on the agenda to provide the Scrutiny Board with an early opportunity to consider the findings of the inspection and identified improvements. IT will also provide any opportunity to consider the Trust's initial response to the inspection outcome and its proposed improvement action plans.
4. Further details will be made available to the Scrutiny Board in line with the publication arrangements (determined by the CQC) and as soon as practicable.
5. Representatives from the CQC have been invited to present the inspection reports, however they are unlikely to attend the Scrutiny Board due to pre-existing engagements. However, representatives from the Trust have also been invited and are likely to be in attendance.
6. Representatives from local CCGs have been invited to provide details of their assurance role around the Trust's improvement activity.

Recommendations

7. The Scrutiny Board (Health and Wellbeing and Adult Social Care) is asked to:
 - a. Note the content of this report and the outcome of the Care Quality Commission (CQC) inspection and published reports.
 - b. Identify any specific matters that may require more detailed consideration and/or scrutiny activity.

Background papers¹

8. None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Health and Wellbeing and Adult Social Care)

Date: 20 January 2015

Subject: 2015/16 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 type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The purpose of this report is to present the initial 2015/16 budget proposals relevant to the Scrutiny Board's portfolio.
2. Initial budget proposals were considered at the Executive Board meeting on 17 December 2014. The sections of the report relevant to this Scrutiny Board's portfolio are attached.
3. The Board will have the opportunity to raise any specific questions with regard to budget proposals that fall within its portfolio area. To help the Scrutiny Board consider the proposals, appropriate Executive Members and senior officers have been invited to attend the Board meeting.
4. Any comments from this Scrutiny Board will then be forwarded to the Scrutiny Board (Resources and Council Services) in the first instance. Other Scrutiny Boards will undertake a similar exercise in relation to their portfolio areas.
5. Any conclusions, observations and recommendations that are made by Scrutiny Board (Resources and Council Services) will be fed back to Executive Board prior to full Council, and will incorporate the views of each of the Scrutiny Boards within a composite statement, as in previous years.

Recommendation

6. Members are asked to consider the initial 2015/16 budget proposals relevant to the Scrutiny Board's portfolio and agree any comments to be forwarded to the Executive Board through the Scrutiny Board (Resources and Council Services).

Background documents¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**Report of the Deputy Chief Executive
Report to Executive Board
Date: 17th December 2014**

Subject: Initial Budget Proposals for 2015/16

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

Summary of main issues

1. This report sets out the Initial Budget Proposals for 2015/16 within the context of the Medium Term Financial Strategy for the period 2015/16-2016/17. It has been developed within the ambition to be the best Council in the best City but recognises that there will be further significant reductions in the level of funding available to the authority.
2. The Council to date has been successful in responding to the challenging reductions to its funding since 2010 which has been in the region of £129m over the past 4 years. Based on the national spending totals announced in the 2013 Spending Review, and a subsequent technical consultation, the Council now anticipates that there will be a further reduction in funding from Government of around £74m over the two years 2015/16 and 2016/17. This reduction in funding is in addition to the need to meet the cost of inflation and continuing spending demands across a range of services.
3. Savings of around £250m have been achieved over the past 4 years and it is very likely that the next few years will bring further challenges and it is therefore important that there is a very clear direction to inform decision making. By the end of 2016/17 the Council will once again be a smaller organisation employing fewer staff. There will be a need to review many of the services we currently provide and consider how they will be provided in future. This may require many challenging decisions to be taken.
4. As such the proposals for next year need to be seen in this context and include significant reductions across a broad range of services totalling £76.1m and includes net reductions in staffing equating to 475 ftes by the end of 2015/16.

Recommendation

5. 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.

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 25th February 2015. This report sets out the initial budget proposals for 2015/16 in the context of the Medium Term Financial Strategy which was approved by Executive Board in October 2014.
- 1.2 Subject to the approval of the Executive 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 11th February 2015. It will also be made available to other stakeholders as part of a wider and continuing process of 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 13.1 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 THE NATIONAL AND LOCAL CONTEXT

- 2.1 The Chancellor of the Exchequer announced the 2013 Spending Review on 26th June 2013. The Spending Review set out the Government's spending plans for central government departments, the NHS and local government for 2014/15 and 2015/16. This confirmed that the Government's initial 4 year deficit reduction plan would continue for a further 3 years to 2017/18 and that the scale of reductions in overall Government spending would be similar to those seen from 2010.
- 2.2 For Leeds, between the 2010/11 and 2014/15 budgets, funding from government reduced by £129m and the Council has also faced significant costs particularly within adult and children's social care as well as reductions in income due to the economic climate. This has meant that savings of around £250m have had to be found over the past 4 years and it is very likely that the next few years will bring further challenges and it is therefore important that there is a very clear direction to inform decision making. By the end of 2016/17 the Council will once again be a smaller organisation employing fewer staff. There will be a need to review many of the services we currently provide and consider how they will be provided in future. This may require many challenging decisions to be taken.
- 2.3 The Local Government finance settlement announced on the 18th December 2013 not only provided a provisional settlement for 2014/15, but also an indicative settlement for 2015/16. For Leeds the indicative settlement for 2015/16 was a cash reduction of 14.7% (£46.0m), compared to the national average reduction of 13.1%. Over the summer of 2014, the government conducted a technical consultation on aspects of the 2015/16 settlement but, in contrast to the previous year's technical consultation, the 2014 exercise has not revealed any further cuts in funding, but has confirmed the 14.7% reduction for the Council. In terms of the Government's preferred measure of Spending Power the figure quoted for Leeds is a 2.2% reduction. However, this includes £50.1m relating to the Better Care

Fund. This Fund does not provide any new money across the Health and Social care sector but it combines it into a pooled fund that will operate from 1st April 2015.

2.4 The 2015/16 indicative settlement was based on an assumption that RPI would increase by 2.76%. The actual figure (based on September 2014) is 2.3% which will result in less business rate income and for Leeds the impact is a reduction of £660k from the previously announced figure. The Chancellor’s Autumn statement on 3rd December made no further changes to the overall level of funding in 2015/16 although the inflation-linked increase in business rates will again be capped at 2%. The shortfall in income will continue to be funded by a S31 grant, in addition to the funding received for the 2014/15 cap. The Local Government finance settlement for 2015/16 is expected to be announced later in December 2014.

2.5 Over the lifetime of this Parliament, local government core funding nationally will have fallen by about 40% in real terms. As yet, Departmental Expenditure Limits have not been set beyond 2015/16 which makes financial planning difficult although the direction of travel is clear. The Economic and Fiscal Outlook, published by the Office for Budget Responsibility alongside the recent Autumn Statement, includes projections for public sector expenditure as a whole, which if applied to local government would suggest a funding reduction of 10.4% for 2016/17. For Leeds, this would equate to a cash reduction of £27.7m for 2016/17, as shown in Table 1 below:

Table 1

	2014/15 £m	2015/16 £m	2016/17 £m
Settlement Funding Assessment	313.421	266.736	239.036
Reduction (£m)		-46.685	-27.700
Reduction (%)		-14.9%	-10.4%

3.0 Developing the Medium Term Financial Strategy

3.1 The council has already seen its levels of core funding from government (SFA and other grants) reduced by £129m over the last four years, and by the end of 2015/16 this will have increased to around £180m.

3.2 The Council is having to deal with the challenge of improving outcomes with a much smaller envelope of money. This means working differently, within the council as well as with our partners and with the public. We have been successful at doing this already by:-

- Staff reductions of over 2000 FTEs by the end of 2014/15, spending almost £50m less on employees
- Savings of circa £30m through better procurement and demand management

- Increased income of £21m
- Increased income from Council Tax growth of £17.8m
- Reduced building maintenance by £1m
- Reviewing grants to the third sector including 15% reduction in grants to major arts
- New Homes Bonus which will earn £13.6m in 2014/15
- Closure of 7 residential homes, 12 day centres, 14 libraries, 2 sports centres, 2 community centres, 1 one stop centre and 3 hostels
- Reduced office accommodation space by almost 250,000 square feet
- Maintaining a significant Capital programme without increasing debt costs

but we know that we need to do more.

3.3 We have taken a proactive response to the cuts to local government funding, through our work on the Commission for the Future of Local Government which has influenced our strategic and financial planning. This means the Council becoming more enterprising, partners and business more civic and the public more engaged. Throughout this period, we have had some important principles that have guided our approach such as

- Councils should stimulate good economic growth, jobs and homes, so that increased council tax and business rates could offset some of the cuts in central government support and make local government more self-sufficient.
- Councils should work to develop a new social contract between the citizen and the local state whereby public services are provided differently, and co-designed with people.
- Councils should enable the infrastructure and utilities of the smart cities and towns of the 21st Century, such as superfast broadband, low carbon and social networks.

3.4 The strategy for addressing the funding reductions will see all areas of the council continuing to reduce budgets, but where possible frontline services and those for vulnerable children, young people and adults will be protected. What is clear is that whilst we have been successful in responding to the challenging reductions so far, the further reductions required in 2015/16 are a significant milestone for the Council. The level of reductions we have to make will impact on front line services which the Council has worked, and continues to work, extremely hard to protect.

3.5 The policy of 'civic enterprise' will continue with the council becoming smaller in size but bigger in influence, encouraging economic growth and working with business, communities and the third-sector to develop new ideas and ways of working and to deliver services in the best way possible.

4.0 Estimating the Funding Envelope for 2015/16

4.1 As outlined in Table 1 above, the indicative finance settlement for Leeds is a reduction of £46.7m (14.9%) in the Settlement Funding Assessment, but clearly this is subject to the Local Government Finance settlement which is expected later in December 2014.

4.2 Taking account of other funding sources in the Medium Term Financial Strategy, the forecast funding envelope reduction was £34.6m. The latest assessment is a reduction of £36.9m due to the following assumptions:

4.2.1 Business Rates Retention

The government introduced a new Business Rates Retention Scheme on 1st April 2013. The scheme was designed to allow growth in business rates to be shared equally between central and local government, and is portrayed as providing an additional incentive for local authorities to grow their local economies so that their communities can share the financial rewards of that growth.

Sustainable growth in business rates is achieved through new-builds coming on stream which increase the total rateable value. However, there is also a downside. Demolitions and conversions of premises to domestic use reduce rateable values, and businesses can also appeal to the Valuation Office Agency against their rateable values. In Leeds, at any one time around a third of the entire business rates tax base is subject to appeal, and successful appeals can lead to reductions in rateable value that are often backdated to 2010.

In recent months two trends have become clear:

- The gradual economic recovery is not resulting in significant volumes of new-builds in Leeds. Most new or expanding businesses are moving into existing premises that are already subject to empty rate charges, so the overall growth in rateable value is minimal.
- The benefit of any growth that does occur is being largely offset by the effect of demolitions, conversions and successful appeals. In 2013/14 Leeds benefited from the opening of Trinity Shopping Centre and the Leeds Arena, but even after taking those large new assessments into account, over the 20 months since the scheme was introduced the total rateable value for Leeds has grown by less than 0.7%.

For 2014/15, the projection of business rates has been revised downwards resulting in a deficit which will be brought forward to 2015/16. Although the budget provides for the inflationary uplift, this is reduced by a net £1m reflecting the 2014/15 deficit brought forward. It was noted in the Autumn Statement that the national yield from business rates for 2015/16 onwards is lower than forecast at the time of the Budget.

Given the level of appeals currently outstanding and the fact that appeals are backdated, the current estimate of income from business rates is subject to considerable uncertainty. Further work will take place on business rates projections, the outcome of which will be reported to Council in January 2015 as part of the Calculation of the Council Tax and Business Rates Tax bases report, but it is possible that projections included in this report will need to be revised further.

The Government will continue to provide funding for the compensation grant for capping increases to 2% in 2014/15 and 2015/16, the Small Business Rates Relief

scheme and the occupied retail property relief for low rateable value properties which has been increased from £1,000 in 2014/15 to £1,500 in 2015/16.

4.2.2 New Homes Bonus

The government introduced an incentive scheme in 2011 to encourage housing growth across the country; Councils receive additional grant equivalent to the Council Tax for each net additional property each year and is received annually for six years. An additional 2,800 band D equivalent properties per annum has been assumed, including both new builds and properties brought back into use. The Council not only benefits from the additional Council Tax raised from these properties, estimated to be £3.2m in 2015/16, but also through the through New Homes Bonus which is estimated at an additional £4.1m per annum. However, taking account of the shortfall in the net increase in properties in 2014/15, the cash increase is reduced to £3m. It should be noted that whilst the New Homes Bonus is intended as an incentive for housing growth, the funding for this initiative comes from a top-slice of the Local Government funding settlement and the distribution of this funding benefits those parts of the country with the highest level of housing growth and is weighted in favour of properties in higher Council Tax bands. It has been estimated that whilst Leeds has received £44m through New Homes Bonus over the 5 years from 2010/11 to 2014/15 the loss to Leeds through top slicing the Local Government Finance Settlement is around £3.9m greater, equivalent to an additional 2,700 homes.

4.2.3 Council Tax

The Government has provided funding for the on-going effect of previous Council Tax freezes up to 2015/16. This is funding that would have otherwise fallen out of the grant system. The Government has announced that funding will be provided for those authorities who choose to freeze their Council Taxes for 2015/16, equivalent to an annual increase of 1%, or £2.9m for Leeds. In previous years the government has set a limit for Council Tax increases above which a Local Authority must seek approval through a local referendum and this was set at 2%. The referendum ceiling for 2015/16 has yet to be announced; when this information is known the Council will need to make a decision whether to accept the freeze grant or whether to propose a Council Tax increase. The difference between accepting the freeze grant and a 2% Council Tax increase amounts to £1.9m.

The funding envelope reflects an inflationary increase and net growth in the tax base, offset by the fact that the 2014/15 budget indicated a surplus on the collection fund brought forward from 2013/14.

4.2.4 Reserves

In the current year, the budgeted use of General Fund Reserves is £3.5m. In addition, a further £2m has been transferred to the Early Leavers Initiative reserve. This leaves a balance of general reserves at the end of 2014/15 of £21.9m as shown in Table 2.

Table 2

General Fund Reserves	2014/15 £m	2015/16 £m
Opening Balance 1st April	26.0	21.9
Budgeted usage	-3.5	-5.5
Superannuation saving	1.4	
Transfer to ELI reserve	-2.0	
Closing Balance 31st March	21.9	16.4

In order to support the 2015/16 budget it is proposed to increase the use of reserves to £5.5m. This would leave the level of general fund reserves at 31 March 2016 at £16.4m and is considered to be at the minimum level as determined by the risk based reserves policy and in addition it is dependent on achieving a balanced position in 2014/15 which is being closely monitored.

It should be noted that the forecast General Fund Reserves position at the end of March 2016 is very low and this puts the Council at significant risk in the event of overspends arising from slippage on savings planned or unexpected costs. Proportionate to its spend, Leeds has one of the lowest levels of reserves of all local authorities in the country. Further work will be undertaken before the budget is finalised in February in an attempt to enhance the level of General Reserves held.

4.3 The impact of these changes is shown in Table 3 below:

Table 3

Funding Envelope	2015/16 £m
Government Funding	
Settlement Funding Assessment	46.7
New Homes Bonus	-3.0
New Homes Bonus holdback refund	-0.7
Sub-total Government Funding	43.0
Locally Determined Funding	
Council Tax	-5.1
Business Rates reduction in growth	1.0
Change in use of reserves	-2.0
Sub-total Locally Determined Funding	-6.1
Total Funding Reduction	36.9

5.0 Developing the Council's Budget Plans - consultation

- 5.1 The council's approach to consultation on budget proposals has differed in 2014 compared to recent years, in large part due to; the wealth of consultation evidence gathered in recent years on residents' budget priorities; the low level of change in those priorities over time; and the significant involvement of residents and service users in ongoing service-led change projects, as the council commits further to working with communities.
- 5.2 This section of the report highlights the evidence from recent budget priority consultations, and key service-led consultations that have significant impact on priority setting and reducing costs/generating income.
- 5.3 Format of engagement for 2014 - a version of this summary will be widely promoted to the public to coincide with approval of the Initial Budget Proposals. Alongside this will sit a short, accessible summary of the council's budget proposals, with links to the detailed documents, and a range of online and offline feedback methods for residents and partners to have their say on the IBP. Promotion of this consultation will be through a wide range of council and partner-owned channels. The final date for comments will be Jan 18th 2015, and results will inform the final Budget.
- 5.4 What residents have told us so far - in 2012 a 'You Choose' campaign was launched to engage people in the budget challenges and set residents the challenge of balancing a significantly reduced council budget. A total of 2,747 formal responses were received by the council and a number of discussions took place on independent social media sites. This was the highest level of participation in a Leeds budget consultation and the results have provided a useful barometer of public opinion as to council spending priorities for a number of years.

The essential accuracy of the 2012 consultation results was confirmed by residents in the 2013 budget consultation. Residents were asked to consider whether the ten service areas most 'protected' from spending cuts in the YouChoose consultation were still their top priorities for the 2014/15 budget and asked for alternatives if this was not the case. A total of 946 formal responses were received by the council and a number of parallel discussions took place through community groups.

In terms of rank order, there are some differences to the 2012 YouChoose consultation. The most significant changes in rank order are for services for adults with a learning difficulty (higher in 2013) and community safety services (lower in 2013):

Service Area	Rank 2013	Rank 2012
Children's social care services	1	1
Special education needs and disability services for children	2	2
Services for adults (under 65) with mental health needs	3	3
Services for adults (under 65) with a physical disability	4	6
Services for adults (under 65) with a learning disability	5	10
Collecting and disposing of waste	6	9
Housing	7	8
Children's Centres and family support services	8	5
Services for young people and 'skills for life' services	9	7
Community safety services	10	4

Respondents understand that to do this we can't fund all our services at the current levels and are generally in favour of us exploring new ways to bring in money from charges. We have also listened to thousands of young voices to find out what's important to children and young people in Leeds which has led to the top 12 'wishes' they feel will make Leeds a child friendly city.

How people's views shape specific budget priorities - when we make decisions about the future of council services, we take into account evidence from a wide range of sources. Financial information, the law, changes in demand all play a part, as does the views and ideas of people who use local services. We listen to residents and service users both through formal consultations and throughout the year in conversations between staff, councillors and local people.

Key recent consultations include:

- Shaping adult care for the future

Residents have told us it's important we protect social services for adults, especially vulnerable adults, as much as we can. Adult social services make up a large part of our budget, so are under pressure as our funding is reduced, and as more people live longer in Leeds. We've listened carefully to hundreds of people who use residential, day care and other services, and their families and carers too.

As a result we've changed some of the plans to close centres and are exploring new options. We've also worked with local people to design new, fair, charges for support services. Again, what nearly 4000 people told us changed our plans, significantly in some cases.

- Smarter use of our libraries

We reviewed the library service in 2011, and some sites did close. We still need to save money but we know shutting more libraries will affect local communities. So over 7200 people helped us design new reduced opening times for local libraries. The result saves money and keeps the communities library service open when it's most needed.

- Finding new uses for underused facilities

We want to help people live healthy active lives, but some of our facilities are being used by fewer people each year – that means more subsidies to keep them going. We invited residents to explore new ways to use two council-run golf courses, and most people who took part were in favour of setting up new parkland, including 73% of those who play golf. This keeps open space available for local people and saves money at the same time.

- Building school capacity for the future

Even when there's limited budget, we have to plan ahead for things like having enough school places. We've consulted on 70 schemes to expand schools in the last four years over the 4 year course of the Basic Needs programme, delivering over 1200 reception places. We can also point to 6 schemes that did not progress due to feedback from consultations.

- Supporting vulnerable young people

Some children and young people need extra support to take part in education, including specialist school transport. We're working with hundreds of families to understand what impact any changes to these services might have, being honest that we have to save money too. We know the best way to do this is to work together with families to find the best solutions.

6.0 INITIAL BUDGET PROPOSALS 2015/16

6.1 This section provides an overview of the initial budget proposals for 2015/16. Table 4 below provides a summary of key costs and savings areas:

Table 4

	£m
Reduction in Resources	36.9
Inflation	8.6
Full Year Effects	-1.5
Demand/Demography	15.0
Grant Fallout	7.4
Capital Charges	-1.0
Other Budget Pressures:	
Adult Social Care	
- Care Act responsibilities	4.2
- Deprivation of Liberty costs	2.0
- other	0.5
Children's Services	
- Fallout of Social Fund income re S17 payments	0.5
- slippage on 2014/15 budget action plans	0.8
- social worker increments/residential review	0.7
City Development	
- income shortfall due to development of Kirkgate Market	0.9
- HS2/South Bank team and related expenditure	0.3
Environment and Housing	
- additional disposal costs & other net pressures	0.1
Citizens & Communities	
- Entertainment licensing	0.1
- Transactional web phase 2 borrowing costs	0.3
WY Transport Fund	0.3
Total Pressures	76.1
Best Council Objectives:	
Dealing effectively with the City's Waste	-1.4
Building a Child Friendly City	-0.1
Delivery of the Better Lives Programme	-0.2
Becoming an efficient and enterprising Council	
Assets	-2.1
Business Improvement	-2.5
Support Services	-3.1
Efficiencies	-23.4
Income Generation	-21.7
Service Changes	-21.6
Total Savings	-76.1

6.2 Further detailed information is provided in Appendix 1 as to how the proposals relate to individual directorates. The key pressures are as follows:

- 6.2.1 General price inflation of £8.6m – provision has been made for the nationally agreed pay award. Despite cost inflation currently running at 2.3% (October 2014), no provision will be made for inflation on running cost budgets, other than where there are specific contractual commitments and in the cost of utilities and landfill tax.
- 6.2.2 A general inflationary allowance has been applied to the level of fees and charges and this is estimated to generate an additional £2.2m.
- 6.2.3 Full Year Effects of previous decisions amounts to a saving of £1.5m. Of this £3m relates to savings through changes to employees' terms and conditions in respect of pay protection and travel arrangements. This saving is partly offset by costs in respect of Children's transport and lower than anticipated numbers following the introduction of charges for equipment services in Adults Social Care.

6.2.4 Demand/Demography

Within Adult Social Care the financial impact of demand and demographic pressures projected to be ongoing in 2015/16 is £14.5m. This takes account of the significant demand pressures experienced during both 2013/14 and 2014/15 over and above the budget provision available. In addition, £0.5m has been provided in Children's Services in 2015/16 to support and enhance those services that work with children and young people who are at risk of child sexual exploitation and those who go missing.

6.2.5 Grant Fallout - £7.4m

Within Children's Services provision has been made for the fallout of a number of grants. There will be a continued fall in the Education Support Grant due in the main to a £200m national reduction in the grant which will have an estimated impact of around £2.4m for Leeds in 2015/16. In addition the initial budget proposals assume further reductions in specific grant funding, e.g. Adoption Reform Grant and the Special Educational Needs and Disabilities implementation grant as well as the impact of non-recurrent funding to support the expansion of early education/childcare for vulnerable 2-year old children, reductions in the ongoing grant for the Troubled Families programme and the fall-out of funding to support the multi-systemic therapy service.

Within Citizens and Communities it is assumed that funding for the Local Welfare Support scheme will not be available from April 2015 with a net impact of £0.85m, although a Government announcement is awaited on a possible replacement scheme. In addition, a significant reduction in funding for the Local Council Tax Support scheme and Housing Benefits Administration grant amount to £0.61m.

- 6.2.6 Capital Charges – the financial strategy assumes a £1m reduction in the cost of the Council's external debt. This assumes that all borrowing is taken short term at 0.5% interest for the remainder of 14/15 and the first 6 months of 2015/16, rising to 0.75% for the remainder of the year and takes account of contributions from directorates towards the cost of invest to save schemes.

6.2.7 Other Budget Pressures

Other budget pressures amounting to £10.7m have been included in the proposals, of which £6.5m mainly reflects the ongoing pressures experienced in 2014/15 as described in Table 4 above. In addition, £4.2m has been included for the projected spend in 2015/16 resulting from the new Care Act duties, although it is anticipated that Government funding will be received to offset these costs (see income below).

6.3 Savings Proposals

6.3.1 In order to address the identified £76.1m budget gap, a number of savings areas have been identified in accordance with the Best Council Objectives highlighted in the Medium Term Financial Plan:

- Dealing effectively with the city's waste £1.4m

In November 2015 the Energy from Waste facility is expected to start to receive waste for commissioning. In accordance with the signed agreement, PFI grant is receivable from the Government once the facility is ready to accept waste. It is anticipated that we will receive £1.9m in 2015/16 with savings exceeding £6m from 2016/17.

Fall out of temporary staffing arrangements within Waste Management following the introduction of the new management structure will also result in savings.

These savings are partially offset by additional residual waste disposal costs being incurred due to a combination of an increasing number of households in the City and revised projections for savings derived from alternate week collections based on experience of operating the system. There are reductions in the market prices for some recyclable materials.

Provision has been made for the funding of the redevelopment of the Kirkstall Road Household Waste Site so that the facility can offer the same of recycling to members of the public as other re-developed sites across the City.

Income above budgeted levels is being received in 2014-15 for second collections, mainly from multi storey flats. It is assumed this continues in 2015-16.

- Building a child friendly city £0.1m

Leeds aspires to be the Best City for children & young people, a Child-friendly city that safeguards and promotes the well-being of children and young people from across the city. The Council is committed to taking a long term strategic approach to managing increasing demand for services caused by a range of socio-economic factors and demographic changes. By maintaining investment in preventative services and working with families restoratively (under a new "social contract"), the aim is to help more families help themselves and reduce the need for statutory intervention.

Children's Services continues to face significant demand pressures including an increase of approximately 5,000 in the number of children and young people across the city since 2009 as well as a changing demographic mix. These changes have increased demand across all the services that we provide and commission and present significant challenges in respect of the supply of school places, the number of referrals and potentially increase the cost of high level services such as children in need, special educational needs and children in the care of the authority. However, despite this increase in demand and in contrast to the national picture, Leeds has successfully, and safely, stabilised and reduced the number of looked after children.

- Delivery of the Better Lives programme £0.2m

The Better Lives service transformation programme aims to enhance the range, amount and quality of adult social care services available through delivering efficiencies within existing services. These efficiencies have included a reduction in the level of directly provided services where independent sector provision is more cost effective.

Going forward, the newly developed Assisted Living Leeds will facilitate earlier intervention and deployment of equipment, which will reduce the level and timing of home care requirement. Further savings are also included from Physical Impairment services reflecting the full-year effect of the closure of Mariners Resource Centre following the successful relocation of all service users to the Holt Park Active Service

- Becoming an efficient and enterprising council:

Support Services - between 2010/11 and 2014/15 savings of £12.6m were realised from support service budgets. Services have undergone re-design and are now in the process of implementing new and revised ways of working in order to generate further savings of £3.1m in 2015/16.

Better Business Management - the 2014/15 budget includes assumed savings of £3.2m in respect of Better Business Management. There are four areas under review:

- Business administration
- Mail and print
- Intelligence
- Programme and project management

Each of these projects is now in progress and further savings of £2.5m are to be delivered in 2015/16.

Asset Base – a programme of asset review and rationalisation is underway which will deliver significant running cost savings across the Council's asset portfolio. Phase 1 of this work has already seen city centre office accommodation reduced from 17 to 8 buildings, with this figure due to fall

further following the refurbishment and reoccupation of Merrion House in 2017. A saving of £2.1m is forecast for 2015/16.

6.3.2 In view of the severity of the funding reductions described above, the Medium Term Financial Plan indicated that a comprehensive review of the way services are delivered across the Council should be undertaken. These reviews have resulted in wide ranging and challenging proposals across all directorates, over and above the Best Council Objectives and these are detailed below:

6.3.3 Efficiencies

A range of efficiency measures totalling £23.4m have been identified. In addition to the savings from becoming an efficient and enterprising Council, directorates have identified savings through organisational redesign. This includes working more closely both within and across directorates and will result in a significant reduction in staffing including reducing the number of senior management posts.

Opportunities for joint working with the West Yorkshire Combined Authority and greater scope for greater efficiencies at City Region level have been identified.

Significant savings can be achieved through improved contract management arrangements which includes reviewing payments made under existing contracts, contract renegotiation and reducing areas of off contract spend.

A number of existing services have been identified which are undertaking public health related activities and are more appropriately charged to the public health function which transferred from the Primary Care Trust to the Council from 1st April 2013. This will result in income of £1.25m to the general fund.

In addition, a number of technical accounting measures will achieve savings of £4.7m in 2015/16.

6.3.4 Income Generation

Income generation proposals of £21.7m have been identified. Where appropriate, above inflation increases are proposed for fees and charges. Additional sources of income have also been targeted, for example advertising, temporary car parks, new commercial property income and maximising grant income.

The council has worked closely with health colleagues to develop plans for the Better Care Fund, which for 2015/16 will be a pooled budget of £54.9m (including £4.8m capital funding) to reconfigure the health and social care system across Leeds and maximise the value of the "Leeds £". It is recognised across the sector that the scale of the council's financial challenges will make it difficult for the council to fund the demand and demographic pressures outlined above. It is also recognised that without adequately resourced social care, timely hospital discharges will be adversely affected and people's conditions could necessitate more emergency hospital admissions. Government funding for the new Care Act responsibilities, some of which will be received via the Better Care Fund, has not yet been confirmed, although a number of the requirements feature strongly in the

current Leeds offer. The initial budget proposals include £12.3m to reflect the anticipated level of additional health and government funding.

6.3.5 Service Changes

Service changes amounting to £21.6m have been identified in the proposals and include some of the more difficult decisions affecting levels of service.

The initial budget proposals reflect the continued downsizing of the Community Support Services within Adult Social Care.

Within Children's Services, the 2015/16 financial year will see a fundamental re-design of the services that support children, young people and their families. A key principle will be the development and implementation of multi-agency and multi-disciplinary teams based in localities, working in close partnership and co-located with schools and clusters of schools.

There are a number of proposals in respect of those services that support young people. These will include further savings on the Youth Offer as well as proposed reductions in respect of funding for Targeted Information Advice and Guidance which is currently commissioned under the banner 'Connexions Leeds' and which works with priority groups of young people around the NEET (not in employment, education or training) agenda. This level of budget reductions across the Young People and Skills services would necessitate a fundamental change across the Council and partners in the city as to how the Council responds to young people at risk of becoming NEET.

In response to the reduction in the Education Support Grant, the ambition is to retain a 'Leeds Learning Improvement function' through the development and implementation of a business model that would generate an additional £1.7m of income through trading with schools and academies in Leeds and also with other local authorities.

Reduced spend on grants and contracts with the third sector is included within the budget proposals including significant reductions in grants to the Arts and the localisation of locality based grants. This will be delivered through a review of each payment in relation to the Council's priorities and will be implemented in consultation with the organisations affected.

A reduction in opening hours of facilities, e.g. sports centres, household waste sites is proposed to ensure the most cost effective service delivery.

A saving of £109k is proposed by ceasing the grant to Parish Councils (made in 2013/14 and 2014/15) to compensate Parishes for the reduction in their tax base as a result of the introduction of the Council Tax Support scheme in 2013/14.

6.4 Impact of proposals on employees

The Council has operated a voluntary retirement and severance scheme since 2010/11 which has contributed to a reduction in the workforce of 1,900 ftes at the

31st March 2014. The Early Leavers scheme, covering the period up to and including March 2016 is continuing and in the current year all services have been requested to maximise the number of staff who can leave under the scheme by 31st December 2014.

Many of the costs and savings identified in these proposals have significant implications for staffing, some of the main areas are outlined below:

- Continued downsizing of the Community Support Service in Adults Social Care
- Within Children’s Services, a fundamental re-design of services that support children, young people and their families
- Further reduction in Support Services across the Council and a fundamental review of Business Administration
- Further reduction in JNC management posts
- Transformation programmes including a number of services working closer together

The initial budget proposals provide for a forecast net reduction in anticipated staff numbers of 475 ftes by 31st March 2016, as shown in Table 5 below:

Table 5

FTEs	Increases	Decreases	Net Movement
Adult Social care	17	-78	-61
Children's Services	20	-197	-177
City Development	3	-62	-59
Environment & Housing	4	-59	-55
Strategy & Resources	1	-96	-95
Civic Enterprise Leeds	30	-25	4
Citizens & Communities		-30	-30
Public Health		-3	-3
Total	75	-550	-475

Excluding the inflationary impact, staffing reductions of around £17m are included in the 2015/16 initial budget proposals. This includes savings from changes to employees’ terms and conditions which will help reduce the risk of compulsory redundancies as the Council continues to tackle budget cuts and meet increased demand for some services. These changes include the withdrawal of pay protections and changes to travel arrangements.

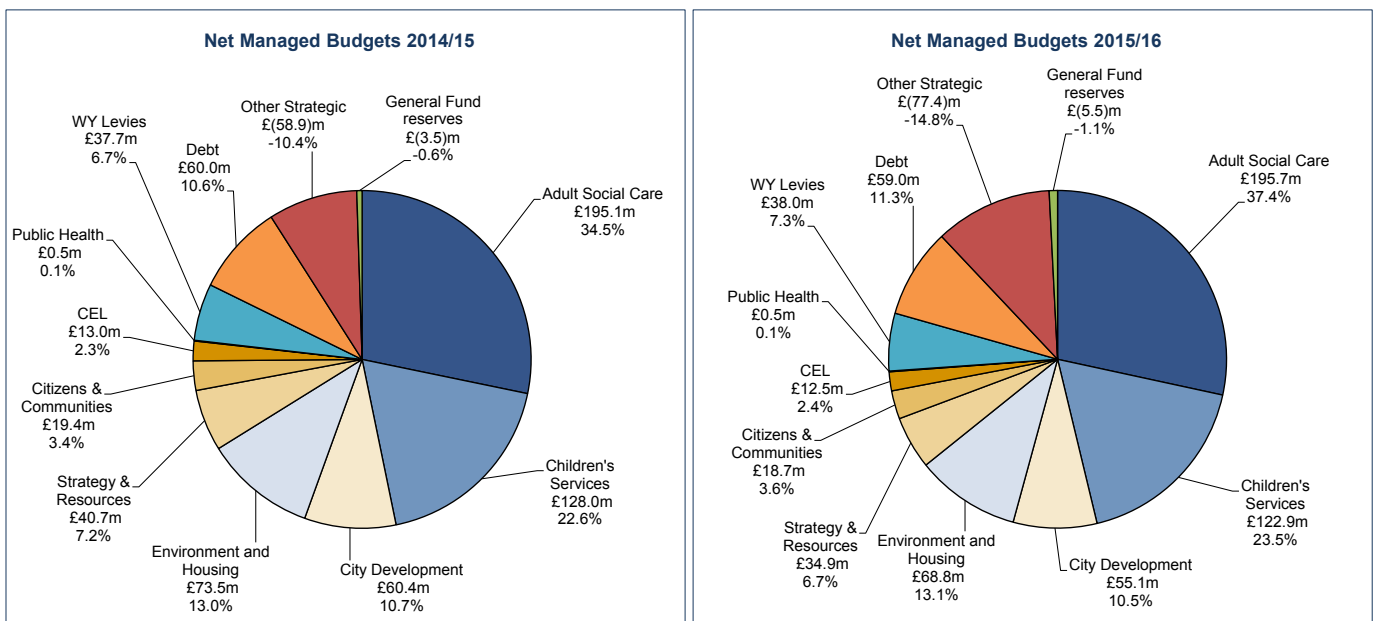
6.5 The proposals outlined above are reflected in table 6 below which gives a subjective breakdown of the Council’s initial budget in 2015/16, compared to 2014/15.

Table 6

	Budget 2014/15 £m	Budget 2015/16 £m	%age Variation £m
Employees	434.2	422.7	-2.6%
Other running expenses	113.5	97.8	-13.8%
Capital Charges	60.0	59.0	-1.7%
Payments to external service providers	321.5	339.5	5.6%
Fees & Charges/Other income	-176.9	-204.1	15.4%
Specific Grants	-183.0	-186.3	1.8%
Use of reserves	-3.5	-5.5	57.1%
Net Spend before grants	565.8	523.1	-7.5%
Funded by:			
SFA/Business Rates	320.6	272.4	-15.0%
Council Tax	245.2	250.7	2.3%
Total Funding	565.8	523.1	-7.5%

6.6 The following pie charts show the share of the Council's net managed expenditure between directorates over the two years both in cash and percentage terms, although these are subject to amendments due to a number of corporately determined savings which are still to be allocated. Net managed expenditure represents the budgets under the control of individual directorates, excluding items such as capital charges and pensions adjustments. It can be seen that the proportion of the Council's spend on Children's Services and Adult Social Care has increased from 57.1% to 60.9% reflecting the Council's need to continue to prioritise spending in these areas.

Chart 1



7.0 THE SCHOOLS BUDGET

7.1 The Schools Budget as has been the case for a number of years is funded by the Dedicated Schools Grant (DSG).

7.2 The DSG for 2015-16 is funded as three separate blocks:

- The **early years block** will be used to fund free early education for 3 and 4 year olds and the early education of eligible vulnerable 2 year olds. For 3 and 4 year olds, the rate/pupil will be protected at the 2014-15 level. Funding for the 2 year old entitlement will be on a participation basis and initial funding will be allocated in June 2015 using January 2015 census data.
- The **high needs block** will be used to fund special schools (including academies and free schools), resourced SEN places in mainstream schools, pupil referral units and alternative provision. Published place numbers for the 2014-15 academic year will be rolled forward and used as the basis for 2015-16 allocations. Leeds has put forward an exceptional case to the Education Funding Agency (EFA) for additional high needs places but the outcome of this and the overall high needs block allocation will not be known until December 2014 at the earliest.
- The **schools block** funds the delegated budgets of primary and secondary schools for pupils in reception to year 11, and a number of prescribed services and costs in support of education in schools. The grant for 2015-16 will be based on pupil numbers in Leeds (including those in academies and free schools) as at October 2014, multiplied by the schools block unit of funding. The 2015-16 rate is expected to be confirmed in December. It is estimated that pupil numbers will increase by approximately 3,300 year on year (with approx. 1,000 of these due to the inclusion of non-recoupment academies and free schools).

7.3 Funding for post-16 provision is allocated by the EFA through a national formula. No changes to the formula are expected for 2015-16 but transitional protection will cease from August 2015.

7.4 Pupil Premium is paid to schools and academies based on the number of eligible pupils aged 5 to 15 on roll in January each year. The only rate change for 2015-16 is for primary pupils, which increases to £1320 (from £1300). An Early Years Pupil Premium (EYPP) will be introduced from April 2015 at a rate of £0.53 per child per hour which must be paid to providers. The initial allocation for Leeds is £0.89m.

The Primary PE grant will be paid in the 2014-15 and 2015-16 academic years to all primary schools at a rate of £8,000 plus £5 per pupil. The Year 7 catch-up premium will be paid in the 2014-15 and 2015-16 financial years at a rate of £500 for each pupil in year 7 who did not achieve at least level 4 in reading and/or mathematics (maximum £500 per pupil) at key stage 2.

7.5 The Government introduced the universal provision of free school meals for all pupils in Reception, Year 1 and Year 2 from September 2014. It is expected that for the 2015-16 academic year, census data from October 2015 and January 2016 will

be used and that the grant allocation will be in the order of £8.27m dependent on the number of pupils.

7.6 Schools funding summary

Estimated figures for 2014-15 and 2015-16 are shown below:

Table 7

	2014-15 £m	2015-16 £m (estimated)	Yr on yr Change
Schools Block	440.39	455.62	15.23
Early Years Block (3 & 4yr olds)	31.38	32.43	1.05
Early Years Block (2yr olds)	11.94	10.62	-1.32
High Needs Block	53.95	53.95	0.00
EFA Post 16 Funding *	18.00	16.88	-1.12
Pupil Premium	39.90	42.23	2.33
PE & Sport Grant	1.98	2.06	0.08
Summer Schools Grant	0.53	0.53	0.00
Yr 7 Catch up Premium	0.85	0.86	0.01
Universal infant free school meals	4.89	8.27	3.38
Total Schools Budget	603.81	623.45	19.64

(* figures include academies/free schools except for Post-16 where funding data is not available)

8.0 Housing Revenue Account

- 8.1 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.
- 8.2 As part of the June 2013 Spending Review the Government announced a new rent setting formula, to be fixed for ten years, from 2015/16. The formula of Consumer Price Index (CPI) +1% per year is a change from (RPI) +0.5% that was previously used. The September CPI figure, which the Government uses for the calculation of rent and benefit increases for the forthcoming financial year has been announced as 1.2%. Therefore this figure has been used as the basis to determine the rent increase for 2015/16.
- 8.3 Councils are free to depart from the formula detailed in 9.2 but must have a balanced and sustainable HRA. Rent increases continue to be subject to Government control through Limit Rents which is the rent at which the Government will pay the full subsidy for housing benefit. (If the average rent for the Authority is higher than the limit rent then housing benefit receivable is reduced proportionately). In keeping with previous financial years it is anticipated that Limit Rents for 2015/16 will not be announced until January 2015.
- 8.4 Whilst increasing rents by CPI +1% would generate additional income of £4.9m, there remains the option to mitigate the impact of the Government's rent policy by increasing rents to reflect the 2014/15 Limit Rent. This represents an increase of

2.88% and would generate additional income of £6.3m. This income is required to ensure the continued investment in the long term sustainability of the current housing stock, and deliver investment in other priority areas such as older person's housing and improving the environment of estates to ensure that they are safe and clean places to live.

- 8.5 It is therefore proposed that rents are increased by an average of 2.88% in 2015/16 which is less than half the level of increase from the previous two years.
- 8.6 Tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts. Since these tenants only pay a notional charge towards the cost of these services, other tenants are in effect subsidising the additional services received. Therefore to reduce this subsidisation and make charging arrangements more transparent, the intention is that consideration will be given to implementing and increasing service charges at a different rate to the proposed rent increase.
- 8.7 The increase in discount available to tenants to buy their own homes through the Government's Right to Buy legislation has resulted in a substantial increase in the number of sales and the subsequent reduction in the amount of rent receivable. Partially offsetting this is the planned £72.8m investment in new homes and the buying up of empty properties.
- 8.8 Savings realised from the transfer of the housing management function from the ALMOs back to the Council from the 1st October have been re-invested to resource the delivery of the Council's housing priorities.
- 8.9 The introduction of Universal Credit, as a part of the Government's welfare change agenda is yet to be fully implemented but when it is introduced, and based on the experience of authorities that are piloting it, it could have implications for the level of rent receivable.
- 8.10 All housing priorities are funded through the HRA and any variation in the rental income stream will impact upon the level of resources that are available to support the delivery of these priorities.

9.0 Capital Programme

- 9.1 Over the period 2014/15 to 2017/18 the existing capital programme includes investment plans which total £813m. The programme is funded by external sources in the form of grants and contributions and also by the Council through borrowing and reserves. Where borrowing is used to fund the programme, the revenue costs of the borrowing will be included within the revenue budget. Our asset portfolio is valued in the Council's published accounts at £3.4bn excluding the value of community assets such as highways and parks, and the Council's net debt stands at £1.4bn.
- 9.2 When capital investment is funded from borrowing, there is a cost to the revenue budget both in terms of interest and minimum revenue provision. When capital expenditure is funded by borrowing, councils are required to make an annual

minimum revenue provision (MRP) charge to the revenue accounts. This is the means by which capital expenditure which has been funded by borrowing is paid for by the council tax payer. In recent years the annual MRP charge has averaged around 4% of the amount borrowed to fund capital and for 2014/15 is around £42m.

- 9.3 The Council continues to work towards a funded capital programme which is less than or equivalent to the level of the minimum revenue provision so that the Council's debt is managed at its current level or in fact reduced. However, before this can be achieved there are a number of capital investment plans which are either contractually committed or are of strategic importance to the city which the Council will need to provide for, for example Flood Alleviation, Changing the Workplace, New Generation Transport and the Basic Needs programme in schools.
- 9.4 The financial strategy assumes a £1m reduction in the cost of the Council's external debt. This assumes that all borrowing is taken short term at 0.5% interest for the remainder of 14/15 and the first 6 months of 2015/16, rising to 0.75% for the remainder of the year and takes account of contributions from directorates towards the cost of invest to save schemes.
- 9.5 The strategy allows for capital investment above the MRP of £42m where the investment results in savings or avoids future costs. This capital investment will be subject to robust business cases being reviewed and approved prior to schemes progressing.

10.0 Prospects for 2016/17

- 10.1 The Chancellor of the Exchequer, George Osborne, delivered his Autumn Statement to the House of Commons on the 3rd December 2014. The statement sets out "*the next stage of the government's long-term economic plan*", and was accompanied by an update of the OBR's "*Economic and fiscal outlook*" which includes revised predictions for public sector borrowing and debt. The Chancellor stated that departmental budgets would not be reduced further in this parliament, but that in order to meet their target of bring the public finances back into surplus further reductions in public expenditure would be necessary to 2019/20, a further two years beyond the previous forecast. This is borne out by the Departmental Expenditure Limit (DEL) totals included in the statement. Whilst no analysis of spending impacts down to departmental level is provided in the statement, the summary information shows an increase in DEL in 2015/16 of £3.9 billion (presumably due mainly to the £3.5 billion announced additional health funding) then further reductions of 1%, 1.3% and 2% in each year afterwards. Comparing 2019/20 to 2015/16 DEL in the statement there is an overall 10% reduction (or a 3.9% annual reduction) in DEL. However, if as has happened previously some government departments financed from DEL are protected, the impact on local government is likely to be higher than this average cut, and some commentators are predicting that the reductions over the next five years for unprotected services will be at least as much as in the last five years.
- 10.2 Further reductions in government grant of the scale suggested by the Autumn Statement will fundamentally challenge the services provided by the Council. It is clear that if the Council is to meet this challenge, recognising that it will be

considerable smaller than it is now, the Council needs to quickly move forward in shaping what it will look like by 2019/20, developing the Council Plan, its workforce planning as well as its financial plans. This work is a critical priority over the next 12 months. In order for balanced and robust budgets to be delivered it is essential that the Council continues its service review programme and works closely with its partners to ensure the best use of resources available in the city. It is clear that further savings proposals will need to be identified and it is inevitable that these will impact on front line services.

- 10.3 An indicative position for 2016/17, based on updating the assumptions as to funding included in the Medium Term Financial Plan would suggest a reduction in our funding envelope for 2016/17 of around £28.5m taking account of the forecast reduction in government funding for 2016/17 and an assessment of the other locally determined elements of the funding envelope.

Table 8

Funding Envelope	2016/17 £m
Government Funding	
Settlement Funding Assessment	27.7
New Homes Bonus	-1.5
Sub-total Government Funding	26.2
Locally Determined Funding	
Council Tax - growth in taxbase	-3.2
Business Rates growth	0.0
Change in use of reserves	5.5
Sub-total Locally Determined Funding	2.3
Total Funding Reduction	28.5

- 10.4 When unavoidable pressures and the full year effects of savings proposals identified in 2015/16 are included, the total funding gap increases to £29.6m:

Table 9

	£m
Reduction in Resources	28.5
Inflation	9.9
Demand/Demography/Grant Fallout	4.0
Full Year Effects	-15.2
Capital Charges	2.0
WY Transport Fund	0.3
Total Funding Gap	29.6

10.5 The above figures do need to be treated with a high degree of caution, and as such should only be considered as indicative at this stage. It is unlikely that government grant figures for 2016/17 will be firmed up this side of the general election.

11.0 CORPORATE CONSIDERATIONS

11.1 Consultation and Engagement

11.1.1 As explained at section 5 above the initial budget proposals have been informed through the wealth of consultation evidence gathered in recent years on residents' budget priorities. Since 2012 there has been only minor changes to those priorities and, in addition, residents and service users have had significant involvement in on-going service-led change projects. 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 11th February 2015.

11.1.2 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 Business sector prior to finalisation of the budget.

11.2 Equality and Diversity / Cohesion and Integration

11.2.1 The council continues to have a clear approach to embedding equality in all aspects of its work and recognises the lead role we have in the city to promote equality and diversity. This includes putting equality into practice taking into account legislative requirements, the changing landscape in which we work and the current and future financial challenges that the city faces.

11.2.2 As an example of the commitment to equality, scrutiny has confirmed a strong role in challenging and ensuring equality is considered appropriately within the decision making process.

11.2.3 The proposals within this report have been screened for relevance to equality, diversity, cohesion and integration and a full strategic analysis and assessment will be undertaken on the Revenue Budget and Council Tax 2015-16 which will be considered by Executive Board in February 2015. Specific equality impact assessments will also be undertaken on the implementation of all budget decisions as they are considered during the decision making process in 2015-16.

11.3 Council Policies and City Priorities

11.3.1 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 wherever possible. However, given the severe financial constraints within which the Council is operating, it is clear that the Best Council Plan objectives will need to be reviewed and refreshed.

11.4 Resources and Value for Money

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

11.5 Legal Implications, Access to Information and Call In

11.5.1 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 2015 meeting of this Board at which proposals for the 2015/16 budget will be considered prior to submission to full Council on the 25th February 2015.

11.5.2 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.

11.5.3 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 13.1 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.

11.6 Risk Management

11.6.1 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.

- Demand pressures in Adult Social care and Children's services could be greater than anticipated.
- Reductions in government grants are greater than anticipated. Specific grant figures for the Council for 2015/16 will not be known until later in the planning period
- The delivery of savings from the Council's transformation agenda and other saving options could be delayed or less than anticipated
- Reductions in staffing numbers from early leaver initiatives and natural turnover could be less than anticipated
- Inflation and pay awards could be greater than anticipated
- Other sources of income and funding could continue to decline
- Increase in the Council Tax base could be less than anticipated
- The business rates base could decline further
- Changes in interest rates could impact upon capital financing charges
- Asset sales could be delayed requiring the Council to borrow more to fund investment

- Failure to understand and respond to the equality impact assessment

11.6.2 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.

12.0 CONCLUSIONS

12.1 This report has shown that the current financial position continues to be very challenging. The Council is committed to providing the best service possible for the citizens of Leeds and to achieving the ambition for the city of being the best in the UK. In order to achieve both the strategic aims and financial constraints, the Council will need to be more enterprising, working with business and partners to be more civic, and working with the public to be more engaged.

12.2 Based on the indicative settlement for 2015/16 there will be a further reduction in the Settlement Funding Assessment of £46.7m which means that core funding from government (SFA and other grants) will have reduced by around £180m by 2015/16. The initial budget proposals for 2015/16 set out in this document, subject to the finalisation of the detailed proposals in February 2015, will, if delivered, generate savings of £76.1m to produce a balanced budget.

12.3 Clearly savings of this magnitude will require many difficult decisions to be taken and these will not be without risk. The level of reductions required for 2015/16 will impact on front line services which the Council has worked, and continues to work, extremely hard to protect. In this context, it is important that risks are fully understood and the final budget is robust. As these proposals rely on the use of £5.5m of general fund reserves, which will leave reserves at the minimum prudent level, it is imperative that budget action plans are fully developed and implemented prior to the start of the financial year.

12.4 Given the significant risks outlined in this report proposals will be brought forward as part of the budget report in February 2015 to strengthen the Council's reporting regime in 2015/16 to ensure that any slippage in these plans is identified at an early stage and remedial action taken.

13.0 RECOMMENDATION

13.1 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.

14.0 Background documents¹

None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

INITIAL BUDGET PROPOSALS 2015/16

ADULT SOCIAL CARE DIRECTORATE

Service Context

The national context for Adult Social Care continues to be one of demographic increases, increased life expectancy, increasing complexity of need and service user expectations, greater support for people to remain living independently in their own homes for as long as possible, a national drive to improve the quality of social care services and an increasing focus on the integration of health and social care services. These national trends, which are leading to increased cost pressures, have been evident for many years, but the economic climate is putting increasing pressure on public finances and the reductions in public spending have added to the financial challenges faced by Adult Social Care.

The Care Act 2014 is a radical redesign of adult social care services, with “wellbeing” being the central focus. The changes take effect in two stages in April 2015 and April 2016. From April 2015 some discretionary powers will become statutory duties, in particular support to carers, preventative services and advice and information. There are also new duties to undertake adult social care services with the aim of integrating them with local NHS and other health services and to oversee and shape the care market. People have a legal entitlement to personal budgets and a statutory basis is introduced for adult safeguarding. In April 2016 a cap will be introduced on individuals’ care costs, which will involve some form of care assessment for people currently funding their own care who have not previously come to the Council for support, and changes to the capital thresholds that apply to financial assessments. A considerable amount of work has been undertaken during 2014/15 in preparation for these changes. However, it has been very difficult nationally to accurately predict the number of new customers that will arise in 2015/16 and greater certainty will only become available as the new financial year progresses. Following publication of the final regulations and guidance for the April 2015 changes in late October 2014 preparation for the new arrangements can be finalised.

During 2014/15 Adult Social Care has continued its Better Lives service transformation programme, which aims to enhance the range, amount and quality of adult social care services available through delivering efficiencies within existing services. These efficiencies have included a reduction in the level of directly provided services where independent sector provision is more cost effective. This will need to continue given the very significant financial challenges facing the Council over the next few years. The 2015/16 initial budget proposals include the projected financial impact next year of the further changes proposed in the report to Executive Board in November 2014.

Budget proposals

Increased budget provision

The financial impact of demand and demographic pressures projected to be ongoing in 2015/16 is £14.5m. This takes account of the significant demand pressures experienced during both 2013/14 and 2014/15 over and above the budget provision available. In

recognition of the financial challenges facing the council the directorate intends to put measures in place to manage this demand and savings of £3.7m are included under the service changes heading for the estimated financial impact. This includes £2m net for more innovative approaches by care managers to creating care packages together with additional reviewing capacity to ensure that packages of care remain appropriate, £1.2m for services for people with learning disabilities and £0.5m relating to placements for people with mental health needs.

£4.2m has been included for the projected spend in 2015/16 resulting from the new Care Act duties. Other increased costs included amount to £4.95m, of which £2.15m relates to inflation. £2m relates to the ongoing costs arising from the March 2014 Supreme Court judgement that clarified the meaning of 'deprivation of liberty' in the context of the Mental Capacity Act.

Health and Government Funding

The council has worked closely with health colleagues to develop plans for the Better Care Fund, which for 2015/16 will be a pooled budget of £54.9m to reconfigure the health and social care system across Leeds and maximise the value of the "Leeds £". It is recognised across the sector that the scale of the council's financial challenges will make it difficult for the council to fund the demand and demographic pressures outlined above. It is also recognised that without adequately resourced social care, timely hospital discharges will be adversely affected and people's conditions could necessitate more emergency hospital admissions. Discussions are ongoing about the level of health funding that can be provided to support Adult Social Care's demand pressures. Government funding for the new Care Act responsibilities, some of which will be received via the Better Care Fund, has not yet been confirmed, although a number of the requirements feature strongly in the current Leeds offer. The initial budget proposals include £12.3m to reflect the anticipated level of additional health and government funding.

Delivering the Better Lives programme

Proposals are included to save £0.2m through the impact of telecare equipment on the level of home care required and the full-year effect of the closure of Mariners Resource Centre following the successful relocation of all service users to the Holt Park Active Service.

Becoming an efficient and enterprising council

The requirements for business change activity within Adult Social Care will reduce in 2015/16 and savings of £0.6m are included. Savings of £0.1m are included to reflect plans to develop greater joint occupation of properties with health partners. The savings may be buildings related, but may also relate to other service efficiencies arising from co-location.

Efficiencies

Savings of £1.2m are included relating to contract renegotiations. This includes £0.5m in respect of Supporting People contracts and £0.7m for a review of the costs of physical

impairment and mental health care packages. Savings of £0.7m relate to the impact of Telecare equipment and improved productivity within the reablement service and £0.2m reflects ongoing cost efficiencies and increased turnover within the Community Meals service. A further £0.1m of efficiency savings from the introduction of prepaid cards for direct payment customers are included through more streamlined auditing and more timely recovery of unused funds. Streamlining the management structure within older people's residential and day care services will lead to savings of £0.1m. Reduced spend of £0.1m is included for the impact of improved joint working with through the integrated health and social care teams.

Income

In addition to the funding from Health and for the Care Act outlined above, £0.3m is included for the continuation of health funding for some intermediate care beds. Additional income of £0.75m is included for some proposed changes to customer contributions that are subject to customer consultation that has not yet taken place. Removing the maximum weekly charge currently set at £215 per week is proposed, which will affect a small number of customers, along with adopting a more rigorous approach to assessed disability-related costs in the financial assessment. A further proposal is introducing a nominal charge for low level preventative services, the majority of which are provided by the third sector. The Care Act has led to some changes to the financial assessment regulations and these are estimated to lead to additional income of £0.3m. A further £0.25m reflects continued improvements in income collection and the potential to secure sponsorship for some activities and/or events.

Service Changes

In addition to the measures outlined above to manage demand for care packages, the initial budget proposals include projected savings of £0.97m in 2015/16 relating to the proposed changes to provider services outlined in a report to Executive Board in November. These reflect the continued downsizing of the Community Support Services, with savings from the other aspects of the proposals expected to take effect from 2016/17. Reduced spend of £1.2m on grants and contracts with the third sector is included within the budget proposals. This will be delivered through a review of each payment in relation to the directorate's strategic priorities and will be implemented in consultation with the organisations affected.

Key Risks

A significant risk relates to the demand led nature of the services provided, together with our statutory responsibility to ensure that all assessed eligible needs are met, which means that the expenditure requirements to be met from the Adult Social Care budget cannot be predicted with absolute certainty. The nature of demand for these services can be somewhat volatile and subject to demand factors that Adult Social Care cannot directly control. This is particularly the case given the uncertainties about the number of new customers and the cost of their care and support that will arise through the new duties within the Care Act. Provisional central government funding allocations in respect of the Care Act implementation could also be subject to significant change. The associated significant risk is that agreement is not reached with health partners regarding the additional funding included in the initial budget proposals.

There are some risks associated with the significant ongoing service transformation included within the 2015/16 initial budget proposals as the process review and consultation processes have not yet been undertaken. If the proposals are approved following consultation the increased level of service to be provided by the independent sector will necessitate staff within the directly provided services affected being redeployed or leaving the council's employment in a timely manner. There are also some risks associated with the proposals for charges and changes to the financial assessment that are also subject to consultation.

Adult Social Care Directorate

Pressures/Savings	2015/16 £m	FTEs	Is this relevant to Equality & Diversity Y/N
Budget Pressures:			
Inflation			
Pay	0.85		N
Price	1.40		N
Income	-0.10		N
Full Year Effects of previous decisions			
Care Ring income less than budgeted	0.30		N
Demand/Demography			
Provision for projected over 85s population growth & new adult cases	0.95		N
Increased number of new and enhanced learning disability care packages	5.40		N
Increases in other care packages, mainly home care	8.15		N
Other			
Care Act responsibilities	4.20		
Supreme Court legal judgement costs (deprivation of liberty)	2.00	1.0	Y
South Leeds Independence Centre (SLIC)	0.20		N
Net effect of other variations	0.30	1.0	N
Total Pressures	23.65	2.0	
Savings Proposals:			
Council Plan Priorities:			
Efficiencies through Better Lives programme			
Assisted Living Leeds and telecare	-0.10		N
Physical impairment day services	-0.10	-7.0	N
Becoming an efficient and enterprising Council:			
Business change	-0.60		
Assets			
Joint occupation of properties with health partners	-0.10		N
Efficiencies			
Review of Supporting People contracts	-0.50		N
Review of high cost physical disability & mental health care packages	-0.70		N
Reablement productivity increases and impact of telecare	-0.70		N
Use of prepaid cards for direct payments	-0.10		N
Community meals	-0.20		N
Management of older peoples provider services	-0.10	-2.0	N
Impact of health integration	-0.10	-2.0	N
Income			
Better Care Fund and Care Act funding	-12.30		N
Health funding for intermediate care beds	-0.30		N
Remove maximum weekly charge for non-residential services	-0.20		Y
Reduce disability related expenses for non-residential services	-0.25		Y
Charging for preventative services (third sector services)	-0.30		Y
Financial assessment changes due to Care Act	-0.30		Y
Improved income collection	-0.15		N
Sponsorship opportunities	-0.10		N
Service Changes			
Reducing care through innovation	-2.00	15.0	N
Reduce growth in learning disability pooled budget	-1.20		N
Mental health placements	-0.50		N
Continued transfer of home care packages to independent sector	-0.97	-66.5	N
Review of contract/grant payments	-1.20		Y
Total Savings	-23.07	-62.5	
Overall Net Saving	0.58	-60.5	

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INITIAL BUDGET PROPOSALS 2015/16

DIRECTORATE: PUBLIC HEALTH

Service context

On 1st April 2013 Local Authorities took the lead from NHS for improving the health of their local communities. As responsibilities transferred to the council so have the staff, existing funding commitments and contacts. The Department of Health has provided a protected ring-fence grant in order to drive local efforts to improve health and wellbeing by tackling the wider determinants of poor health. The funding allocations support the Government's vision of helping people live longer, healthier and more fulfilling lives and tackling inequalities in health. For Leeds this funding is to be used to help implement the Leeds Health and Wellbeing strategy, including the four commitments plus the public health aspect of the Best Council plan.

Contracts

There were around 70 public health contracts, valued at approximately £31m, which transferred to the council in April 2013. Public Health commissions a wide range of providers to deliver public health services, these include; GPs, Pharmacies, Leeds Teaching Hospitals NHS Trust, Leeds Community Healthcare NHS Trust, Leeds and York Partnership Foundation NHS Trust, as well as other NHS organisation, such as St Martin's Healthcare and a range of 3rd sector providers.

A key decision to waiver contract procurements rules to award contracts to the same providers for 2014/15 was supported to allow time for phased approach to re commissioning. All contracts that are not part of the current re procurement plan are part of a key decision to invoke the provision to extend by one year for 2015/16. This will allow the time needed to re-commission and procure all contracts using the Councils procurement processes, with the aim of improve outcomes and more cost effective services. By using this process we are creating the opportunity to package bundles of services for procurement on the open market and work within the council's 'transforming procurement programme' through the category plan approach. This will lead to reduced costs of procurement and provide opportunities for alternative delivery mechanisms for providers such as consortia which enable back office/overhead savings for the services. The cost of contracts in 2015/16 will be approximately £31m

During 2014/15 there have been two major programmes of work underway to re-commission and procure and a third about to start:

- Sexual Health Services – a new integrated sexual health service provided by a Consortia of NHS and third sector organisations is expected to be in place by July 2015. The current budget is £6.6m. Sexual health is a mandatory function for the council.
- Drugs & Alcohol treatment services – a new integrated service provided by a consortia led by the third sector organisation is expected to be in place by July 2015. The current budget is £8.4m. Recent guidance from the Department of Health has put drug and alcohol treatment services as near to an additional mandatory responsibility as it can without recourse to a legislative change.

- Re-commissioning and procurement of a number of healthy living services including smoking cessation, healthy weight and healthy living support and advice will commence in 15/16. This will produce Healthy Lifestyles Services, for Leeds, details of expected savings is still to be worked up.

The Public Health grant is also used to fund current Council Services this amounts to £3.5m and includes funding to Children's Centres £988k, Healthy Schools £222k, Substance misuse £591k, Active lifestyles £369k and Sexual Health Skyline project £289k. A further £120k is used to fund the public health contribution for corporate and democratic services.

In addition from October 2015, funding and contract responsibility for 0-5yrs public health service (health visiting services and the Family Nurse Partnership) will transfer from NHS England to the Council. The provider of these services is Leeds Community Healthcare NHS Trust. Work is underway with NHS England to co-commission these services from April 2015, with the Council taking full responsibility from October 2015. Agreement has been reached with the NHS England West Yorkshire Area Team on what funding should be transferred to the Council. National confirmation of funding to be transferred has now been delayed by the Department of Health but is expected in the New Year. However, based on information previously supplied, it is estimated that the additional cost and grant to fund this will be approximately £4.8m.

Staff

The Public Health Leadership Team continues to review its structure against the Council's organisational design principles. As a result there has a 23% reduction of JNC posts from what would have occurred from the original structure of planned posts pre April 2013; this has been reflected in the budget. In April 2014 20.5 fte's transferred to Public Health from Environments and Housing.

Budget proposals

The council's Office of the Director of Public Health is responsible for a ring-fenced grant of £40.5m for 2015/16, identical to the grant for 2014/15. This grant comes from the Department of Health (DoH) which has announced that there would no uplift for 2015/16 which means that Leeds is about £6m below the target funding identified for Leeds by the DoH based on need. Priorities will be on the successful mobilisation of the new re-commissioned sexual health and drugs & alcohol treatment services; ensuring a smooth transfer of commissioning responsibilities from NHE England to the Council of the health visitor & Family Nurse Partnerships service. Work will continue to align responsibilities and finance between the Council and other agencies for those services that are still unresolved post the NHS re-organisation. Following successful actions in 2014/15 this is essentially down to just TB services and Hepatitis treatment.

Specific priorities for the public health budget have been determined by the significant financial pressures faced by the Council:-

- To provide a further £1.25m to maintain current important Council Services that contribute to the public health agenda, resulting in 12.5% of the public health grant being used in this way:
 - £750k Neighbourhood Networks
 - £500k Children's Centres

- The £1.25m savings required will be found by a mixture of recurrent funding (£750k) and non-recurrent funding (£500k) to be carried forward from 2014/15. The reduction in recurrent budgets includes:-
 - Department of Health Leeds PCT legacy balance now not required in 2015/16
 - Responsibility for adult weight management has transferred to the CCG's and so no future expenditure will be required
 - PPPU commissioning support budget savings
 - Programme budget reductions for social marketing
 - Activity based contracts budget reductions on NHS health checks
 The anticipated underspend from 2014/15 includes:-
 - Staff budget reductions due to delays in recruitment
 - Delays in the full implementation of the Baby Steps programme to support mothers and the pharmacy NHS health check programme have resulted in one-off in year savings
 - Reductions in activity based contracts for sexual health services and drug treatment diagnostics. Due to the review and re-procurement of these services, these savings will not recur in future years.

- In addition, there are a number of changes to the budgets required within Public Health. These include:-
 - Increased costs on Children's dental health programmes, mental health / suicide prevention and project management costs around the new Healthy Lifestyles procurement
 - Reduced costs on staffing, drugs diagnostics, Leeds Lets Change, Niche Tobacco, Beat the Street and health trainers

- The recurrent savings required from 16/17 (£500k) will be found from anticipated savings from the re-commissioning of drugs and alcohol treatment services, sexual health services, and proposed re-commissioning of health lifestyle services.
- The National Institute of Excellence (NICE) is about to endorse a new alcohol treatment medication. The Council will need to fund this (in the same way the NHS has to comply with the same type of NICE instruction). This will need to be closely monitored as cost pressures will build over time and will be tested out against our rather crude current cost estimates – perhaps £100k for the first half year but potentially rising to £500k per year.
- Public Health strategic commissioning priorities have been developed in order to develop a clear plan for priorities to re commissioning and procure. These priorities have been aligned to the Council's Adults and Public Health category structure. In addition to Sexual Health and Drugs and Alcohol public health have worked across the Council with other directorates to re commission Advice Services and Fuel Poverty/Winter warmth contracts.

Work is also underway to review domestic violence and a healthy lifestyles service (Smoking, Healthy Weight and advice) in order to provide better outcomes and more cost effective services.

Key Risks

- The Office of the Director of Public Health is responsible for 24 contracts which are activity based, there is a risk based on the possibility of fluctuation in these contracts according to activity levels the funding of which is determined by NHS tariff costs.
- Risk of unanticipated emergency situation, such as a flu pandemic, in terms of costs that would have to be met by the council.
- The NICE endorsed alcohol treatment provides a new treatment cost pressure
- Failure to realise sexual health and drugs and alcohol saving to meet the 16/17 recurrent saving requirement.
- Risk of failure to recoup costs for genitourinary medicine (GUM) treatment for out of area provision. This is due to national chaos on the provision of GU services for patients outside their place of residence and the need to charge each individual Local Authority.
- Risk of activity and cost increases for sexual health devices - Implants and Intrauterine Contraceptive device (IUCD) as these are determined by the nationally by the NHS
- Risk of increases in costs for prescribing and dispensing in relation to drugs as this is a national NHS agreed tariff

Directorate: Public Health

Pressures/Savings	Grant Funded £m	General Fund £m	2015/16 £m	FTEs	Is this relevant to Equality & Diversity Y/N
Budget Pressures:					
Inflation					
Pay	0.05	0.01	0.06		
Price	0.00	0.00	0.00		
Income	0.00	0.00	0.00		
Full Year Effects of previous decisions					
Re-grading of Supporting People staff		0.01	0.01		
Demand/Demography					
Other					
Charges for services already provided by other directorates					
- Neighbourhood Networks	0.75		0.75		
- Children's Centres	0.50		0.50		
Contribution to cost of Central and Democratic core	0.12		0.12		
Contract costs on 0-5 Transfer from NHS	4.86		4.86		
Children's dental health programme	0.05		0.05		
Mental health / suicide prevention	0.11		0.11		
Healthy Lifestyles procurement	0.06		0.06		
Total Pressures	6.50	0.02	6.52	0	
Savings Proposals:					
Income					
Increase in ring fenced grant to fund 0-5 Transfer	-4.86		-4.86		
Use of grant to fund regrading costs		-0.01	-0.01		
Service Changes					
Reduction in staff costs	-0.13		-0.13	-3	
PCT legacy balance not required in 2015/16	-0.28		-0.28		
PPPU reviews completed during 2014/15	-0.16		-0.16		
Reduction in social marketing costs	-0.05		-0.05		
Adult Weight Management responsibility of CCG	-0.11		-0.11		
NHS Healthcheck - estimated reduction in demand	-0.15		-0.15		
2014/15 Underspend to be carried forward	-0.50		-0.50		
Reductions in small projects	-0.26		-0.26		
Total Savings	-6.50	-0.01	-6.51	-3	
Overall net Saving	0.00	0.01	0.01	-3	

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Report author: Steven Courtney
Tel: 247 4707

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Health and Wellbeing and Adult Social Care)

Date: 20 January 2015

Subject: Developing a Maternity Services Strategy for Leeds

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

1 Purpose of this report

1.1 The purpose of this report is to update the Scrutiny Board on progress towards developing a Maternity Services Strategy for Leeds.

2 Main issues

2.1 At its meeting in September 2014, the Chair provided a verbal update for the Board on a number of specific matters discussions held, including the development of a Maternity Services Strategy for Leeds.

2.2 Since that time work has been progressing and this report provides an opportunity for the Scrutiny Board to be updated on the associated activity, including:

- Refreshing Leeds' Health Needs Assessment for maternity.
- Details of recent engagement events and associated outcomes.
- Confirmation of the timetable and governance arrangements for agreeing the strategy.

2.3 Leeds' Commissioning Lead for Children and Maternity Services has been invited to the meeting to provide an update on the above areas and address questions from the Scrutiny Board.

3. Recommendations

3.1 Members are asked to:

- a) Note the content of this report and the verbal update provided at the meeting.

b) Identify any specific matters that may require further scrutiny input/ activity.

4. Background papers¹

4.1 None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Health and Well-being and Adult Social Care)

Date: 20 January 2015

Subject: Leeds Teaching Hospitals NHS Trust: Care Quality Commission inspection and identified improvements – update

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. The purpose of this report is to present an update on the actions taken by Leeds Teaching Hospitals NHS Trust (LTHT) following the Care Quality Commission (CQC) hospital inspection of services in March 2014.
2. At its meeting in July 2014, the Scrutiny Board was advised of the CQC’s assessment of services provided at LTHT. The CQC gave LTHT an overall ‘Requires Improvement’ rating and published its findings and recommendations on 1 July 2014. The full reports relating to the inspection at LTHT can be accessed via the CQC’s website using the following link: <http://www.cqc.org.uk/provider/RR8>
3. A summary of the overall ratings provided against the five key areas is provided in the table below:

Assessment area	Judgement
Overall rating for this trust	Requires improvement
Are acute services at this trust safe?	Requires improvement
Are acute services at this trust effective?	Good
Are acute services at this trust caring?	Good
Are acute services at this trust responsive?	Requires improvement
Are acute services at this trust well-led?	Requires improvement

4. In response to the areas of improvement highlighted as a result of the inspection process, LTHT identified a series of actions and presented these in the form of two

action plans – (a) areas where the Trust MUST improve and (b) those areas where the Trust SHOULD improve. These details were presented to the Scrutiny Board at its meeting in September 2014.

5. The purpose of this report is to provide the Scrutiny Board with an update on the Trust's progress against its action plans and associated assurances.
6. Attached to this report is a copy of the CQC action plan reviewed at the Trust's Public Board meeting on 27 November 2014. The Trust has advised this has been reviewed with the local Clinical Commissioning Groups (CCGs) and the NHS Trust Development Authority (TDA). The Trust has further advised it agreed the actions would be incorporated into existing programmes of work and we have set this out in the action plan. The Trust has further advised that it submitted a copy of its latest action plan to the CQC Lead Inspector and advised them of the proposed approach.
7. In recognising that the majority of the identified actions related to broad topics subject to continuous monitoring for improvement, the Trust has also outlined that it was agreed at the Quality Summit meeting in June 2014 that the Trust would identify immediate actions to ensure that the Trust was compliant with the essential standards of quality and safety for each of the Regulations identified in the report where the Trust must take action. These initial actions have been completed. It was subsequently agreed with commissioners and the Trust Development Authority that the Trust would integrate these actions into existing programmes of work to ensure these continued to be monitored.
8. Representatives from the Trust have been invited to attend the meeting to outline progress and address questions from the Scrutiny Board.
9. Representatives from local CCGs and the TDA have been invited to provide further assurance for the Scrutiny Board, including an outline of their role in the overall governance and assurance processes associated with monitoring the Trust's improvement activity and overall performance.

Recommendations

10. The Scrutiny Board (Health and Wellbeing and Adult Social Care) is asked to:
 - a. Note the content of this report, the update provided by Leeds Teaching Hospitals NHS Trust (LTHT) and the associated assurances.
 - b. Identify any specific matters that may require more detailed consideration and/or scrutiny activity.

Background papers¹

11. None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

ACTION PLAN - CQC INSPECTION (March 2014) v3.0 17 11 14

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Recommendation	Regulation	Committee			Lead Director	Management Lead	Position at March 2014	Action Agreed	Date	Future monitoring and assurance
		QC	WC	RC						
Actions that MUST be taken to improve quality and safety										
1. Staffing										
1.1 Ensure there are sufficient qualified and experienced nursing and medical staff particularly on the medical elderly care wards children's wards and surgical wards, including anaesthetist availability and medical cover out of hours and weekends.	Regulation 22		✓		Chief Nurse Chief Medical Officer	Jill Asbury/ Graham Johnson	Investment in nurse staffing approved by Trust Board; included on Corporate Risk Register with summary of controls and mitigating actions. 496 Registered nurses in pipeline (June 2014), assurance provided to Workforce Committee 19 June 2014. Report to Board provided in line with Hard Truths (January 2014). Bi-monthly Board report on nurse staffing Bi-monthly progress reports on medical staffing at Workforce Committee	Comprehensive review of medical staff cover including consultant staff presence and out-of-hours began in April 2014, reporting to Workforce Committee. Specific improvements to be implemented in (i) elderly care - improved RMO cover (nights/weekend) to start October 2014 (ii) Hospital at Night programme in children's services to be implemented (iii) Surgical ward cover to be enhanced by use of ANPs from October 2014 (iv) detailed work programme has commenced in relation to 7 day working across the Trust to be completed by 1 st April 2015.	31 Oct 2014 31 Mar 2015	Initial review completed. Report on nurse staffing to be provided to Trust Board (bi-monthly) in line with recommendations in Hard Truths report. Specific risks re nurse staffing to be reviewed and discussed at Risk Management Committee and at performance review meetings with CSUs. Medical cover (7 day working) programme to be delivered by established group, overseen by Medical Directorate. Medical staffing assurance report to be provided to Workforce Committee.
1.2 Review the skill base of ward staff regarding care of patients discharged from the critical care units to ensure that they are appropriately trained and competent.			✓		Chief Nurse	Jill Asbury	Refer to above (1.1). Review of skill-mix and acuity undertaken October 2013. Care of deteriorating patient identified as priority QI goal, supported by Haelo and Improvement Academy.2013	Skill-mix to be reviewed again in Q3 2014/15.	31 December 2014	Completed. Report on skill-mix review went to Trust Board (Jan 2014); further review to be undertaken in Q3. Report to Trust Board. Quality Improvement programme established, focusing on care of deteriorating patient and interventions/escalation. Overseen by Faculty, supported by Haelo, progress reports to be provided to Quality Committee.
1.3 Review the arrangements over the oversight of L39 High Dependency Unit at Leeds General Infirmary to ensure there is appropriate critical care medical oversight in accordance with the Critical Care Core Standards (2013). Ensure handovers are robust and consider introducing performance data for the area to assess and drive improvement.	Regulation 10			✓	Chief Medical Officer	David Berridge	Review of medical cover completed and confirmed by Trauma and Orthopaedics CSU, focusing on supervision of junior doctors on the ward.	Joint review of medical cover arrangements with Critical Care CSU to be undertaken	30 September 2014	Completed. Medical Director (Operations) co-ordinating review with critical care and trauma. Joint meeting held 4/8/14 and action plan produced by CSU. Progress report provided to Risk Management Committee and Quality Committee. Incorporated into Trust HDU improvement plan.
2. Training										
2.1 Ensure that staff attend and complete mandatory training, particularly for safeguarding and maintaining their clinical skills.	Regulation 23		✓		Director of HR	Karen Vella	Plan for the provision of mandatory training in place, includes monthly report to managers to monitor uptake and compliance. Built into staff appraisal process and included in documentation for sign off. Safeguarding Training Officer appointed to increase capacity for Level 1 and 2 training. Plan agreed for delivery in conjunction with Organisational Learning.	Mandatory training to be fully integrated into performance management framework. Training at 31 October 2014 (safeguarding) *Safeguarding L1: 92% Safeguarding Adults L2: 76% Safeguarding Children L2: 62%	30 September 2014	Review completed and incorporated into performance review process. Progress to be reported at Workforce Committee and Executive Management Committee. Specific risk areas reviewed at Risk Management Committee. Report provided for each CSU to monitor progress. Mandatory Training 90% 31 10 14,

*QC - Quality Committee
WF - Workforce Committee
RM - Risk Management Committee

Recommendation	Regulation	Committee			Lead Director	Management Lead	Position at March 2014	Action Agreed	Date	Future monitoring and assurance
		QC	WC	RC						
Actions that MUST be taken to improve quality and safety										
2.2 Review the access and supervision of trainee anaesthetists and ensure that these provide the appropriate support to ensure care and treatment is delivered safely.	Regulation 9			✓	Chief Medical Officer	Hamish McLure	Review undertaken by Theatres and Anaesthetics CSU	Finalise plan, including development of assistant practitioners (anaesthetics), resident consultant job plans	30 September 2014	Completed: Resident Consultant Anaesthetist in place (from April 2014) providing increased support and supervision out of hours. Progress to be overseen by Medical Directorate through Deanery trainee improvement plan; report to Workforce Committee
2.3 Ensure that doctors are able to attend teaching sessions and this includes specialist medication regimes and other clinical areas they cover for including children's services			✓		Chief Medical Officer	Bryan Gill	Training programmes in place for junior doctors; trainees linked to designated consultant in theatres to provide supervision and support	Comprehensive review of training records of junior doctor attendance at training sessions to be undertaken by Post Graduate Medical Education, Review of Deanery QM visit (March 2014) to be undertaken and establish Task & Finish Group to review recommendations	31 August 2014	Completed: reviewed by Medical Directorate and CD forum. Deanery re-visit July 2014 - report received; task & finish group established and action plan developed. Progress to be overseen by Medical Directorate through Deanery trainee improvement plan; report to Workforce Committee
3. Risk and Safety										
3.1 Ensure that there are effective systems in place to ensure that risk assessments are appropriately carried out on patients in relation to tissue viability and hydration, including the consistent use of protocols and appropriate recording practices.	Regulation 9			✓	Chief Nurse	Jackie Whittle	Process in place for risk assessment relating to tissue viability and hydration and incorporated into care planning documentation. Training programme and risk assessment process refreshed by tissue viability. Monitored monthly in ward healthcheck	Further tissue viability training to be provided June/July 2014. Audit of compliance to be undertaken to provide assurance	30 September 2014	Review completed: Tissue viability actions in place, education ongoing and assessment process clear. Nursing specialist assessment and metrics reviewed to include specific link to hydration. Progress to be monitored through Clinical Effectiveness and Outcomes Sub-Committee, including results of audits undertaken.
3.2 Ensure that all staff report incidents and that learning including feedback from serious incident investigations is disseminated across all clinical areas, departments and hospitals.	Regulation 10	✓			Chief Medical Officer	Craig Brigg	Process in place, incorporating web-based incident reporting (datix-web), implemented July 2013. Staff supported to report incidents by risk management team, training provided. Quality and safety briefings issued fortnightly to raise awareness of serious incidents and highlight actions staff need to take to reduce risks. Discussed at weekly quality review meeting with Chief Nurse and CMO	Sharing learning Task & Finish group to complete programme of work and issue guidance to staff. Recruit and appoint 4 Patient Safety and Quality Managers to support CSUs in safety, risk and governance	30 September 2014	Completed: Sharing learning Task & Finish group progressed; methods for sharing learning identified. Patient Safety and Quality Managers appointed (3) to support CSUs in sharing learning (4th to be appointed in November 2014). Progress on sharing learning to be reported to Quality Committee.
4. Governance										
4.1 Review the clinical audit and auditing of the implementation of best practice, trust and national guidelines to ensure a consistent delivery of a quality service.	Regulation 10	✓			Chief Medical Officer	Julia Roper	Clinical audit programme in place and integrated into CSU governance arrangements; compliance reported to Clinical Effectiveness and Outcomes Sub-Committee and Quality Committee. Internal Audit review undertaken (July 2014)	Learning from audit to be further embedded in CSU governance. Review process for auditing national best practice and local guidelines.	30 September 2014	Review completed: Importance of sharing learning from audit was reinforced by Clinical Audit Forum, September 2014. Process for auditing national best practice and local guidelines to be included in way forward agreed with CD forum (see 4.2 below), and will form part of the collaborative audit improvement programme. This will form a key part of the collaborative audit improvement programme to be launched in December 2014. Progress will be overseen by the Clinical Audit Forum, and reported to the Clinical Effectiveness and Outcomes Sub-Committee.

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*QC - Quality Committee
WF - Workforce Committee
RM - Risk Management Committee

Recommendation	Regulation	Committee			Lead Director	Management Lead	Position at March 2014	Action Agreed	Date	Future monitoring and assurance
		QC	WC	RC						
Actions that MUST be taken to improve quality and safety										
4.2 Review the information available on the guidance utilised across clinical service units to ensure the consistent implementation of trust policy, procedure and guidance.	Regulation 10	✓			Chief Nurse	Julia Roper	Policy Task & Finish Group established 2013, leading on programme of work to review process for the development and approval of Trust policies. CSUs have received guidance on implementation of Trust Policies/Procedures and associated governance, dated May 2013. Specific risk policy reviews included in Trust internal audit programme	Guidance to be issued to CSUs to clarify the process for implementation and audit of Trust-wide and local policy/procedure/guidance.	30 September 2014	Review Completed: Guidelines Group has considered the gaps in existing guidance. Way forward to be agreed at CD Forum, and further guidance issued. Policy Task & Finish Group completed review of policy/procedure process. Report to Quality Committee, November 2014. Progress to be monitored through Quality Committee.
4.3 Ensure that there is a coherent and clear auditing system in place for the participation of national clinical audits and auditing of trust guidelines and that there is an appropriate recording system in place to capture this. Review the involvement of junior doctors in the audit process		✓			Chief Medical Officer	Julia Roper	Annual clinical process in place, reporting to Clinical Effectiveness and Outcomes Sub-Committee. Clinical Guidelines group has an established process for reviewing and updating guidelines.	Review and communicate the process for participation in national audit and the mechanism for capturing and sharing learning. Review the involvement of junior doctors in clinical audit and develop a plan to ensure greater engagement.	30 September 2014	Review Completed: Discussed at Clinical Audit Forum and with Informatics. Will be progressed as part of the collaborative audit improvement programme to be launched in December 2014. Progress will be overseen by the Clinical Audit Forum, and reported to the Clinical Effectiveness and Outcomes Sub-Committee. Discussed at Clinical Audit Forum in September. Views of junior doctors and specialty leads surveyed. Involvement of junior doctors will form part of the collaborative improvement programme and be supported by 4 junior doctor leadership fellows.
5. Communication										
5.1 Review the nursing and medical handover to ensure that the appropriate information is passed to the next shift of staff and recorded.	Regulation 9	✓			Chief Nurse/ Chief Medical Officer	Jackie Whittle/ Graham Johnson	Handover procedure revised and updated 2013, utilising S-BAR communication tool. Incidents relating to handover reviewed; learning shared through Quality and Safety briefing.	Handover to be integrated into annual audit programme, for assurance	30 September 2014	Completed: Audit tool based on the transfer policy developed, led by corporate nursing team. Progress to be monitored through Clinical Effectiveness and Outcomes Sub-Committee, including results of audits undertaken.
5.2 Review the practice of transferring patients to wards before the bed is ready for them, necessitating waits on trolleys in corridors.	Regulation 9	✓			Chief Nurse	Dawn Marshall	Transfer procedure revised and updated. Performance information produced by CSU relating to time patients have waited on a trolley for a bed. Escalation process in place.	To be incorporated into CSU performance management process; risk assessment process to be established and communicated to staff	30 September 2014	Completed: Monthly report provided to the CSU and reviewed at the operational and governance meeting. Escalation process agreed with CSUs, to be consistently applied out of hours/weekends.
6. Human Resources										
6.1 Ensure the appraisal process is effective and staff have appropriate supervision and appraisal.	Regulation 23		✓		Director of HR	Karen Vella	Annual appraisal process revised - agreed period for all appraisals to be completed April-June, linked to pay progression. Chief Nurse led session on completion of appraisal with senior staff, supported by HR. Performance reports produced by CSU and corporate service to monitor compliance.	Chief executive to issue communication on appraisal process and time scales for completion (Sept 2014). To be incorporated into performance management process	30 September 2014	Completed: Communication from CEO issued July 2014; Chief Nurse led session on appraisal with HR, July 2014. Appraisal completion rate at 31 October 2014: Medical appraisal 92.6% Non-Medical appraisal 95% Progress to be monitored through reports to Workforce Committee, exceptions to be reported to Risk Management Committee.
7. Mental Health										

*QC - Quality Committee
WF - Workforce Committee
RM - Risk Management Committee

Recommendation	Regulation	Committee			Lead Director	Management Lead	Position at March 2014	Action Agreed	Date	Future monitoring and assurance
		QC	WC	RC						
Actions that MUST be taken to improve quality and safety										
7.1 Ensure that staff are clear about which procedures to follow with relation to assessing capacity and consent for patients who may not have mental capacity to ensure that staff are clear about the Mental Capacity Act and implement and record this appropriately.	Regulation 18	✓			Chief Nurse	Jeffrey Barlow	Procedures relating to MHA and MCA circulated to all staff; training provided to direct staff to these procedures.	Further communications and education, including Quality and Safety briefing to be issued. Audit process to be reviewed and established.	31 August 2014	Completed: Training provided in conjunction with Health & Social Care providers; Quality and Safety briefing issued September 2014; audit tool produced. Progress to be monitored by Risk & safety Sub-Committee, reporting to Quality Committee.
7.2 Ensure staff are aware of the Deprivation of Liberty Safeguards and apply them in practice where appropriate.		✓			Chief Nurse	Jeffrey Barlow	Procedures relating to Deprivation of Liberty Safeguards circulated to all staff; training provided to direct staff to these procedures.	Further communications and education, including Quality and Safety briefing to be issued. Audit process to be reviewed and established.	30 September 2014	Completed: Training provided in conjunction with Health & Social Care providers; Quality and Safety briefing issued September 2014; audit tool produced. Progress to be monitored by Risk & safety Sub-Committee, reporting to Quality Committee.
8. Equipment										
8.1 Introduce a rolling programme to update and replace ageing equipment particularly on the critical care units.	Regulation 10			✓	Director of Estates and Facilities	Darryn Kerr	Capital programme for 2014/15 reviewed in conjunction with CSUs and corporate team.	Undertake a review of priority equipment requirements against Trust capital programme. Liaise with CCG/TDA where up-front investment may be required to support this. Investment support agreed with TDA.	31 August 2014	Completed: Capital programme (equipment) review undertaken, including investment in critical care; reviewed at Risk Management Committee, September and October 2014. Progress to be monitored and overseen by Trust capital programme group, reporting to Trust Board.



Report author: Steven Courtney
Tel: 247 4707

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Health and Wellbeing and Adult Social Care)

Date: 20 January 2015

Subject: Work Schedule – January 2015

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

1 Purpose of this report

1.1 The purpose of this report is to consider the progress and ongoing development of the Scrutiny Board’s work schedule for the current municipal year.

2 Main issues

2.1 Further to the discussions held at the beginning of the current municipal year, work has progressed to include some of the areas identified by the Scrutiny Board into a structured work schedule for the remainder of the municipal year. An outline of the areas to be covered in forthcoming meetings area as follows:

January 2015

- Budget proposals – Adult Social Services and Public Health
- Maternity Services Strategy for Leeds
- LYPFT – Care Quality Commission (CQC) Inspection outcome and initial response/ action plan
- LTHT – Progress against CQC inspection outcomes/ recommendations

February 2015

- Child and Adolescent Mental Health Services (CAMHS) – commissioning and provision in Leeds (third session)
- Leeds Mental Health Framework & draft action plans
- Review of Homecare – final report & recommendations for Executive Board
- LCH – Care Quality Commission (CQC) Inspection outcome and initial response/ action plan

March 2015

- Primary Care provision in Leeds (NHS England: West Yorkshire Area Team) – second session
- LTHT – Progress against CQC inspection outcomes/ recommendations
- LYPFT – Progress against CQC inspection outcomes/ recommendations
- LCH – Progress against CQC inspection outcomes/ recommendations

April 2015

- Child and Adolescent Mental Health Services (CAMHS) – commissioning and provision in Leeds (final report)

Unscheduled items

- Better Care Fund – respective roles of the Health and Wellbeing Board and the Scrutiny Board (September 2014)
- The Director of Public Health's Annual Report (October 2014)
- Outcome of the Health and Wellbeing Board's consideration of the 'Due North' report (October 2014)
- The Regional Oral Health Needs Assessment (November 2014)
- Leeds' Oral Health Strategy (November 2014)
- Review of the work of Leeds' Health Protection Board (December 2015)
- Leeds' Better Lives Strategy (December 2015)

2.2 The details outlined above should be considered as an indicative rather than definitive work programme. A number of areas (in particular work associated with CQC inspections) are dependent on the outcome of work from third parties and may therefore be subject to change. It is also important to retain sufficient flexibility in the Board's work programme in order to react to any specific matters that may arise during the course of the year.

2.3 Throughout the current municipal year, a number of other items/ work areas have been identified that are not currently unscheduled. Given the competing priorities and on-going pressure on the Board's work programme, it is likely that there will be insufficient capacity for the Board to consider all these areas.

Working Groups

2.4 The Scrutiny Board has established two working groups, one focusing on Adult Social Care matters, while the other working group considers proposed changes and development of local health services.

2.5 Relevant updates from the working groups will be provided at the meeting.

Minutes from Executive Board and the Health and Wellbeing Board

2.6 Minutes from the Council's Executive Board meeting held on 17 December 2014 are attached to this report for consideration. There are no outstanding minutes from Leeds' Health and Wellbeing Board to be considered at this meeting.

3. Recommendations

3.1 Members are asked to:

- a) Note the content of this report and its attachments.
- b) Identify any specific matters to be incorporated into the work schedule for the remainder of the current municipal year.
- c) Prioritise any competing demands and agree the future work schedule for the Scrutiny Board.

4. Background papers¹

4.1 None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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EXECUTIVE BOARD

WEDNESDAY, 17TH DECEMBER, 2014

PRESENT: Councillor K Wakefield in the Chair

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

SUBSTITUTE MEMBER: Councillor J Procter

121 Substitute Member

Under the terms of Executive and Decision Making Procedure Rule 3.1.6, Councillor J Procter was invited to attend the meeting on behalf of Councillor A Carter.

122 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 1 and Plan 1 to the report entitled, 'East Leeds Extension: Acquisition of Land between Wetherby Road and York Road', referred to in Minute No. 134 are designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the appendix and plan 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 initial one to one discussions for the acquisition 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

Draft minutes to be approved at the meeting
to be held on Wednesday, 11th February, 2015

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 entitled, 'Design and Cost Report for Playing Pitches and Land at Woodhall Lane, Pudsey', referred to in Minute No. 136 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the appendix and plan 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 relation to certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the purchase of the land/property referred to then it is not in the public interest to disclose this information at this point in time. Also the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware 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 available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

123 Declaration of Disclosable Pecuniary Interests

There were no declarations of Disclosable Pecuniary Interests made during the meeting.

124 Minutes

RESOLVED – That the minutes of the meeting held on 19th November 2014 be approved as a correct record.

DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS

125 Smart Cities: Delivering a Sustainable City in the Digital Age

The Deputy Chief Executive submitted a report providing details on the drivers for a Smart Cities approach for Leeds and which recommended a particular strategic approach towards its delivery. In addition, the report also provided an update on what had been delivered to date through temporary and loose arrangements in what has been a "prototype" year. Finally, the report detailed where the Council aimed to be and the main issues to be resolved, whilst also providing practical recommendations in terms of progressing from the current position, including the formalising of a Smart Cities Team.

Responding to an enquiry, emphasis was placed upon the need to ensure that the relevant expertise located throughout the city was fully engaged in the delivery of the Smart Cities approach and how the benefits from the proposed

Capital Innovation Fund could be maximised. As such, acknowledging the consultation events which had already taken place, it was suggested that moving forward, a panel incorporating the relevant expertise could be established as part of the associated engagement process, with a follow up report being submitted to the Board in the next six months on the involvement of the digital community in this area.

Members highlighted how Leeds continued to lead nationally on the development of smart methods in the field of health and wellbeing, the importance of working with schools and young people on this agenda and emphasised the significant opportunities which existed in areas such as future economic growth and job creation.

RESOLVED –

- (a) That the Smart Cities approach and direction as detailed within the submitted report be endorsed;
- (b) That the formalising of the Smart City Team from existing resources under the leadership of the Chief Information Officer, be supported;
- (c) That support be given to the creation of a Capital Innovation Fund of £150,000 which can be used to support “Civic Enterprise” type prototypes as a basis for informing wider business cases, with spending against this fund to be recommended by the Smart Cities lead and associated sign off from Chief Information Officer and the Executive Member for Digital and Creative Technologies, Culture and Skills;
- (d) That the direction to all managers and services to commit to making all non-person sensitive data open and published on the Leeds Data Mill, be supported;
- (e) That a follow up report be submitted to the Board in the next six months on the involvement of the digital community in this area.

HEALTH AND WELLBEING

126 Building a 'Mentally Healthy' Leeds

The Director of Public Health and the Director of City Development submitted a joint report outlining the learning and outputs which had arisen from the 'Mentally Healthy City' event held in June 2014. The report helped to place such outputs into the context of wider ongoing work around health and strategic planning which was currently being undertaken within Leeds, whilst the report also made recommendations for further crosscutting work which could be undertaken in order to promote wellbeing across a growing city.

The Board welcomed the fact that the report highlighted and prompted discussion on the issue of mental health. In addition, Members emphasised the vital role of Ward Councillors in progressing the 'Mentally Healthy' Leeds initiative in their respective areas and reiterated the need to ensure that associated community infrastructure accompanied future housing growth in the city.

Responding to an enquiry, Members received information on the practical elements of this initiative, and how it would impact upon the planning process for example.

RESOLVED –

- (a) That the positive outputs and ideas arising from the ‘Mentally Healthy City’ workshop, held with cross city partners in June 2014, be recognised and supported;
- (b) That the extensive work currently taking place to integrate health and wellbeing considerations into future planning for the built environment and housing, be recognised and supported;
- (c) That the benefits identified by this conference of Public Health and planning colleagues, applying a cross-cutting approach to issues in breakthrough projects (such as housing growth, making the City a good place to grow old, and reshaping health and social care), and building on the process of consultation and engagement, as outlined within the submitted report, be recognised and supported.

FINANCE AND INEQUALITY

127 Financial Health Monitoring 2014/15 - Month 7

The Deputy Chief Executive submitted a report presenting the Council’s projected financial position for 2014/2015 after seven months of the financial year. In addition, the report also highlighted the key issues impacting upon the overall achievement of the budget for the current year and provided details on the measures which had been established to reduce the current level of overspend.

RESOLVED – That the projected financial position of the authority after seven months of 2014/2015, be noted.

128 Initial Budget Proposals for 2015/16

The Deputy Chief Executive submitted a report which sought approval of the Council’s initial budget proposals for 2015/2016, as detailed within the submitted paper, and also which sought agreement for those proposals to be submitted to Scrutiny and used as a basis for wider consultation with stakeholders.

In presenting the submitted report, the Deputy Chief Executive informed the Board that to date, confirmation of the 2015/16 Local Government finance settlement and also the 2015/16 Council Tax referendum ceiling was still to be received. As part of the development of the proposals, it was also noted that further work would continue to ensure that the proposals were robust, whilst work would also be undertaken with a view to strengthening the Council’s level of financial reserves.

The Board considered the cumulative impact upon the Council arising from the challenging funding reductions it had faced since 2010, with tribute being paid to the key role played by Council employees for their continued efforts throughout this period.

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

(In accordance with the Council's Budget and Policy Framework Procedure Rules, decisions as to the Council's budget are reserved to full Council. As such, the resolution above is not subject to call in, as the budget is a matter that will ultimately be determined by full Council, and the submitted report is in compliance with the relevant Procedure Rules as to the publication of initial budget proposals two months prior to adoption).

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute. Also, in relation to such matters, as Councillor J Procter was in attendance as a non-voting Member, he drew the Board's attention to the fact that if he were able to, he would abstain from voting on the decisions referred to within this minute)

129 Local Welfare Support Scheme (LWSS) 2015/16

Further to Minute No. 199, 5th March 2014, the Assistant Chief Executive (Citizens and Communities) submitted a report which presented proposals for a Local Welfare Support Scheme from April 2015 and which detailed how the scheme could continue in order to support the Citizens@Leeds approach to tackling poverty and deprivation.

The Board noted that the proposals detailed within the submitted report were based upon there being no Government funding allocated for 2015/16. However, it was highlighted that a Government announcement following a review of local welfare provision funding for 2015/16 was expected imminently, and that should any Government funding be announced, an updated scheme would be developed based upon a minimum budget of £800k or an amount higher than this figure, should specific Government funding be forthcoming which was greater than £800k.

RESOLVED –

- (a) That the development of a scheme based on the outline scheme proposals for emergency provision for 2015/16, as set out within the submitted report, be approved subject to the approval of funding;
- (b) That it be noted that the Chief Officer (Welfare and Benefits) will be responsible for the implementation of an approved scheme.

130 Consultation Outcomes on the Local Council Tax Support Scheme 2015/16

Further to Minute No. 50, 16th July 2014, the Assistant Chief Executive (Citizens and Communities) submitted a report outlining a number of options for a 2015/2016 local Council Tax Support Scheme which reflected both the consultation feedback obtained and also the budget position facing the Council. In addition, the report also invited the Board to consider making a

recommendation to Council to adopt such a scheme prior to 31st January 2015.

RESOLVED –

- (a) That the information detailed within the submitted report be noted, and that full Council be recommended to adopt a Local Council Tax Support Scheme that:-
- (i) Continues with the scheme of protection for vulnerable groups as set out in paragraph 2.4 of the submitted report;
 - (ii) Continues the current local scheme of disregarding in full Armed Forces Compensation Payments;
 - (iii) Continues to provide a budget of £49.6m, which is the same budget as provided in 2013/14 and 2014/15;
 - (iv) Reduces from 26% to 25% the amount of Council Tax due from non-protected working age customers eligible for council tax support, and;
 - (v) Introduces new arrangements for non-protected job seekers that requires after a period of 6 months that they take up additional support to help people them into work in order to continue to receive Council Tax Support.
- (b) That support be given to the proposal that a proportion of any Scheme underspend in 2015/16 should be re-invested in activity to support people into work in order to support the successful implementation of this new initiative;
- (c) That should full Council support the adoption of the proposed scheme, it be noted that the decision will be implemented by the Assistant Chief Executive (Citizens and Communities) and will take effect from 1 April 2015. Implementation will commence in the first week of March 2015 as part of the annual billing process in order for the new Scheme to be effective from 1 April 2015.

131 Calverley Workhouse Allotment Charity

The City Solicitor submitted a report which sought approval to a modification of the purposes of the 'Calverley Charity – The Workhouse Allotment', so as to enable the charity to be of more use to the residents of Calverley. The report also sought approval in principle to dispose of part of the land owned by the 'Calverley Charity – The Workhouse Allotment', with the proceeds of the sale becoming part of the charity's funds for use in the delivery of the modified purposes of the charity, including the construction of a playground on land retained by the charity.

RESOLVED –

- (a) That the contents of the submitted report be noted, and on being satisfied that it is expedient in the interests of the charity for the purposes to be modified, approval be given to the trusts of the charity being modified by replacing the existing purposes of the charity (the prevention or relief of poverty of residents of the former Manor of Calverley) with the new purposes of preventing or relieving need or hardship of persons living within the former Manor of Calverley. Given

this resolution, the City Solicitor be requested to notify the Charity Commission of the resolution within fourteen days.

- (b) That in principle approval be given to the disposal of the charity's land at Dawson's Corner and retaining sufficient land in order to construct a playground, subject to the necessary consultation with the local community and to a report setting out the detailed proposals being submitted to Executive Board in due course. Given this resolution, the City Solicitor and the Director of City Development be requested to liaise with Ward Members as to the exact nature of the proposals and the required consultation, with a view to submitting a further report to Executive Board within the next six months.

132 Safeguarding in Taxi and Private Hire Licensing

The Assistant Chief Executive (Citizens and Communities) submitted a report which provided assurances on the robustness of the Council's existing safeguarding controls for taxi and private hire licensing. In addition, the report provided an overview of the additional measures being taken to improve safeguarding issues in Taxi and Private Hire Licensing and detailed the progress which had been made to date in this area.

In considering the report, the Board highlighted the need to ensure that a consistently robust approach towards taxi and private hire licensing was adopted across all Local Authorities via the establishment of legislation, and it was agreed that representations on such matters should be submitted to Government on behalf of the Board.

Responding to a specific enquiry regarding the checking measures already in place, it was noted that legal advice was currently being sought in relation to the options available to impose more robust procedures in Leeds for applicants newly arrived in the UK. As such, it was agreed that a further report be submitted to the Board in due course following the receipt of related legal advice, which provided further details on proposals around more robust checks, and which responded to the specific enquiries raised during this discussion.

RESOLVED –

- (a) That representations be made on behalf of Executive Board to Government about the need to establish legislation which will ensure a consistent approach towards taxi and private hire licensing, without reducing the high standards already recognised in Leeds;
- (b) That a further report be submitted to the Board in due course following the receipt of legal advice currently being sought, which provides further details on proposals around more robust checking measures for applicants newly arrived in the UK and which also responds to the specific enquiries raised during this discussion;
- (c) That the direction officers and Members of Licensing Committee are taking with regard to improvements for safeguarding in Taxi and Private Hire Licensing, be endorsed;

- (d) That it be agreed that Elected Members, MPs and senior officer references should no longer be considered as part of taxi and private licensing decision making processes.

TRANSPORT AND THE ECONOMY

133 Response to Sir David Higgins report: 'Rebalancing Britain from HS2 towards a national transport strategy'

Further to Minute No. 162, 22nd January 2014, the Director of City Development submitted a report which provided a response to Sir David Higgins' report entitled, 'Rebalancing Britain from HS2 towards a national transport strategy'. The report presented the main principles for the development of the Council's policy in relation to HS2 and HS3 and considered how the Council could realise the regeneration and economic growth benefits of enhanced connectivity.

Members highlighted the significance of the HS2 project when considering the future long term economic competitiveness of the Leeds City Region.

RESOLVED – That in noting the in principle support for HS2 provided by Executive Board on 15th February 2013, together with the Board's approval of the formal representation to the HS2 Phase Two proposed line of route consultation in January 2014, the following be approved:-

- (i) The Board welcomes the support for the Eastern leg and strategic proposition of HS2 and HS3, provided for by the Sir David Higgins report 'Rebalancing Britain from HS2 towards a national transport strategy';
- (ii) The Board agrees to the Council taking a leading role in the Sir David Higgins Leeds station working group, in order to find the optimum solution for the arrival and integration of, HS2 and HS3 into Leeds City Centre, which supports both the growth of rail through the creation of a major rail interchange in Leeds City Centre, and meets our local connectivity, place making and regeneration ambitions;
- (iii) The Board requests that officers continue to work with the West Yorkshire Combined Authority (WYCA) and district partners to develop an integrated HS2 transport connectivity package, which spreads the benefits of HS2 across the Leeds City Region;
- (iv) The Board requests that officers continue to develop a Masterplan for the area surrounding the HS2 station location, in order to inform the development of the Council's policy position that will maximise both the social, physical and economic benefits from the arrival of HS2;
- (v) The Board requests that officers continue to press HS2 Ltd and the Government on the mitigation of the line of route and to review compensation arrangements for those adversely affected by the line of route;
- (vi) The Board requests that officers work with the Local Enterprise Partnership (LEP) in order to develop a HS2 jobs and skills legacy through the City Region Skills Network;

- (vii) The Board requests that officers work in partnership with Northern City Region colleagues on the development of proposals for formalising co-operation across the North through 'Transport for the North';
- (viii) The Board requests that officers work collaboratively with HS2 Ltd and Central Government in order to develop proposals for a Council led regeneration delivery vehicle that has the appropriate funding powers and flexibilities to deliver the city's vision for HS2;
- (ix) The Board instructs the Director of City Development to co-ordinate the work as resolved above and to submit a progress report to Executive Board in 2015, outlining the progress from the Sir David Higgins Leeds Station working group, subsequent response to the Government's request for HS2 Growth Strategies, together with the Council's next steps.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute)

134 East Leeds Extension: acquisition of land between Wetherby Road and York Road

The Director of City Development submitted a report which recommended that the Council progressed negotiations for a land acquisition in order to enable the delivery of the Northern Quadrant (NQ) section of the East Leeds Orbital Road (ELOR) within the East Leeds Extension (ELE).

Responding to a specific enquiry, a Member received clarification on the method by which local Ward Members had been notified of the proposals detailed within the submitted report.

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

RESOLVED –

- (a) That approval be given for the Director of City Development to enter into negotiations in order to seek to agree terms for the purchase of the land interest, as defined within the exempt appendix to the submitted report, owing to it forming a strategic interest within the NQ within the ELE that will facilitate the delivery of ELOR;
- (b) That a further report be submitted from the Director of City Development to Executive Board on the terms to be provisionally agreed, at which time an injection into the Capital Programme will be requested together with a request of 'Authority to Spend' the monies for its purchase;
- (c) That it be noted that the Head of Land and Property will be responsible for the implementation of the actions, as set out within the submitted report.

(As Councillor J Procter was in attendance as a non-voting Member, he drew the Board's attention to the fact that if he were able to, he would vote against the decisions referred to within this minute)

135 Review of Inward Investment in Leeds City Region

The Director of City Development submitted a report which presented the findings from a Review of Inward Investment into Leeds City Region. Furthermore, the report sought the Board's approval of the conclusions and recommendations arising from the Review.

The Board discussed the background and context to the review being undertaken, highlighted the key role which continued to be played by inward investment within the Leeds City Region economy and in moving forward, considered the principle aims of the proposals detailed within the submitted report.

RESOLVED –

- (a) That the recommendations of the Review of Inward Investment in Leeds City Region, as set out within the Final Report of the Review, detailed in Annex 1 to the submitted report, be agreed;
- (b) That approval be given to the transfer of the Leeds and Partners inward investment, and supporting and marketing and communications functions, to be overseen by the Leeds City Region Local Enterprise Partnership (LEP), with the West Yorkshire Combined Authority being the employer of the relevant staff and the legally responsible organisation;
- (c) That the transfer of the Leeds and Partners visitor economy function to Leeds City Council, be approved;
- (d) That support be given to the proposals for considering over the longer term a future city region or cross-boundary approach towards the visitor economy, linked potentially to commissioning of Welcome to Yorkshire;
- (e) That subject to the agreement of the West and North Yorkshire Chamber of Commerce, approval be given to the winding up of Leeds and Partners as a separate organisation;
- (f) That officers be instructed to support the transition process, including dealing with the relevant legal, financial and staffing issues;
- (g) That agreement be given to put in place appropriate resources and capacity within Leeds City Council, in order to enable Leeds to work with the LEP to secure inward investment, to develop growth sectors and market and promote the city;
- (h) That it be noted that the new arrangements will be put in place by April 2015, and that the Chief Economic Development Officer will be responsible for the implementation of such matters.

136 Design and Cost Report for Playing Pitches and Land at Woodhall Lane, Pudsey

Further to Minute No. 114, 19th November 2014, the Director of City Development submitted a report providing an update on progress made for the proposed disposal of part of the site to Albion Sports. At the previous

meeting in November 2014, the Board approved the acquisition of the various playing pitches and grazing land, as identified on the appended plan to the submitted report, from Bradford University. In addition, the Board also agreed to sell the long leasehold interest of part of the site to Albion Sports Juniors Football Club. The submitted report noted that Albion Sports had subsequently withdrawn from the terms previously agreed, and it was now proposed to fund the acquisition from an alternative source, as detailed within the exempt appendix to the submitted report.

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

RESOLVED –

- (a) That it be noted that Albion Sports has subsequently withdrawn from the terms, as previously agreed;
- (b) That the funding of the acquisition, as detailed within the exempt appendix to the submitted report, be approved;
- (c) That it be noted that the necessary authority to negotiate with local football, sports clubs and local schools with regard to the terms for the use of the pitches is delegated to the Director of City Development, in accordance with Part 3 of the constitution;
- (d) That the disposal of the properties, as identified within the exempt appendix to the submitted report be approved, and that approval also be given to ring fencing their capital receipts so that they can be used for funding the acquisition of the Woodhall playing pitches;
- (e) That it be noted that the Head of Asset Management will be responsible for the implementation of such matters, with transactions to complete within six months.

CHILDREN AND FAMILIES

137 Outcomes of statutory notices to increase primary school provision in Roundhay

Further to Minute No. 64, 17th September 2014, the Director of Children's Services submitted a report which contained details of a proposal brought forward to meet the local authority's duty to ensure sufficiency of school places. The report described the outcome of a statutory notice in relation to the expansion of primary provision in Roundhay and also sought a final decision on the proposal to expand Gledhow Primary School from September 2016.

RESOLVED –

- (a) That the expansion of Gledhow Primary School, by increasing its capacity from 420 pupils to 630 pupils, and increasing the admission limit in reception from 60 to 90 from September 2016, be approved;
- (b) That it be noted that the responsible officer for the implementation of such matters is the Capacity Planning and Sufficiency Lead.

(The Council's Executive and Decision Making Procedure Rules state that a matter may be declared as being exempt from the Call In process, if it is deemed as being urgent and that any delay would seriously prejudice the Council's, or the public's interests. It has been deemed that the resolutions detailed above are exempt from Call In due the critical nature of the date by which an Executive Board decision must be made. Executive Board must make a decision within two months of the expiry of the statutory notice period, otherwise the proposal must be referred to the School Adjudicator for a final decision. The statutory notice period closed on 24 October and therefore a final decision must be made by 23 December 2014, and if a decision is not made, then the additional school places required for 2016 would not be secured).

NEIGHBOURHOODS, PLANNING AND PERSONNEL

138 Holt Park District Centre Planning Statement

Further to Minute No. 49, 17th July 2013, the Director of City Development submitted a report providing a summary of the responses arising from the associated consultation exercise for the Holt Park District Centre Planning Statement, outlining the changes made to the Statement and which sought approval of the Statement. In addition, the report also sought approval to enter into discussions with Asda in order to explore the company's interest in acquiring Council owned land to enable the redevelopment of the existing Holt Park supermarket.

RESOLVED –

- (a) That the draft Planning Statement for the Holt Park District Centre, be approved.
- (b) That officers be authorised to enter into discussions with Asda in order to explore the company's interest in acquiring Council owned land to enable the redevelopment of the existing Holt Park Asda supermarket. In the event of Asda and the Council not being able to agree redevelopment proposals that achieves best consideration for the Council, then officers be requested to advertise sites C and E, as presented within the submitted report and appendices, for sale on the open market;
- (c) That the Director of City Development, in consultation with the Executive Member for Transport and the Economy, bring forward proposals for the development and disposal of the brownfield residential sites in order to identify the most appropriate use;
- (d) That it be noted that the Head of Land and Property will be responsible for the implementation of resolution (b) above, in consultation with the Executive Member for Transport and the Economy.

CLEANER, STRONGER AND SAFER COMMUNITIES

139 Low Emission Zone (LEZ) Feasibility Study

The Director of Environment and Housing, the Director of City Development and the Director of Public Health submitted a joint report presenting the background to, and the key findings arising from a study undertaken into the

feasibility of introducing a Low Emission Zone (LEZ). The study considered air quality in Leeds, the main contributors and scenarios to bring about reductions of key pollutants and the associated health and economic implications. In addition, the report also presented the initial response to the study, describing measures which were currently being taken to improve air quality and pointing to further areas where progress could be made.

Responding to a Member's enquiry, further context was provided to the Board around the short term actions proposed within the submitted report which would look to develop a strategic approach towards the improvement of air quality. Members noted the intention to submit a further report on this matter to Executive Board in the summer of 2015.

Emphasis was placed upon the need for the level of public transport emissions to be improved, and it was acknowledged that Quality Bus Contracts was one of a number of potential options available which could help improve such emission levels.

The Board highlighted how the devolution of greater powers to the Local Authority would enable the development of a truly strategic approach on such issues, and with this in mind, it was suggested that the Council's 'wider ambition' for the improvement of air quality form part of the report to be submitted to the Board in summer 2015.

RESOLVED –

- (a) That dialogue with key interest groups in the transport sector be commenced in order to agree a range of practical measures with timescales for their introduction that will bring about improvements to air quality and health. The aim being to deliver changes by dialogue where possible, but with the clear understanding that improvements could be achieved ultimately via a Low Emission Zone.
- (b) That the findings of this work be shared regionally with the other West Yorkshire Authorities and the Combined Authority in order to assist in providing a regional solution to the air quality challenge that the whole of West Yorkshire faces. In addition, it be noted that air quality is a trans-boundary issue and can only be effectively addressed across West Yorkshire by all partner authorities and organisations working together, and wherever possible it be recommended that any measures introduced reflect the regional situation rather than dealing with issues in isolation.
- (c) That the key findings of the LEZ study be used to influence future funding bids as they become available (for example the Office for Low Emission Vehicles (OLEV) Green Bus Fund);
- (d) That any future decision to introduce a Low Emission Zone be taken in the context of a wider Leeds Low Emission Strategy that is expected in 2015;
- (e) That an update report on this matter be submitted to the Board in summer 2015, which also provides further information on the Council's 'wider ambition' for the improvement of air quality.

DATE OF PUBLICATION: FRIDAY, 19TH DECEMBER 2014

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00PM, TUESDAY 6TH JANUARY 2015

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Wednesday, 7th January 2015)

Draft minutes to be approved at the meeting
to be held on Wednesday, 11th February, 2015