



A meeting of the Council will be held in the Civic Hall, Leeds on Wednesday, 22nd February, 2017 at 1.00 pm

Members of the Council are invited to attend and transact the following business:

1 Minutes 1 - 20

To approve the minutes of the Council Meetings held on 11th January 2017.

2 Declarations of Interest

To receive any declarations of interest from Members.

3 Communications

To receive such communications as the Lord Mayor, the Leader, Members of the Executive Board or the Chief Executive consider appropriate.

4 Report on Amendments to the Executive Arrangements 21 - 70

To note the report of the City Solicitor setting out amendments made to the Leader's executive arrangements which reflect the new organisational structure developed by the Head of Paid Service.

5 Recommendations of the Executive Board - Best Council Plan 2017-2018 Proposals 71 - 132

To consider the report of the Deputy Chief Executive presenting the Best Council Plan 2017/18 for Council's consideration and approval following the Executive Board's recommendation on 8th February.

6 Recommendations of the Executive Board - Aire Valley Leeds Area Action Plan 133 - 136

To consider the report of the Director of City Development recommending that Council grant authority to the Inspector to recommend any necessary Modifications to the Aire Valley Leeds Area Action Plan (AVLAAP). This is a procedural matter to reflect statutory requirements.

7 **Recommendations of the General Purposes Committee - Constitutional Amendments** 137 - 212

To consider the report of the City Solicitor setting out recommendations from the General Purposes Committee on 1 February 2017 in respect of constitutional amendments.

8 **Recommendations of the Corporate Governance and Audit Committee - Procurement of the External Auditor** 213 - 234

To consider the report of the Deputy Chief Executive setting out recommendations from the Corporate Governance & Audit Committee on 27 January 2017 to Full Council in respect of the Procurement of an External Auditor.

9 **Report on Appointments** 235 - 238

To consider the report of the City Solicitor on appointments.

10 **Budget** 239 - 562

i) Revenue Budget

- a) To agree that the revenue budget for 2017/18 totalling £492.67m as detailed in the submitted report be approved. This means that the Leeds element of the council tax for 2017/18 will increase by 1.99% plus the adult social care precept of 3%. This excludes the police and fire precepts which will be incorporated into a further report to be submitted to Council on the 22nd February 2017.
- b) To agree grants totalling £75k be allocated to parishes.
- c) To approve the strategy at appendix 9 in respect of the flexible use of capital receipts.
- d) To agree with respect to the Housing Revenue Account, that the following be approved:
 - (i) a reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - (ii) an increase of 2% in dwelling rents in PFI areas.
 - (iii) an increase of 5% in garage rents.
 - (iv) an increase of 2% in district heating charges.
 - (v) that service charges for multi-storey flats are increased by £2 per week.
 - (vi) that service charges for low/medium rise properties are increased by £1 per week.
 - (vii) that the charge for tenants who benefit from the sheltered support service currently paying £2 a week be increased to £4 per week.

ii) Council Tax

1 That it be noted that at the meeting on 11th January 2017, Council agreed the following amounts for the year 2017/18, in accordance with regulations made under Sections 31B(3) and 34(4) of the Local Government Finance Act 1992:-

a) 221,937.7 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) as its council tax base for the year.

b)

PARISH OF	Taxbase Numbers 2017/18
Aberford and District	769.1
Allerton Bywater	1,382.9
Alwoodley	3,652.9
Arthington	285.2
Austhorpe	25.4
Bardsey cum Rigton	1,126.8
Barwick in Elmet and Scholes	1,983.1
Boston Spa	1,957.8
Bramham cum Oglethorpe	740.3
Bramhope and Carlton	1,816.1
Clifford	735.9
Collingham with Linton	1,706.4
Drighlington	1,851.3
East Keswick	587.5
Gildersome	1,809.1
Great and Little Preston	580.3
Harewood	1,829.4
Horsforth	7,077.6
Kippax	2,864.3
Ledsham	94.7
Ledston	157.2
Micklefield	499.4
Morley	10,460.1
Otley	4,929.2
Pool in Wharfedale	944.7
Rawdon	2,677.7
Scarcroft	814.2
Shadwell	972.8
Swillington	949.6
Thorner	748.2
Thorp Arch	375.1
Walton	115.9
Wetherby	4,645.7
Wothersome	9.7

being the amounts calculated by the Council in accordance with Regulation 6 of the Regulations, as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.

2 That the following amounts be now calculated by the Council for the year 2017/18 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:-

- a) **£2,026,508,157** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act.
- b) **£1,741,446,197** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act.
- c) **£285,061,960** being the amount by which the aggregate at 2(a) above exceeds the aggregate at 2(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **council tax requirement** for the year.
- d) **£1,284.423330** being the amount at 2(c) above, divided by the amount at 1(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, **as the basic amount of its council tax for the year.**
- e) **£1,825,244.00** being the aggregate amount of all special items referred to in Section 34(1) of the Act.
- f) **£1,276.20** being the amount at 2(d) above, less the result given by dividing the amount at 2(e) above by the amount at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the **basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates.**

The total of parish precepts, included in the figures above, is not yet finalised. Precepts to be confirmed are indicated in the table below.

g)

Parish	Band D £ p	
Aberford and District	1,296.68	
Allerton Bywater	1,302.96	
Alwoodley	1,288.20	
Arthington	1,284.09	
Bardsey cum Rigton	1,304.82	
Barwick in Elmet and Scholes	1,294.93	
Boston Spa	1,295.33	
Bramham cum Oglethorpe	1,308.94	
Bramhope and Carlton	1,306.99	
Clifford	1,307.45	
Collingham with Linton	1,320.74	
Drighlington	1,302.67	
East Keswick	1,306.84	
Gildersome	1,288.40	
Great and Little Preston	1,300.33	
Harewood	1,280.57	
Horsforth	1,291.73	
Kippax	1,310.07	
Ledsham	1,323.20	
Ledston	1,276.20	No precept received to date
Micklefield	1,371.08	
Morley	1,295.36	
Otley	1,358.90	
Pool in Wharfedale	1,316.88	
Rawdon	1,291.23	
Scarcroft	1,308.13	
Shadwell	1,312.90	
Swillington	1,306.21	
Thorner	1,315.63	
Thorp Arch	1,321.57	
Walton	1,326.35	
Wetherby	1,328.15	Indicative precept received

being the amounts given by adding to the amount at 2(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

h)

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
LEEDS EXCEPT PARTS BELOW:	850.80	992.60	1,134.40	1,276.20	1,559.80	1,843.40	2,127.00	2,552.40
Parish of:								
Aberford and District	864.45	1,008.53	1,152.60	1,296.68	1,584.83	1,872.98	2,161.13	2,593.36
Allerton Bywater	868.64	1,013.41	1,158.19	1,302.96	1,592.51	1,882.05	2,171.60	2,605.92
Alwoodley	858.80	1,001.93	1,145.07	1,288.20	1,574.47	1,860.73	2,147.00	2,576.40
Arthington	856.06	998.74	1,141.41	1,284.09	1,569.44	1,854.80	2,140.15	2,568.18
Bardsey cum Rigton	869.88	1,014.86	1,159.84	1,304.82	1,594.78	1,884.74	2,174.70	2,609.64
Barwick in Elmet and Scholes	863.29	1,007.17	1,151.05	1,294.93	1,582.69	1,870.45	2,158.22	2,589.86
Boston Spa	863.55	1,007.48	1,151.40	1,295.33	1,583.18	1,871.03	2,158.88	2,590.66
Bramham cum Oglethorpe	872.63	1,018.06	1,163.50	1,308.94	1,599.82	1,890.69	2,181.57	2,617.88
Bramhope and Carlton	871.33	1,016.55	1,161.77	1,306.99	1,597.43	1,887.87	2,178.32	2,613.98
Clifford	871.63	1,016.91	1,162.18	1,307.45	1,597.99	1,888.54	2,179.08	2,614.90
Collingham with Linton	880.49	1,027.24	1,173.99	1,320.74	1,614.24	1,907.74	2,201.23	2,641.48
Drighlington	868.45	1,013.19	1,157.93	1,302.67	1,592.15	1,881.63	2,171.12	2,605.34
East Keswick	871.23	1,016.43	1,161.64	1,306.84	1,597.25	1,887.66	2,178.07	2,613.68
Gildersome	858.93	1,002.09	1,145.24	1,288.40	1,574.71	1,861.02	2,147.33	2,576.80
Great and Little Preston	866.89	1,011.37	1,155.85	1,300.33	1,589.29	1,878.25	2,167.22	2,600.66
Harewood	853.71	996.00	1,138.28	1,280.57	1,565.14	1,849.71	2,134.28	2,561.14
Horsforth	861.15	1,004.68	1,148.20	1,291.73	1,578.78	1,865.83	2,152.88	2,583.46
Kippax	873.38	1,018.94	1,164.51	1,310.07	1,601.20	1,892.32	2,183.45	2,620.14
Ledsham	882.13	1,029.16	1,176.18	1,323.20	1,617.24	1,911.29	2,205.33	2,646.40
Ledston	850.80	992.60	1,134.40	1,276.20	1,559.80	1,843.40	2,127.00	2,552.40
Micklefield	914.05	1,066.40	1,218.74	1,371.08	1,675.76	1,980.45	2,285.13	2,742.16
Morley	863.57	1,007.50	1,151.43	1,295.36	1,583.22	1,871.08	2,158.93	2,590.72
Otley	905.93	1,056.92	1,207.91	1,358.90	1,660.88	1,962.86	2,264.83	2,717.80
Pool in Wharfedale	877.92	1,024.24	1,170.56	1,316.88	1,609.52	1,902.16	2,194.80	2,633.76
Rawdon	860.82	1,004.29	1,147.76	1,291.23	1,578.17	1,865.11	2,152.05	2,582.46
Scarcroft	872.09	1,017.43	1,162.78	1,308.13	1,598.83	1,889.52	2,180.22	2,616.26
Shadwell	875.27	1,021.14	1,167.02	1,312.90	1,604.66	1,896.41	2,188.17	2,625.80
Swillington	870.81	1,015.94	1,161.08	1,306.21	1,596.48	1,886.75	2,177.02	2,612.42
Thornor	877.09	1,023.27	1,169.45	1,315.63	1,607.99	1,900.35	2,192.72	2,631.26
Thorp Arch	881.05	1,027.89	1,174.73	1,321.57	1,615.25	1,908.93	2,202.62	2,643.14
Walton	884.23	1,031.61	1,178.98	1,326.35	1,621.09	1,915.84	2,210.58	2,652.70
Wetherby	885.43	1,033.01	1,180.58	1,328.15	1,623.29	1,918.44	2,213.58	2,656.30

TBC

TBC

being the amounts given by multiplying the amounts at 2(f) and 2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 3 That it be noted for the year 2017/18 that the Police and Crime Commissioner has issued the following precept and the **Fire & Rescue Authority are expected to issue the following precept** to the Council in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below.

Precepting Authority	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
Police & Crime Commissioner West Yorkshire	100.6329	117.4050	134.1772	150.9493	184.4936	218.0379	251.5822	301.8986
West Yorkshire Fire and Rescue Authority	40.591795	47.362928	54.129060	60.895193	74.427458	87.959723	101.491988	121.790385

- 4 That, having calculated the aggregate in each case of the amounts at 2(h) and 3 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, and subject to the confirmation of the **Fire & Rescue Authority precept**, hereby sets the following amounts as the amounts of council tax for the year 2017/18 for each of the categories of dwellings shown below:

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
LEEDS EXCEPT PARTS BELOW:	992.02	1,157.37	1,322.71	1,488.05	1,818.72	2,149.40	2,480.07	2,976.09
Parish of:								
Aberford and District	1,005.67	1,173.30	1,340.91	1,508.53	1,843.75	2,178.98	2,514.20	3,017.05
Allerton Bywater	1,009.86	1,178.18	1,346.50	1,514.81	1,851.43	2,188.05	2,524.67	3,029.61
Alwoodley	1,000.02	1,166.70	1,333.38	1,500.05	1,833.39	2,166.73	2,500.07	3,000.09
Arthington	997.28	1,163.51	1,329.72	1,495.94	1,828.36	2,160.80	2,493.22	2,991.87
Bardsey cum Rigton	1,011.10	1,179.63	1,348.15	1,516.67	1,853.70	2,190.74	2,527.77	3,033.33
Barwick in Elmet and Scholes	1,004.51	1,171.94	1,339.36	1,506.78	1,841.61	2,176.45	2,511.29	3,013.55
Boston Spa	1,004.77	1,172.25	1,339.71	1,507.18	1,842.10	2,177.03	2,511.95	3,014.35
Bramham cum Oglethorpe	1,013.85	1,182.83	1,351.81	1,520.79	1,858.74	2,196.69	2,534.64	3,041.57
Bramhope and Carlton	1,012.55	1,181.32	1,350.08	1,518.84	1,856.35	2,193.87	2,531.39	3,037.67
Clifford	1,012.85	1,181.68	1,350.49	1,519.30	1,856.91	2,194.54	2,532.15	3,038.59
Collingham with Linton	1,021.71	1,192.01	1,362.30	1,532.59	1,873.16	2,213.74	2,554.30	3,065.17
Drighlington	1,009.67	1,177.96	1,346.24	1,514.52	1,851.07	2,187.63	2,524.19	3,029.03
East Keswick	1,012.45	1,181.20	1,349.95	1,518.69	1,856.17	2,193.66	2,531.14	3,037.37
Gildersome	1,000.15	1,166.86	1,333.55	1,500.25	1,833.63	2,167.02	2,500.40	3,000.49
Great and Little Preston	1,008.11	1,176.14	1,344.16	1,512.18	1,848.21	2,184.25	2,520.29	3,024.35
Harewood	994.93	1,160.77	1,326.59	1,492.42	1,824.06	2,155.71	2,487.35	2,984.83
Horsforth	1,002.37	1,169.45	1,336.51	1,503.58	1,837.70	2,171.83	2,505.95	3,007.15
Kippax	1,014.60	1,183.71	1,352.82	1,521.92	1,860.12	2,198.32	2,536.52	3,043.83
Ledsham	1,023.35	1,193.93	1,364.49	1,535.05	1,876.16	2,217.29	2,558.40	3,070.09
Ledston	992.02	1,157.37	1,322.71	1,488.05	1,818.72	2,149.40	2,480.07	2,976.09
Micklefield	1,055.27	1,231.17	1,407.05	1,582.93	1,934.68	2,286.45	2,638.20	3,165.85
Morley	1,004.79	1,172.27	1,339.74	1,507.21	1,842.14	2,177.08	2,512.00	3,014.41
Otley	1,047.15	1,221.69	1,396.22	1,570.75	1,919.80	2,268.86	2,617.90	3,141.49
Pool in Wharfedale	1,019.14	1,189.01	1,358.87	1,528.73	1,868.44	2,208.16	2,547.87	3,057.45
Rawdon	1,002.04	1,169.06	1,336.07	1,503.08	1,837.09	2,171.11	2,505.12	3,006.15
Scarcroft	1,013.31	1,182.20	1,351.09	1,519.98	1,857.75	2,195.52	2,533.29	3,039.95
Shadwell	1,016.49	1,185.91	1,355.33	1,524.75	1,863.58	2,202.41	2,541.24	3,049.49
Swillington	1,012.03	1,180.71	1,349.39	1,518.06	1,855.40	2,192.75	2,530.09	3,036.11
Thornor	1,018.31	1,188.04	1,357.76	1,527.48	1,866.91	2,206.35	2,545.79	3,054.95
Thorp Arch	1,022.27	1,192.66	1,363.04	1,533.42	1,874.17	2,214.93	2,555.69	3,066.83
Walton	1,025.45	1,196.38	1,367.29	1,538.20	1,880.01	2,221.84	2,563.65	3,076.39
Wetherby	1,026.65	1,197.78	1,368.89	1,540.00	1,882.21	2,224.44	2,566.65	3,079.99

- 5 That, in accordance with section 52ZB of the Local Government Finance Act 1992, following the principles set out by the Secretary of State and in the Referendums Relating to Council Tax Increases (Principles) (England) Report 2017/18, it be determined that Leeds City Council's relevant basic amount of council tax for the year 2017/18 is not excessive.
- 6 That the schedule of instalments for 2017/18 for transfers to Leeds City Council and payments to the Police and Crime Commissioner and the Fire & Rescue Authority out of the Collection Fund be determined as set out in Appendix II of this report.

iii) Capital Programme Update 2017-2020

- a) That the attached capital programme for 2017-20 totalling £1,282.4m including the revised projected position for 2016/17, as presented in Appendix F of the report be approved.
- b) That the revised Minimum Revenue Provision policy for 2017/18 as set out in Appendix D of the report be approved.

iv) Treasury Management Strategy 2017/18

- a) That the borrowing limits for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.4 of the submitted report and the changes to both the Operational Boundary and the Authorised limits be noted.
- b) That treasury management indicators for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.5 of the submitted report.
- c) That the investment limits for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.6 of the submitted report.
- d) That the revised Treasury Management Policy Statement be adopted.

11 Minutes of the Executive Board

563 - 584

To receive the minutes in accordance with Council Procedure Rule 2.2(i).



Tom Riordan
Chief Executive

Civic Hall
Leeds
LS1 1UR

Please note: this meeting may be filmed for live or subsequent broadcast via the City Council's website on the internet - at the start of the meeting the Lord Mayor will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council. Generally the public gallery is not filmed. However, by entering the Council Chamber and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you have any queries regarding this, please contact the City Solicitor.

Third Party Recording

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 clerk.

Use of Recordings by Third Parties– code of practice

- 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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Proceedings of an extraordinary Meeting of the Leeds City Council held
Civic Hall, Leeds on Wednesday, 11th January, 2017

PRESENT: The Vice Chair of Council Councillor James McKenna in the Chair.

WARD

ADEL & WHARFEDALE

Barry John Anderson
Caroline Anderson
Billy Flynn

ALWOODLEY

Neil Alan Buckley
Dan Cohen
Peter Mervyn Harrand

ARDSLEY & ROBIN HOOD

Karen Renshaw
Jack Dunn
Lisa Mulherin

ARMLEY

Alison Natalie Kay Lowe
James McKenna
Alice Smart

BEESTON & HOLBECK

Angela Gabriel
Adam Ogilvie
David Congreve

BRAMLEY & STANNINGLEY

Caroline Gruen
Julie Heselwood
Kevin Ritchie

BURMANTOFTS & RICHMOND HILL

Denise Ragan
Asghar Khan
Ron Grahame

WARD

CALVERLEY & FARSLEY

Andrew Carter
Amanda Carter
Rod Wood

CHAPEL ALLERTON

Eileen Taylor
Mohammed Rafique
Jane Dowson

CITY & HUNSLET

Elizabeth Nash
Patrick Davey
Mohammed Iqbal

CROSS GATES & WHINMOOR

Pauleen Grahame
Peter John Gruen

FARNLEY & WORTLEY

Ann Blackburn
Terry Wilford

GARFORTH & SWILLINGTON

Sarah Field
Mark Dobson
Stuart McKenna

GIPTON & HAREHILLS

Salma Arif
Arif Hussain
Kamila Maqsood

GUISELEY & RAWDON

Graham Latty

Pat Latty

HAREWOOD

Ryan Stephenson
Rachael Procter
Matthew Robinson

HEADINGLEY

Alison Garthwaite
Neil Walshaw
Jonathon Pryor

HORSFORTH

Christopher Townsley
Dawn Collins
Brian Cleasby

HYDE PARK & WOODHOUSE

Christine Denise Towler

Javaid Akhtar

KILLINGBECK & SEACROFT

Graham Hyde
Catherine Dobson
Brian Michael Selby

KIPPAX & METHLEY

Mary Elizabeth Harland
James Lewis
Keith Ivor Wakefield

KIRKSTALL

Lucinda Joy Yeadon
John Anthony Illingworth
Fiona Elizabeth Venner

MIDDLETON PARK

Paul Anthony Truswell
Judith Blake
Kim Groves

MOORTOWN

Alex Sobel
Rebecca Charlwood
Sharon Hamilton

MORLEY NORTH

Robert Finnigan
Robert Gettings
Thomas Leadley

MORLEY SOUTH

Neil Dawson
Shirley Varley

OTLEY & YEADON

Sandy Edward Charles Lay
Colin Campbell
Ryk Downes

PUDSEY

Josephine Patricia Jarosz
Richard Alwyn Lewis
Mick Coulson

ROTHWELL

David Nagle
Karen Bruce
Barry Stewart Golton

ROUNDHAY

Eleanor Tunnicliffe
Christine Macniven
Ghulam Hussain

TEMPLE NEWSAM

Debra Coupar
Helen Hayden
Michael Lyons

WEETWOOD

Jonathan Bentley
Susan Bentley

WETHERBY

Alan James Lamb
John Michael Procter

64 APPOINTMENT OF HONORARY ALDERMAN

It was moved by Councillor Blake, seconded by Councillor Andrew Carter and supported by Councillors Golton, Gettings and A Blackburn and

RESOLVED UNANIMOUSLY – That under Section 249(1) of the Local Government Act 1972, the Council admit the following former Councillors of the Leeds City Council to be Honorary Aldermen of the City in recognition of the long and distinguished public service rendered by them:-

Ann Castle

Janet Harper JP

Doreen Lewis

Ron Millet

David Schofield

Council rose at 1.30 pm

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Proceedings of the Meeting of the Leeds City Council held
Civic Hall, Leeds on Wednesday, 11th January, 2017

PRESENT: The Vice Chair of Council Councillor Jim McKenna in the Chair.

WARD

ADEL & WHARFEDALE

Barry John Anderson
Caroline Anderson
Billy Flynn

ALWOODLEY

Neil Alan Buckley
Dan Cohen
Peter Mervyn Harrand

ARDSLEY & ROBIN HOOD

Karen Renshaw
Jack Dunn
Lisa Mulherin

ARMLEY

Alison Natalie Kay Lowe
James McKenna
Alice Smart

BEESTON & HOLBECK

Angela Gabriel
Adam Ogilvie
David Congreve

BRAMLEY & STANNINGLEY

Caroline Gruen
Julie Heselwood
Kevin Ritchie

BURMANTOFTS & RICHMOND HILL

Denise Ragan
Asghar Khan
Ron Grahame

WARD

CALVERLEY & FARSLEY

Andrew Carter
Amanda Carter
Rod Wood

CHAPEL ALLERTON

Eileen Taylor
Mohammed Rafique
Jane Dowson

CITY & HUNSLET

Elizabeth Nash
Patrick Davey
Mohammed Iqbal

CROSS GATES & WHINMOOR

Pauleen Grahame
Peter John Gruen

FARNLEY & WORTLEY

Ann Blackburn
Terry Wilford

GARFORTH & SWILLINGTON

Sarah Field
Mark Dobson
Stuart McKenna

GIPTON & HAREHILLS

Salma Arif
Arif Hussain
Kamila Maqsood

GUISELEY & RAWDON

Graham Latty
Paul John Spencer Wadsworth
Pat Latty

HAREWOOD

Ryan Stephenson
Rachael Procter
Matthew Robinson

HEADINGLEY

Alison Garthwaite
Neil Walshaw
Jonathon Pryor

HORSFORTH

Christopher Townsley
Dawn Collins
Brian Cleasby

HYDE PARK & WOODHOUSE

Christine Denise Towler

Javaid Akhtar

KILLINGBECK & SEACROFT

Graham Hyde
Catherine Dobson
Brian Michael Selby

KIPPAX & METHLEY

Mary Elizabeth Harland
James Lewis
Keith Ivor Wakefield

KIRKSTALL

Lucinda Joy Yeadon
John Anthony Illingworth
Fiona Elizabeth Venner

MIDDLETON PARK

Paul Anthony Truswell
Judith Blake
Kim Groves

MOORTOWN

Alex Sobel
Rebecca Charlwood
Sharon Hamilton

MORLEY NORTH

Robert Finnigan
Robert Gettings
Thomas Leadley

MORLEY SOUTH

Neil Dawson
Shirley Varley

OTLEY & YEADON

Sandy Edward Charles Lay
Colin Campbell
Ryk Downes

PUDSEY

Josephine Patricia Jarosz
Richard Alwyn Lewis
Mick Coulson

ROTHWELL

David Nagle
Karen Bruce
Barry Stewart Golton

ROUNDHAY

Eleanor Tunnicliffe
Christine Macniven
Ghulam Hussain

TEMPLE NEWSAM

Debra Coupar
Helen Hayden
Michael Lyons

WEETWOOD

Jonathan Bentley
Susan Bentley

WETHERBY

Alan James Lamb
John Michael Procter

65 Announcements

- a) The Chair reminded those present that the meeting was to be webcast.
- b) The Chair congratulated Councillor Jane Dowson on her selection as Lord Mayor elect for 2017/18.
- c) The Chair congratulated the following who were honoured in the Queen's New Year Honours List:-
 - Nigel Richardson CBE
 - Prof Carol Smart CBE
 - Nicola Adams OBE
 - Angela Cox OBE
 - Alexander Fox OBE
 - Colin Glass OBE
 - Prof Anne Neville OBE
 - Mohammad Taj OBE
 - Timothy Adams MBE
 - Paul Bennett MBE
 - Roderick Clifton MBE
 - Kadeena Cox MBE
 - Adam Duggleby MBE
 - Chris Mears MBE
 - Catherine Partett MBE
 - David Wilkinson MBE
 - Dr Jason Aldiss BEM
 - Dr Slow Yen Andersen BEM

66 Minutes

It was moved by Councillor Ogilvie, seconded by Councillor G Latty and

RESOLVED – That the minutes of the meeting held on 9th November 2016 be approved.

67 Declarations of Interest

Councillor M Dobson declared a Disclosable Pecuniary Interest in respect of Item 13 - White Paper Motion on Neighbourhood Networks as a Manager of a Neighbourhood Network (minute 78 refers).

At the request of Members, the City Solicitor provided advice in respect of Item 13 - White Paper Motion on Neighbourhood Networks (minute 78 refers), Members were advised that they did not have a Disclosable Pecuniary Interest nor were they required to declare an 'Other' interest if they were simply a Member of a Neighbourhood Network.

In respect of Item 5 – Recommendations of the Executive Board, Local Council Tax Support Scheme 2017/18 (minute 70 refers) the City Solicitor advised two Members that they did not have a Disclosable Pecuniary Interest in the decision being taken and therefore did not need to declare an interest.

68 Communications

- a) The Chief Executive informed Council that responses to 2 resolutions had been received from David Gauke MP, Chief Secretary to the Treasury in respect of the White Paper on Austerity in Local Government considered by

Council in September and Lord Nash, Parliamentary Under Secretary of State for the School System in respect of the White Paper on Grammar Schools considered by Council in November copies of which had been previously circulated to all Members of Council.

- b) Councillor Andrew Carter informed Council of his concerns in respect of The Green home in Seacroft and an emergency meeting that had taken place at the Green about closure of the facility in July 2017 which was contrary to the Executive Board resolution in November 2016.

Councillor Andrew Carter asked that the Chief Executive write to all members of the Executive Board within 7 days explaining the position, that the Executive Board in February 2017 receive a full report explaining the position and he hoped that the Scrutiny Board would look at the issue as a matter of urgency.

In accordance with Council Procedure Rule 9 it was moved by Councillor J Procter, seconded by Councillor G Latty that the matter raised by Councillor Andrew Carter in his communication be referred to the Executive Board for consideration.

Upon being put to the vote it was

RESOLVED - That the issue raised by Councillor Andrew Carter in his communication be referred to the Executive Board for consideration.

69 Deputations

Four deputations were admitted to the meeting and addressed Council, as follows:-

- 1) Leeds Children's Mayor
- 2) Friends of St John's Church Roundhay
- 3) Save Parlington Action Group
- 4) Frack Free Leeds and the Knostrop Campaign

RESOLVED – That the subject matter in respect of deputation 1 be referred to the Acting Director of Children's Services for consideration in consultation with the relevant Executive Member, that the subject matter in respect of deputations 2 be referred to the Director of Environment & Housing for consideration in consultation with the relevant Executive Member, that the subject matter in respect of deputations 3 and 4 be referred to the Director of City Development for consideration in consultation with the relevant Executive Member.

70 Recommendations of the Executive Board - Local Council Tax Support scheme 2017/18

It was moved by Councillor Coupar, seconded by Councillor Ogilvie and

RESOLVED –

- a) To adopt a local Council Tax Support scheme that:
- Replaces the current Council Tax Support scheme with a Council Tax Support that is aligned with Universal Credit as set out in appendix B of the report;
 - Moves customers onto the new scheme when they are due to transfer to Universal Credit and maintains the current scheme in the meantime;

- Replaces the scheme of automatic protections with a discretionary hardship scheme with the exception of customers in receipt of Armed Forces Compensation Payments;
- Moves eligible customers off the scheme of automatic protections when they are due to transfer to Universal Credit
- Delegates the design and value of the discretionary hardship scheme to the Assistant Chief Executive (Citizens and Communities) with a requirement that the hardship scheme is taken to Scrutiny Board
- Aligns the treatment of changes in Council Tax Support with the treatment of changes in Housing Benefit
- Delegates the development of an operational policy for the treatment of fluctuating income to the Assistant Chief Executive (Citizens and Communities).

b) To note that the decision will be implemented by the Assistant Chief Executive (Citizens and Communities) and will take effect from 1 April 2017. Implementation will commence as part of the 17/18 annual billing process in order for the new Scheme to be effective from 1 April 2017.

71 Recommendations of the General Purposes Committee - Substitution arrangements for Council Committees

It was moved by Councillor Blake, seconded by Councillor Ogilvie and

RESOLVED – That Council approve the amendments to the Council Procedure Rules set out at Appendix A to the report which would allow greater flexibility around the appointment of substitutes to Plans Panels and the Housing Advisory Board.

72 Report on the Calculation of the Council Tax and Business Rates Tax Bases for 2017/18

It was moved by Councillor Lewis, seconded by Councillor Ogilvie and

RESOLVED -

- a) To agree that, in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012, the amount calculated by the Council as its council tax base for the year 2017/18 shall be 221,937.7 for Leeds and for each parish as listed in Section 3.5 of the report and detailed in Appendix 1 of the report;
- b) To note the indicative business rates shares set out in Section 3.8 of the report and delegate authority to the Deputy Chief Executive to make the detailed calculations and to submit the final figures to the Department for Communities and Local Government on or before 31st January 2017.

73 Report on Appointments

It was moved by Councillor Ogilvie, seconded by Councillor Buckley and

RESOLVED –

- a) That the report of the City Solicitor on appointments be approved, namely that Councillor Lamb replace Councillor J Procter on Scrutiny Board (Environment and Housing), Councillor Amanda Carter replace Councillor

J Procter on General Purposes Committee and Councillor Buckley replace Councillor Lamb on Member Management Committee.

- b) That Councillor Lamb be appointed as Chair of Scrutiny Board (Environment and Housing).

74 Report on Leeds Award

It was moved by Councillor Hyde, seconded by Councillor Ogilvie and

RESOLVED – That the recommendations of the Leeds Award Panel to nominate Mr John Wilson to receive the Leeds Award, as presented by the report of the City Solicitor, be approved.

75 Questions

Q1 Councillor Amanda Carter to the Chair of the West Yorkshire Police and Crime Panel:-

Does the Chair of the West Yorkshire Police and Crime Panel believe that the Police and Crime Commissioner has performed his role competently, given that the region was recently shamed as being 'the crime capital of England and Wales'?

The Chair of the West Yorkshire Police and Crime Panel replied.

Q2 Councillor Campbell to the Leader of Council:-

Can the Leader of Council explain which executive member authorised the decision to appeal the ruling of the Information Commissioner regarding Freedom of Information disclosure of members in council tax arrears?

In accordance with Council Procedure Rule 11.3.b the Executive Member (Strategy and Resources) replied.

Q3 Councillor H Hayden to the Executive Member for Children and Families:-

Would the Executive Member please comment on the Government's decision to abolish the civil services' Child Poverty Unit?

The Executive Member for Children and Families replied.

Q4 Councillor A Blackburn to the Executive Member (Communities):-

Can the Executive Member for Communities inform me how many private landlords have joined the Council's Private Rented Accommodation Accreditation Scheme during the last year?

The Executive Member (Communities) replied.

Q5 Councillor K Renshaw to the Executive Member for Regeneration, Transport and Planning

Can the Executive board member with responsibility for planning please update members on the appeal for Church Fields, otherwise known as Land at Bradford Road, East Ardsley.

The Executive Member for Regeneration, Transport and Planning

replied.

Q6 Councillor Andrew Carter to the Leader of Council:-

Will the Leader of Council confirm if Leeds is going to be a pilot area for voter ID?

The Leader of Council replied.

Q7 Councillor C Campbell to the Executive Member (Communities):-

Could the executive member update council on what action West Yorkshire Police and Crime Commissioner is taking to reduce non-emergency waiting times?

The Executive Member (Communities)replied.

Q8 Councillor B Selby to the Leader of Council :-

Will the Leader of Council please update Council on plans for European Capital of Culture 2023?

The Leader of Council replied.

Q9 Councillor A Hussain to the Executive Member for Employment, Enterprise and Opportunity:-

Can the Executive Member update Council on the provision to support people with long-term health conditions back into work?

The Executive Member for Employment, Enterprise and Opportunity Replied:-

Q10 Councillor R Stephenson to the Executive Member (Regeneration, Transport and Planning):-

Can the Executive Member explain why, during his recent conversation with the city's commuters, no feasibility study was commissioned into the benefits of a rapid transit system utilising light rail?

The Executive Member (Regeneration, Transport and Planning):- replied.

At the conclusion of question time, the following questions remained unanswered and it was noted that, under the provisions of Council Procedure Rule 11.6, written answers would be sent to each Member of Council:-

Q11 Councillor S Golton to the Executive Member (Health, Wellbeing and Adults)

Q12 Councillor J Pryor to the Executive Member (Communities).

Q13 Councillor S Hamilton to the Executive Member(Health, Wellbeing and Adults)

Q14 Councillor B Anderson to the Executive Member (Regeneration, Transport and Planning)

Q15 Councillor J Bentley to the Executive Member (Health, Wellbeing and Adults)

- Q16 Councillor J Dunn to the Executive Member (Environment and Sustainability)
- Q17 Councillor M Robinson to the Executive Member (Environment and Sustainability)
- Q18 Councillor J Bentley to the Executive Member (Regeneration, Transport and Planning)
- Q19 Councillor Gerald Wilkinson to the Executive Member (Environment and Sustainability)
- Q20 Councillor S Lay to the Executive Member (Regeneration, Transport and Planning).
- Q21 Councillor Amanda Carter to the Executive Member (Health, Well-Being and Adults)
- Q22 Councillor S Lay to the Executive Member (Health, Wellbeing and Adults)
- Q23 Councillor C Anderson to the Executive Member (Communities)
- Q24 Councillor S Lay to the Executive Member (Children's Services).
- Q25 Councillor M Robinson to the Executive Member (Environment and Sustainability)
- Q26 Councillor S Lay to the Executive Member (Environment and Sustainability)
- Q27 Councillor D Cohen to the Executive Member (Children and Families)
- Q28 Councillor S Lay to the Executive Member (Employment, Skills and Opportunity)
- Q29 Councillor M Robinson to the Executive Member (Regeneration, Transport and Planning)
- Q30 Councillor S Lay to the Executive Member (Communities)
- Q31 Councillor R Stephenson to the Leader of Council
- Q32 Councillor M Robinson to the Executive Member (Economy and Culture)
- Q33 Councillor M Robinson to the Executive Member (Resources and Strategy)

76 Minutes of the Health and Wellbeing Board and the Executive Board

It was moved by Councillor Blake, seconded by Councillor Ogilvie that the minutes be received in accordance with Council Procedure Rule 2.2(i).

RESOLVED – That the minutes be received in accordance with Council Procedure Rule 2.2(i).

Council Procedure Rule 4, providing for the winding up of business, was applied prior to all notified comments on the minutes having been debated.

(Under the provisions of Council Procedure Rule 16.5, Councillor Cleasby required it to be recorded that he abstained from voting on this matter.)

At the conclusion of this item Council adjourned from 16.20 to 16.50.

77 Report on Devolution

It was moved by Councillor Blake, seconded by Councillor J Lewis and

RESOLVED – That the report of the Chief Executive updating Members on matters in respect of devolution be received.

78 White Paper Motion (in the name of Councillor Caroline Anderson) - Neighbourhood Networks

It was moved by Councillor C Anderson, seconded by Councillor Buckley that this Council welcomes the ongoing work being carried out by the Neighbourhood Network Strategic Advisory Group into the future re-commissioning of Neighbourhood Networks in the city.

Council fully supports the work done city wide by Neighbourhood Networks and believes that they provide an invaluable service to many residents in many different communities across the city. Neighbourhood Networks not only provide a great service to residents but also provide services efficiently and deliver significant cost savings to the Council.

This Council believes that Neighbourhood Networks have the potential to be a cornerstone of social prescribing as the concept continues to develop in Leeds.

This Council further believes that funding for Neighbourhood Networks should remain unchanged and continue at current levels.

An amendment was moved by Councillor Charlwood, seconded by Councillor Nagle;

Replace all after “This Council” with:

"praises the key role of Neighbourhood Networks, such as Armley Helping Hands, Older People's Action in the Locality and organisations covering a further 35 areas of Leeds, in supporting older people to live safe, independent lives in their communities, whilst also contributing significantly to the wider prevention agenda, easing pressure on local health and care systems including the National Health Service. This includes the Neighbourhood Networks now reporting over 2,500 instances of helping to avoid hospital admission each year and improving the health and well-being of those using the service.

Council further welcomes the establishment of the all-party Neighbourhood Network Strategic Advisory Group which is currently undertaking an open and transparent review into the future recommissioning of the Neighbourhood Network Schemes (NNS) in Leeds.

Council also notes the nationally recognised Neighbourhood Network Services have demonstrated that investment in prevention can fundamentally work to improve lives of people in the city and delay entry into other health and care services.

Furthermore, this work highlights the ability of local government to deliver innovative programmes which can shape and inform good practice in the sector.

However, the continued cuts to local government, specifically in public health and social care, alongside the squeeze on NHS budgets means that the funding environment remains very uncertain.

Council therefore calls on the government to place health and social care funding on a stable footing, clearly prioritising prevention in the development of the Sustainability and Transformation Plans , to ensure local authorities with health and care partners can effectively address health inequalities and improve the health and wellbeing of people in their areas.”

Full motion will the read:

"This Council praises the key role of Neighbourhood Networks, such as Armley Helping Hands, Older People’s Action in the Locality and organisations covering a further 35 areas of Leeds, in supporting older people to live safe, independent lives in their communities, whilst also contributing significantly to the wider prevention agenda, easing pressure on local health and care systems including the National Health Service. This includes the Neighbourhood Networks now reporting over 2,500 instances of helping to avoid hospital admission each year and improving the health and well-being of those using the service.

Council further welcomes the establishment of the all-party Neighbourhood Network Strategic Advisory Group which is currently undertaking an open and transparent review into the future recommissioning of the Neighbourhood Network Schemes (NNS) in Leeds.

Council also notes the nationally recognised Neighbourhood Network Services have demonstrated that investment in prevention can fundamentally work to improve lives of people in the city and delay entry into other health and care services.

Furthermore, this work highlights the ability of local government to deliver innovative programmes which can shape and inform good practice in the sector.

However, the continued cuts to local government, specifically in public health and social care, alongside the squeeze on NHS budgets means that the funding environment remains very uncertain.

Council therefore calls on the government to place health and social care funding on a stable footing, clearly prioritising prevention in the development of the Sustainability and Transformation Plans , to ensure local authorities with health and care partners can effectively address health inequalities and improve the health and wellbeing of people in their areas.”

A second amendment was moved by Councillor Downes, seconded by Councillor Campbell;

To delete “*and continue at*” in paragraph four and replace with “*or increase from*”

The amendment in the name of Councillor Downes was declared lost

The amendment in the name of Councillor Charlwood was carried and upon being put to the vote it was

RESOLVED - That this Council praises the key role of Neighbourhood Networks, such as Armley Helping Hands, Older People’s Action in the Locality and organisations covering a further 35 areas of Leeds, in supporting older people to live safe, independent lives in their communities, whilst also contributing significantly to the wider prevention agenda, easing pressure on local health and care systems including the National Health Service. This includes the Neighbourhood Networks now reporting over 2,500 instances of helping to avoid hospital admission each year and improving the health and well-being of those using the service.

Council further welcomes the establishment of the all-party Neighbourhood Network Strategic Advisory Group which is currently undertaking an open and transparent review into the future recommissioning of the Neighbourhood Network Schemes (NNS) in Leeds.

Council also notes the nationally recognised Neighbourhood Network Services have demonstrated that investment in prevention can fundamentally work to improve lives of people in the city and delay entry into other health and care services.

Furthermore, this work highlights the ability of local government to deliver innovative programmes which can shape and inform good practice in the sector.

However, the continued cuts to local government, specifically in public health and social care, alongside the squeeze on NHS budgets means that the funding environment remains very uncertain.

Council therefore calls on the government to place health and social care funding on a stable footing, clearly prioritising prevention in the development of the Sustainability and Transformation Plans, to ensure local authorities with health and care partners can effectively address health inequalities and improve the health and wellbeing of people in their areas.”

(Under the provisions of Council Procedure Rule 16.5, Councillors Finnigan, G Latty and Varley required it to be recorded that he abstained from voting on this matter.)

Having declared a Disclosable Pecuniary Interest in this item Councillor M Dobson left the Chamber during the discussion on this item and took no part in the discussion or voting.

79 White Paper Motion (in the name of Councillor Golton) - Brown Bin Collections

It was moved by Councillor Golton, seconded by Councillor Downes that this council believes that for residential developments to be sustainable they must have services and infrastructure at the same standard throughout the city.

Council therefore believes that a blanket ban on brown bin collections for residents in new developments along with "hard to reach areas" is unfair, discriminatory and divisive.

Council further notes that only operating the garden waste collection between March and October prevents a substantial volume of waste from being recycled.

Council therefore calls on the executive member for environment and sustainability to reverse the brown bin ban and use part of the £7million waste management saving generated by the East Leeds Incinerator to replace it with a policy that treats residents equitably and extend collections over the whole year.

An amendment was moved by Councillor Yeadon, seconded by Councillor Sobel;

Delete all after “This Council” and replace with:

“notes the continued commitment of the Labour Administration to provide a free brown bin service to 62% of properties, unlike many local authorities across the country.

Council notes that despite Conservative and Liberal Democrat cuts to the council’s budget of £214m since 2010 and with £100m more still to come, the Council has

maintained and protected its free garden waste collection service. The savings the service have made towards this, including the £7m from the RERF, are just a small proportion of the amount that is needed to sustain vital frontline services such as those for vulnerable people and children.

This Council restates its ambition, despite these financial challenges, to expand the service in the future by continuing to review and look for improvements in waste management. In 2014, following a review of the service and finding more efficiency, this Council was able to expand the service to around 15,000 more properties. This Council will continue with this ambition and work with residents, communities, businesses and third sector parties to increase recycling and reuse practices across the city.”

The full motion will then read:

“This Council notes the continued commitment of the Labour Administration to provide a free brown bin service to 62% of properties, unlike many local authorities across the country.

Council notes that despite Conservative and Liberal Democrat cuts to the council’s budget of £214m since 2010 and with £100m more still to come, the Council has maintained and protected its free garden waste collection service. The savings the service have made towards this, including the £7m from the RERF, are just a small proportion of the amount that is needed to sustain vital frontline services such as those for vulnerable people and children.

This Council restates its ambition, despite these financial challenges, to expand the service in the future by continuing to review and look for improvements in waste management. In 2014, following a review of the service and finding more efficiency, this Council was able to expand the service to around 15,000 more properties. This Council will continue with this ambition and work with residents, communities, businesses and third sector parties to increase recycling and reuse practices across the city.”

A second amendment was moved by Councillor B Anderson, seconded by Councillor Amanda Carter;

In paragraph 1 add: ‘Furthermore Council calls upon the Planning Department to implement a policy that will see brown bin provision and collection form part of planning contributions from developers on all new housing sites for a period of 5 years from occupation.’

In paragraph 2 replace ‘blanket ban’ **with** ‘moratorium’.

In Paragraph 3 replace ‘October’ **with** ‘November/December’

In Paragraph 4 replace ‘reverse the brown bin ban’ **with** “introduce further brown bin collections so as to meet the needs of Leeds residents”

Motion will read

This council believes that for residential developments to be sustainable they must have services and infrastructure at the same standard throughout the city. Furthermore Council calls upon the Planning Department to implement a policy that will see brown bin provision and collection form part of planning contributions from developers on all new housing sites for a period of 5 years from occupation.

Council therefore believes that a moratorium on brown bin collections for residents in new developments along with "hard to reach areas" is unfair, discriminatory and divisive.

Council further notes that only operating the garden waste collection between March and November/December prevents a substantial volume of waste from being recycled.

Council therefore calls on the executive member for environment and sustainability to introduce further brown bin collections so as to meet the needs of Leeds residents and use part of the £7million waste management saving generated by the East Leeds Incinerator to replace it with a policy that treats residents equitably and extend collections over the whole year.

The amendment in the name of Councillor B Anderson was declared lost

The amendment in the name of Councillor Yeadon was carried and upon being put to the vote it was

RESOLVED – That this Council notes the continued commitment of the Labour Administration to provide a free brown bin service to 62% of properties, unlike many local authorities across the country.

Council notes that despite Conservative and Liberal Democrat cuts to the council's budget of £214m since 2010 and with £100m more still to come, the Council has maintained and protected its free garden waste collection service. The savings the service have made towards this, including the £7m from the RERF, are just a small proportion of the amount that is needed to sustain vital frontline services such as those for vulnerable people and children.

This Council restates its ambition, despite these financial challenges, to expand the service in the future by continuing to review and look for improvements in waste management. In 2014, following a review of the service and finding more efficiency, this Council was able to expand the service to around 15,000 more properties. This Council will continue with this ambition and work with residents, communities, businesses and third sector parties to increase recycling and reuse practices across the city.

80 White Paper Motion (in the name of Councillor Rebecca Charlwood) - Adult Social Care Funding

It was moved by Councillor Charlwood, seconded by Councillor Dawson that this Council believes every elderly or disabled person should receive care appropriate to their personal needs and be treated with respect, dignity and compassion.

Council is therefore dismayed by Government cuts of £4.6bn to Adult Social Care in the last Parliament, while corporation tax will be cut by £7.5bn over the next five years.

Council finds it unforgivable that the Autumn Statement ignored nationwide calls from local government leaders of all parties, care providers, charities and the NHS to address the social care funding crisis.

Council believes funding for social care should be allocated on need, so is concerned the social care precept announced as part of the Local Government Finance Settlement is little more than a sticking plaster that unfairly puts the burden on local council tax payers and favours affluent areas of the country over more deprived areas.

This Council calls for Government to urgently reconsider its corporation tax cut and instead re-direct sufficient additional funding to Adult Social Care in order to provide the social care people in Leeds need.

Council further calls on Government to initiate cross-party talks to develop an agreed national, long term solution on social care funding.

An amendment was moved by Councillor Golton, seconded by Councillor Campbell

Delete all in paragraph two after "*dismayed by*" and replace with "*successive governments' failures to increase adult social care funding in line with increasing demand, need and cost.*"

After "*address the*" in paragraph three, insert "*long standing*"

Insert at the end of the motion – "*Council believes that the care funding crisis and instability of the private care sector mean that the current council policy to transfer all Leeds residential care provision to the private sector is misguided and puts residents at risk.*"

Council calls on the executive member for health wellbeing and adults to amend the better lives strategy to promote a better mix of care providers in the city and a more stable footing for the Leeds care economy."

A second amendment was moved by Councillor Finnigan, seconded by Councillor Varley

Delete everything other than the first and last paragraphs and replace with

"This Council notes the failure of successive Governments of all political persuasions to deliver a realistic and sustainable financial strategy to provide adequate funding for Adult Social Care."

The motion will therefore read

"This Council believes every elderly or disabled person should receive care appropriate to their personal needs and be treated with respect, dignity and compassion.

This Council notes the failure of successive Governments of all political parties to deliver a realistic and sustainable financial strategy to provide adequate funding for Adult Social Care.

Council further calls on Government to initiate cross-party talks to develop an agreed national, long term solution on social care funding."

A third amendment was moved by Councillor C Anderson, seconded by Councillor Stephenson;

Delete all after: 'respect, dignity and compassion' **and replace with:**

Council notes the funding reductions in Local Government Finance which has emphasised the funding pressures on social care.

Council supports the calls from local government leaders of all parties, care providers, charities and the NHS to address the social care funding crisis.

Council believes that a new funding model needs to be introduced as a matter of urgency so as to encourage further reform and innovative solutions to address the funding pressures.

Council calls on Government to initiate cross-party talks to develop an agreed national, long term solution on social care funding.”

Motion will read:

This Council believes every elderly or disabled person should receive care appropriate to their personal needs and be treated with respect, dignity and compassion.

Council notes the funding reductions in Local Government Finance which has emphasised the funding pressures on social care.

Council supports the calls from local government leaders of all parties, care providers, charities and the NHS to address the social care funding crisis.

Council believes that a new funding model needs to be introduced as a matter of urgency so as to encourage further reform and innovative solutions to address the funding pressures.

Council calls on Government to initiate cross-party talks to develop an agreed national, long term solution on social care funding.”

The amendments in the name of Councillor Golton , Councillor Finnigan and Councillor C Anderson were declared lost and upon being put to the vote it was

RESOLVED - That this Council believes every elderly or disabled person should receive care appropriate to their personal needs and be treated with respect, dignity and compassion.

Council is therefore dismayed by Government cuts of £4.6bn to Adult Social Care in the last Parliament, while corporation tax will be cut by £7.5bn over the next five years.

Council finds it unforgiveable that the Autumn Statement ignored nationwide calls from local government leaders of all parties, care providers, charities and the NHS to address the social care funding crisis.

Council believes funding for social care should be allocated on need, so is concerned the social care precept announced as part of the Local Government Finance Settlement is little more than a sticking plaster that unfairly puts the burden on local council tax payers and favours affluent areas of the country over more deprived areas.

This Council calls for Government to urgently reconsider its corporation tax cut and instead re-direct sufficient additional funding to Adult Social Care in order to provide the social care people in Leeds need.

Council further calls on Government to initiate cross-party talks to develop an agreed national, long term solution on social care funding.

On the requisition of Councillor J Lewis and Ogilvie the voting on the amendment in the name of Councillor C Anderson was recorded as follows;

YES – 26

B Anderson, C Anderson, J Bentley S Bentley, Buckley, Campbell, Amanda Carter, Cleasby, Cohen, Collins, Downes, Finnigan, Flynn, Golton, Lamb, G Latty, P Latty, Leadley, J Procter, R Procter, Robinson, Stephenson, Varley, Wadsworth, Wilford and Wood.

NO – 59

Akhtar, Arif, A Blackburn, Blake, Bruce, Charlwood, Congreve, Coulson, Coupar, Davey , Dawson, C Dobson, M Dobson, Dowson, Dunn, Gabriel, Garthwaite, P Grahame, R Grahame, C Gruen, P Gruen, Groves, Hamilton, Harland, Hayden, Heselwood, A Hussain, G Hussain, Hyde, Illingworth, Iqbal, Jarosz, Khan J Lewis, R Lewis, Lowe, Lyons, Macniven, S McKenna, Mulherin, Nagle, Nash, Ogilvie, Pryor, Rafique, Ragan, Renshaw, Ritchie, Selby, Smart, Sobel, E Taylor, Towler, Truswell, Tunnicliffe, Venner Walshaw, Wakefield , and Yeadon.

ABSTAIN - 0

On the requisition of Councillor J Lewis and Ogilvie the voting on the motion in the name of Councillor Charlwood was recorded as follows;

YES – 60

Akhtar, Arif, A Blackburn, Blake, Bruce, Charlwood, Congreve, Coulson, Coupar, Davey , Dawson, C Dobson, M Dobson, Dowson, Dunn, Gabriel, Garthwaite, P Grahame, R Grahame, C Gruen, P Gruen, Groves, Hamilton, Harland, Hayden, Heselwood, A Hussain, G Hussain, Hyde, Illingworth, Iqbal, Jarosz, Khan J Lewis, R Lewis, Lowe, Lyons, Macniven, S McKenna, Mulherin, Nagle, Nash, Ogilvie, Pryor, Rafique, Ragan, Renshaw, Ritchie, Selby, Smart, Sobel, E Taylor, Towler, Truswell, Tunnicliffe, Venner, Walshaw, Wakefield ,Wilford and Yeadon.

NO – 16

B Anderson, C Anderson, Buckley, Amanda Carter, Cohen, Collins, Flynn, Lamb, G Latty, P Latty, J Procter, R Procter, Robinson, Stephenson, Wadsworth, and Wood.

ABSTAIN - 6

J Bentley, Cleasby, Finnigan, Golton, Leadley and Varley.

Council rose at 7.25 pm



Report author: Kate Sadler

Tel: 0113 39 51711

Report of City Solicitor

Report to Full Council

Date: 22nd February 2017

Subject: Executive Arrangements

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. At the Annual Meeting of Council on 19th May 2016 the Leader presented details of her executive arrangements to Council.
2. Following a decision of the Head of Paid Service to implement a new organisational structure, the Leader has approved amendments to her executive arrangements to give effect to the new structure from 1st April 2017.

Recommendations

3. Council is requested to note amendments to the Leader's executive arrangements as listed below with effect from 1st April 2017:-
 - 3.1 Executive Members' Oversight of Officer Executive Delegations (Appendix A)
 - 3.2 Community Committee Executive Delegation Scheme (Appendix B)
 - 3.3 Officer Delegation Scheme (Executive Functions)
 - General Delegations (Appendix C)
 - Chief Executive (Appendix D)
 - Director of Resources and Housing (Appendix E)
 - Chief Officer (Financial Services) (Appendix F)
 - City Solicitor (Appendix G)

- Director of Communities and Environment (Appendix H)
- Director of City Development (Appendix I)
- Chief Planning Officer (Appendix J)
- Director of Children and Families (Appendix K)
- Director of Adults and Health (Appendix L)
- Director of Public Health (Appendix M)
- Note the removal of delegations to Deputy Chief Executive, Assistant Chief Executive (Citizens and Communities), and Director of Environment and Housing as these posts no longer exist.

1. Purpose of this report

- 1.1 This report sets out amendments to the Leader's executive arrangements which reflect the new organisational structure developed by the Head of Paid Service.

2. Background information

- 2.1 The Leader may amend the scheme of delegation relating to executive functions at any time during the year and must present a report detailing any such changes at the next ordinary meeting of Council.

Organisational Structure

- 2.2 By delegated decision dated 24th January 2017 The Head of Paid Service has approved a new organisational staffing structure.
- 2.3 The structure was developed working with Members and officers, to support the Council's ambition of being a compassionate city with a strong economy, and to ensure the Council's continued improvement while making significant savings.
- 2.4 As the Council is placing a greater emphasis on our work in localities, services from citizens and communities will merge with some of those from environment and housing. This will enable a greater impact on reducing inequalities across the city and particularly in some of the most deprived neighbourhoods. The merger will create a new Communities and Environment directorate.
- 2.5 Following the retirement of the current post holder at the end of March 2017, the role of deputy chief executive will be deleted. The work of the strategy and resources directorate will however continue and the existing Director of Environment and Housing will be re-designated as Director of Resources and Housing and will, in addition to corporate responsibilities, retain responsibility for work areas including housing and sustainability.
- 2.6 Subject to approval by Full Council it is proposed to appoint the Chief Financial Services Officer as S151 officer. The post holder will report to the Director of Resources and Housing, attend Executive Board, and have the degree of independence necessary to fulfil the role.
- 2.7 To improve the Council's partnership work with health colleagues, bring together related commissioning functions, and ensure delivery of the sustainability and transformation plan the existing directorate of Adult Social Services will combine with the directorate of Public Health. The Director of Public Health will retain his statutory responsibilities whilst becoming part of the Director of Adults and Health's leadership team.
- 2.8 The diagram attached at Appendix N to this report sets out the proposed organisational structure which will be included as Part 7 of the Council's Constitution.

3. Main issues

Officer Delegation Scheme

- 3.1 The Leader has approve amendments to the Officer Delegation Scheme (Executive Functions) which will comprise delegations to the Directors as follows:-
- 3.2 General Delegations (Appendix C) – includes the addition of ‘matching service to need’ under the heading ‘Ways of Working’ to enable all Directors to continue to ensure that they are aware of current and emerging demography and needs analysis and engage with locality management teams and community committees to appropriately match service provision to need.
- 3.3 Chief Executive (Appendix D) – there are no amendments from the existing scheme.
- 3.4 Director of Resources and Housing (Appendix E) – includes the existing delegations to the Deputy Chief Executive and delegations currently made to the Director of Environment and Housing in respect of sustainable energy and carbon reduction; landlord functions; and housing functions.
- 3.5 Chief Officer (Financial Services) (Appendix F) – this is a new delegation reflecting the separation of the role of S151 officer from the Director of Resources and Housing.
- 3.6 City Solicitor (Appendix G) – there are no amendments from the existing scheme.
- 3.7 Director of Communities and Environment (Appendix H) – includes all of the existing delegations of the Assistant Chief Executive (Citizens and Communities) and the remaining functions of the Director of Environment and Housing.
- 3.8 Director of City Development (Appendix I) – the scheme includes responsibility for information, education and training previously included in delegations to the Director of Children’s Services, in addition to providing greater detail in relation to the flood and water management function in the existing delegation scheme.
- 3.9 Chief Planning Officer (Appendix J) – there are no amendments from the existing scheme.
- 3.10 Director of Children and Families (Appendix K) – the responsibility for information, education and training has been relocated to the Director of City Development.
- 3.11 Director of Adults and Health (Appendix L) – the revised scheme includes functions relating to public health and adult social services. However statutory functions of the Director of Public Health are reserved through the specific officer delegations to that post.
- 3.12 Director of Public Health (Appendix M) – The revised scheme includes those functions which are the statutory responsibility of the Director of Public Health.
- 3.13 Council will note that the existing delegations to Deputy Chief Executive, Assistant Chief Executive (Citizens and Communities) and Director of Environment and Housing will be removed from the Officer Delegation Scheme (Executive Functions).

Executive Member Responsibilities

- 3.14 The Leader has approved consequential changes to the executive Member oversight document setting out the altered allocation of functions in existing portfolios as shown at Appendix A attached. Members will note that each portfolio maintains the same functional oversight although the functions may have moved from one directorate to another.

Community Committee Delegations

- 3.15 Similarly the Leader has approved consequential changes to the Community Committee Executive Delegation Scheme setting out the altered arrangements for the concurrent delegation of functions shown at Appendix B attached. Again Members will note that the substantive content of the document remains the same.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Head of Paid Service engaged officers and Members in developing these changes, in part by making the changes in response to issues raised about where the existing organisational arrangements don't work. As some of the reasons for these changes are to make financial savings, consultation has also been done through the budget setting process. Whilst the changes are significant, the main emphasis of change continues to be on the culture change through values.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 There are no implications for this report.

4.3 Council policies and best council plan

- 4.3.1 The changes outlined within this report support the Council's ambition of being a compassionate city with a strong economy.

4.4 Resources and value for money

- 4.4.1 The organisational structure which underlies the changes proposed in this report intends to enable the best use of the Council's human resources to deliver council services. The changes to organisational shape, including JNC reductions, deliver a financial saving to the Council that is reported elsewhere in budget papers.

4.5 Legal implications, access to information, and call-in

- 4.5.1 The Leader is satisfying the requirement at Rule 1.3 of the Executive and Decision Making Procedure Rules to report the changes to her executive arrangements to the next ordinary meeting of Council.

4.6 Risk management

- 4.6.1 The proposed amendments will ensure that the Council's constitution remains up to date and fit for purpose and that decision making arrangements are robust.

5. Conclusions

- 5.1 The Leader has amended her executive arrangements to give effect to the Head of Paid Service's decision to amend the organisational structure.

6. Recommendations

- 6.1 Council is requested to note amendments to the Leader's executive arrangements as listed below with effect from 1st April 2017:-

6.1.1 Executive Members' Oversight of Officer Executive Delegations (Appendix A)

6.1.2 Community Committee Executive Delegation Scheme (Appendix B)

6.1.3 Officer Delegation Scheme (Executive Functions)

- General Delegations (Appendix C)
- Chief Executive (Appendix D)
- Director of Resources and Housing (Appendix E)
- Chief Officer (Financial Services) (Appendix F)
- City Solicitor (Appendix G)
- Director of Communities and Environment (Appendix H)
- Director of City Development (Appendix I)
- Chief Planning Officer (Appendix J)
- Director of Children and Families (Appendix K)
- Director of Adults and Health (Appendix L)
- Director of Public Health (Appendix M)
- Note the removal of delegations to Deputy Chief Executive, Assistant Chief Executive (Citizens and Communities), and Director of Environment and Housing as these posts no longer exist.

7. Background documents¹

- 7.1 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.

SECTION 3B (b): EXECUTIVE MEMBERS Oversight of Officer Executive Delegations

This document should be read in conjunction with the Officer Delegation Scheme (Executive Functions) which provides greater detail as to the scope of the functions of each Director.

POST	DECISION MAKING OVERSIGHT
Leader of Council and Executive Member for Economy and Culture Cllr Judith Blake	Chief Executive 3) Devolution and local freedoms.
	Director of Resources and Housing 1) Setting, supporting and monitoring the council's financial strategy; 5) International relations
	Director of City Development 6) International and Domestic inward investment; and 9) Culture.
Deputy Leader and Executive Member for Resources and Strategy Cllr James Lewis	Chief Executive 1) Functions in relation to elections; and 2) Civic and ceremonial functions of the Council.
	Director of Resources and Housing 2) Managing effective financial management and controls; 3) Setting, supporting and monitoring the council's policies and procedures 4) Corporate communications services; 6) The council's corporate planning and policy development services, including coordination of the Best Council Plan. 7) The council's city-wide resilience and emergency planning functions. 8) Civic Enterprise Leeds services; and 9) Community Infrastructure Levy spending relating to Strategic Fund.
	Director of Communities and Environment 15) Registrars functions; 16) Licensing functions; 17) Local Land Charges functions; and 19) Council tax processing and billing arrangements.
	Director of City Development 10) Sport and Active Lifestyles.
	Chief Officer (Financial Services) 1) Ensuring effective financial management and controls ¹ ;
	City Solicitor 1) Legal Services; 2) Democratic Services including support to elected members in their responsibilities; and 3) Supporting the corporate governance of the council.

¹ The Chief Officer (Financial Services) has responsibility for these arrangements as Section 151 Officer

<p>Deputy Leader and Executive Member for Environment and Sustainability</p> <p>Cllr Lucinda Yeadon</p>	<p>Director of Resources and Housing 10) Sustainable Energy and Carbon Reduction;</p> <p>Director of Communities and Environment 6) Public Health Protection and Control of Statutory Nuisance; 7) Environmental Health and Consumer Protection; 8) Streetscene and Environmental Management; 10) Waste; 11) Cemeteries, crematoria, burial grounds and mortuaries; 12) Parks and countryside; 13) Countryside management; and 14) Ecological Sustainability.</p>
<p>Executive Member for Children and Families²</p> <p>Cllr Lisa Mulherin</p>	<p>Director of Children and Families 1) Safeguarding, Specialist and Targeted Services including:- a) Preventative Services; b) Safeguarding and Child Protection; c) Assessment and Care Management; d) Complex Needs; e) Residential and Respite Care; f) Support For Carers; and g) Youth Offending Services. 2) Learning, Skills and Universal Services including:- a) Early Years Provision; b) Access to education; c) Special Educational Needs; d) Promotion of educational excellence; and f) Development of active citizens. 3) Child Poverty</p>

² The Executive Member for Children’s Services is the Lead Member for Children’s Services appointed in accordance with the Section 19 of the Children Act 2004 and must therefore have responsibility for the functions conferred on or exercisable by the authority specified in S18(1)(a) and (b) of the Children Act 2004 and such other functions as the authority consider appropriate.

Executive Functions

<p>Executive Member for Employment, Skills and Opportunity</p> <p>Cllr Mohammed Rafique</p>	<p>Director of Children and Families</p> <p>2) Learning, Skills and Universal Services including:- e) 14-16 Skills Development</p>
	<p>Director of Communities and Environment</p> <p>2) Equalities.</p>
	<p>Director of City Development</p> <p>5) Employment and skills including:- a) Provide leadership and coordination of the post 16 skills and learning system, working with people, schools, colleges, universities, employers, providers of information and guidance; b) provision of information, advice and guidance services in community and school settings; c) Apprenticeships; d) vocational training and allied services for persons over compulsory school age; and e) provide leadership and coordination of the city’s employment support offer.</p>
<p>Executive Member Health, Wellbeing and Adults</p> <p>Cllr Rebecca Charlwood</p>	<p>Director of Adults and Health</p> <p>1) Promotion of well-being; 2) Information, advice and advocacy; 3) Prevention and Recovery; 4) Safeguarding; 5) Assessment and eligibility; 6) Diverse and High Quality Services; 7) Charging and financial assessments; and 8) Public Health.</p>
	<p>Director of Public Health</p> <p>1) Health improvement functions; 2) Health protection functions; 3) Functions relating to the commissioning of public health services; 4) Provision of statutory and mandated functions; 5) Functions of Responsible Authority; and 6) Publication of the annual report on the health of the local population.</p>

Executive Functions

<p>Executive Member for Regeneration, Transport and Planning</p> <p>Cllr Richard Lewis</p>	<p>Chief Executive</p> <p>4) City Region Functions</p>
	<p>Director of Communities and Environment</p> <p>9) Car Parking.</p>
	<p>Director of City Development</p> <p>1) Asset Management; 3) Regeneration; 4) Economic Development; 7) Highways and Transportation; 8) Flood and water management; and 11) Planning Services.</p>
	<p>Chief Planning Officer</p> <p>1) Development Plan functions; 2) Planning Policy and Guidance functions; 3) Neighbourhood Planning functions; and 4) Conservation Area functions.</p>
<p>Executive Member for Communities</p> <p>Cllr Debra Coupar</p>	<p>Director of Resources and Housing</p> <p>11) Landlord Functions (funded by the Housing Revenue Account); and 12) Housing Functions (funded by the General Fund).</p>
	<p>Director of Communities and Environment</p> <p>1) Integrated locality working and its associated citywide support and delivery functions; 3) The council's corporate customer services functions; 4) Library and information service. 5) Community Safety; and 18) Welfare and benefits services.</p>
	<p>Director of City Development</p> <p>1) Asset Management so far as it relates to the use of land and buildings for the provision of front line services; and 8) Functions relating to the Council's register of Assets of Community Value.</p>

SECTION 3D(a): COMMUNITY COMMITTEE EXECUTIVE DELEGATION SCHEME

Well-Being	
Function	
To promote and improve the economic, social and environmental well-being of the Committee's area, including the commissioning of activities for children and young people¹.	<ul style="list-style-type: none"> • To take decisions in relation to commissioning of provision and/or services; • To monitor and evaluate activity relating to the use of the annual capital and revenue allocation to each Committee; • To actively engage and involve children and young people throughout the planning, decision making and evaluation of provision and services to meet their needs and aspirations.

Local Services	
Function	
Community Centres²	<p>In relation to each community centre identified by the Director of Communities and Environment as within the Committee's area, to:</p> <ul style="list-style-type: none"> • oversee controllable revenue budgets, operational arrangements and the use of the centres; • agree and implement a schedule of charges and discounts for directly managed centres; • make asset management and investment proposals to ensure the portfolio is sustainable and meets local needs.
CCTV³	To maintain an overview of the service in the Committee's area and receive regular information about it.

¹ Function also delegated to Director of Communities and Environment

² Function also delegated to Director of Communities and Environment

³ Function also delegated to Director of Communities and Environment

<p>Neighbourhood Management Co-ordination⁴</p>	<p>In relation to the Committee's area:</p> <ul style="list-style-type: none"> • to agree priority neighbourhoods (through the approval of the Community Plan); and • to agree and monitor Neighbourhood Improvement Plans for the Committee's area.
<p>Street cleansing & Environmental Enforcement Services⁵:</p> <ul style="list-style-type: none"> • Litter bin emptying • Litter picking and associated works • Street sweeping and associated works • Leaf clearing • Ancillary street cleansing functions including Graffiti removal, Gully and Ginnel cleansing. • Dog Controls (fouling, straying, dogs on leads, dog exclusions) • Fly tipping enforcement • Enforcement of domestic & commercial waste issues • Litter-related enforcement work • Enforcement on abandoned & nuisance vehicles • Overgrown vegetation • Highways enforcement (placards on streets, A boards, cleanliness) • Graffiti enforcement work • Proactive local environmental promotions. 	<p>To develop and approve annual Service Level Agreements to achieve as a minimum, the service standards set by Executive Board. Via the Service Level Agreement, to determine the principles of deployment of the available resources by:</p> <ul style="list-style-type: none"> • the identification of priorities for service delivery annually (both geographical and in terms of types of services delivered) • the agreement of the most appropriate approaches to be taken to achieve local environmental cleanliness and quality. <p>To be responsible for monitoring and reviewing the delegated activities in relation to the service outcomes specified in the SLA.</p> <p>To be responsible for negotiating amendments to the SLA with service providers to accommodate unforeseen events or patterns of service failure, during the course of the SLA.</p>

⁴ Function also delegated to Director of Communities and Environment

⁵ Function also delegated to Director of Communities and Environment

<p>Parks and Countryside⁶</p>	<p>In relation to the horticultural maintenance of community parks, cemeteries, closed churchyards, recreation grounds, urban woodland, natural areas, maintenance of roundabouts, other floral features and local green space:</p> <ul style="list-style-type: none"> • to be responsible for the prioritisation and allocation of investment funding available for parks and green space; and • to be responsible for labour resource allocation decisions on an annual basis using the parks asset register to calculate requirements and plan alternative management scenarios.
<p>Community Infrastructure Levy Neighbourhood Fund⁷</p>	<p>To make decisions in relation to spending CIL neighbourhood funds in accordance with the neighbourhood fund spending guidance.</p> <p>To work closely with Parish Councils, community groups and infrastructure providers to promote shared infrastructure planning and maximise use of CIL resources.</p>

⁶ Function also delegated to Director of Communities and Environment

⁷ Function also delegated to Director of Communities and Environment

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SECTION 3E: OFFICER DELEGATION SCHEME (EXECUTIVE FUNCTIONS)**INTRODUCTION**

- (a) This officer delegation scheme sets out the executive functions delegated to officers by the Leader under his/her Executive Arrangements¹.
- (b) The fact that a function stands delegated to an officer under these arrangements shall not preclude the Executive Board, from exercising the function directly.
- (c) An officer may consider that a delegated authority should not be exercised and that it should be referred to the Executive Board for determination.
- (d) An appropriate Executive Member may request that an officer refrains from exercising a delegated authority in respect of a particular matter and refer it instead to the Executive Board, for a decision.
- (e) The Executive Board may determine to reserve decisions about particular matters to itself.
- (f) In addition to the delegations set out in this scheme, the Executive Board can arrange for further delegations on specific matters.
- (g) Unless expressly indicated, the fact that a function has been delegated to an officer under this scheme does not require that officer to give the matter his/her personal attention. The officer may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the officer specified under this scheme will remain responsible for any decision taken pursuant to such arrangements.
- (h) Delegations set out in this scheme will be read in conjunction with all provisions of the Council's Constitution, and decisions taken by officers in accordance with this scheme will be taken in accordance with all relevant rules and protocols.
- (i) In taking decisions in relation to executive functions officers will ensure that they:
 - take appropriate advice in relation to legal and financial considerations;
 - make appropriate arrangements for assessing the impact of the decision in relation to equalities; and
 - undertake appropriate consultation

¹ Council functions are delegated by Full Council and are set out in the Officer Delegation Scheme (Council (non-executive) Functions). The executive functions delegated by the Leader should be construed in a broad and inclusive fashion to include the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of those functions. They should not however be understood to include any Council function.

GENERAL DELEGATIONS TO OFFICERS

The Chief Executive, Directors and City Solicitor are authorised² to carry into effect without reference to the Executive Board or to any of its committees, matters of day to day management and administration and, in particular, the following functions:

1) FINANCIAL

- a) To incur expenditure and to generate and collect income in line with Financial Regulations, Contract Procedure Rules and within approved revenue and capital estimates.
- b) In an emergency to incur any immediate and necessary expenditure required. Such expenditure must be reported to the Chief Finance Officer at the first opportunity.

2) PROCUREMENT

- a) To make decisions in relation to commissioning and procurement activity. Such activity should be carried out in accordance with the Contracts Procedure Rules.
- b) To approve all matters relating to operational PFI projects, including (without limitation) variations to project documents and refinancing.
- c) Subject to the approval of the City Solicitor and the Chief Finance Officer, to sign certificates under the Local Government (Contracts) Act 1997 in relation to contracts³.

3) GENERAL

a) Community Right to Challenge⁴

- i) In consultation with the Chief Officer PPPU and Procurement, to make a decision on an expression of interest under community right to challenge.

² Save where the Leader or a relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

³ This function delegated only to:-

- 1) Statutory Chief Officers (Chief Finance Officer, Director of Childrens Services, Director of Adult Social Services and Director of Public Health);
- 2) Non-Statutory Chief Officers (Director of Resources and Housing, Director of Communities and Environment, Director of City Development, and City Solicitor); and
- 3) Deputy Chief Officer (Chief planning Officer)

in accordance with the Local Authority (Contracts) Regulations 1997/2862.

This function is not to be sub-delegated

⁴ See Executive Board 17th October 2012 Minute Number 89

Officer Delegation Scheme (Executive Functions)

b) Data Protection, Human Rights, Surveillance Activities, Freedom of Information

- i) To implement and ensure compliance with:
 - the rules on data protection, human rights, use of powers under RIPA (Regulation of Investigatory Powers Act) and freedom of information⁵;
 - the Council's policies on these matters; and
 - guidance and advice from the SIRO⁶ and from the SRO⁷ on these matters.
- ii) To designate officers with specific responsibilities for these matters.
- iii) To advise the SIRO of any new types of data processed, of new ways of processing personal data and of any new persons or organisations to whom data is given.

c) Media

- i) To issue statements to the press and other news media about their delegated functions within the Council's adopted Budget and Policy Framework⁸.

d) Authorising Officers

- i) To authorise officers possessing such qualifications as may be required by law or in accordance with the Council's policy, to take samples, carry out inspection, enter premises and generally perform the functions of a duly authorised officer of the Council (however described) and to issue any necessary certificates of authority.

e) Corporate Procedures

- i) To take any action remitted to him/her under corporate procedures.⁹

f) Local Choice Functions (see Section 1, Part 3 of the Constitution)

- i) Functions under a local act, unless otherwise specified in Regulation 2 or Schedule 1 of the Local Authorities (Functions and Responsibilities) Regulations 2000.
- ii) To obtain particulars of persons interested in land.

⁵ Contained within the following: Data Protection Act 1998, Human Rights Act 1998, Freedom of Information Act 2000 and the Regulation of Investigatory Powers Act 2000 and subsidiary legislation

⁶ The Council's SIRO (Senior Information Risk Owner) is the Director of Resources and Housing

⁷ The Council's SRO (Senior Responsible Officer) in relation to the use of powers under RIPA, is the City Solicitor

⁸ The Budget and Policy Framework is defined in Article 4 of the Constitution.

⁹ Where, under approved procedures, a function stands remitted to a committee or sub-committee or officer post that has not been re-established, the Chief Executive shall be authorised to determine by whom that function shall be discharged pending the review of such procedures.

Officer Delegation Scheme (Executive Functions)

g) Budget and Policy Framework

- i) To canvas the views of local stakeholders, formulate and publish initial proposals within the budget and policy framework.

4) EMPLOYMENT

a) Miscellaneous Employment Issues

- i) To deal with employment issues in accordance with agreed procedures and the relevant national conditions of service as modified or extended by any local or national agreements.

b) Changes to Staffing Structures

- i) Decisions can be taken in relation to restructures¹⁰ except where the decision:
 - involves changes to existing National or Local Agreements and policies; and/or
 - cannot be achieved within delegated powers in respect of budgets
- ii) Decisions in respect of restructures which involve changes to existing agreements or policies and/or which have budgetary implications as set out in 4(b)(i) above are delegated to the Director of Resources and Housing and are subject to consultation with the City Solicitor and other appropriate parties.

c) Workforce Development

5) WAYS OF WORKING

a) Matching service to need

- i) To understand relevant information in relation to local population and communities and to identify emerging trends;
- ii) To identify and review provision and to ensure it is appropriately matched to current and anticipated level of need;
- iii) To engage with locality management teams to maximise value of local experience and engagement ; and
- iv) To work appropriately with Community Committees to ensure local democratic engagement in needs analysis and service provision

b) Partnerships

- i) To engage in partnerships with organisations in public, private, and voluntary sector;
- ii) To promote and influence partnership working with organisations across the city; and
- iii) To work in partnership beyond the city boundaries to support and participate in regional and sub-regional arrangements

¹⁰ Decisions in relation to restructures are subject to:-

- appropriate professional advice being sought;
- prior consultation with all appropriate parties affected by the decision, including all officially recognised trade unions; and
- appropriate consideration of pay and grading requirements.

Officer Delegation Scheme (Executive Functions)

c) Functions on Behalf of an NHS Body

- i) To carry out functions exercisable on behalf of an NHS body under Section 75 National Health Service Act 2006 in relation to matters within their remit.

d) Provision of Statutory Returns

- i) To provide such statutory returns as are necessary within the Director's remit.

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The Chief Executive is authorised¹ to discharge any function of the Executive not otherwise delegated to a Director including the following functions in relation to ²

1) Functions in relation to elections including:-

- a) The registration of electors;
- b) Elections and referenda in relation to local matters, including:-
 - i) reviews of polling districts, places and stations;
- c) Assisting with and responding to consultation in relation to boundary reviews of all types, including:-
 - i) parliamentary constituency reviews;
 - ii) electoral reviews;
 - iii) principal area boundary reviews;
 - iv) structural reviews; and
- d) Community governance reviews.

2) Civic and ceremonial functions of the Council including:-

- a) Provision of support to the Lord Mayor;
- b) Ceremonial occasions; and
- c) Authorisation of use of Council's Crest.

3) Devolution and local freedoms including:-

- a) Delivery of devolved powers and freedoms, including those received through the city deal and growth deal, in conjunction with the LEP;
- b) Liaison with:-
 - i) West Yorkshire Combined Authority and Leeds City Region bodies;
 - ii) Central government departments; and
 - iii) Core Cities.

4) City Region functions including:-

- a) the Council's interface with Leeds City Region partners, the Local Enterprise Partnership and other city regions.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

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The Director of Resources and Housing is authorised¹ to discharge the following functions²

- 1) Setting, supporting and monitoring the council's financial strategy.**
- 2) Managing effective financial management and controls, including:-**
 - a) collecting council tax and business rates, and collecting other money that is owed to the council;
 - b) administration of pensions; and
 - c) insurance for the council.
- 3) Setting, supporting and monitoring the council's policies and procedures for managing:-**
 - a) budgets;
 - b) human resources (including health and safety);
 - c) information and communications technology;
 - d) information governance;
 - e) procurement and purchasing;
 - f) projects and programmes;
 - g) Joint Strategic Needs Analysis;
 - h) performance and service improvement; and
 - i) risk and business continuity.
- 4) Corporate communications services, including:-**
 - a) the council's communications strategy and policy;
 - b) internal and external communications; and
 - c) press and media relations.
- 5) International Relations**
- 6) The council's corporate planning and policy development services, including coordination of the Best Council Plan**
- 7) The council's city-wide resilience and emergency planning functions**

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

8) Civic Enterprise Leeds services including:-

- a) business support, facilities management, and similar services for the council and its civic and community buildings and office accommodation; and
- b) trading these services to schools and other external partners (including the approval of business cases as and when required for the exercise of trading powers)³.

9) Community Infrastructure Levy spending relating to Strategic Fund.

10) Sustainable Energy and Carbon Reduction including:-

- a) Formulation and implementation of sustainable energy and carbon reduction policies for the city; and
- b) Engagement with communities in relation to climate change.

11) Landlord Functions (funded by the Housing Revenue Account):-

- a) Council Housing Management, including:-
 - i) Tenant involvement;
 - ii) Lettings & rent collection;
 - iii) Repairs & maintenance;
 - iv) Housing Revenue Account investment (to maintain existing and provide new council housing); and
 - v) Housing PFI projects

12) Housing Functions (funded by the General Fund)

- a) Condition and Occupation of Housing, including:-
 - i) Private and voluntary sector rental housing (including enforcement and licensing);
 - ii) Empty property strategy; and
 - iii) Partnerships with Housing Associations and other key stakeholders.

- b) Other Housing Services, including:-
 - i) Housing advice;
 - ii) Homelessness;
 - iii) Gypsies & travellers;
 - iv) Emergency & temporary accommodation;
 - v) Energy efficiency & fuel poverty; and
 - vi) Adaptations.

³Subject to consultation with the appropriate Members.

The Chief Officer (Financial Services) is authorised¹ to discharge the following functions²

- 1) Ensuring effective financial management and controls³, including:-**
- a) Reporting on the robustness of the Council's financial plans;
 - b) managing the Council's borrowing and investment requirements;
 - c) managing and monitoring the Council's revenue budget and capital programme;
 - d) preparation and closure of the Council's financial accounts;
 - e) managing the Council's tax affairs; and
 - f) internal audit.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ The Chief Officer (Financial Services) has responsibility for these arrangements as Section 151 Officer

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The City Solicitor is authorised¹ to discharge the following functions in relation to ²

1) Legal Services including:-

- a) Provision of legal advice and related support services;
- b) Functions relating to the role of Solicitor to the Council including:-
 - i) taking any action intended to give effect to a decision of the Executive (taken under the Leader's executive arrangements);
 - ii) the commencement, defence, withdrawal or settlement of proceedings;
 - iii) the authorisation of Council officers to conduct legal matters in court; and
- c) The issue of appropriate indemnities to Directors in relation to Public Private Partnership / Private Finance Initiative and other major property and infrastructure related projects where a Director:-
 - i) Signs a certificate under the Local Government (Contracts) Act 1997; or
 - ii) Acts as a director to the LEP or LIFTco.

2) Democratic Services including support to elected members in their responsibilities, particularly in respect of:-

- a) The Leader of Council;
- b) Councillors via group support offices;
- c) The full Council meeting;
- d) Executive Board;
- e) Committees appointed by full Council;
- f) Scrutiny of the Executive;
- g) Training and development of councillors; and
- h) Management and oversight of the Members' Allowances Scheme.

3) Supporting the corporate governance of the council, particularly in respect of:-

- a) The requirements of the Members' Code of Conduct;
- b) Compliance with access to information requirements;
- c) Upkeep of the constitution; and
- d) Preparation of the Annual Governance Statement.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

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The Director of Communities and Environment is authorised¹ to discharge the following functions²

1) Integrated locality working and its associated citywide support and delivery functions including:-

- a) Community Committees;
- b) Area Leadership Teams;
- c) Neighbourhood Improvement Boards;
- d) Parish and Town Councils;
- e) Locally devolved functions;
- f) Multiagency working in neighbourhoods;
- g) Cohesion and integration;
- h) Community centres;
- i) Administration of the well-being and youth activity fund budgets³;
- j) Migration;
- k) Volunteering;
- l) Consultation and engagement;
- m) Relationships with the Third Sector;
- n) Commissioning of Third Sector infrastructure; and
- o) Community Infrastructure Levy spending relating to the Neighbourhood Fund⁴.

2) Equalities.

3) The council's corporate customer services functions including:-

- a) The telephone contact centre;
- b) Digital access including the council's website and e-services;
- c) Community hubs covering provision of the Councils:-
 - i) One Stop Centre Services;
 - ii) Community based housing management and advice services;
 - iii) Front line community library services and mobile library services; and
 - iv) Local job-shop provision; and
- d) Interpretation and translation services.

4) Library and Information Service including:-

- a) Development of the library service across the city;
- b) Management of central library including front line staff; and
- c) Library volunteers and 'At Home'.

5) Community Safety including:-

- a) CCTV;

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ This function to be used in the respect of delegations to community committees (as set out in the Community Committee Executive Delegation Scheme) to allow urgent decisions relating to the use of the annual capital and revenue allocation to any such committee, and subject to any conditions stipulated by the Executive or the relevant Community Committee.

⁴ This function to be used in the respect of delegations to community committees (as set out in the Community Committee Executive Delegation Scheme) to allow urgent decisions relating to the use of the CIL Neighbourhood Fund allocated to any such committee, and subject to any conditions stipulated by the Executive or the relevant Community Committee.

Officer Delegation Scheme (Executive Functions)

- b) Reduction of crime and disorder;
- c) Tackling anti-social behaviour; and
- d) Tackling domestic violence.

6) Public Health Protection and Control of Statutory Nuisance including:-

- a) rubbish accumulations and fly-tipping;
- b) domestic, commercial and industrial noise, fumes and odours;
- c) air quality management; and
- d) other forms of pollution harmful to public health.

7) Environmental Health and Consumer Protection including:-

- a) food hygiene and safety;
- b) health and safety at work⁵;
- c) monitoring and control of infectious diseases;
- d) private water supply monitoring; and
- e) animal health and welfare⁶.

8) Streetscene and Environmental Management including:-

- a) street cleaning;
- b) litter bin provision and maintenance;
- c) provision and cleaning of public conveniences;
- d) graffiti removal; and
- e) dog control and dog warden service.

9) Car Parking including:-

- a) Operation and maintenance of on and off street car parking provision;
- b) Decriminalised parking functions including:-
 - i) issuing of parking contravention notices; and
 - ii) camera operated bus lanes;
- c) Provision of commercial and residential parking permits; and
- d) monitoring and enforcement of disabled 'blue badge' parking use.

10)Waste including:-

- a) Development and implementation of a municipal waste policy;
- b) refuse collection; and
- c) waste disposal.

⁵ other than in relation to Leeds City Council staff or activities

⁶ including livestock markets and animal breeding and boarding establishments

11) Cemeteries, crematoria, burial grounds and mortuaries including:-

- a) The authority's role as burial authority;
- b) Provision, management and maintenance of public burial grounds and crematoria;
- c) Provision of burial and cremation services for the public; and
- d) contribution to the regional mortuary service serving West Yorkshire.

12) Parks and countryside including:-

- a) Creation, management and enhancement of green spaces⁷;
- b) Creation, management and enhancement of related visitor attractions and facilities;
- c) Public rights of way;
- d) Woodland and tree management;
- e) Provision of educational events and programmes; and
- f) Grass cutting and grounds maintenance.

13) Countryside management including:-

- a) provision and maintenance of footpaths and bridleways;
- b) management of the public rights of way network including legal recording, enforcement and maintenance activities;
- c) provision and maintenance of landscaping schemes; and
- d) management of designated conservation sites.

14) Ecological Sustainability including:-

- a) The use of parks and green spaces to promote resilience and mitigate the impact of climate change, flooding and extreme weather events; and
- b) Engagement with communities to enhance natural resilience of environment.

15) Registrars functions including:-

- a) Registration of births, deaths, marriages and civil partnerships; and
- b) Provision of civic weddings, civil partnerships and citizenship ceremonies.

16) Licensing functions including:-

- a) Taxi and Private hire licensing functions and related enforcement activities;
- b) The administration and enforcement of licences for entertainment, gambling and the sale of alcohol; and
- c) Miscellaneous licences.

17) Local Land Charges functions including:-

- a) Maintenance of the Local Land Charges Register; and
- b) Responsibility for processing local authority searches.

18) Welfare and benefits services including:-

- a) Welfare rights;
- b) Housing benefit, including recoverability of overpayments, and education benefit services;
- c) Local Council Tax Support and recoverability of excess Council Tax Support payments;

⁷ Including parks & city centre beds, nature reserves & woodlands, playgrounds, allotments

Officer Delegation Scheme (Executive Functions)

- d) Local hardship schemes;
- e) Financial and social inclusion initiatives; and
- f) Commissioning of credit union and Leeds advice consortium services.

19) Council tax processing and billing arrangements including:-

- a) Annual billing;
- b) Discount schemes including single person discounts;
- c) Administration of s13 decisions; and
- d) Empty property charges.

The Director of City Development is authorised¹ to discharge the following functions²

1) Asset Management including:-

- a) strategic management and development of the Council's land and property portfolio;
- b) disposals and acquisitions both freehold and leasehold³;
- c) valuations and appropriations;
- d) architectural and design services; and
- e) any other dealings with land or any interest in land.

2) Functions relating to the Council's register of Assets of Community Value.

3) Regeneration including:-

- a) development of regeneration frameworks;
- b) implementation of plans to promote the regeneration of specific areas; and
- c) management of the Housing Growth Team with specific responsibility for private housing development and the affordable housing programme.

4) Economic Development including:-

- a) business support;
- b) the Council's markets service; and
- c) management of the city centre.

5) Employment and skills including:-

a) Provide leadership and coordination of the post 16 skills and learning system, working with people, schools, colleges, universities, employers, providers of information and guidance with the aims of:

- getting more people into jobs
- increasing labour market productivity
- meeting employer needs, tackling skills shortages and supporting the growth of priority sectors
- supporting people to progress within their careers, particularly from low paid roles to better jobs
- developing, attracting and retaining skilled, creative and entrepreneurial people to help develop a successful economy
- improving transition from education to work, and to support lifelong learning for people to develop and fully participate in civic life and progress their careers and respond to economic change.

b) Provision of information, advice and guidance services in community and school settings

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ To deliver the Council's Capital receipts Programme and support housing growth.

- c) **Apprenticeships** including:-
- working with learning and training providers to develop and deliver provision to meet changing labour market needs
 - supporting the implementation of the corporate apprenticeship provision
- d) **Vocational training and allied services for persons over compulsory school age including:-**
- putting employers at the heart of the system, influencing learning and training providers to ensure provision meets employers' needs; and
 - working with learning and training providers to develop and deliver provision to meet emerging labour market needs
 - the commissioning and delivery of adult (19 plus) learning programme in communities; and
 - working with employers to strengthen their workforce training
- e) **Provide leadership and coordination of the city's employment support offer including:-**
- promotion of partnership working and aligned provision to assist residents to obtain employment
 - working with employers to meet their workforce needs
 - commission and deliver services to support citizens in disadvantaged communities to enter and stay in employment, and
 - working with employers and careers advice and learning providers to support the progression of low paid workers into better jobs, and coordinating work to removing other barriers to progression.
- 6) International and domestic inward investment including:-**
- a) tourism and the visitor economy.
- 7) Highways and Transportation including:-**
- a) the authority's role as a highways authority;
- b) maintenance of highway assets of roads, bridges, retaining walls, street lighting and associated infrastructure;
- c) design and delivery of major and minor highway schemes;
- d) development of the Council's transport policy (including parking policy⁴); and
- e) the making of agreements for the execution of highways works under S278 Highways Act 1980.
- 8) Flood and water management including:-**
- a) Land drainage activities;
- b) The delivery and maintenance of flood alleviation schemes; and
- c) Flood response.

⁴ The Director of City Development's delegations do not cover parking enforcement which falls within the delegations of the Director of Communities and Environment.

9) Culture including:-

- a) museums and galleries; and
- b) arts and events.

10) Sport and Active Lifestyles including:-

- a) leisure centres and community sports facilities⁵.

11) Planning Services including:-

- a) management of the planning service⁶;
- b) building control;
- c) safety at sports grounds;
- d) street naming and numbering;
- e) building conservation and urban design;
- f) contaminated land; and
- g) obtaining of information as to interests in land.

⁵ The Director of City Development's delegations do not cover golf courses and outdoor pitches in parks which falls within the delegations of the Director of Communities and Environment.

⁶ Excluding specific decisions on planning applications, the development of planning policy including the Council's Core Strategy which are delegated to the Chief Planning Officer.

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Officer Delegation Scheme (Executive Functions)

The Chief Planning Officer is authorised¹ to discharge the following functions in relation to ² the authority's role as Local Planning Authority³ including:-

1) Development Plan functions including:-

- a) Preparation, monitoring and review of the Development Plan, (including the Core Strategy, Site Allocation Plan, Aire Valley Leeds Area Action Plan and Natural Resources & Waste Development Plan Document).

2) Planning Policy and Guidance functions including:-

- a) Preparation and review of other planning policy and guidance notes (including Supplementary Planning Documents).

3) Neighbourhood Planning functions.

4) Conservation Area functions including:-

- a) Designation and review of Conservation Area Appraisals and Management Plans.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Chief Officer considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ The Chief Planning Officer's delegations do not cover those functions delegated to the Director of City Development in relation to Planning Services.

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The Director of Children and Families is authorised¹ to discharge the following functions²

1) Safeguarding, Specialist and Targeted Services

- a) Preventative Services including:-**

Taking account of the benefits of prevention and early intervention and the importance of co- operating with other agencies to offer early help to children, young people and families to:-

 - i) Understand local need; and
 - ii) Secure provision of services.

- b) Safeguarding and Child Protection including:-**
 - i) Leading on multiagency arrangements to ensure that resources are coordinated and deployed in safeguarding vulnerable children;
 - ii) Provision of safeguarding training to ensure that staff are equipped to recognise and address child abuse;
 - iii) Acting as corporate parents for looked after children;
 - iv) Provision of placements for looked after children; and
 - v) Implementing planned transition for young people leaving care.

- c) Assessment and Care Management including:-**
 - i) Assessment of children who may have social care needs; and
 - ii) Co-ordination, management and review of care package to meet assessed needs.

- d) Complex Needs including:-**
 - i) Provide and commission services to meet the need of children with complex needs.

- e) Residential and Respite Care including:-**
 - i) Provision and commissioning of residential placements; and
 - ii) Provision and commissioning of respite care.

- f) Support For Carers including:-**
 - i) Provision or commissioning of training, advice and practical help for carers.

- g) Youth Offending Services including:-**
 - i) Provision of education for children in custody; and
 - ii) Safeguarding arrangements for children in custody.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

2) Learning, Skills and Universal Services

a) Early Years Provision including:-

- i) Provision of information, advice and assistance to parents and prospective parents;
- ii) Provision of children's centres;
- iii) Promotion of child care to ensure sufficient good quality child care to support working parents;
- iv) Promotion of high quality early years provision;
- v) Provision of free education for three and four year olds and all disadvantaged two year olds; and
- vi) Support to early years providers meeting requirements of Early Years Foundation Stage statutory framework.

b) Access to education including:-

- i) Promote a diverse supply of strong schools, including:-
 - Encouraging good schools to expand and,
 - Where there is a need for a new school, seeking proposals for an Academy or Free School
- ii) Ensure fair access to all schools for every child, including:-
 - Provision of appropriate information to parents; and
 - Compliance with the statutory School Admissions and School Admissions Appeal Codes;
- iii) Provision of suitable home to school transport arrangements; and
- iv) Make arrangements for children outside mainstream education or missing education.

c) Special Educational Needs including:-

- i) Provide and commission education services to meet the need of children with special educational needs; and
- ii) Funding provision for children with statements of special educational needs.

d) Promotion of educational excellence including:-

- i) Support to maintained schools delivering national curriculum;
- ii) Development of robust school improvement strategies;
- iii) Support of school to school collaboration;
- iv) Improvement of poorly performing schools;
- v) Establishing a schools forum; and
- vi) Maintaining a scheme for financing maintained schools and related provision of information.

e) 14-16 Skills Development

- i) Support the development of a diverse learning offer including University Technical Colleges, Studio Schools, Direct College enrolment and Free Schools;
- ii) Support the development of academic, technical and vocational pathways that contribute to local labour market needs;
- iii) Promote the opportunities available to young people at 14; and
- iv) Promotion of business engagement in schools and colleges through high quality Careers Education, Information, Advice And Guidance.

f) Development of active citizens including:-

- i) Promotion of access to educational and recreational leisure time activities for improvement of well-being and personal and social development of children; and
- ii) Promotion of children's participation in public decision making.

3) Child Poverty including:-

Establish local co-operation arrangements to reduce child poverty, including:-

- a) Preparation and publication of a local child poverty needs assessment; and
- b) Preparation of a local child poverty strategy.

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The Director of Adults and Health is authorised¹ to discharge the following functions² through the commissioning and provision of social services for adults and public health services for the whole population

Services to Support Adults³

1) Promotion of well-being including:-

- a) Integration and personalisation of health and social care services across the city for the benefit and health and well-being of Leeds citizens;
- b) Promotion of the principle of well-being;
- c) Consideration of supplier lead service innovation; and
- d) Development and integration of programmes and campaigns to promote health and well-being.

2) Information, advice and advocacy including:-

- a) Provision of information about available services;
- b) Provision of advice to potential service users; and
- c) Arrangement of independent advocacy to support participation in, or understanding of, the care and support system.

3) Prevention and Recovery:-

To take steps to prevent, reduce or delay the need for care and support for all people including:-

- a) Preventative Services:-
 - i) Provision or arrangement of community and home based services to adults with less intensive needs; and
- b) Re-Ablement Services:-
 - i) Provision or arrangement of early intervention time-limited services to meet the immediate requirements of adults with short-term social care needs.

4) Safeguarding including:-

- a) Co-ordination of multiagency arrangements to ensure that resources are deployed in safeguarding vulnerable adults;
- b) Delivery of safeguarding training; and
- c) To promote and enable identification of and appropriate action for vulnerable adults at risk of abuse or neglect.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ "Adults" includes any vulnerable person over the age of 18; whether vulnerable by reasons of mental health problems, learning disabilities, physical or sensory impairment, because they are older people or because they are carers.

5) Assessment and eligibility

- a) Assessment, support planning and review including:-
 - i) Assessment of adults who appear to need care and support;
 - ii) Identification of outcomes within the care and planning process that will establish the cornerstone of the subsequent support plan;
 - iii) Provision of a Personal Budget for persons with eligible needs;
 - iv) Co-ordination, management and review of care and support arrangements to meet eligible needs;
 - v) Assessment of social care needs of carers; and
 - vi) Arrangement and funding of services to meet the care and support needs of adults who are detained in prison or who are resident in approved premises; and
- b) Self-Directed Care
 - i) Provision of assistance to adults to self-direct their support (including assistance with direct payments, individual service funds and trust funds).

6) Diverse and High Quality Services

To commission or provide⁴ directly care and support services that meet people's needs including:-

- a) Support to live at home:-
 - i) Supported and other accommodation, including extra-care;
 - ii) Assistance to enable access to other accommodation, including extra-care;
 - iii) Equipment and adaptations;
 - iv) Home care and community meals services;
 - v) Day support and care services;
 - vi) Short breaks;
 - vii) Community alarm service and assistive technology;
 - viii) Carers services; and
 - ix) *Shared Lives* service;
- b) Residential and Nursing Care:-
 - i) Residential placements, including specialist provision for people with mental health needs and dementia; and
 - ii) Nursing placements, including specialist provision for people with dementia.
- c) Housing Related Support

7) Charging and financial assessments including:-

- a) To undertake financial assessment; and
- b) Provision of deferred payments.

⁴ Including arrangements to ensure continuity of care in the event of provider failure

Public Health Services for the whole population⁵

8) Public Health

- a) Ensure the council meets its duties to improve public health
- b) Ensure the delivery of public health protections and health improvement responsibilities
- c) Ensure the council plans and responds to emergencies that present a risk to public health
- d) Ensure the council meets other local government public health responsibilities

⁵ Public health services relate to both children and adults

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The Director of Public Health is authorised¹ to discharge the following functions²

1) Health Improvement Functions³ including:-

- a) Ensuring rigorous appreciation of local health need;
- b) Contributing to the Joint Strategic Needs Assessment;
- c) Contributing to the Joint Health and Wellbeing Strategy;
- d) Providing health improvement advice⁴;
- e) Fostering joint commissioning;
- f) Providing day to day management of the Council's ring fenced public health budget; and
- g) Reducing health inequalities.

2) Health Protection Functions including:-

- a) Preparing, monitoring and providing advice in relation to health protection plans;
- b) Ensuring public health emergency resilience;
- c) Providing the lead in responding to public health incidents⁵;
- d) Communicable and infectious disease control;
- e) Vaccination and immunisation programmes; and
- f) oversight of national screening programmes.

3) Functions relating to the Commissioning of Public Health Services including:-

- a) Fostering joint commissioning;
- b) Ensuring providers have robust clinical governance arrangements in place; and
- c) Commissioning services in relation to:-
 - i) Smoking Cessation;
 - ii) Weight Management;
 - iii) Mental Health;
 - iv) Alcohol and Drug Misuse;
 - v) Healthy Child Programme (5-19);
 - vi) Nutrition;
 - vii) Physical Activity;
 - viii) Oral Health; and
 - ix) Accident and Injury Prevention.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ S2B National Health Service Act 2006

⁴ To Members and officers of the Council, the Health and Wellbeing Board and local partners.

⁵ Including environmental hazards

Officer Delegation Scheme (Executive Functions)

4) Provision of Statutory and Mandated Functions including:-

- a) Providing public health advice to NHS commissioners⁶;
- b) Sexual Health Services⁷;
- c) NHS Health Check Assessments⁸;
- d) National Child Measurement Programme⁹;
- e) Health Visiting (0-5)¹⁰
- f) Joint working with the prison service to secure and maintain the health of prisoners¹¹; and
- g) Assessment of risks posed by violent and sexual offenders¹².

5) Functions of Responsible Authority including:-

- a) Responses under the Licensing Act 2003, e.g. making representations about licensing applications.

6) Production and Publication of the annual report on the health of the local population¹³.

⁶ Regulation 7 Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013

⁷ Regulation 6 Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013

⁸ Regulations 4 & 5 Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013

⁹ Regulation 3 Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013

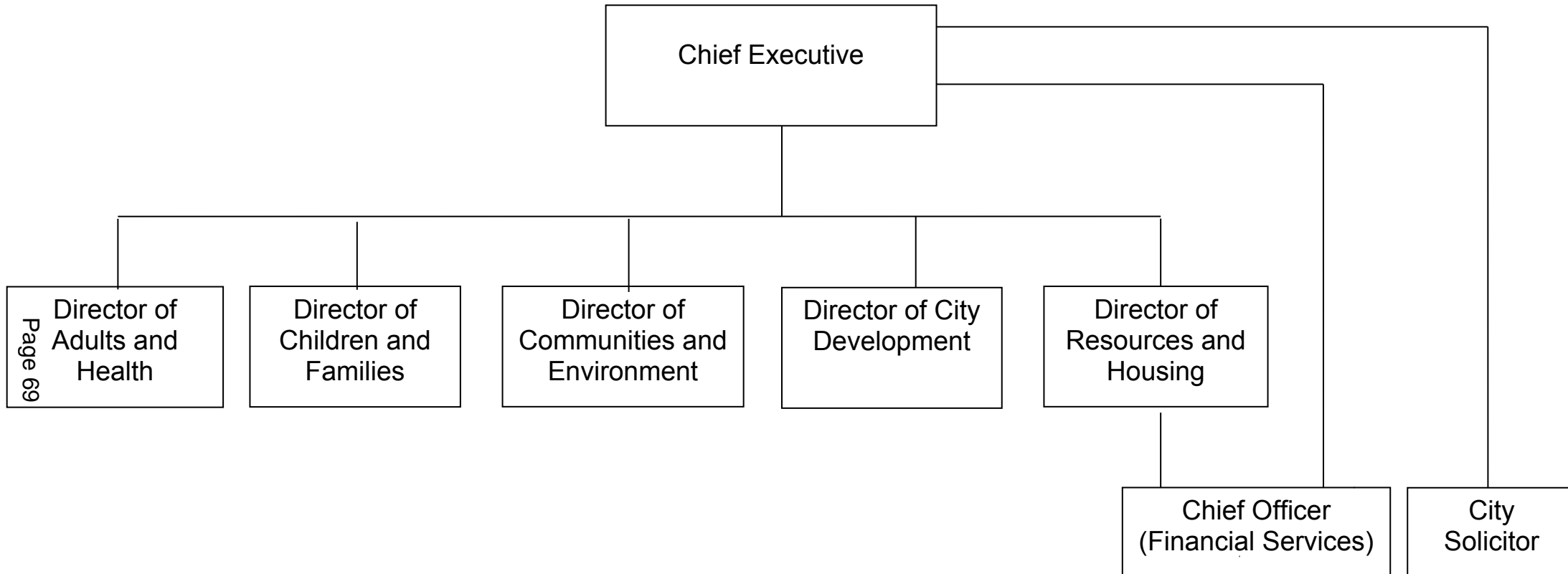
¹⁰ Regulation 5A Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013

¹¹ Section 249 National Health Service Act 2006

¹² Section 325 Criminal Justice Act 2003

¹³ In accordance with The National Health Service Act 2006 section 73B(5) the Director of Public Health must prepare this report (this responsibility is reflected in Article 12) and section 73B(6) the local authority must publish it.

MANAGEMENT STRUCTURE



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- Notes:
- The City Solicitor is the statutory Monitoring Officer
 - The Chief Officer (Financial Services) is located within the Directorate of Resources and Housing and is the statutory Chief Finance Officer / S151 Officer
 - The Director of Adults and Health is the statutory Director of Adult Social Services
 - The Director of Children and Families is the statutory Director of Children's Services
 - The Director of Public Health is located within the Directorate of Adults and Health is the statutory Director of Public Health

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Report author: Coral Main

Tel: 0113 3789232

Report of the Deputy Chief Executive

Report to Council

Date: 22 February 2017

Subject: Best Council Plan 2017/18 Proposals

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. This report seeks the approval of Council to adopt the Best Council Plan 2017/18 at the recommendation of the Executive Board which considered the Plan at its 8th February 2017 meeting. The Plan has been prepared in the context of the initial proposals considered by the Executive Board in December 2016, taking account of local and national developments, such as November's Autumn Statement, policy developments, the latest socio-economic analysis, local and regional partnership plans and the council's budget-setting processes. It has been developed through ongoing engagement with officers and members, including Scrutiny members.
2. The refreshed Best Council Plan maintains the clear, strategic ambition to be the Best City, meaning a strong economy in a compassionate city. It also articulates what the council and its partners are doing to work towards this ambition. Our Best Council ambition remains as an efficient and enterprising organisation. The main focus of the Plan continues to be centred on tackling poverty and reducing inequalities. This overall focus and our Best City/Best Council ambitions underpin the Budget Proposals for 2017/18 being considered today.

Recommendations

Council is asked to adopt the Best Council Plan 2017/18 at Annexe 1 and to note that further development and graphic design work will take place prior to its publication at end March 2017.

1. Purpose of this report

- 1.1 This report presents the Best Council Plan 2017/18 for Council's consideration and approval following the Executive Board's recommendation on 8th February. It provides the strategic framework for the authority's 2017/18 revenue budget and council tax proposals on today's agenda, the financial expression of the council's priorities.

2. Background information

Developing the Best Council Plan

- 2.1 On 14 December 2016 the Executive Board agreed an approach for refreshing the Best Council Plan. The Board approved that the longer-term contextual narrative section of the Best Council Plan – currently dated 2015-20 so due for its next revision for 2021 – should be brought forward to next year ready for 2018/19 rather than waiting another 3 years. This 2018/19 update will reflect the significant and far-reaching issues and uncertainties at national and local level (e.g. Brexit, the economy, welfare changes and local government funding) which will have implications on the council's corporate strategy and policies. It will also incorporate the findings of a planned refresh in 2017 of the 'Commission on the Future of Local Government', building on the previous Leeds-led Commission in 2012 that brought together a range of experts from across different sectors to consider how local government can help the UK meet its big social and economic challenges.

- 2.2 With regard to the annual section of the Best Council Plan that sets out the council's priorities for the year, the Executive Board agreed its refresh should strike a balance between continuity of the council's strategic message with further refinement, with the aim of producing a short document that can be picked up and easily understood. The Board approved the following approach:

2.3 *Continuity*

- No change to our **Best City** vision and ambition, 'Leeds ... A Strong Economy and Compassionate City'. A range of reports¹ have been considered by the Executive Board on the progress being made towards this ambition but also the ongoing challenges: significant inequalities persist in the city, requiring continued and long-term efforts to promote good growth that benefits all our citizens with a focus on those people and areas most at need.
- No change to our **Best Council** vision and ambition: 'Leeds City Council ... An Efficient and Enterprising Organisation'. In order to deliver the Best City vision and ambitions above within the context of a reduced financial envelope, the council must continue to change what it does and how it does it, reducing costs, generating income, considering different service provision models and targeting its resources to where they are most needed and will have the most impact.
- No change to the 8 population **outcomes** (aspirations for everyone in Leeds to, for example, 'be safe and feel safe') agreed for the 2016/17 Best Council Plan. These remain current and aligned with the outcomes agreed across a range of supporting council and partnership plans and strategies.

¹ These include, 'Best Council Plan Annual Performance Report 2015/16' (27/7/16); 'Medium Term Financial Strategy 2017/18 to 2019/20' (21/9/16); 'Citizens@Leeds: Supporting Communities and Tackling Poverty' (21/9/16); 'Growing the Leeds Economy' (16/11/16).

- Best Council Plan continues to be underpinned by the council's **Values**, incorporating any revisions made to them through a planned refresh of the authority's People and Culture Strategy.

2.4 *Refinement*

- Simplifying the 20 'Best City' **priorities** agreed for the 2016/17 Best Council Plan, better incorporating the 'breakthrough projects' (set of cross-cutting projects working with a range of partners to deliver the best outcomes for the city) and making the linkages between the council's vision, ambitions and priorities more explicit than at present.
- Reviewing and updating the 20 'Best City' **key performance indicators** as needed to ensure they remain 'SMART' (specific, measurable, achievable, realistic and time-bound) and relate to the priorities.
- Including priorities and key performance indicators for the '**Best Council**' element of the Best Council Plan - currently missing from the 2016/17 Plan on a Page.

2.5 This approach maintains the clarity of the council's vision and ambitions that have been widely communicated and understood, as recognised by the July 2016 LGA Peer Challenge. In their feedback report the peer review team noted that, 'Staff, councillors and partners talk about it and buy into the aspiration. We found that it flows through the council's plans, aided by succinct and well-written reports and summaries, with good graphics and layouts, including plans on a page ... Data and evidence, combined with good intelligence and analysis have been widely used to shape priorities across the council.'²

3. **Main issues**

Best Council Plan 2017/18

3.1 Through consultation with members and officers, the proposed Best Council Plan 2017/18 has been developed based around 7 priority areas of work:

- Good growth
- Transport and infrastructure
- Low carbon
- Resilient communities
- Health and wellbeing
- Better lives for people with care and support needs³
- Child-friendly city

3.2 These priorities reflect national policy, budget developments and the priorities outlined in a range of supporting partnership and council plans and reports considered by the Executive Board, including the Joint Health & Wellbeing Strategy, Children and Young People's Plan, Leeds Housing Strategy, Better Lives Strategy (update on today's agenda), Citizens@Leeds updates and emerging Leeds Growth, Transport and Culture Strategies.

3.3 Annex 1 sets out the draft Best Council Plan 2017/18 which is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. The annexe includes:

² For the full report, please refer to '*LGA Corporate Peer Challenge: Findings and Initial Response*' considered by the Executive Board 19/10/16.

³ Please also see the report considered by Executive Board 8/2/17, '*Refresh of the Better Lives Strategy*'.

- A foreword from the Council Leader and Chief Executive
 - A high-level Plan on a Page showing how the Best City/Best Council ambitions, outcomes, priorities and council Values interlink.
 - Brief narrative for each of the priority areas
- 3.4 For the priority narratives, each contains a high-level introduction, a section explaining the issues from the lens of tackling poverty and inequalities – the focus of the Best Council Plan – and an outline of what the council and its partners are doing in 2017/18 and beyond in response with specific illustrative examples. They also signpost the reader to where they can find more information on the range of work underway in these areas through supporting strategies and other documents.
- 3.5 Council is asked to note that the Best Council Plan will be further developed in February and March prior to its publication ready for 1st April 2017. The priority narratives at Annexe 1 will be edited to ensure they remain up to date, accurate and in line with ‘Plain English’ to aid broader audience engagement. Additional content will also be produced, including:
- Narrative to explain the council’s ‘Efficient and Enterprising’ priority and its 5 Values. This will reflect a series of conversations currently underway with staff aimed at refreshing the Values (established five years ago) to ensure they remain relevant for the future.
 - A page of infographics presenting key achievements and challenges around the 7 priority areas and our Best City/Best Council ambitions.
 - A set of meaningful and measurable key performance indicators (KPIs) to help monitor and report on progress in delivering the Best Council Plan. A number of the existing KPIs in the 2016/17 Best Council Plan are likely to be rolled forward to maximise continuity and help identify and analyse key trends; others will be revised to ensure they reflect the refreshed Plan and, in particular, its focus on tackling poverty and reducing inequalities. These will feature on the new ‘Plan on a Page’.
- 3.6 Council is also asked to note that the draft Best Council Plan at Annexe 1 is currently in text-only version. The final published version will be more visual, incorporating a strong graphical element in line with the 2016/17 Plan with a range of related facts and statistics to break up the text, and will be widely communicated.

Performance reporting

- 3.7 The Best Council Plan sits at the top of a range of supporting plans and strategies, each with their own KPIs and performance arrangements, including the role of Scrutiny Boards and partnership boards. As a more strategic, cross-cutting document, the Best Council Plan draws on these arrangements and incorporates those KPIs most relevant to the Best Council Plan outcomes and priorities.
- 3.8 The Best Council Plan KPIs are reviewed quarterly with performance scorecards published. This is supplemented by an annual performance report that, each summer, looks back on progress in delivering the previous year’s Best Council Plan. Both the scorecard and annual reports are publicly available on the leeds.gov website and, for staff and elected members, on the council’s intranet site. Operational performance management arrangements are in place at service levels.
- 3.9 These arrangements will continue into 2017/18 with further consideration as to how the strategic focus on delivering better outcomes as articulated in the Best Council Plan is delivered and impacts at more local levels.
- 3.10 Following approval of the 2017/18 Best Council Plan, the 2016/17 Plan will be closed down with an annual performance report this summer provided to the

Executive Board looking back on progress on its delivery. This will reflect the challenges the city and the council continue to face in terms of inequalities and financial and demand pressures – as outlined in Annexe 1 – but also some of the very real successes in 2016/17, such as winning the Municipal Journal’s 2016 award for ‘Local Authority of the Year’ and positive directions of travel in delivering the eight cross-cutting ‘breakthrough projects’.

3.11 Highlights so far in 2016/17 for those projects include:

- *Tackling domestic violence and abuse:* over 4,500 cases have been discussed at the Front Door Safeguarding Hub since it became operational in 2015 with increased referrals from a range of sources. The school notification process has been in place since April 2016 with more than 1,200 notifications completed. Following an Innovation Lab in May 2016 an app has been developed to support victims of domestic violence. A programme of work to support the Domestic Violence Quality Mark is ongoing and in December the first business DVQM was awarded to Mears. The White Ribbon and 16 Days of Action Campaign in November/December used both the council’s Domestic Violence Ambassadors network and a network of partner organisations to achieve a wide-reaching, high-visibility campaign. The target of having 1,000 men cross the city to take a picture pledging to ‘never commit, condone or remain silent about male violence against women in all its forms’ was exceeded by over 25%.
- *Cutting carbon and improving air quality:* around 3,000 customers have joined White Rose Energy since its launch. £1.5m has been secured from the Local Growth Fund to support energy efficiency works in the Holbeck area and £0.3m for heating and insulation works to help people suffering from cold-related illness through the Warm Well Homes Project. A range of funding bids has been submitted to support a range of further initiatives: £1.5m for the taxi and private hire industry to manage the transition to a cleaner fleet; £0.6m for a joint communications campaign across all cities named by Defra as having air quality issues and £4m towards the district heating network.
- *World class events and a vibrant city centre that all can benefit from:* Widespread consultation has been ongoing to inform the development of a new Culture Strategy 2017-30 which will continue into the delivery phase. Work continues on the 2023 Capital of Culture Bid with the 2023 branding adopted by more than 130 organisations when it launched in November. Leeds has successfully hosted a number of events, including the recent Christmas Experience at Lotherton Hall and Magical Lantern Festival at Roundhay Park, and the World Triathlon Series returns this June. Feedback from the Transport Conversation has shaped the proposed Leeds Public Transport Investment Programme; Elland Road park and ride patronage continues to climb. Work on phase one of the Flood Alleviation Scheme is progressing well and options will emerge this spring for phase two. In addition to John Lewis, through the Victoria Gate opening, there are 20 new brands to Leeds in the arcades. Kirkgate Market has seen an increase in footfall following its major renovation. Generally, city centre footfall continues to thrive: up by 12.4% comparing Oct-Dec 2015 to the same period in 2016.
- *More jobs, better jobs:* To help tackle low pay, the council has committed to pay the Living Wage Foundation’s pay rate of £8.25 per hour and our commissioning supply in Home Care is now covered by the Ethical Pay Charter. We continue to include employment and skills obligations on council contracts and development agreements to link those living in the most disadvantaged

wards to new jobs. Funded through the European Structural Investment Fund (ESIF), Reed in Partnership is delivering the Back to Work Programme, targeting support to the long-term unemployed (26 weeks or longer), and specifically people with a physical disability or health condition. Preparations have been accelerated to maximise the use of the £2.6m per annum Apprentice Levy from April 2017, increasing the number of apprentices in the council and targeting opportunities to people in the most deprived parts of the city. On 6 March the First Direct Arena

- *Making Leeds the best place to grow old in:* Leeds has recently developed a formal partnership with the Centre for Ageing Better that is focusing on Community Transport, Volunteering in BME Communities and Falls Prevention. Through the joint council/NHS-led campaign, 'Make it Fallproof' aimed at helping people reduce the risk of falling, more than 2,000 leaflets, DVDs and promotional materials have been distributed to older people, their families and carers. Alongside this, the 3 Clinical Commissioning Groups have funded a council offer of a structured 20-week programme of exercise for people at risk of falls delivered by qualified instructors across the city. Following consultation with older people, the 'Me and My Home Strategy' action plan is being developed, overseen by an Older People's Housing Strategy task group that brings together representatives from the council, Leeds Older People's Forum and Care and Repair England.
- *Strong communities benefitting from a strong city:* the Leeds Migrant Access Project won the prestigious EuroCities 'Participation' Award, acclaimed for its work in empowering migrant communities to support themselves, harnessing their skills, knowledge and commitment. The city was particularly praised for how it has worked with refugees and partners to promote community cohesion. Additional resources were awarded to Leeds to further develop its approach to safeguard those most vulnerable to extremism. Work has been taking place in schools to support the development of critical think skills amongst pupils and build the confidence of staff. A peace and conflict resolution programme has taken place with women's groups and targeted youth work has been delivered to young people. In June 2016, Executive Board approved the Phase 2 development of Community Hubs in a further 12 locations, offering fully-integrated pathways of support. Good progress has been made in ensuring that there is relevant and timely support to help Universal Credit claimants get online and manage their monthly payments after the scheme went live in Leeds in February 2016 for single unemployed people who would otherwise claim Jobseekers Allowance. The council's work with the Leeds City Credit Union is helping to tackle financial hardship by reducing people's reliance on high-cost lenders: in 2016 a new web site with enhanced functionality was launched, along with a new Payday product and expanded 'Your Loan Shop' service. The council's partnership with FareShare (Leeds) has seen an expansion of their emergency food provision at a local level into areas such as breakfast clubs at schools and food aid centres supporting asylum seekers and refugees. A review of the city's locality working arrangements has taken place, which will support the delivery of more joined up and effective working in some of the city's most challenging areas.
- *Housing growth and high standards in all sectors:* On new build council housing, delivery includes the authority's first and flagship Extra Care Scheme at Yeadon. Completed in December 2016, this provides mixed tenure affordable housing, enabling older people to maintain their independence but with access to care and support tailored to their needs. The former Lord Cardigan Public

House site in Bramley and the Squinting Cat public house site in Swarcliffe have been developed, handed over and are now occupied. A further 70 units are currently on site and over 160 units are in the design, feasibility or planning stages. New build through the Little London and Beeston Hill PFI scheme continues, bringing the total number of properties handed over to around 350. The Affordable Housing programme continues to deliver through an effective working relationship with the Homes and Communities Agency and Registered Providers. The grant programme which the council established to utilise Right to Buy receipts is beginning to deliver with the first grant payments to a third sector housing provider to bring long-term empty properties into use. The self-build register has also been established to support this growing sector in the city. (For more information, please see the 'The Housing Growth and High Standards in all Sectors Breakthrough Project' report on today's agenda.)

- *Early intervention and reducing health inequalities:* This breakthrough project is developing a more formal system to deliver healthy living interventions across the city and better co-ordinate the range of stakeholders who have a role to play in improving people's health and well-being. In developing the system and associated services, over 300 stakeholders have been consulted, including Leeds Citizens (current users of healthy living services and future potential service users), referrers to services including GPs and current service providers. Consultation has resulted in the development of a new integrated healthy living service, bringing together 13 contracts into 2. This has already realised budget savings of 10% and will result in a more efficient and streamlined service provision which will provide high quality accessible interventions which are designed around individual client need. The service will have the capacity to support over 12,000 adults and will provide over 1,400 physical activity and healthy eating sessions to support family and young people lead healthier lives. The service will also aim to support users develop their own health and wellbeing goals and action plans which better utilise community assets and therefore focus on sustainable behaviour change. Since its launch in 2013, nearly 75,000 people have registered to take part in Leeds Let's Get Active, supporting people to participate in 30 minutes of moderate intensity physical activity per week. At follow-up, 80% of those originally classed as inactive are now classed as active.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The proposed revisions to the Best Council Plan 2017/18 have been subject to consultation with the Executive Board, Scrutiny, the Corporate Leadership Team and other senior officers. The minutes from the discussion with members on 16th January at the Scrutiny Board (Strategy and Resources) meeting are provided at Annexe 3. Their recommendations have been incorporated into the draft Best Council Plan and will inform the future development of key performance indicators and better understanding of local impacts through performance reporting.
- 4.1.2 The outcomes and priorities are drawn from existing and emerging plans and strategies (themselves subject to stakeholder consultation), including the 2017/18 draft budget which has undergone a consultation process with the public, elected members and council officers.
- 4.1.3 Following approval, staff and member engagement channels will be used to share the Best Council Plan more widely and to finalise the key performance indicators.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 A joint equality impact assessment (EIA) of the proposed 2017/18 Best Council Plan and Budget has been carried out and this is attached at Annexe 2. Additional EIAs have been carried out on key supporting plans, including the Joint Health & Wellbeing Strategy 2016-21, Leeds Housing Strategy 2016-21 and Children and Young People's Plan 2015-19.

4.3 Council policies and best council plan

- 4.3.1 This report presents the annual update of the Best Council Plan for 2017/18 in compliance with the authority's budget and policy framework.
- 4.3.2 Detailed delivery plans and key performance indicators are in place for the range of supporting plans and strategies that sit beneath the Best Council Plan. Accountability for monitoring and managing these falls within existing governance arrangements – for example, with partnership boards and project boards and additional scrutiny via Scrutiny Boards – with escalation processes as required to members and the Corporate Leadership Team already established through monthly Best Council Plan reporting.

4.4 Resources and value for money

- 4.4.1 The Best Council Plan 2017/18 sets out the council's ambition and priorities aligned with the 2017/18 budget and consideration of future funding changes. Implementation of the Best Council Plan will continue to inform, and be informed by, the council's funding envelope and staffing and other resources.

4.5 Legal implications, access to information, and call-in

- 4.5.1 Through the council's budget and policy framework, the Executive Board and Scrutiny have been consulted throughout the development of the Best Council Plan 2017/18 and so this report is not eligible for call-in.
- 4.5.2 There are no specific legal implications and all information within this report is available to the public.

4.6 Risk management

- 4.6.1 Decisions taken as a result of the council's ambitions and priorities as set out in the 2017/18 draft Best Council Plan will be risk assessed as appropriate and included in future reports to the Executive Board.
- 4.6.2 The council's strategic and directorate risk registers will be reviewed in light of the updated Best Council Plan to ensure that the key risks that could impact upon the priorities are appropriately identified, assessed and managed.
- 4.6.3 An assurance report on the authority's strategic risk management arrangements will be presented to the Corporate Governance and Audit Committee this summer to inform the council's Annual Governance Statement.

5 Conclusions

- 5.1 The proposed Best Council Plan for 2017/18 continues the aim set out in the 2016/17 Plan of tackling poverty and reducing inequalities. It articulates this based around 7 priority areas of work with supporting narrative that highlights the role of partners.
- 5.2 This approach recognises the continued challenges that the council and the city are facing: 2017/18 will bring continued reductions in the council's funding and this is

set to continue to 2020; Leeds has a growing and ageing population with increasingly complex needs; some communities are not benefiting from the economic growth the city has experienced and welfare changes could make the inequality gap bigger. Maintaining a clear, strategic vision centred firmly on working together to tackle poverty and inequalities will help respond to these challenges.

6 Recommendations

- 6.1 Council is asked to adopt the Best Council Plan 2017/18 at Annexe 1 and to note that further development and graphic design work will take place prior to its publication at end March 2017.

7 Background documents⁴

- 7.1 None

⁴ 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.

Best Council Plan 2017/18 Foreword

Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist. We want Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all with a council that its residents can be proud of: the best council in the country.

Leeds has recovered well from the recession and is experiencing strong economic growth with potential for even more. We are now the second most attractive ‘core city’ for inward investment, have the fastest rate of private sector jobs growth of any major UK city and Leeds has been recognised as the best city in the UK for quality of life. Major development projects are underway across the city with businesses investing, innovating and creating new jobs.

However, we know that the benefits of Leeds’ economic growth are not reaching everyone.

20% of the Leeds population – almost 155,000 people – is classified as being in ‘absolute poverty’ (2014/15) with a number of our residents in low-wage and insecure jobs. Health and education attainment inequalities persist with particular impacts on those most disadvantaged in society, many of whom live in areas deemed to be some of the most deprived in the country, and welfare changes could worsen the poverty gap.

This Best Council Plan update for 2017/18 therefore maintains our long-term strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate, that allows us to support the most vulnerable. Building on the range of council and partnership strategies in place and in development, the update sets out 7 interconnected priority areas of work that, taken together, will deliver better outcomes for everyone in Leeds:

- Good growth
- Transport and infrastructure
- Low carbon
- Resilient communities
- Health and wellbeing
- Better lives for people with care and support needs
- Child-friendly city

The following pages briefly explain for each of these priority areas what the issues are and some of the things we and our partners across all sectors are doing in response, with a specific emphasis on those actions that contribute to tackling poverty and inequalities. This provides an introduction to some of the fantastic collaborative and innovative work that’s underway in the city with more detail available in the referenced supporting documents. The final section explains more about the council and how, as an organisation with our values at the core of how we work, we need to commission and deliver our own services in ever more efficient and enterprising ways to balance the significant cuts in government funding with increased demands on all public services.

Despite the pressures, we remain confident as a council, a city and a region.

Through strong partnership working and ongoing engagement with communities and residents, we've achieved some real results on our journey to become the best city which you can read more about in our annual performance reports. This led to us winning the Municipal Journal's prestigious 'Local Authority of the Year' award in 2016 and puts us in a great position to make the most of future opportunities, be they through devolution or influencing regional and national policy.

None of this is possible without our skilled and dedicated councillors and staff: the elected members who serve the city and everyone who works for the council, from enabling back-office functions to direct front-line services, plays a vital role in delivering our Best Council Plan. We want to take this opportunity to thank you all for your efforts so far and the hard work that will be needed in 2017/18 and beyond.

[Signature]

Councillor Judith Blake, Council Leader

[Picture of Cllr Blake]

[Signature]

Tom Riordan, Chief Executive

[Picture of Tom Riordan]

Emerging Best Council Plan 2017/18

Tackling poverty and reducing inequalities

Best City

Strong Economy in a Compassionate City

Outcomes

We want everyone in Leeds to...:

Be safe and feel safe

Enjoy happy, healthy, active lives

Live with dignity and stay independent for as long as possible

Do well at all levels of learning and have the skills they need for life

Earn enough to support themselves and their families

Live in good quality, affordable homes within clean and well cared for places

Move around a well-planned city easily

Enjoy greater access to green spaces, leisure and the arts

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Priorities

Good growth

Transport & infrastructure

Resilient communities

Low carbon

Health & wellbeing

Better lives for people with
care & support needs

Child-friendly city

Best Council

Efficient & Enterprising Organisation

Our Values – Underpinning what we do and how we work

Working as a team
for Leeds

Being open, honest
and trusted

Working with
communities

Treating people
fairly

Spending money
wisely

Good Growth

Leeds has recovered well from the recession with new jobs being created, falling unemployment, rising wages and increased tourism and investments in the city. However economic productivity has not increased and there remains significant poverty in Leeds. The council is committed to “good growth”: working with partners to develop a more integrated approach to supporting economic growth and tackling poverty. By creating more and better jobs and by enhancing the ability of all our people to contribute to the economy to their full potential, we can boost economic productivity and competitiveness, reduce the costs of poverty to the economy and the taxpayer and improve outcomes for the people of Leeds. The public sector has a role in promoting trade and investment in the city, backing innovators and entrepreneurs, providing the right conditions for businesses to grow and encouraging them to invest back into their workforce and local communities.

The challenges

Not everyone is benefiting equally from or contributing fully to the city’s economic success. Around 150,000 people – 20% of the Leeds population – live in wards ranked amongst the 10% most deprived nationally. At 9.6%, unemployment in Leeds remains above the national average and this figure rises to more than 20% in some areas, such as Seacroft, Hunslet and Richmond Hill. Around one in eight of all working age adults in the city receive an out-of-work benefit but this figure rises to more than one in five in more deprived areas. Low pay is a significant problem: over 80,000 jobs in Leeds – many of them part-time – pay less than the Real Living Wage of £8.25 an hour and almost 9,500 workers are on zero hour contracts. During 2014/15 in-work poverty was estimated to affect 15,000 households in Leeds and 64% of the 28,000 Leeds children classed as living ‘in poverty’ are estimated to be from working families (2013/14). The educational attainment gap between children from poorer households and other children is particularly wide in the North. Low pay also affects economic productivity: people can become caught in a trap of low pay and low skills, limiting their ability to contribute more to the economy. In 2016, the Northern Powerhouse Independent Economic Review found that the North underperforms the rest of the UK by 25% based on economic output per head. This means that we are working harder to produce the same amount of good and services, the result of which creates a stagnation of wages and living standards.

What we’re doing

The council is currently producing a new Leeds Growth Strategy for the period 2017-20. It will be a plan to support economic growth, identifying sectors and locations for growth, alongside regeneration, housing, skills, transport and infrastructure opportunities. Key themes include tackling unemployment and low pay; regenerating neighbourhoods and centres by creating quality places and spaces (for more on this, please see our *Transport and Infrastructure* Best Council Plan priority); supporting businesses to grow and invest; and supporting and harnessing innovation. This forms part of an integrated approach as set out in the *Resilient Communities* Best Council Plan priority around providing more joined-up and prioritised services and support to vulnerable customers and communities.

- We are putting people at the heart of the Leeds Growth Strategy. As the economy changes rapidly, we must equip people with the skills, resilience and ability to learn and adapt to respond to changes in technology and the labour market, and to take advantage of new opportunities. We are providing leadership and coordination to develop the education and skills system to support economic growth, and to enable people to fulfill their economic potential. This involves putting employers at the centre of the skills system, and working with schools, colleges, universities and training and careers and employment advice providers: for example we have produced and are delivering the Leeds Digital Skills Action Plan.

- Through our ‘More Jobs, Better Jobs’ partnership with the Joseph Rowntree Foundation and our cross-cutting ‘breakthrough project’ of the same name, we are encouraging in-work progression, good practice on issues such as zero-hours contracts, flexible working, and tackling low pay initiatives. The council, alongside a number of other major employers in the city, is taking a lead by paying a ‘Real Living Wage’ at the level accredited by the Living Wage Foundation, higher than government’s national minimum wage, enabling increased earnings in all sectors.
- Through our engagement with developers and through strengthening planning obligations, we are ensuring that local people are given the opportunity to get work and training on major schemes, such as constructing the first direct Arena and Victoria Gate.
- It is important that our schools equip all young people with the ability and mindset to keep their skills up to date and relevant to the needs of the modern economy, and help them access jobs in sectors where there are likely to be vacancies, including growth sectors such as digital. The Manufacturing University Technical College recently opened in the South Bank and will help address skills shortages in the manufacturing sector; there is scope for similar initiatives in relation to the Digital and Creative Industries sector. Improved careers guidance is needed in schools so that young people are well-informed when making decisions about their future education and employment. Stronger business engagement with Leeds schools is also required, particularly those with a high proportion of pupils from deprived areas. We need to continue the success of our Devolved Youth Contract, helping young people move into education or employment.
- An important factor in the economic competitiveness of cities is the proportion of graduates in the workforce and so our Growth Strategy will consider how to develop, attract and retain graduates with the talents and skills to help grow the economy. Universities have a role to play, but bottom-up innovation by firms and entrepreneurs is also required and so we will continue to support the creation of new businesses and the growth of small businesses. Our work to develop a new Innovation District in the city centre, centred around the university campuses, Leeds General Infirmary and the council’s Civic Quarter, has the potential to bring together some of our most creative and innovative institutions, businesses and people to be the catalyst for productive, sustainable and inclusive economic development.
- Continuing to secure investment in the city remains critical for Leeds’ future economic success. The council is working in partnership with the LEP, businesses, universities and the Chamber of Commerce to support business growth through initiatives such as the Leeds City Region Growth Hub, the Ad:venture enterprise programme, the Leeds City Region Business Growth Programme and a Digital Business Support project. We are working closely with the Invest Leeds City Region team to build on our strong recent inward investment performance and strengthening our Key Account Management system for managing our relationships with the private sector.
- The Leeds proposal for European Capital of Culture 2023 highlights our ambition and the bid later in 2017 will seek to involve and to be owned by the whole city. This forms part of our ongoing engagement that began in 2016 to develop a *Leeds Culture Strategy* and underpins our cross-cutting ‘breakthrough project’ *World-class events and a vibrant city centre*. Backed up by the cultural strategy and an events strategy, and involving all of Leeds’ diverse communities, the focus will be on creating a successful and welcoming city centre. This will involve removing traffic and becoming more pedestrian-friendly, providing low cost events to encourage community participation and creating an improved public realm.

The Leeds Growth Strategy will complement similar work in the city region, including the Leeds City Region Enterprise Partnership’s (LEP) Strategy Economic Plan 2016-36 – a plan which aims to unlock the region’s vast economic potential by enabling business and enterprise to thrive - and the work of

the Northern Powerhouse initiative. This is a partnership between central government and the cities and city regions in the north which seeks to increase economic growth in the north of England. Much of its work so far has focused on transport; phase 2 moves this on further to also encompass employment and skills, trade and investment, innovation and enterprise, and housing.

At a national level, Leeds is helping to shape the policy agenda around the concept of inclusive growth by contributing to the RSA's Inclusive Growth Commission: an independent inquiry looking to understand and identify practical ways to make local economies across the UK more economically inclusive and prosperous by enabling the widest range of people to participate fully in, and benefit from, the growth of their local area. The Commission is seeking to influence government's approach to inclusive growth which should align with government's emerging National Industrial Strategy aimed at boosting investment and innovation in the UK and supporting businesses. The strategy has yet to be published but indications are that it will have a place-based approach, prioritising local growth in order to spread wealth across the UK.

In the context of Brexit, it is important that the National Industrial Strategy considers the role of cities such as Leeds: it is essential to maintain their position as magnets for global investment, to boost exports, to mitigate the impact of rising import costs and prices on firms and living standards, and to support key city institutions such as universities and the health service. In response to Brexit we have set out a five point plan for the city to: maintain momentum on major development and infrastructure schemes and economic projects; support businesses and main institutions such as the universities and the NHS, create a more tolerant and united city, secure devolution; and to provide and promote confident, outward looking leadership and image of Leeds as an international city. For Leeds and the wider Leeds City Region, securing greater devolution powers will enhance our ability to support economic growth and tackle deprivation.

For more information, please have a look at the key strategies that contribute to our Good Growth Best Council Plan priority and other supporting documents. These include:

- Leeds Growth Strategy 2017-20 (*in development – due for publication summer 2017*)
- Leeds City Region Strategic Economic Plan 2016-36
- Leeds Culture Strategy (*in development – due for publication spring 2017*)

Transport & infrastructure

Leeds is a growing city: based on the most recent 2011 census, we have a population of around 750,000 that in the 10 years to 2021 is forecast to rise by a further 12% and key economic centres are continuing to expand. Developing a strategic, integrated approach to planning, funding and delivering improved infrastructure for Leeds will help us support this growth. Transport improvements are needed to support economic growth; improving connectivity will bring new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers. In line with being a compassionate city, we need to do this in a way that ensures Leeds is liveable and healthy, as well as prosperous. We need a transport system that's fit for the 21st century, connecting people and places and helping us improve air quality; enough quality, affordable and accessible homes that cater for our growing population, protect the quality of the environment and respect community identity; a digitally connected and enabled city and infrastructure that can cope with extreme weather and unexpected events.

The challenges

The current level of investment in the north is not enough: according to the IPPR, infrastructure spend in Yorkshire and Humberside is £247 per person compared to £1,870 in London. This has impacted Leeds in a number of ways, not least our transport system: we remain the largest city in Western Europe without a modern mass transit network. At the same time, Leeds is the busiest station in the north with 37 million passengers each year. The 2011 census showed 32% of Leeds' households have no car and so rely on public transport but feedback from our Transport Summit and the Transport Conversation we kick-started in 2016 highlight major problems in reliability, accessibility and above-inflation price rises.

Congestion is an issue on busy junctions causing journey time delays and contributing to air quality issues. It is estimated that almost 700 people in Leeds will die this year from illnesses related to air pollution, with an overall cost to the local economy of £480m. Air pollution also disproportionately affects our most disadvantaged residents: all but one of the current and proposed Air Quality Management Areas in Leeds are ranked among the city's 30% most deprived areas.

In Leeds, the average house price is 7 times higher than the average single income (2015) with much of the private rented sector unaffordable to many low income households. A number of private rentals are of poor quality, making them unsafe and unhealthy, and this, combined with the cost, increases demand for social housing: in 2016 we had almost 24,000 applicants on the Leeds Home Register.

What we're doing

- Working with partners across the city and the region, we have a unique opportunity to invest in new transport initiatives to support growth in the city, using £173m government funding originally earmarked for the New Generation Transport (NGT) trolleybus system. With local and private sector contributions the total investment package is worth around £270m. Over 8,000 people told us through our 2016 Transport Conversation that we need to use this investment to be ambitious for the future but also fix the things that need immediate attention and this is informing the development of the Leeds Transport Strategy. An independent advisory panel has been set up to provide advice on the emerging Strategy which we aim to publish later in 2017 following ongoing engagement.
- Shorter-term proposals include transforming the bus network with a more frequent service, more bus stops with real time information and new, cleaner vehicles that provide free wi-fi and contactless payments; developing new and existing rail stations and world class city centre gateways, including the long-term plan for expanding Leeds Station to accommodate HS2, Northern

Powerhouse Rail and local and regional services and supporting development and regeneration, making them more accessible; developing high quality transport hubs across the district for key development and economic hubs such as Leeds Bradford Airport, Thorpe Park and White Rose, connecting people to jobs; and 2,000 additional park and ride spaces. In the longer-term, our ambition remains to have a transport system that can move large numbers of people through the city and city region, be that tram, light rail or tram-train. Both short- and longer-term measures contribute to our low carbon, better air quality aims.

- Last year we launched the Leeds Housing Strategy 2016-21 which set out our ambitions for effectively meeting housing need to make Leeds the best place to live. The Strategy is based on 6 priorities: affordable housing growth; improving housing quality; promoting independent living; creating sustainable communities; improving health through housing and meeting the needs of older residents.
- To help deliver the Strategy, we are working proactively in partnership through our cross-cutting 'breakthrough project', *Housing growth and high standards in all sectors*. We are aiming to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size, type and tenure) and quality, within the overall context of creating vibrant and successful places. With developers and housing associations we are identifying opportunities to promote housing growth - incorporating affordable homes – and convert empty homes back into use to meet a target of 70,000 new homes in Leeds by 2028. We're also underway with the largest programme of council housing development for decades, delivering 1,000 new council homes between 2015 and 2018, including specialist Extra Care housing schemes. These will be built to the new Leeds Standard: better urban design, meeting space standards and using sustainable construction. Through a mixture of self-regulation and enforcement, we're encouraging landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. Alongside our investment in continuous improvement of our existing housing stock, these programmes are helping drive sustainable economic growth employment opportunities in the construction sector and increasing the quality and energy efficiency of homes (please refer to our 'Low Carbon' Best Council Plan priority for more information).
- Our Housing Strategy explains our intervention work too: ensuring no person needs to sleep rough in Leeds, reducing homelessness through prevention initiatives and minimising temporary accommodation. Vulnerable young people, adults and families are helped further through our Housing Related Support Programme, providing support and emergency accommodation. Linked with our Better Lives priority, we are continuing to carry out adaptations to housing to help disabled people live independently and prevent admission to hospital or residential care. Our Accessible Housing Register is making it easier for disabled applicants and housing officers to match properties to people's needs.
- Transport and housing are two vital elements of the city's infrastructure that need to be considered together as part of our wider green and blue infrastructure and public realm improvements. There is a clear and proven link between high quality green space, good design of places and people's health with better designed spaces and neighbourhoods encouraging physical activity, making people feel safe and increasing community cohesion. With this in mind, HS2 is providing Leeds with an opportunity to re-imagine the city centre, accelerating delivering of what is already one of Europe's largest regeneration projects: Leeds South Bank. The waterfront will be completely redeveloped with 4,000 new homes built and 35,000 jobs created. Throughout, we are mindful of mitigating the impacts of climate change and will continue to improve the city's resilience to flooding risk which, as we saw during the Boxing Day floods of 2016, has devastating impacts on businesses and people's lives. We are already delivering the innovative Leeds Flood Alleviation

Scheme phase one, which will increase flood protection to the city centre and Hunslet, and developing the proposals and the case for phase 2 to raise this level of flood protection, and to protect Kirkstall. We are also identifying flood protection measures on the River Wharfe.

For more information, please have a look at the key strategies that contribute to our Transport and Infrastructure Best Council Plan priority and other supporting documents. These include:

- Leeds Core Strategy 2014-28
- Leeds Site Allocations Plan 2012-28
- Leeds Housing Strategy 2016-21
- Leeds Growth Strategy 2017-20 (*in development – due for publication summer 2017*)
- Leeds Interim Transport Strategy (December 2016) – *final Strategy due for publication end 2017*
- Leeds City Region Strategic Economic Plan 2016-36
- Leeds Local Flood Risk Management Strategy (2014)
- West Yorkshire Low Emissions Strategy 2016-21
- West Yorkshire Local Transport Plan 2011-26
- West Yorkshire Combined Authority Transport Strategy (*in development*)

Resilient Communities

Intro

Leeds is one of the fastest growing cities in the UK with people of different ages and from many different backgrounds, cultures and beliefs living and working alongside each other. As a City of Sanctuary, we celebrate this rich diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel like they belong to their local neighbourhood. To achieve this, we need strong local leadership, to increase community conversations to resolve problems and conflict locally, raise aspirations, create better links to social and economic opportunities, and improve the city's resilience to extremist narratives. This will help to increase community engagement and participation and reduce dependency on public services, building more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.

The challenges

Between 2005 and 2015, the population of Leeds grew by 5.3% and now stands at more than 774,000 people. Using data from the 2001 and 2011 censuses, we know that the makeup of our communities has also changed: it is increasingly diverse with residents from over 140 ethnic groups and more than 170 different languages spoken; the number of Leeds residents born outside of the UK has nearly doubled to 86,000; of these, more than half arrived in the last 10 years and nearly one third were aged 15 or younger. While the numbers of asylum seekers and refugees in Leeds are relatively low, race hate and destitution can affect these people's lives. As explained in our six other Best Council Plan priorities, economic and social deprivation remains concentrated in particular localities with welfare changes compounding the situation for many households. Too many Leeds' residents face financial hardship: the latest June 2016 figures estimate that 155,000 people are living in 'absolute poverty' which means their household incomes are below 60% of the national average and the number of residents who have needed assistance with food via a food bank has increased from around 20,000 in 2014/15 to 25,000 in 2015/16. These issues, taken within the wider social, economic and political context, can test relationships between different communities.

What we're doing

Working with communities themselves and with partners particularly in the third sector, we are aiming to build resilience through improving community capacity and leadership, helping communities become more enterprising through citizen led approaches, supporting people to grow more financially resilient and carrying out a range of community safety actions through the Safer Leeds partnership. Much of this is being delivered via the council's cross-cutting 'breakthrough project', *Strong communities benefitting from a strong city*.

- We know that inequality is increasing in some of our most challenged neighbourhoods. This requires us to develop a new and improved approach to align capability and capacity in the city's priority neighbourhood improvement areas – whether that involves people, budgets, investment, work opportunities, housing developments, and inclusive growth. Using a multi-agency, local neighbourhood approach, which includes social cohesion as a determinant for investment, regeneration investment will be based on an assessment of needs, bringing together elected members, communities and partners to set out a clear, ambitious but realistic vision of how areas can develop and change. This new approach promotes local decision-making and cultural change with staff right across the council's

directorates working differently in our neighbourhoods, maximising our collective impact alongside our partners and the local community.

- We also know that whether we have opportunities for regeneration and investment or not, we need to develop innovative ways of working alongside residents, so that citizens all feel that they are able to play a part in the city's success and benefit from it. Community Committees have changed the nature and improved the quality of the dialogue with local communities significantly by focusing on what is important to local people and they will continue to play a key role in engaging with residents to determine and respond to local service priorities.
- We will continue our programme to deliver a network of Community Hubs across the city to deliver integrated pathways of support, increasing these to 18 from the current 10 by the end of 2017/18. The hubs offer a range of council services, including job searching help and advice, and provide a venue for pop-up surgeries from organisations such as the national careers service, Money Buddies and the Leeds City Credit Union (LCCU).
- The council's partnership with the LCU continues to strengthen, reducing the reliance on high cost lenders for its 31,000 Leeds members through the use of lower interest web-based payday loans, an expanded 'Your Loan Shop' service offering affordable loans directly on the high street, and development of rent-to-buy alternative offering household goods at affordable rates.
- Work is underway to improve the support for those affected by problem gambling in response to research commissioned by the council and carried out by Leeds Beckett University into gambling related harm in Leeds. Based on its findings and recommendations, the council is working with local and national partners to develop an action plan to support those at risk.
- A number of government welfare reforms have been introduced since 2013, including the introduction of Universal Credit (which in Leeds is currently limited to single unemployed people who would otherwise claim Jobseekers Allowance), caps on benefits, the social sector size criteria (sometimes known as the 'Bedroom Tax') and changes to child tax credits. Further reforms are planned in 2017 which the council will continue to monitor and respond to by providing advice and welfare-related support. A wider rollout of Universal Credit is not now expected until 2018 at the earliest.
- We have invested in training our customer service officers (CSOs) so that when a caller rings in to the council's contact centre, the CSO is able to identify broader services that may be relevant to the customer: for example, a caller ringing with difficulties paying their rent may also have wider debt problems which the CSO would respond to by signposting related services or bringing in colleagues who could help. We are now planning to develop a digital centre of excellence as a way to handle a vast number of straightforward queries via self-serve, freeing up CSOs' time to support the most vulnerable customers with complex needs and queries.
- A refreshed approach to community cohesion and developing community leadership linked to the National Counter Extremism strategy and recommendations in the Casey Review published in Dec 2016 will be delivered. This will involve closer working with our third sector partners.
- Linked to our cross-cutting breakthrough project, World class events and a vibrant city centre that everyone can benefit from, the council will continue to support community festivals and events that bring people together, such as Leeds Pride, the Leeds West Indian

Carnival (which will celebrate its 50th anniversary in August 2017), Beeston Festival, Morley Arts and Garforth Festival, and many other community level activities, festivals and events.

- We are establishing new signposting and reporting centres to connect with hate crime victims within community-based organisations and places of worship and work has begun to identify joint working opportunities to address racism and religious intolerance impacting upon young people in the city, which they say is their number one concern.
- We will continue to embed the statutory Prevent Duty within service delivery to ensure that the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable to being drawn in to extremism. This forms part of our wider cross-council approach to safeguarding which is based on the principle that all staff have a responsibility to recognise and appropriately address safeguarding issues. Pledges are being developed to help embed this approach.
- Leeds has a long-held commitment to support asylum seekers and refugees. Since 2015, the city has welcomed over 150 Syrian refugees as part of the national resettlement programme and will be welcoming approximately a further 75 over the next 2 years. Leeds has also been at the forefront of welcoming unaccompanied asylum seeking children: we support a growing number (currently around **50 at March 2017 - latest figures TBC before Best Council Plan publication end March**.) They are supported in the same way as looked-after children but there are changes anticipated as part of the implementation of the Immigration Act, which will change how we can support them when they reach 18. Work is now underway to more fully understand, and influence, the implications of the Act with further guidance expected from the government in June 2017.
- Leeds is a place that also supports economic migrants. To build our understanding, evidence is being collected and analysed with our migrant third-sector partners to fully understand the challenges and how these might be addressed. A strategic city-wide approach to migration is being led through the Leeds Strategic Migration Board, aimed at improving understanding on all sides and bringing services together to meet the needs of all migrants and help them fully participate in the city.
- We are addressing inequalities in safety across the city with a particular focus on supporting vulnerable people. We are reconfiguring Safer Schools Officers to respond to risks, threats and harms in areas of most need and developing complementary and timely responses for children and young people entering police custody, to reduce the overall number of arrest and increase voluntary attendance in a safe and secure environment.
- As part of our cross-cutting breakthrough project *Tackling domestic violence and abuse*, in 2017 we will extend the Armley Domestic Violence Case Conference pilot to other localities. This will see professionals from a range of organisations consider what response and support can be offered to victims of repeat incidents. We will also extend the Routine Enquiry pilot, in which GP practices ask women if they are experiencing domestic abuse.

For more information, please have a look at the key strategies that contribute to our Resilient Communities Best Council Plan priority and other supporting documents. These include:

- Safer Leeds Plan (updated annually; 2017/18 update available shortly)
- Leeds City Council Equality Improvement Priorities 2016-20
- Citizens@Leeds – Supporting communities and tackling poverty update (Executive Board September 2016)

Low Carbon

We want Leeds to be a healthy and green city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits through cleaner air and more affordable warmth. Technology will make homes and businesses more energy efficient, deliver more sustainable transport, help us reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena. From the Best Council Plan perspective of reducing inequalities, lowering carbon plays a significant role in reducing fuel poverty.

The challenges

In 2014 11.9% of Leeds households were classed by the Department for Energy and Climate Change as living in fuel poverty, meaning their energy costs are high relative to their incomes. This is above the 10.6% English average. Fuel poverty disproportionately affects vulnerable people: houses are colder than they should be which is particularly damaging to the health of children, older people and those with underlying health conditions, affecting their quality of life and leading to additional pressures on health and social care services. Children's social and educational attainment can suffer as they have nowhere to comfortably do homework or entertain friends. High energy costs put extra strain on households on low or fixed incomes, many of whom are prepayment (or 'pay-as-you-go') energy customers whose tariffs can be some of the most expensive on the market.

What we're doing

We are working in partnership to tackle fuel poverty through our cross-cutting 'breakthrough project', *Cutting carbon and improving air quality*. A number of schemes are in place with more planned to widen access to low cost energy, improve domestic energy efficiency, enable residents to benefit from renewable energy and provide additional targeted support to households at risk of falling into fuel poverty. These aims are set out in the updated Affordable Warmth Strategy 2017-30 adopted by the council in December 2016.

- 2017 will see us aiming to secure funding to begin construction of the first phase of a citywide district heating network to pipe lower cost and lower carbon heat to businesses and residents in dense urban areas. Longer-term, we have a vision to create an interlinked series of district heating networks covering much of the city.
- Subject to investment, over the next two years we will work with public health, local clinical commissioning groups and Leeds community healthcare through the 'Warm Well Homes' initiative to identify residents suffering from cold-related illness (e.g. cardio-vascular, respiratory and mental illness), assess their homes and carry out heating and energy efficiency improvements.
- Following two years of community engagement, advice and enforcement work in Holbeck, - one of the most deprived areas in Leeds with many empty homes and private rentals - in 2017 we will carry out a range of energy efficiency work, including attic room and solid wall insulation.
- In September 2016, White Rose Energy was launched: a partnership between the council and Robin Hood Energy, a not-for-profit energy company. Its aim is to provide low cost energy to all households with pricing that is fair and transparent. In 2017, the ambition is to acquire and retain at least 10,000 new customers from across the region.
- The council is working with Northern Gas Networks (NGN) and the Local Enterprise Partnerships in Leeds and Teesside to make the case to government to support 'Leeds City Gate H21': a proposal to convert the existing natural gas network in Leeds to 100% hydrogen which produces zero CO2 emissions at the point of use and improves air quality.

Becoming a low-carbon city requires a significant level of partnership working alongside lobbying efforts to influence national action and so to provide a forum for doing this, a cross-sector Leeds Committee on Climate Change is being established. The Committee will provide independent advice on the most effective steps needed to meet the city's carbon reduction targets: an interim 2030 target of a 60%

reduction in the city's carbon emissions with the ultimate objective of Leeds having zero carbon emissions and running on green energy by 2050.

The council will do its part by reducing its own energy and carbon footprint: between 2008/09 and 2014/15 we cut carbon emissions by 20% across our buildings and operations – including fleet, street lighting and waste management – through a combination of investment, training and reviewing our processes and contracts. This work will continue, supporting this Low Carbon priority and our ambition of becoming a more efficient and enterprising organisation.

For more information, please have a look at the key strategies that contribute to our Low Carbon Best Council Plan priority and other supporting documents. These include:

- Leeds Climate Change Strategy: Making the change 2012-15
- Leeds Affordable Warmth Strategy 2017-30
- West Yorkshire Low Emissions Strategy 2016-21
- Leeds Interim Transport Strategy (December 2016)
- Leeds City Council Energy Policy (2015)
- Leeds City Council Sustainable Energy and Action Plan (December 2015)

Health & wellbeing

The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. By supporting healthy lifestyles, working with communities and targeting support in deprived areas we can reduce avoidable deaths, reduce avoidable illness and increase health and wellbeing. Through this work we will improve public knowledge about healthy living and encourage families to be active and take control of their own health and wellbeing. Improving health and wellbeing across Leeds needs to be everyone's business so we must work with people on what matters to them and at the same time reimagine the way services and communities intervene and work together.

The challenges

There are significant health and wellbeing inequalities across Leeds, with over a ten year difference in life expectancy between the most and least deprived wards. Cardiovascular disease, cancer and respiratory disease continue to be major causes of avoidable death with the largest contribution to avoidable death (40%) being unhealthy lifestyles through smoking, low levels of physical activity, poor nutrition, obesity, poor sexual health and drug and alcohol misuse. People living in deprived areas typically have more years of long-term ill health, higher levels of poor mental health and wellbeing and mental illness, and across Leeds around one in five children say they often feel stressed or anxious. Half of all children in Leeds are not achieving the levels of physical activity needed to benefit their health, whilst a third of children in the city are overweight or obese. A third of 5 year-olds in Leeds have dental decay and nearly half of 12 year olds. While the overall mortality rate for communicable diseases (including influenza) is below that of England as a whole, infections continue to cause significant ill health across the city. There are higher levels of sexually transmitted infections diagnosed in Leeds compared to the rest of the country, particularly affecting 15-24 year olds.

For those that need care, this is often organised around single illnesses rather than looking at all of an individual's needs, their social and economic conditions. For example, people living in good quality affordable homes, achieving in education and working in good jobs massively impact on their overall health and wellbeing. These aspects are considered in particular through our Best Council Plan priorities on *Good growth, Transport and infrastructure, Resilient communities and Child-friendly city*.

What we're doing

Health and care services in Leeds are entering a period of change, improvement and integration aimed at making care services more person-centred, integrated and preventative, whilst also responding to the financial challenges across the whole system. To take this forwards, the Leeds Health & Care Plan (LHCP) is being developed by NHS partners and the council with four themes: Prevention; Self-Management and Proactive Care; Optimising the use of secondary Care Resources and Facilities; Urgent Care / Rapid Response in times of Crisis.

Many changes will be led by NHS organisations, such as developing an accountable care system to provide integrated care around people and communities needs and the Mental Health Framework 2014-17. Other changes will see the council play a leading role, working with partners through our cross-cutting breakthrough project, *'Early Intervention and Reducing Health Inequalities'*.

- We are re-tendering the Leeds Integrated Healthy Living System (LIHLS) and Locality Community Health Development and Improvement (LCHDI) contracts. From October 2017 the new services will deliver support to people engaging in multiple unhealthy lifestyles; respond to barriers including those broader factors influencing health; and support people to change behaviour.
- We will launch the re-tendered Locality Community Health development services to build community capacity, increase social capital and strengthen individual and community resilience.

- We will review the NHS Healthcheck programme to ensure it is focused on and accessible to those most at need and will re-commission services that increase the update of cancer screening programmes with targeted communities.
- We will continue to implement our Mental Health Leeds programme to improve mental health and wellbeing, working with communities with the greatest need across the city. We are also currently reviewing and will deliver an updated Leeds Suicide Prevention Plan 2017-20, based on the recommendations of the Leeds Suicide Audit carried out in 2016. The audit is considered to be the 'gold standard' of best practice and is recommended by Public Health England as a model for other areas to learn from. Its detailed findings inform how interventions and effective prevention can be better targeted.
- We are investing in a long-term vision to secure a network of high quality, affordable, accessible and financially sustainable leisure and wellbeing centres to support the health and wellbeing of those in most need, providing access to places where people can be active and accrue the benefits of cardiac fitness. We are also developing a Physical Activity action plan and seeking external funding. A project group has been set up that includes external partners alongside our own Sports and Active Lifestyles, Active Schools, Planning, Highways and Transport (Active Travel), Parks and Countryside, Older People, and Public Health experts. Linked to this, we are leading the development of a Food Charter with a range of partners to set a clear vision for food and nutrition in the city.
- Improving the health and wellbeing of children is one of the key elements supporting our *Child-friendly city* Best Council Plan priority. We will continue to implement the Leeds Child Healthy Weight Plan with actions for 2017/18 including: increasing the availability for HENRY (Health Exercise and Nutrition in the Really Young) Group and one-to-one support for parents in the early years; HAPPY – a new intervention to tackle maternal obesity; and the Healthy Start in Childcare initiative. Helping to give every child the best start in life, we will progress the Leeds Infant Feeding Plan, 'Food for Life' by further embedding the council's Breast Feeding policy and expanding the Breast Feeding Peer Support Programme. We will also seek to achieve Unicef UK Baby Friendly re-accreditation of the Leeds Health Visiting Service and work with Children's Centres to gain Stage 1 accreditation. Accreditation is based on a set of interlinking evidence-based standards for maternity health visiting, neonatal and children's centres services which are designed to provide parents with the best possible care to build close and loving relationships with their baby and to feed their baby in ways that will support their optimum health and development. (Please also refer to the *Child-friendly city* Best Council Plan priority for more information on the Leeds Best Start Plan.)
- To support improvements to older people's health and wellbeing, we are developing a healthy ageing programme as part of the cross-cutting breakthrough project 'Making Leeds the best city to grow old in' with a focus on physical activity, malnutrition, and falls prevention.
- We are working with the Leeds CCG's as a pilot for the National Diabetes Prevention Programme that, by 2019/20, will support more than 2,800 people who have been identified to be at risk of developing diabetes.
- Having developed a local pandemic influenza plan, we will establish an outbreak control plan to ensure Leeds is prepared, resilient and responsive to emergency incidents and outbreaks. We are also leading on programmes to tackle antimicrobial resistance across Leeds.
- In support of our *Low carbon* Best Council Plan priority, we are leading public health programmes to reduce the impact for vulnerable people of severe temperatures and to reduce the health impacts of poor air quality.
- We are developing community-based syphilis testing within most at risk populations via Yorkshire Mesmac and the Integrated Sexual Health Service and leading on Phase 2 of the Elton John AIDS

Foundation funded pilot which offers new patients screening for HIV, Hepatitis B and Hepatitis C within targeted GP practices.

Much will depend on changing the relationship between the public, workforce and services, so we work 'with' and not 'doing to', and ensuring the system is financially sustainable in the face of rising cost pressures across health and social care. We need to encourage greater resilience in communities so that more people are supported to do more themselves, to improve and maintain their health and also reduce the demands on public services.

For more information, please have a look at the key strategies that contribute to our Health and Wellbeing Best Council Plan priority and other supporting documents. These include:

- Leeds Health and Wellbeing Strategy 2016-21
- Leeds Health & Care Plan (*available later 2017*)
- Leeds Child Healthy Weight Plan 2016-21
- Director of Public Health Annual Reports
- Leeds Maternity Strategy 2015-20
- Leeds Drug & Alcohol Strategy and Action Plan 2016-18
- Tobacco Action Plan (*available later 2017*)
- Leeds Suicide Prevention Plan 2017-20 (*available later 2017*)
- Leeds Strategy for Sport and Active Lifestyles 2013-18
- Making Leeds the Best City to Grow Old in Annual Report (Executive Board February 2017)

Better lives for people with care and support needs

Helping people to be independent, live in dignity and enjoy happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Through this, one of our priorities is to ensure people with care needs are given the right care at the right time. Where people are able to be independent, we will help them get the right support and access to services that enable them to be so for as long as possible through.

The challenges

We face the twin challenges of a growing and ageing population with more complex long-term health conditions and huge financial pressures. Concurrent with this increase is the level of intensity of support required to meet the increasing complexity of needs. The 2011 census identified almost 70,000 pensioner households in Leeds, of which over half were older people living alone. Over the next 20 years the number of residents aged 65-85 is projected to increase by a third and the number of residents aged over 85 is projected to double. The adult population of Leeds with dementia is predicted to rise by 50% from just over 8,000 in 2014 to 12,000 by 2030 and over the last four years there has been an increase in the city's learning disabilities population of about 5%; it now stands at more the 3,000 people. This growth is particularly focussed amongst younger people with the most profound needs for care. Population trends suggest the working age population supported by the council with moderate or severe learning disabilities will increase by around 7.5% between 2014 and 2020.

Additionally there are rising public expectations about the opportunities and quality of life of people who use care and support services. This has led to a national drive to improve the quality and level of people's choice and control of their social care and support services and an increasing focus on the integration of health and social care services.

What we're doing

The council's commitment to supporting the most vulnerable has seen it prioritise resources for people with care and support needs. However, the increasing financial pressures on local government and reductions in overall public spending have added to the challenges faced in ensuring high quality social care and support is available in Leeds for those who need it. We are facing these challenges together as a city, working collaboratively to transform how we support people's health and social care needs.

Our strategy is to work together with people with care and support needs and their families to determine an outcome that draws on their strengths and assets to help them stay well and independent for as long as possible. It promotes the opportunity for individuals to be co-producers of services and support rather than solely consumers of those services, thereby restoring their dignity as equal and independent citizens of Leeds.

Key elements of the strategy include: helping people with care and support needs to make the changes to live the way they want to; improving short-term help for older people leaving hospital; increasing the range of high quality care and support services; bringing communities together to support those who are isolated or with care and support needs; improving the help available to friends and family supporting people with social care needs; ensuring people with care and support needs are safe; helping people with physical or mental health conditions to learn/re-learn skills for independent living. The strategy can be broken down into three areas: better connections, better living and better conversations.

Better Lives through Better Connections

We are working with communities and partners to improve local support for people with care and support needs and continue to use citizen-driven technology to reduce isolation and promote independence. We

are linking with the universities to promote social care research and innovation and with the private sector to support corporate social responsibility. In 2017 this will include:

- Building on local partnerships with third sector providers;
- Developing integrated Health & Social Care approaches to commissioning services for people with long-term conditions and care and support needs; and
- Delivering asset-based community development approaches which will build capacity within communities to offer support to people with care and support needs.

Better Lives through Better Living

We are continuing our work to improve the access of people with care and support needs to a range of housing options and enabling more people to purchase their social care directly either individually or collectively with others in a similar situation. We are also further developing our services targeted towards helping people to recover their independence following an accident or illness and will up our game on supporting and sustaining the quality of services which support people to remain at home safely. During 2017:

- Leeds will reduce the number of working age adults in residential care by further developing community housing & support alternatives, including Extra Care Housing options;
- Continue to provide specialist residential dementia care and incentivise providers to increase the amount of specialist nursing care available in Leeds; and
- Through the emerging Transport Strategy, develop a range of affordable and accessible transport to make getting into and around the city easier.

More broadly the council is working in partnership through its cross-cutting 'breakthrough project', *Making Leeds the best place to grow old in*. The project is considering transport and housing for older people; how to ensure they feel, and are, safe; and involving older people in education, culture, employment, training and volunteering.

Better Lives through Better Conversations

We want to people to have new and different conversations about a person's social care and support needs. These will focus on an individual's aspiration, independence and capacity; early intervention; swift responses in a crisis and continued investment in effective, local community services that can be directly accessed by citizens. During 2017 Leeds will implement a major programme of revision to its business process to introduce strengths-based social work processes across the city and simplify access to care and support through direct payments and individual service funds.

For more information, please have a look at the key strategies that contribute to our Better Lives for People with Care and Support Needs Best Council Plan priority and other supporting documents. These include:

- Leeds Better Lives Strategy (*updated version in development – available summer 2017*)
- Leeds Joint Strategic Needs Assessment 2015
- Leeds Local Account 2016/17
- Leeds Joint Health and Wellbeing Strategy 2016-21
- Leeds Health & Care Plan (*available later 2017*)
- Leeds Housing Strategy 2016-21
- Leeds Interim Transport Strategy (December 2016) – *final Strategy due for publication end 2017*
- Leeds Affordable Warmth Strategy 2017-30

Child-Friendly City

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in families; children and young people have greater voice in influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe and working collectively to ensure that families get the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to at the earliest possible opportunity.

The challenges

Leeds has a growing child population, with that growth being greatest in the poorer and more diverse parts of the city. 26,400 (18.1%) of children under the age of 16 across the city are estimated to be living in poverty compared to an average of 14.7% in England (2014/15 figures). Regionally, the educational progress and achievement of children and young people who could be classed as disadvantaged or vulnerable learners is below national, with Yorkshire and Humber being the second lowest English region for free school meal (FSM) GCSE attainment (2015). Against the Core City local authority areas for the same measure, Leeds' FSM-entitled pupils' results were second lowest. 2016 saw significant change in how children's learning is assessed and measured but regardless of the changes, strategies to improve the achievement of children from disadvantaged backgrounds must remain a priority; the educational and social attainment gap between these children and their non-disadvantaged peers remains too wide. Research tells us that education is the key to building resilient adults and improving adult outcomes with poor attainment at school having a stark impact on adult outcomes, including employability, earning potential, long-term health in later life and life expectancy.

What we're doing

We have described in our 6 other Best Council Plan priorities the work we are doing to improve the homes and places in which children live and play and better their overall health and wellbeing. Our child-friendly city aspiration features in all 8 of our cross-cutting 'breakthrough projects' with specific actions resulting. The purpose of all these activities is to help all children and young people achieve their full potential. Some young people are statistically more likely to have relatively poor outcomes: for example, those with learning difficulties and disabilities; those from some ethnic minority backgrounds; those with English as an additional language; poor school attenders and those involved in the social care system, as well as those living in more deprived backgrounds. The next stage of our child-friendly city ambition is a collective approach to ensure that children and young people are engaged in learning and achieving, with a focus on improving outcomes for children from disadvantaged backgrounds through the three 'As': their 'attendance' at school, their ability to 'achieve' well socially and their academic 'attainment'. We will consult and continue to work with our partners to ensure that our collective will is focused on supporting all children and young people to reach their potential.

- Our strategy is based on a multi-agency and partnership approach at city and locality level through 'cluster' arrangements: Leeds' 23 clusters are local partnerships centred on schools and children's centres at the heart of communities. They include the children's social work service, governors, police, youth provision, the Youth Offending Service, housing services, third sector, health and local elected members. We will strengthen these arrangements through the introduction of Restorative Early Support Teams (REST) to provide a local, co-ordinated response to children and families who

- require intensive support. Supported by our Partners in Practice funding, initially these will be based in six clusters in the areas of most need before expanding further.
- The strategy is articulated through our Children and Young People’s Plan (CYPP) which has three obsessions: to reduce the need for children to enter care, improve school attendance and reduce the number of young people classed as ‘NEET’ (not in education, employment or training). We continue to follow this strategy. Our ‘A Life Ready for Learning’ programme is centred on readiness to learn at all ages.
 - Complementing the CYPP is the Leeds Best Start Plan which describes a long-term broad preventative programme from conception to age 2 years aimed at ensuring a good start for every baby, with early identification and targeted support for vulnerable families early in the life of the child. Research shows that the common factors associated with these families are: parental use of drugs and alcohol; domestic violence; maternal depression; maternal learning disabilities; and a parental history of having been in care. Just over a quarter of children coming in to care in Leeds are aged below 1 year old. In 2017/18, through the Leeds Best Start Plan, we will introduce the Baby Buddy app, a comprehensive resource for parents of under 2s; carry out Happy Baby intergenerational work which aims to raise awareness to older people about how we raise happy, healthy children; and implement the recent Health Needs Assessment of Maternal and child Nutrition, supporting our *Health and Wellbeing* Best Council Plan priority. (Please also refer to that priority for more information on the work we are doing to improve children’s health and wellbeing.)
 - Supporting the social, emotional and mental health (SEMH) of our children and young people is a shared priority. Our SEMH strategy has been developed in partnership with the NHS and we are the only local authority to have developed a joint strategy in this way. A range of specialist learning provision, underpinned by a £45 million investment, will be operational by September 2018, ensuring world-class provision, when needed, for pupils with SEMH needs.
 - The council has a statutory duty to ensure every child in Leeds has a school place. Our growing child population is currently moving through the primary phase and so planning for additional secondary places is underway. Between 2016 and 2023 the equivalent of 8 new high schools – over 1,400 additional year 7 places – will need to be created to manage projected demand.
 - Leeds was subject to an Ofsted and CQC (Care Quality Commission) ‘local area SEND inspection’ in December 2016, assessing our arrangements for children with special educational needs and disabilities. The outcome has not yet been published, but we will respond to the inspectors’ findings, continue to work on our areas of strength, and ensure that any areas of focus are addressed for these children and young people. **[This para to be updated before BCP publication end March if SEND outcome published by then.]**
 - Leeds is rated as ‘good’ by Ofsted for safeguarding; as a result, Leeds is a Department for Education (DfE) ‘partner in practice’. We have used this position to share our experiences and expertise with other local authorities across the country. We were successful in bidding in 2015 to the DfE’s Innovation Fund, with the resulting funds invested in expanding our family group conferencing approach working, where appropriate, with families to agree the best outcomes for them and the children. We have submitted a further bid to the DfE to support and accelerate our existing, successful strategy for child welfare in Leeds. This will support family group conferencing, the cluster REST model and Leeds as a centre for practice excellence. **[This para to be updated before BCP publication end March as needed.]**
 - While the number of children in Leeds who are looked after by the state is at its lowest for more than 10 years, further work is needed to safely reduce this number further and to reduce the need for expensive, external placement providers. The services that we provide will continue to focus on ensuring that children, young people and their families get the help and support they need.

- The Yorkshire and Humber regional adoption agency successfully submitted a bid to the government to set up a regional approach to adoption, with three sub-regional adoption agencies. Leeds City Council is acting as the lead agency for the west sub-region. The new agency will ensure that more children and young people are able to experience a safe and secure family life. These arrangements will also help respond to the financial pressures.

For more information, please have a look at the key strategies that contribute to our Child-friendly city Best Council Plan priority and other supporting documents. These include:

- Leeds Children and Young People's Plan 2015-19
- Leeds Best Start Plan 2015-19
- Future in Mind: Leeds 2016-20 (A strategy to improve the social, emotional, mental health and wellbeing of children and young people aged 0-25 years)
- Leeds Joint Strategic Needs Assessment 2015
- Leeds Joint Health and Wellbeing Strategy 2016-21

Equality Impact Assessment – Best Council Plan and Budget 2017/18

Introduction

This paper outlines the equality analysis and strategic equality assessment of the proposed Best Council Plan, Budget and Council Tax for 2017/2018 (as detailed in Executive Board reports 8th February 2017). The lead person for this equality impact assessment was Alan Gay, Deputy Chief Executive. Members of the Assessment Team were:

Neil Warren	Head of Finance
Coral Main	Head of Business Planning & Risk
Lelir Yeung	Head of Equality
Graham Sephton	Head of HR
Pauline Ellis	Senior Policy & Performance Officer
Tim Rollett	Senior Risk Management Officer
Matt Lund	Senior Policy & Performance Officer

Overview

The Best Council Plan is the council's strategic plan: it explains the environment in which the council operates and its strategic priorities, sitting at the top of a range of council and partnership plans. Aligned with the budget, it is updated annually.

The Best Council Plan 2017/18 has been developed in the context of the approach agreed by the Executive Board in December 2016: it maintains a strong focus on tackling poverty and inequalities through building a strong economy and being a compassionate city, the council supporting this by being an efficient and enterprising organisation. The seven priority areas of work set out in the Best Council Plan 2017/18 have been developed through ongoing consultation and engagement with members and officers and take into account local and national developments (such as November's Autumn Statement and policy changes), the latest socio-economic analysis, local and regional partnership plans and the council's budget-setting processes.

The 2017/18 budget supports delivery of the Best Council Plan 2017/18. This provides the strategic framework for the council's allocation of resources and how it responds to financial pressures to help deliver better outcomes for the people of Leeds.

The financial climate for local government continues to present significant risks to the council's priorities and ambitions. The council continues to make every effort possible to protect the front line delivery of services, and whilst we have been able to balance the budget each year since 2010, have continued to deliver a broad range of services despite declining income, and have avoided large scale compulsory redundancies, it is clear that the position is becoming more difficult to manage and it will be increasingly difficult over the coming years to maintain current levels of service provision without significant changes in the way the council operates. Resource implications will impact on all communities but those who have been identified at being at the greatest potential risk of negative impact include:

- Disabled people – including all impairment groups;
- Black and Minority Ethnic (BME) communities;

- Women;
- Older and younger people; and
- Low socio-economic groups (within this group, there is over-representation by disabled people and BME communities).

The 2017/18 budget has been prepared in the context of the council's Initial Budget Proposals which were agreed by the Executive Board in December 2016 and also the provisional local government finance settlement in accordance with the council's budget and policy framework. As agreed by Executive Board, the Initial Budget Proposals have been submitted to Scrutiny for review and consideration, and have also been used as the basis for wider consultation

Scope

The Equality Act 2010 requires public bodies to give 'due regard' to equality. The council is committed to ending unlawful discrimination, harassment and victimisation and to advancing equal opportunities and fostering good relations.

In order to achieve this we need to ensure that equality and diversity are given proper consideration when we develop policies and make decisions. The council has an agreed process in place to do this through the use of equality impact assessments.

Best Council Plan

The Best Council Plan 2017/18 is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. It includes a foreword from the Leader and Chief Executive, a 'plan on a page' and narrative for seven priority areas of work, each explaining the challenges from the lens of tackling poverty and inequality and what the council, often in partnership, is doing in response. It references the eight cross-cutting 'breakthrough projects'. In development at the time of writing is a set of key performance indicators that will be monitored and reported on to help measure progress in delivering the Best Council Plan priorities and, over time, to help assess whether any difference is being made towards the outcomes.

The council is committed to responding to the challenges of inequality in Leeds within the pressures of the financial context in which we are now operating. The Best Council ambition of being an efficient and enterprising organisation addresses this in two key ways:

- Firstly, by 'getting the basics right': the council needs to continue to deliver and commission good quality public services with our five values at the core of how we work; keep to budgets and deadlines; maintain assets effectively; and streamline internal processes and systems. Staff need to be engaged and motivated to do their best through a mixture of support and empowerment. We need to continue our drive for efficiencies that has helped Leeds manage the significant reduction in government funding at a time of increasing demand-led cost pressures.
- However, efficiencies alone will not be enough to bridge the potential funding gaps between now and 2020 identified in our Medium-Term Financial Strategy and the proposed Budget for 2017/18. The council therefore needs to work differently, to keep evolving and innovating in terms of what it does and how it does it, exploring different service models and greater integration with other

organisations and skilling up staff to grow their commercial and business acumen.

Budget

The council has so far responded successfully to the funding challenges since 2010 by reducing a number of areas of expenditure, most significantly on employees and through better procurement and demand management, and by increasing income as outlined in the Medium Term Financial Strategy.

After taking into account the impact of the anticipated changes in funding and spend, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £63.8m in 2017/18, in addition to an estimated £17.7m additional council tax income.

To develop options to generate these savings, efficiencies and additional income, from April 2016 an ongoing process of reviews has been carried out across a range of services and policy areas with the active involvement of the Best Council Leadership Team (the c.50 most senior managers) and service managers throughout the organisation. With the Best Council Plan focus on tackling inequalities and poverty being central to any proposals, the reviews have identified possible savings / income generation opportunities, decision-making routes for any changes to be implemented, initial identification of possible third sector and equality impacts and a high-level risk assessment. Of particular note are the two key cross-cutting reviews on support services and locality working / leadership (both incorporating reviews of JNC – senior management – staff) and reviews assessing options around income and trading.

These service and policy reviews have been – and will continue to be – updated as part of an iterative approach to developing the council's strategic plan and aligned medium-term financial strategy and annual budgets. All services are within scope though the council remains committed to protecting front-line services as far as possible – especially those that provide support to the most vulnerable.

Efficiencies – savings of £19.9m

In terms of efficiencies, the council has taken quite a distinctive approach. The focus has been on efficiencies from stimulating good economic growth and creatively managing demand for services. This whole city approach drives ambitious plans despite austerity. It is born from our vision for Leeds to be the best city in the UK: one that is compassionate with a strong economy that can tackle poverty and reduce inequalities. This approach coupled with a significant programme of more traditional efficiencies has enabled the council to make £400m of savings since 2010 whilst simultaneously creating the conditions for a thriving and sustainable city where people's lives are better.

Efficiency of the council's own operations remains important and we have reduced budgets in all areas of the council and will continue to do so, whilst protecting frontline services and those for the most vulnerable. At the centre of this work is a whole organisation cultural change programme coupled with modernisation of the work environment creating the necessary conditions for fundamental organisational change and efficiency improvements. Our key achievements so far include:

- Staffing post reductions of 3,200 since 2010 without compulsory redundancy – saving £60m pa.

- £2.4m savings from changes in terms and conditions of staff;
- Over 50% reduction in agency staff since 2013;
- Over £35m of procurement savings since 2010/11;
- Asset review – getting the most from the assets we own and investing in new assets where it makes financial sense, saving over £4m since 2013/14;
- An annual saving in the cost of waste disposal of approximately £7m following the completion of the Recycling and Energy Recovery plant in 2015.
- Innovative use of the balance sheet to generate £35m savings in 2015/16; and
- More effective working with city partners to maximise the impact of the ‘Leeds Pound’.

The directorate reports at appendix 8 to the 2017/18 revenue budget report provide the detail of a range of proposed efficiency savings across all directorates which total some £19.9m in 2017/18. These savings are across a number of initiatives around:

- Organisational design.
- Continuing demand management through investment in prevention and early intervention, particularly in Adults & Health and Children’s & Families.
- Savings across the range of support service functions.
- Ongoing recruitment and retention management.
- Reviewing leadership and management.
- Realising savings by cash-limiting and reducing non-essential budgets.
- Ongoing procurement and purchasing savings.

Fees & Charges – additional income of £7.96m

At its February 2016 meeting, Executive Board approved the recommendations from Scrutiny Board (Strategy & Resources) on fees and charges which included agreement that all fees would be reviewed annually and increased by at least the rate of inflation, that officers should benchmark their charging frameworks each year and that full-cost recovery in line with CIPFA guidance should apply as part of the annual budget setting process. The approved fees and charges policy also requires that any activities subsidised by the general fund are identified during the annual budget process and appendix 10 to this report provides this information.

The 2017/18 budget proposals assume a general increase in fees and charges of 3%. In addition, there are a number of specific proposals to increase fees and charges detailed in the directorate pages where further increases are proposed which in total would generate an additional £7.96m of income by March 2018 over and above inflation. These proposals are set out in the directorate reports at appendix 8 of the 2017/18 revenue budget report.

Traded Services, partner income & other income – additional income of £8.78m

The 2017/18 budget recognises the Best Council ambition of becoming a more enterprising organisation and includes a range of proposals around securing additional income from commercial activities and traded services. In addition, the budget includes income from partner organisations and other income opportunities which are detailed in the directorate reports. These proposals are set out in the directorate reports at appendix 8 of the 2017/18 revenue budget report.

Changes to service – savings of £15.56m

By necessity, managing a reduction of £25.1m in government funding in addition to a range of cost pressures means that the council will have to make some difficult decisions around the level and quality of services that it provides and whether these services should be increasingly targeted toward need.

Detailed service change proposals which together total savings of £14.91m by March 2018 are set out in the directorate reports at appendix 8 to the 2017/18 revenue budget report.

Minimum revenue provision – savings of £9.6m

Recent years have seen many local authorities across the country revising their MRP policies, in particular to move away from the use of the old statutory calculation method for MRP on debt incurred up to 2007/08. The council made this change in its 2015/16 MRP policy, moving to an annuity based asset life method using an average asset life based on data from more recent years. If it had wished to, the council would first have been permitted to make this change when the current MRP requirements were introduced in 2008/09. If the policy had changed in 2008/09, the MRP on this tranche of debt would have been lower than was actually charged during the years between 2008/09 and 2014/15, but would now be at a higher level than currently and would be fully repaid seven years earlier than under the current MRP policy. Such an earlier repayment date would more closely reflect the principle set out in the statutory guidance that borrowing should be repaid over the life of the assets which it has funded, as it takes into account that this tranche of borrowing originated in 2007/08 or earlier. It is therefore proposed that for its 2017/18 MRP policy the council calculates the MRP due on its pre 2007/08 debt on the basis of an annuity based asset life calculation applying from 2008/09, and treats the additional MRP set aside since 2008/09 as an overprovision. Under the current MRP policy, by the end of 2016/17 the overprovision of MRP set aside on this basis would be £92.3m.

It is proposed that the overprovision would firstly be applied over a three year period in a way which would smooth the impact of any timing variations in the availability of capital receipts and reduces the MRP charge to revenue by £9.6m. The remaining cumulative overprovision would then be applied evenly over the following three years.

Further information regarding minimum revenue provision is included in the Capital Programme 2017/20 report which is on today's agenda including the proposed policy for 2017/18. In line with the proposals outlined above, the proposed budget for 2017/18 includes savings of £9.6m to the minimum revenue provision budget.

Impact of proposals on employees

Following the 2015 spending review it became clear that the council's funding position would give rise to the need for further reductions in staff. At that time it was estimated that the council would need to downsize by between 1,000 and 2,000 full time equivalent (fte) posts by the end of March 2020. Accordingly the council re-issued a section 188 notice (notice to collectively consult to avoid redundancies issued under s.188 TULRCA 1992)

Given the scale of this challenge, it was the council's view that this level of reduction could not easily be achieved without compulsory redundancies. Since May 2016, the

council has held extensive discussions with Trade Unions. This engagement has been both positive and constructive and has collectively explored opportunities to manage staff reductions down in a way that avoids compulsory redundancies. As a result, through a combination of normal turnover, voluntary retirement and severance, and through greater staff flexibility, it is felt more likely now that the required reductions in staff can be achieved without the need for compulsory means. Whilst it still may be necessary in some circumstances, the council will continue to strive to avoid compulsory redundancies.

The council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the staffing posts of around 3,200 ftes to March 2017, generating savings of £60m per year.

Furthermore the numbers of staff reductions required are now estimated to be at the lower end of the scale first envisaged. The budget proposals provide for an estimated gross reduction up to 598 in budgeted posts (full-time equivalents) by 31st March 2018, offset by increases in some services which amount to 114, giving an overall net reduction of 483 fte staff.

Fact finding – what do we already know

Demographics: A Changing Population

Based on the latest 2015 mid-year figures estimate published by the Office of National Statistics (ONS) ¹:

- The Leeds population is 774,100.
- While the population is growing, the percentage increase is less than for the UK as a whole. In the 10 years since 2005, the Leeds population increased by 39,000 people, an increase of 5.3% compared to the UK increase of 7.8%.
- The percentage increase in 0-15 year olds is greater in Leeds than for the UK as a whole:
 - In the 10 years since 2005 the Leeds 0-15 population has increased by 9.5% compared to a UK increase of 4.9%.
 - There are 145,900 children aged 0-15 in Leeds, 12,700 more than in 2005.
 - The proportion of 0-15 year olds in Leeds is 18.8% which is the same as for the UK as a whole.
- Leeds has a larger than average proportion of 20-29 year olds at 17.7% (136,700 people) compared to the UK proportion of 13.4%
- The population of older people aged 65 and above is growing in Leeds. In the 10 years since 2005:
 - This population has increased by 9.4% compared to a UK increase of 20.8%.
 - Leeds has a smaller proportion of people aged 65 and above at 15.4% compared to a UK proportion of 17.8%

¹ Population figures are from the latest Statistical Bulletin from the Office of National Statistics (ONS)

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2015>

- Although the percentage increase in Leeds is smaller than for the UK as a whole, it is important to note that there are 119,200 people aged 65 and over in Leeds -10,200 more than in 2005.
- The population of very old people also increasing. In the 10 years since 2005:
 - The population of those 85 years and over has increased by 14.0% compared to a UK increase of 31.1%.
 - Leeds has a similar proportion of people aged 85 and above as the UK at 2.0% compared to a UK proportion of 2.3%.
 - Although the percentage increase in Leeds is smaller than for the UK as a whole, it is important to note that there are 15,500 people aged 85 and over in Leeds which is 1,900 more than in 2005. The increase has been greater for males as there are now 1,200 more men aged 85 and above than in 2005. The number of women aged 85 and above has only increased by 700.

Based on analysis comparing the 2001 and 2011 censuses:

- Leeds is becoming increasingly diverse with the Black and Minority Ethnic (BME) population accounting for 18.9% of the resident population (up from 10.8% in 2001). In addition the school census from January 2016 shows that 31.1% of the school population are from Black and Minority Ethnic Groups.
- The number of Leeds residents born outside of the UK has increased from 47,636 (6.7% of the population) in 2001 to 86,144 (11.5%) in 2011, with just over 20,300 people being born in the EU (12,026 born in EU accession countries) and just over 61,000 born elsewhere.
- Of the 86,144 people born outside the UK, more than half arrived in the last 10 years, 67% were between the ages of 16 and 44 when they arrived in the UK, and 29.5% were aged 15 or younger.
- There is no direct count of disability, but the census collects information in relation to 'long term health problems or disability'. In Leeds 83.2% of people say that their day to day activities are not limited by long term health problems or disability, 7.9% say they are limited a lot and 8.9% say that they are limited a little.
- The proportion of people who say they are Christian is lower in Leeds (55.9%) than across the whole of England and Wales (59.3%), while the proportion of people who say they have no religion is higher (28.2% and 25.1% respectively).
- Compared to England and Wales, Leeds has higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%).

As a growing city, Leeds is seeing significant changes to its population make-up:

- The number of children and young people is projected to continue to rise. Up until now, the growth has been driven by Early Years (0-5 years old) and then primary school-aged children. However, from 2016 onwards, the majority of the growth is projected to be in the number of secondary school-aged pupils.

- The number of elderly people will continue to rise, as the baby-boomer generation grows older. This has implications not only in terms of public services, ensuring that older people get excellent care and support when they need it and are enabled to live independently, but also in terms of the labour market as we make the most of the skills and talents that everyone has to offer.
- In the 10 years between the 2001 Census and the 2011 Census, the BME population in the city increased from 10.8% to 18.9%, and the number of residents born outside the UK almost doubled. There have been very localised impacts across the city - with complex, related issues such as 'national identity', language proficiency, transient populations and variations in birth rates that in turn influence service provision and the wider interface between communities.
- In part linked to demographic change, in part linked to wider social change, patterns of faith have also changed across the city - different ethnic and religious groups have very different age profiles and understanding these differences is key to helping plan and deliver appropriate services.

Poverty and Inequality

The key message in the 2016/17 Best Council Plan is that for Leeds to be the Best Council in the Best City, we need to tackle poverty and reduce inequalities. The council's approach to equality improvement recognises poverty as a barrier that limits what people can do and can be. The approach recognises that a number of protected characteristics are disproportionately represented in those people living in poverty.

Our latest socio-economic analysis (notably the 2015 Joint Strategic Needs Assessment, analysis based on the 2015 Index of Multiple Deprivation and the 2016 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society. The Indices of Multiple Deprivation shows the geographic concentration of deprivation in the communities of Inner East and Inner South, confirming the wider analysis of poverty and deprivation undertaken in the Joint Strategic Needs Assessment. Analysis of relative change in the city since the previous Index suggests that there has been some intensification of the concentration of our most deprived and least deprived neighbourhoods.

- A fifth of the Leeds population – around 155,000 people across the city are classified as being in 'absolute poverty'. (Absolute Poverty measures individuals who have household incomes 60% below the median average in 2010/11, adjusted for inflation.)
- Over 26,000 (18.1%) Leeds children are in poverty, 67% (18,000) of whom are estimated to be from working families (2014/15).
- In recent years there has been an increase in the number of people in employment who are living in poverty. Nationally over 5 million people now live in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.

- During 2014/15, in-work poverty was estimated to affect 69,000 Leeds adults. Almost 28,000 Leeds residents in full-time work earn less than the Real Living Wage of 2015 and almost 9,500 Leeds workers are on zero hour contracts.
- Over 38,000 Leeds households were in fuel poverty and around 8,000 of these households were paying their fuel bills via prepayment meters during 2014.
- Leeds has 105 neighbourhoods in the most deprived 10% nationally. This is 22% of Leeds neighbourhoods. Leeds is ranked at 31 out of 326 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 45% and Manchester has 41%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as the 3rd most deprived out of 326 local authorities. There are 2 local authority measures that are designed to help identify large deprived populations:
 - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds has the 3rd highest number at 120,622² (Birmingham has the highest number and Manchester the 2nd highest).
 - Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds has the 3rd highest number at 59,553³ (Birmingham has the highest number and Liverpool the 2nd highest).

Financial Hardship

Poverty is recognised as an issue that impacts on equality, and financial exclusion as a barrier to an equal society. We know that poverty and financial exclusion disproportionately affect people within specific equality groups, particularly single parents, and people with mental health problems. For example, a report by the Mental Health Foundation asked people to identify the causes of their anxiety, with almost half of those surveyed (45%) saying that financial issues caused them to feel anxious (Living with Anxiety, 2014). Below we have provided statistics to show the scale of financial hardship across Leeds:

- The implementation of welfare changes from April 2013 has contributed to many families falling into rent and council tax arrears or further into arrears. As a result, in 2015/16 the council saw over 6,000 awards to people accessing its Local Welfare Support Scheme for both emergency (food and fuel) and basic needs provision (household goods), totalling over £685,000 in direct awards.
- Further welfare changes, including the new under occupancy charges, have affected almost 6,000 Leeds households. The Benefit Cap affected almost 260

² The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means tests). Data is from 2012.

³ A count of working age people who are involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. Data is from 2012

households during 2016, and the Department for Work and Pensions estimates a further 1,250 households will be affected in 2017.

- Over 22,000 households in Leeds now have to pay 25% of their Council Tax due to changes to Council Tax Support.
- Mirroring national trends, the city has also seen the emergence and significant growth of foodbanks, supported by the establishment of the Leeds Food Aid Network to coordinate emergency food provision across the district. Over 25,000 people in Leeds have needed assistance with food via a food bank between April 2015 and March 2016.
- Access to credit and interest rates for those on low incomes or with poor credit histories also remains high. In Leeds it is estimated 103,000 payday loans were taken out between January 2014 and June 2015.

Consultation

The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities. These have been shaped through past and ongoing consultations and stakeholder engagement, including significant consultations to help develop a new Transport Strategy for the city, for new developments such as the South Bank and the Housing Site Allocations Plan that have involved many thousands of Leeds residents. The council also recently concluded a call for evidence for the emerging Leeds Growth Strategy and continues to engage with residents as services for older and vulnerable people change. The Best Council Plan priority areas of work have been developed through consultation with officers and members, including Scrutiny Board (Strategy and Resources).

Evidence from public perception that services and localities already hold with regard to people's priorities also supported the preparation of the Initial Budget Proposals for 2017/18 considered by the Executive Board in December 2016.

As in previous years, residents and wider stakeholders are given the opportunity to comment on the Initial Budget Proposals in a variety of ways. The approach to this year's budget consultation took account of 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. It also recognised the ongoing uncertainty over the exact level of financial settlement the council would receive, which was not resolved by the consultation start date.

Public consultation on the Council's 2017/18 Initial Budget Proposals ran from 15th December 2016 to 31st January 2017. The consultation took the form of a brief online summary of the proposals at www.leeds.gov.uk/budget which was supported by the full Executive Board report. There was a response form allowing participants to navigate the different report sections, learn about and then comment on the budget proposals. Paper equivalents were promoted in public council buildings to ensure wider responses and the full Leeds Citizens' Panel was also invited to comment (followed with reminder messages during the consultation period). The council social media channels were also used to promote the consultation opportunity.

An open-response format was chosen for the response form to give participants flexibility to share any views they wished. At the point of reporting, over 460 comments had been submitted by 63 respondents. ⁴

Participants were asked to complete equality monitoring information and the following table, based on interim sets of results taken with two weeks of the consultation period remaining, shows the profile of the respondents. Note that not all respondents completed all parts of the equality monitoring, and that rounding up or down of figures may mean totals do not add up to 100%.

Gender	
Male	68%
Female	32%
Prefer not to say	1%

Age	
Under 18	0%
18-25	0%
26-35	10%
36-45	28%
46-55	18%
56-59	5%
60+	35%
Prefer not to say	3%

Ethnicity	
White British	92%
White Irish, BME, other ethnicities	2%
Prefer not to say	7%

Self-declared disability	
Yes	15%
No	78%
Prefer not to say	7%

Religion	
Buddhist	0%
Hindu	0%
Muslim	0%
Christian	38%

⁴ Since the Equality Impact Assessment was submitted for consideration by the Executive Board (8th February 2017), two further budget consultation responses were received. The percentages have been updated to reflect these additional responses for inclusion in this updated version for Full Council (22nd February 2017).

Religion	
Jewish	3%
Sikh	0%
No religion	48%
Other	3%
Prefer not to say	7%

Sexual orientation	
Heterosexual/Straight	69%
Lesbian/Gay woman	2%
Gay man	8%
Bisexual	3%
Prefer not to say	17%

The interim findings from the consultation are set out below.

Each question is followed by a table showing the main thematic groups of comments made, ranked by percentage of all comments made. Percentages have not been used where there were few comments for particular questions. Instead a general summary of themes is given.

1. **Comments on our overall budget approach.**

Respondents were invited to comment on the overall approach to the 2017/18 budget

Theme of comments made (% of all comments)	
Generally supportive	36%
Generally critical	31%
Encourage more people to take action and responsibility	7%
Concern at impact of changes on vulnerable people	12%
Other (wide range of specific points)	14%

2. **Additional ideas on efficiencies and income generation**

Respondents were invited to share ideas on other ways the council can cut costs and increase income. A wide range of comments were given, and common ideas included:

- Stop supporting free events / Christmas lights
- Reduction in number of elected members
- New and increased fines and charges, including parking

3. **Alternative priorities**

Residents were asked if there were other priorities they would like the council to consider in future. Again, a wide and diverse range of comments were made, with common themes including:

- Care for elderly people
- Improve transport infrastructure
- Education and preventative actions

4. Comments on the proposals to save £24.9m by becoming more efficient

Theme of comments made (% of all comments)	
General support for approach	16%
Critical of approach/sceptical	16%
Concern that savings not made earlier	10%
Make most use of assets	9%
Encourage volunteering	6%
Concern over pressure on staff	6%
Only provide core services	6%
Other (includes range of specific suggestions)	30%

5. Comments on the proposals to bring in £6m extra through an increase in some specific fees and charges

Theme of comments made (% of all comments)	
Against parking charge rises	25%
General support for approach	16%
Concern at impact on vulnerable/low income	16%
Generally critical of approach	13%
Go further	13%
Other (wide range of specific points)	19%

6. Comments on the proposals to bring in £8.9m extra through trading some of our services, and accessing funding from our partners

Fewer comments were made on this issue, but common themes included:

- General support for the approach, and to go further if possible
- Concern as to how achievable the target is
- Feeling this is not the council's job

7. Comments on any other proposals we are putting forward to make savings and bring more income (in section 6.3 of Initial Budget Proposals report)

Again, a limited number of comments were made here, and those made were focussed on specific single local or policy issues.

8. Comments on the proposals for Council Tax levels in 2017/18, including the proposal to raise funds specifically for adult social care services through an additional 2% rise in Council Tax (or greater should the government change the rules on this)

Theme of comments made (% of all comments)	
Support full increase	39%

Against increases	22%
Would support even greater ASC precept increase	22%
Concern at impact on vulnerable/low income	11%
Other (wide range of specific points)	8%

9. Directorate budget proposals

Respondents could also give comments on the detailed Initial Budget Proposals report appendices setting out each council directorate's budget proposals for 2017/18. Fewer comments were made here, and the main emerging themes are briefly set out below.

Adult Social Care

- Around a third of comments show general support for the budget approach
- Another third show concern about the impact in on vulnerable groups in general, about day centre closures or for specific user groups

Children's Services

There has been little consistency in comments received so far; however a number did suggest people should take more responsibility for themselves and their children

Citizens and Communities

A limited number of comments were made, with a mix of views whether or not the council should be involved in supporting more deprived communities. A number of comments were supportive of efforts to boost voluntary action.

City Development

Again a varied set of responses were received, although a number were generally supportive of infrastructure development, including transport, to help manage Leeds' growth.

Civic Enterprise Leeds

Few respondents commented on this section, but a number had general concerns about private enterprise.

Environment and Housing

Emerging themes included:

- Making better use of empty properties and making more homes available;
- Ensuring that charges don't stop people visiting attractions, or start fly-tipping;
- Helping residents do more to recycle and keep places clean.

Public Health

Comments tended to focus on concerns over reduced spending on important preventative services, and that people need to take greater responsibility themselves.

Strategy and Resources

Few comments were made here, but a number suggested further cuts in this area were possible, while others suggested greater regional sharing of resources.

Third Sector

The council has a strong and valued relationship with the third sector. It has long recognised the critical role that the sector plays in the life of the city. The council and the sector continue to be committed to working together to ensure the best possible outcomes for the people of Leeds. The council demonstrates its commitment to the sector not only in the significant investment into the sector for the delivery of service, but in its investment in the infrastructure in the sector and in the development and maintenance of the partnership relationship at all levels across the city.

The third sector Partnership is the part of the city infrastructure where the third sector, the council and other public sector partners' work together to ensure that collectively the conditions for a thriving third sector are created so it is able to play its part in delivering partnership agendas and better outcomes for the people of Leeds.

The council has developed a framework in collaboration with the third sector which is used as a basis for an annual detailed analysis of third sector investment. This tool has its limitations but it is useful to track third sector investment trends year on year.

It shows that despite the significant reductions in the council's budget over the last 3 years, overall investment in the third sector has broadly been maintained. In fact even with the 'spin out' of former public services, such as Aspire in 2015/16, the actual investment figure into the sector in the last financial year has increased.

Year	Investment in £m	Increase / Decrease in £000	% increase / decrease
2015/16	127.1	15.1	13.5%
2015/16 (excluding Aspire)	109.3	-2.7	-2.4%
2014/15	112.0	2.8	2.6%
2013/14	109.2	0.6	0.6%
2012/13	108.6	-0.8	-0.7%
2011/12	109.4	-10.5	-8.8%
2010/11	119.9	-3.5	-2.8%
2009/10	123.4	N/A	N/A

The number of individual organisations that the council has contracts with has also remained broadly static. The number of individual third sector bodies the council did business with in 2015/16 amounted to 1,860 compared with just over 2,000 in the previous year (and similar numbers in prior years). These transactions include major social care contracts with a small number of organisations and small scale but important investment in hundreds of very small grassroots groups.

- 27 organisations received total payments of £1m or more which equates to 58.3% of business with the third sector
- 902 organisations received less than £1,000 each which equates to 0.24% of the council's business with the third sector

The council continues to invest in third sector infrastructure, including Third Sector Leeds, (the sectors' voice and influence body) and a network of third sector forums. This facilitates strategic engagement with the sector and dialogue between the sector, the council and range of partnerships across the city. The council also provides funding to enable individual organisations to start up, develop and grow to help them deliver maximum impact for the benefit of the citizens of Leeds.

The council has been a leading partner in the development of the Leeds Social Value Charter which was launched in May 2016 to deliver benefits for all sectors and the city. The Charter was initiated by the Third Sector Partnership to help ensure that social, environmental and economic added value can be recognised in contracts and so that the third sector can benefit from private and public sector community investment and social value commitment.

There has been continued dialogue with the third sector over the last 12 months regarding the continued budget challenges. This includes:

- Discussions at the Third Sector Partnership which is chaired by the Executive Member with responsibilities for Communities and attended by the Assistant Chief Executive (Citizens and Communities). They have provided regular budget updates and, at the time of writing, will be discussing this further at a Partnership meeting on 30 January 2017.
- Council directorates also have well established on-going arrangements and dialogue with their third sector partners and other interested third sector stakeholders which shapes and informs their approach to the budget challenges. They are also in regular detailed discussions with organisations that will be impacted by any budget reductions.

The third sector has also been invited by the council to lead innovation and engage in discussions about new ways of working in response to the budget challenge, changing demographics and demands on services, which is a demonstration of the relationship between the council and the sector.

The council has once again made resources available, to encourage innovation, maximise access to external funding and to support new ways of working in the third sector, for example through the Third Sector Innovation Fund, which because of the budget pressures was reduced by £50k to £100k for 2015/16. This will be the final year the fund will be available. Other resources, like the Adult Social Care Better Lives Fund have also been made available to encourage innovation and new ways of working.

In spring 2015 a cross-sector task group was established to explore opportunities to maximise external funding into Leeds and specifically into the third sector. This work continues. Relationships with major external investors like the Big Lottery have emerged strengthening funding information and support arrangements. This has resulted in third sector organisations and consortiums securing significant external resources.

The recently established People's Commissioning arrangements provide a forum to ensure that the impact of any third sector disinvestment is in line with established best practice protocols and that individual decisions of directorates do not result in collective unintended consequences on individual organisations or parts of the sector.

The Third Sector Partnership continues to drive forward a strategic and considered focus on the third sector and will broker further necessary discussions on the budget challenges and new ways of working, contributing to the delivery of the Best Council Plan.

Workforce Profile

In response to the financial challenges we are facing, the council recognises the need to significantly reduce its workforce. Working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk is creating a more flexible and responsive workforce and avoiding the need for as many redundancies as initially estimated.

In-work poverty and low pay remain issues of national concern. In Leeds action has been taken to tackle this, as reported to the Executive Board in September 2015. These actions reflect the commitments in the Low Pay Charter which was adopted by the council in April 2015.

In April 2016 the council's minimum hourly rate was increased to £8.01 with a commitment to review this annually in the overall context of the budget strategy. Increases are considered in terms of affordability, impact on pay structures and national pay settlements. A further increase to £8.25 was set out in the Pay Policy Statement also agreed in 2016. These changes have a positive impact on in-work poverty, women, under 25s and part time workers.

In December 2015 there were 15,084 people employed in the council (excluding schools and casual staff). In December 2016 this figure was 14,693, a reduction of 391 members of staff. The workforce profile of all employees is shown below.

Gender	Number	%
Male	5758	39%
Female	8935	61%
Total	14693	100.0%

Disability	Number	%
Not disabled	12563	86%
Disabled	803	5%
Not specified	1327	9%
Total	14,696	100%

Ethnic Origin	Number	%
Non BME	10979	74.7%
BME	1906	13%
Not specified	1811	12.3%
Total	14693	100.00%

Sexual Orientation	Number	%
Heterosexual	7121	48%
Lesbian, gay or bisexual	281	2%
Not specified	7291	50%
Total	14693	100.00%

Religion or belief	Number	%
Religion	8431	57%
Not specified	6262	43%
Total	14693	100.00%

Age	Number	%
16 –25	947	6%
26 - 64	13464	92%
65 +	282	2%
Total	14693	100.00%

To date the number of people leaving through turnover and the voluntary early retirement and severance scheme is not adversely affecting the workforce equality profile. However, the reducing workforce, coupled with reduced external recruitment, is affecting our ability to improve the workforce profile to reflect the city population (based on 2011 census data). We are working hard to improve this and although long-term in nature, this work is deemed high priority. The council promotes equality and diversity and is committed to creating a representative organisation with an inclusive culture. All members of the Corporate Leadership Team and the Chief Officers have a specific inclusion objective in their appraisals, political support is strong and a comprehensive programme of work is in place, with strong links to our Staff Network groups. Additionally a new Disclosure Audit is ongoing to produce a more up to date profile of the workforce. Due regard continues to be given to all key and major decisions which may impact on the workforce.

Our staff engagement results are very positive, with three year trends showing improvement across all areas linked to our workplace culture and values.

Overview of Fact Finding

This is a high-level strategic analysis and equality impact assessment of the proposed Best Council Plan, Budget and Council Tax for 2017/18. It has not identified any specific gaps in the equality and diversity information used to carry it out.

Specific equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2017/18 through the council's decision-making processes.

Equality Considerations

The tables below highlight the range of protected characteristics/equality groups, stakeholders and other potential barriers that could be impacted on by the Best Council Plan and Budget proposals:

Protected characteristics							
<input checked="" type="checkbox"/>	Age		<input checked="" type="checkbox"/>	Carers		<input checked="" type="checkbox"/>	Disability
<input checked="" type="checkbox"/>	Gender reassignment		<input checked="" type="checkbox"/>	Race		<input checked="" type="checkbox"/>	Religion or Belief
<input checked="" type="checkbox"/>	Sex (male or female)		<input checked="" type="checkbox"/>	Sexual orientation			
<input checked="" type="checkbox"/>	Other	This includes marriage and civil partnership, pregnancy and maternity and those areas that impact on or relate to equality: tackling poverty and improving health and well-being.					
Stakeholders							
<input checked="" type="checkbox"/>	Service users		<input checked="" type="checkbox"/>	Employees		<input checked="" type="checkbox"/>	Trade Unions
<input checked="" type="checkbox"/>	Partners		<input checked="" type="checkbox"/>	Members		<input checked="" type="checkbox"/>	Suppliers
Potential barriers							
<input checked="" type="checkbox"/>	Built environment		<input checked="" type="checkbox"/>	Location of premise and services		<input checked="" type="checkbox"/>	Information and communication
<input checked="" type="checkbox"/>	Customer care		<input checked="" type="checkbox"/>	Timing		<input checked="" type="checkbox"/>	Stereotypes and assumptions
<input checked="" type="checkbox"/>	Cost		<input checked="" type="checkbox"/>	Consultation and involvement		<input checked="" type="checkbox"/>	Financial exclusion
<input checked="" type="checkbox"/>	Employment and training						

Equality Impacts Identified

The 2017/18 revenue budget and council tax support the council's ambitions, policies and priorities as set out in the Best Council Plan which are aimed at tackling inequalities and ensures budget cuts are managed sensitively. This requires an understanding of potential negative impact on groups and protected characteristics and action identified and taken to mitigate against these. The revenue budget will impact on all communities but those who have been identified at being at the greatest potential risk of negative impact include:

- Disabled people – including all impairment groups;
- Black and Minority Ethnic communities;
- Women;
- Older and younger people; and
- Low socio-economic groups (there is over representation within this group by disabled people and BME communities).

Equality Improvement Work

Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy that tackles poverty and reduces the inequalities that still exist.

Equality analysis used to set the council equality improvement priorities has also been used to inform the 2017/18 Best Council Plan priorities and budget proposals and highlights the challenges the city will have to address to tackle inequality and help people out of poverty. The Equality Improvement Priorities recognise that there are currently different outcomes and experiences for different groups and communities and progress against them are reported annually. The Annual Equality Progress Report can be accessed [here](#).

Below is a sample of progress that has taken place over the last 12 months to help improve outcomes and reduce inequalities.

Domestic Violence

The council recognises that domestic violence has a significant impact on the lives of many individuals, families and children in the city with over 14,500 incidents of domestic violence reported to the police every year in Leeds. In addition to the human impact on the health and wellbeing and life chances of individuals there is also a substantial financial impact to the city in terms of the costs of services and lost economic output.

Domestic violence has been identified as one of the council's 8 cross-cutting 'breakthrough projects'. The aim of the breakthrough projects is to bring council directorates, partner organisations, communities and individuals together to tackle issues that will have the biggest impact on the people of Leeds.

Over the last 12 months significant work has been undertaken under the following 4 priority areas:-

- Changing attitudes and perceptions (individuals and communities)
- Supporting victims (adults, children and families)
- Challenging behaviours (working with perpetrators)
- Enabling Effective Change (workforce and organisational response)

Specific improvement work has included:

- **Front Door Safeguarding Hub** - this has been established to provide a real time multi-agency response which happens daily to high risk and medium risk (with crime) domestic violence incidents reported to the police within a given 24-hour period.
- **School Domestic Violence Notification** - a process has been developed to inform schools within 24 hours when their pupils have been present at an incident of domestic violence where the police have attended. This allows them to better look after children the day after the incident.

- **GP Pilot** - A new approach to promote routine enquiries among GPs. Health workers and in particular, GPs, are particularly accessible to marginalized groups. Four practices are running a 6 month pilot which involves GPs asking every woman they see if she is experiencing abuse. A domestic violence lead in each practice is trained to speak to those women who answer 'yes' to the GP and a Women's Aid Support Worker is on site on a sessional basis at each practice to see women.
- **Domestic Violence Ambassadors and Human Resources Champions** - A group of Ambassadors is being established across the council. The Ambassadors are offered training courses, as available, to give them grounding in domestic violence and abuse issues to allow them to answer basic questions from team mates and promote good practice within their teams. The Human Resources Champions are a complimentary scheme established as part of the council's new Domestic Violence and Abuse Policy. They are trained to a greater depth of understanding and are able to offer support and guidance to colleagues experiencing domestic violence
- **Perpetrator Responses** - New ways to engage with perpetrators are being explored. The city's Integrated Offender Management programme is being reshaped to respond to domestic violence perpetrators. A parenting programme, Caring Dads, has been successfully piloted by Safer Leeds. This programme offers a 17 week course for men who would like to become better fathers by recognising and changing their abusive behaviour.
- **Disseminated Lessons Learned from Domestic Homicide Reviews** - To promote good practice and prevent future homicide. Around 500 practitioners have attended 2 hour multi-agency briefings on practice issues.

In addition, the council's breakthrough project has also undertaken work to increase awareness and work with partners to tackle domestic violence.

Private Sector Housing

The majority of people in Leeds (approximately 78%) live in privately owned or rented housing. There are more privately rented properties in the city (approximately 60,000) than council houses. The private rented sector makes a significant contribution to meeting housing need both as a long-term tenure of choice and as a 'stepping stone' to other housing options/tenures.

However, the most disadvantaged in society are more likely to live in poor standards of housing and there is a high concentration of poor housing in the private rented sector. As a result of work undertaken:-

- The number of long term empty homes (empty for longer than 6 months) has been reduced from 5,776 in March 2012 to 3,777 in March 2016;
- A five-year target of having a net reduction of 400 long-term empty properties per year was set in April 2012. The net reduction of 1,999 by the end of March 2016 means the council has almost met the target a year ahead of schedule;
- A target of bringing 3,200 properties back into use was set for 2015/2016 and performance for the year was 3,312;
- 65 long-term empties were returned to use in the Leeds Neighbourhood Approach areas;
- 2,763 property inspections and re-inspections were carried out in 2015/2016;

- 1,252 hazards were removed or reduced in 2015/16 as a result of service interventions;
- A total of 5,508 people benefitted from our interventions in the year;
- In 2015/16 a total of 191 substantive legal Notices were served as well as 318 Power of Entry Notices to allow investigations of poor housing. In addition, over 700 HMO (Houses of Multiple Occupation) licenses or variations were also issued; and a total of 3 prosecutions were completed in the year.

Fuel Poverty

The Department of Energy and Climate Change fuel poverty statistics estimated that approximately 11.6% (38,000) of Leeds households are classed as being in fuel poverty, according to the new low income/high costs definition.

Reducing fuel poverty increases life expectancy, improves mental health and wellbeing and reduces health inequalities. In addition, it improves children's educational achievements and school attendance. Supporting tenants to maximise income will result in them having more disposable income for rent and food, which will lead to an improved quality of life for vulnerable tenants who are elderly and disabled. The council's Affordable Warmth Strategy was developed with the aim of reducing fuel costs across the whole housing stock to prevent any household from falling into fuel poverty.

In 2015 the council's Executive Board approved an investment programme to install 1,000 solar panels to council properties. The council prioritised the installation of solar panels in the Inner East and Inner South areas of Leeds which have high levels of poverty and deprivation. In addition, support and training was provided to tenants on energy efficiency. As result, tenants have benefited from:

- Free electricity generated by the solar PV systems.
- Average electricity generated per home of 521.87Kwh (during winter/spring) which equates to an average savings per household of £67.84
- Total carbon emissions prevented is 285.39t which equates to taking 159 cars off the road.
- The generation rates, financial savings and CO2 reductions will increase during the summer period.

The investment of £3.8m is expected to save tenants experiencing fuel poverty over £4.4m in electricity costs over 20 years. Installing solar panels to council homes contributes to numerous city wide priorities and is a specific action within the council's Low Carbon breakthrough project. Carbon emissions will reduce by around 862 tonnes per annum, equivalent to taking approximately 452 cars off the road.

Hate Crime

The key objectives of the Hate Crime Strategy for Leeds are to raise awareness of what constitutes a hate incident/crime and increase the confidence of victims to report their concerns.

One area of hate crime that partners have been concerned about for some time is the low level of reports received within the Religion/Faith strand, particularly in light of global, national and regional events, tensions and the reported rise of Islamophobia. There has also been a concern that some faith reports are being

incorrectly categorised as race hate reports due to a lack of understanding of the motivations.

Working in partnership with Stop Hate UK, the Leeds Anti-Social Behaviour Unit Team secured funding through the West Yorkshire Police and Crime Commissioners Office to develop a programme to engage with community representatives across Leeds, to identify and train new advocates and promote awareness of faith issues. The funding secured paid for five bespoke training sessions and a promotional campaign to improve information available to faith communities through the use of posters, improved advocacy and media opportunities.

Delivery of the project has highlighted the difficulties in connecting with some of the diverse groups and organisations in the City. Work has included working with the Leeds Faith Covenant Partnership and identified key contacts from Muslim, Jewish, Christian and Sikh groups across the city informing them of the opportunities available through the project. The response has not been as successful as anticipated.

However, there has been some progress with smaller groups across the City through the West Yorkshire Police Hate Crime coordinators and established links with an Afghan Women's group and the Syrian Sisters group. Representatives have come forward to attend training alongside partner agency staff to raise awareness of what constitutes a faith hate incident and enable those advocates to encourage victims within their groups to report through the appropriate channels. The project has already built some new bridges into community groups that were previously unknown to the partners and other links are still being progressed. Over the longer term it is hoped that the project will improve both victims' confidence to report and partner organisations' understanding of how to distinguish between faith and race hate incidents.

Health Improvement

Many disadvantaged parents-to-be, who are most likely to need support, are less likely to access perinatal education or support over and above their standard midwife care. The Leeds Maternity Health Needs assessment (2014) reports that 30% of births in Leeds occur to families living in the 10% most deprived Lower Super Output areas (approximately 3,150 births per annum) and sets out the considerable inequalities that exist with regard to maternal and infant health.

The Leeds targeted Perinatal Education programme was developed with the aim of improving birth outcomes and longer term development opportunities for babies from families with more complex needs. These targeted programmes have been developed and commissioned to more specifically meet their needs and reduce inequalities in health and wider outcomes. Key benefits reported from clients include support to access safe affordable housing, increased feelings of self-confidence and self-esteem, reduction in social isolation, increased ability to navigate health care system, improved birth outcomes and satisfaction with the birth experience, high breast feeding rates and opportunities to gain work experience and employment.

BME Support Services

Under representation of black and minority ethnic (BME) and especially those from new and emerging communities who use Adult Social Care services and

Safeguarding was highlighted as a concern. These groups are underrepresented when compared with the whole population profile.

New migrant communities hold a number of preconceptions about Adult Social Care ranging from 'I don't know what Adult Social Care do' to 'Adult Social Care will take away your children, stay away from them.' The Migrant Access Project has been working on identifying and understanding what the barriers are to new and emerging communities accessing Adult Social Care services and Safeguarding. It is recognised that these issues affect all BME groups but new migrant communities have a range of additional issues and barriers that require a greater degree of understanding. As a result additional work was needed to breakdown these barriers and to develop and deliver appropriate and useful services.

This links into the development across Adult Social Care of the asset-based community development model based on the strengths and abilities of individuals and communities to develop services that are appropriate to the needs of that community.

Based around the asset based community development model the Migrant Access Project developed a training programme covering key areas including education, housing and social care. Under Social Care the areas that were looked at included carers, disabilities, residential, older people and day centres to ensure that Migrant Community Networks could take accurate and relevant information back to their communities.

One undertaking was the use of a buffer organisation where individuals or groups from the community could go and discuss issues around Safeguarding or other concerns. Such buffer organisations allow open discussion before or instead recourse to formal government bodies something many communities feel uncomfortable about due to previous experiences. The body who undertook this buffer role is VAL (Voluntary Action Leeds).

Improving Access

In March 2016 Leeds City Council received the gold award of Attitude is Everything's Charter of Best Practice for showing continuing commitment to venue access to customers and performers for the council's outdoor venue, Victoria Gardens. Victoria Gardens hosts a number of events throughout the year including the annual Leeds Christmas Lights Switch On. Victoria Gardens is the first permanent local authority-run events space to receive the Gold award in the country.

The council's Events team will continue to work with Attitude is Everything to ensure its venues and events are as accessible and usable as possible for as many people, striving to improve disabled customers experience year on year, exceeding expectations, removing barriers which may prevent people from participating in/ experiencing events, and actively promoting an inclusive approach

Health Inequalities

Leeds Let's Get Active was launched in 2013 to explore barriers to physical activity and support the most inactive to participate in 30 minutes of moderate intensity physical activity per week. This is aimed at reducing health inequalities across the city. Inactivity costs the city around £10.4m each year. The project is funded by Sport England (£500k) and the council through its Public Health role (£500k) with in kind and staffing support from the council's Sport and Active Lifestyles service which

developed and now manages the project. It provides a universal free offer of gym, swim, classes, walking, running and family activities in 17 leisure centres and a variety of community venues and parks across the city. Leeds Let's Get Active works in partnership with a variety of organisations.

The project which is continuing into 2017/18 has resulted in the following:-

- Nearly 75,000 people have registered to take part in Leeds Let's Get Active
- 48% of registered individuals were classed as inactive at baseline (less than 30 minutes per week)
- 86.9% did not meet the Chief Medical Officers recommendations of 150 minutes of physical activity per week
- There have been 348,128 visits to Leeds Let's Get Active sessions. 45% of these visits were made by participants classified as inactive at baseline and 85% of visits were made by participants reporting lifestyle risk factors in combination (2 or more)
- 17.9% of participants that have registered since April 2015 have been diagnosed with a Long-term condition in the last 12 months
- 16,194 registered participants are from deprived areas
- At follow up 80% of inactive participants base-lined as inactive were now classed as active (more than 30 minutes per week)

Apprenticeships

The number of apprenticeship starts by Black and Minority Ethnic (BME) residents of Leeds stood at just over 10% of all starts in the 2013/14 academic year. This does not compare favorably with BME participation rates across adult learning programmes in England as a whole which is 19%. Locally the Leeds Community Learning programme (15,000 learners) has a BME participation rate of 34% and there is a school BME population of 31.1%.

The Skills Funding Agency released Local Education Authority ethnicity data for the first time in 2015 which evidenced the under-representation of BME apprenticeship starts (relating to the 2013/14 academic year). As a result the council's Employment and Skills Service has proposed a range of potential measures, underpinned by a commissioned programme of research with young people in BME communities. Agreement was also sought to co-commission research with Bradford Council in April 2016.

In addition there are a range of activities that have been undertaken or are underway which include:

- A promotional campaign to raise awareness through specific media channels (Fever FM which is now commissioned for a 12-month period);
- Promoting apprenticeships to key contacts in the BME community (youth groups, sports clubs etc) through the distribution of vacancy information; and
- Promoting the Leeds Apprenticeship Recruitment Fair (March 2106) to BME communities.

Quantitative data on BME apprenticeship starts in the 2016/17 academic year will be released by the Skills Funding Agency in September 2017. Further work will be carried out in 2017 including research with the BME community.

Mental Health

The most recent data (May 2015) available from Job Centre Plus (JCP) indicates that of those people claiming a health related out-of-work benefit , Employment Support Allowance (ESA) over 40% report mental ill health as a single diagnosis alongside a physical one. In the City this equates to approximately 15,000 claimants with the highest concentrations living in the wards with the highest rates of deprivation.

Although levels of unemployment have been falling significantly amongst people claiming Job Seekers Allowance the number of people claiming ESA has remained static over time.

For those with severe or significantly moderate mental health needs there are a range of health interventions available. However, for claimants who have mild to moderate mental ill health the city's picture can be fragmented and lack coherence.

Anecdotally, managers and frontline Job Shop staff report an increasing number of customers presenting with what may be termed as low level mental ill health, for example, low mood, poor self-confidence etc. This is a significant barrier to effective job seeking and impacts their employability potential in a competitive market. Elected members have also reported a changing and increasing profile of residents actively seeking support with or presenting mental ill health.

Mental health issues are regularly cited as a key barrier by a range of delivery partners engaged in employability and job search support and feature in the city's Employment and Skills Board priority plans. JCP has evolved its services to more effectively meet the needs of this customer group which takes into account the number of people affected and the enduring nature of the issue.

There are a number of services offering support to those experiencing low level mental ill health and those looking to gain employment which compliments the services available from JCP. However, there are few examples of effective integration.

The Employment and Skills Service explored a variety of possible delivery models to pilot an effective response to these needs. This was during an extended period of consultation with stakeholders including mental health specialists. As a result, the council has selected a model which integrates mental health support into existing services, notably Job Shops in Community Hubs. The Employment and Skills Service procured specialists with a track record of supporting those with mental ill health back into employment to deliver services within Job Shops.

This model also includes an extensive staff development programme for Job Shop staff in the first instance initially and ultimately the wider Hub staff resource. This will enable us to build the capacity of Hubs to continue to develop the provision sustainably, beyond the pilot which commenced on 4 April 2016.

Children and Young People

Nationally, children who have experienced care do not do as well in their learning as their non-looked after peers and this is the case at all stages of learning from the early years to higher education.

Leeds has the highest aspirations for children and young people who are looked after and addressing this 'gap' in attainment and achievement is a key priority in the Children and Young People's Plan and overarching Best Council Plan.

Although in Leeds, 13% of care leavers are in higher education compared to about 11% of care leavers nationally, this compares to about 38% of the general population. Care leavers are more likely to not make successful transitions into education, employment and training and this is impacted on as they are less likely to achieve five good GCSE passes.

Leeds has a statutory duty to promote the educational achievement of children looked after and these duties are discharged through our Corporate Parenting responsibilities via the Corporate Parenting Board, the Multi-Agency Looked After Partnership and the Virtual School.

All of these partnerships contribute to continuous improvements in outcomes for children looked after and care leavers and include services such as Learning Improvement, Educational Psychologists and Complex Needs Services, Youth Offending Service and Health.

There is a robust training offer through the Workforce Development service and the Virtual School provides a comprehensive programme of training and development across all corporate parenting roles including designated teachers and governors, social workers, foster carers and other services who contribute to the educational achievement of children looked after and care leavers.

All first time entrants to care have their very first Personal Education Plan and first review quality assured by the Virtual School to ensure that there are SMART targets and the pupil premium is being spent effectively and is impacting positively on children's progress in their learning.

Across the whole Multi-Agency Looked After Partnership, some of the key outcomes include:

- Increased number of children with an up-to-date quality personal education plan
- Reduced number of potential permanent exclusions
- A number of young people supported to remain in mainstream education
- Increased attendance
- Increased number of children looked after in education settings that are deemed good or outstanding by Ofsted
- In a range of primary education performance measures, the gap has been closed more quickly than other local authorities
- Increased number of young people in education, employment and training through the "Ready to Work" scheme
- Increased number of children in stable placements

Next Steps

The proposed Best Council Plan and Budget for 2017/18 recognise the challenges that the city and the council are facing: 2017/18 will bring continued reductions in our funding while demand on public services is increasing; some communities in Leeds are not benefiting from the economic growth the city has experienced with inequalities impacting upon people's educational attainment, health and

employment. Having a clear, strategic vision centred firmly on tackling poverty and inequalities with a budget that supports this will help tackle these challenges.

During 2017/18 more detailed and specific work will continue to take place to ensure that further consideration is given to equality. Where any negative or disproportionate impacts on protected characteristics are identified appropriate and relevant action to mitigate these will be considered and implemented.

Equality Impact Assessment Action Plan

Action	Responsibility
Completion of all equality impact assessments in the Budget where relevance to equality has been identified	Directors
Continue quality assurance and review of equality impact assessment and actions from budget decisions	Communities Team

SCRUTINY BOARD (STRATEGY AND RESOURCES)

Refreshing the Best Council Plan for 2017/18

Introduction

At its meeting on 16 January 2017, the Scrutiny Board received a report from the Deputy Chief Executive providing an opportunity to contribute to the development of the Best Council Plan for 2017/18, prior to further consideration by Executive Board and Council in February 2017.

Providing scrutiny with the opportunity to comment on refreshing the Best Council Plan was in accordance with the Budget and Policy Framework Procedure Rules.

Attendance

In addition to members of the Scrutiny Board (Strategy and Resources), the following were in attendance at the meeting to present the current draft Best Council Plan for 2017/18, and to address questions from the Scrutiny Board.

- Councillor James Lewis – Executive Member for Strategy and Resources
- Alan Gay – Deputy Chief Executive
- Mariana Pexton – Chief Officer (Strategy & Improvement)

The following representatives from other Scrutiny Boards¹ were also present for the discussion:

- Councillor B Anderson – Citizens & Communities (Chair)
- Councillor Ann Blackburn – Environment and Housing
- Councillor P Gruen – Adult Social Services, Public Health and NHS (Chair)

Main Issues

The draft Best Council Plan (BCP) in terms of its presentation and layout was generally well received, but it was noted that much of the detailed narrative and the Key Performance Indicators (KPIs) were still to be determined and included within the draft Plan.

The Scrutiny Board recognised the need for the BCP narrative and KPIs to remain flexible in order to allow for minor in-year revisions based on any budgetary or policy changes.

Nonetheless, as part of the detailed narrative, the Scrutiny Board identified the need to clearly explain the context and relationship of the BCP in relation to the Council's

¹ It should be noted that the Chair of Scrutiny Board (Children's Services) was also a member of Scrutiny Board (Strategy and Resources) and was in attendance.

financial strategy, other Council and partnership plans and general partnership arrangements.

The Scrutiny Board also emphasised the need to ensure there is particular and specific cross-referencing to the existing Breakthrough Project Objectives within the BCP.

The remainder of the Scrutiny Board's comments primarily focused around the newly proposed 7 priority areas. In summary, the main comments of the Board included:

- Particular reference to housing related matters; including whether housing warranted its own dedicated priority area. The Scrutiny Board agreed 'housing' needed to be prominent within the BCP and whilst acknowledging 'housing' would currently feature within 6 of the 7 proposed priority areas, the Scrutiny Board identified the need for this to feature in all priority areas, including the Child Friendly City priority area.
- Reference to the importance of 'play' as a key developmental activity and suggested that this is also featured within the Child Friendly City Priority area.
- Reference was made to the previous 'Objective 5: Dealing effectively with the City's Waste' as this was now considered too narrow and needed to reflect wider sustainability priorities.
- The Scrutiny Board stressed the importance of including KPIs that are meaningful and easily measurable, particularly when determining local impacts.
- The Scrutiny Board believed that measuring outcomes and impact at a local level was paramount to keeping local members informed of progress and demonstrating the BCP was a live working document. This could include regular reports to Community Committees, which provide details of how the Council is tackling poverty and reducing inequalities in localities.
- The Scrutiny Board believed general improvements could be made in terms of communicating progress against the BCP priority areas and specific Breakthrough Projects.
- The Board also recognised the need to maximise continuity between past objectives and objectives going forward in order to help identify and analyse key trends.

RESOLVED -

To ensure that the Scrutiny Board's comments are reflected in the further report and iteration of the Best Council Plan presented to the Executive Board at its February meeting.

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Report of the Director of City Development

Report to Council

Date: 22nd February 2017

Subject: Aire Valley Leeds Area Action Plan

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Burmantofts & Richmond Hill, City & Hunslet, Garforth & Swillington, Middleton Park, Rothwell, Temple Newsam		
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
If relevant, Access to Information Procedure Rule number: Appendix number:		

Summary of main issues

1. Following consideration by Executive Board and full Council in 2016 for the submission of the Aire Valley Leeds Area Action Plan (AVLAAP) for independent Examination (and following further consideration by Executive Board on 8th February 2017), the purpose of this report is to recommend to Council, the need to grant authority to the Inspector to recommend any necessary Modifications to the Plan. This is a procedural matter to reflect statutory requirements.

Recommendations

2. Following the Executive Board recommendation of 8th February 2017, Council is recommended to:
 - i) grant authority to the independent inspector appointed to hold the Public Examination, to recommend modifications to the Submission Draft Aire Valley Leeds Area Action Plan, pursuant to Section 20 (7C) of the Planning and Compulsory Purchase Act 2004, as amended.

1 Purpose of this report

- 1.1 Following consideration by Executive Board and full Council in 2016 for the submission of the Aire Valley Leeds Area Action Plan (AVLAAP) for independent Examination (and following further consideration by Executive Board on 8th February 2017), the purpose of this report is to recommend to Council, the need to grant authority to the Inspector to recommend any necessary Modifications to the Plan. This is a procedural matter to reflect statutory requirements..

2 Background information

- 2.1 The Executive Board report of 27th July 2016, provides background to the scope and preparation of the AVLAAP and Executive Board recommended submission of the Plan to the Secretary of State, but did not provide a recommendation to the Inspector in regard to Main Modifications.

3 Main issues

- 3.1 3.2 The AVLAAP has been submitted for independent examination and examination hearings took place between 24th and 26th January 2017. The Inspector has indicated the need for a small number of Main Modifications, which are not considered to raise significant issues. These will be tabled for Executive Board consideration at a later meeting. However, for procedural and administrative purposes there is a need to give authority to the Inspector to recommend these Main Modifications to the City Council.

4 Corporate Considerations

Consultation and Engagement

- 4.1 See AVLAAP Executive Board report 27th July 2016 & Site Allocation Plan Report 8th February 2017.

Equality and Diversity / Cohesion and Integration

- 4.2. See AVLAAP Executive Board report 27th July 2016 & Site Allocation Plan Report 8th February 2017.

Council policies and City Priorities

- 4.3 See AVLAAP Executive Board report 27th July 2016 & Site Allocation Plan Report 8th February 2017.

Resources and value for money

- 4.4 See AVLAAP Executive Board report 27th July 2016 & Site Allocation Plan Report 8th February 2017.

Legal Implications, Access to Information and Call In

- 4.5. See AVLAAP Executive Board report 27th July 2016 & Site Allocation Plan Report 8th February 2017.

Risk Management

- 4.6. See AVLAAP Executive Board report 27th July 2016 & Site Allocation Plan Report 8th February 2017.

5. **Conclusions**

- 5.1 This report seeks to address a procedural matter, as set out above.

4 **Recommendation**

- 6.1 Following the Executive Board recommendation of 8th February 2017, Council is recommended to:

- i) to grant authority to the independent inspector appointed to hold the Public Examination, in order to recommend modifications to the Submission Draft Aire Valley Leeds Area Action Plan, pursuant to Section 20 (7C) of the Planning and Compulsory Purchase Act 2004, as amended.

Appendices

None

5 **Background documents**¹

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.

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Report of City Solicitor

Report to Full Council

Date: 22nd February 2017

Subject: Constitutional Amendments

Are specific electoral wards affected? If yes, 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 Constitution sets out the way in which the Council discharges its functions, including arrangements for the delegation of functions to both committees and officers.
2. The Head of Paid Service has agreed a new organisational structure which is to take effect in April 2017. As a result amendments to the constitution are necessary to reflect the new arrangements in respect of Corporate Leadership Team.

Recommendations

3. General Purposes Committee recommend that with effect from 1st April 2017, Council:-
 - 3.1 Appoint the Director of Communities and Environment as Deputy Electoral Registration Officer;
 - 3.2 Appoint the Chief Officer (Financial Services) as the Council's S151 Officer;
 - 3.3 note that the Chief Officer (Financial Services) will designate a deputy and communicate details to Members before taking up the S151 responsibilities on 1st April; and
 - 3.4 approve the amendments listed below:-
 - Part 2 - Article 12 (Appendix A)
 - Part 2 – Article 15 (Appendix B)
 - Part 3 – Section 1 – Local Choice Functions (Appendix C)

- Part 3 – Section 2A – Functions of the Full Council (Appendix D)
- Part 3 – Section 2B – Scrutiny Board Terms of Reference (Appendices E1-E6)
- Part 3 – Section 2C – Officer Delegation Scheme (Council (non-executive) Functions):
 - General Delegations (Appendix F)
 - Chief Executive (Appendix G)
 - Director of Resources and Housing (Appendix H)
 - Chief Officer (Financial Services) (Appendix I)
 - City Solicitor (Appendix J)
 - Director of Communities and Environment (Appendix K)
 - Director of City Development (Appendix L)
 - Chief Planning Officer (Appendix M)
 - Director of Children and Families (Appendix N)
 - note the removal of Deputy Chief Executive, Assistant Chief Executive (Citizens and Communities), and Director of Environment and Housing from the Officer Delegation Scheme (Council (non executive) Functions.)

1. Purpose of this report

- 1.1 This report recommends amendments to the Constitution which are necessary to reflect the new organisational structure developed by the Head of Paid Service.

2. Background information

Organisational Structure

- 2.1 By delegated decision dated 24th January 2017 the Head of Paid Service has approved a new organisational staffing structure.
- 2.2 The structure was developed working with Members and officers, to support the Council's ambition of being a compassionate city with a strong economy, and to ensure the Council's continued improvement while making significant savings.
- 2.3 As the Council is placing a greater emphasis on work in localities, services from citizens and communities will merge with some of those from environment and housing. This will enable a greater impact on reducing inequalities across the city and particularly in some of the most deprived neighbourhoods. The merger will create a new Communities and Environment directorate.
- 2.4 Following the retirement of the current post holder at the end of March 2017, the role of deputy chief executive will be deleted. The work of the strategy and resources directorate will however continue. The existing Director of Environment and Housing will be re-designated as Director of Resources and Housing and will, in addition to corporate responsibilities, retain responsibility for work areas including housing and sustainability.
- 2.5 Subject to approval by Full Council it is proposed to appoint the Chief Officer (Financial Services) as S151 officer. The post holder, will report to the Director of Resources and Housing, will be entitled to sufficient resources and to attendance at such meetings of the Council, Executive Board and other formal and informal decision making forums¹, and will have the degree of independence necessary to fulfil the role.
- 2.6 To improve the Council's partnership work with health colleagues, bring together related commissioning functions, and ensure delivery of the sustainability and transformation plan there will be one directorate for adult social services and public health. The Director of Public Health will retain his statutory responsibilities whilst becoming part of the Director of Adults and Health's leadership team.

Executive Arrangements

- 2.7 By a delegated decision dated 24th January 2017 the Leader has amended the her executive arrangements with effect from 1st April 2017. The amendments are reported elsewhere in this agenda.

Consequential amendments

- 2.8 Council are requested to note that the City Solicitor intends to use her authority as Monitoring Officer to make further amendments to the constitution to ensure that the new arrangements for the delegation of functions are reflected throughout the constitution. In particular amendments will be required to:

- Community Committee Procedure Rules
- Contracts Procedure Rules

¹ Including Corporate Leadership Team

- Financial Regulations
- Officer Employment Procedure Rules
- Protocol for the Co-ordination of external inspection reports
- Management Structure Diagram

3. Main issues

Designation of Deputy Electoral Registration Officer and S151 Officer

- 3.1 Part 3, Section 2A Functions of the Full Council sets out those functions which are reserved to full council, and details the officers appointed by Council in respect of relevant functions.
- 3.2 The Deputy Chief Executive is the Council's current Section 151 Officer. Section 151 of the Local Government Act 1972 requires that every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs. The Chief Officer (Financial Services) is the current Deputy Section 151 Officer and has the relevant qualifications, professional membership and experience to carry out this role.
- 3.3 General Purposes Committee recommend that full Council:-
- 3.3.1 appoint the Director of Communities and Environment as Deputy Electoral Registration Officer in addition to the Head of Elections, Licensing and Registration (whilst noting that the Assistant Chief Executive (Citizens and Communities) will no longer exist to exercise the role);
- 3.3.2 appoint the Chief Officer (Financial Services) as S151 Officer (whilst noting that the Deputy Chief Executive will no longer exist to exercise the role.); and
- 3.3.3 approve the amended Functions of Full Council attached at Appendix D

Article 12 - Officers

- 3.4 Article 12 details the council's senior management team and sets out the designations of statutory officers. General Purposes Committee recommend that full Council approve the amendments proposed to Article 12 as shown at Appendix A attached to reflect the new organisational structure and the designation of Chief Officer (Financial Services) as the S151 Officer.
- 3.5 It has not yet been determined which post will act as deputy to the S151 Officer. GPC recommend that Council note that the Chief Officer (Financial Services) will designate a deputy and communicate details to Members before taking up the S151 responsibilities on 1st April. The Monitoring Officer will accordingly further amend Article 12 under her delegated authority in Article 15 and publish as a significant operational decision.

Article 15 – Review and Revision of the Constitution

- 3.6 Article 15 includes details as to which person or body has authority to amend each of the documents within the Council's Constitution. General Purposes Committee recommend the amendments proposed at Appendix B attached to ensure that appropriate officers can take the necessary decisions to keep documents up to date and fit for purpose.

Responsibility for Local Choice Functions

- 3.7 General Purposes Committee recommend amendments, shown at Appendix C attached, which are necessary to reflect the new organisational arrangements.

Officer Delegation Scheme

- 3.8 General Purposes Committee recommend that Council approve the Officer Delegation Scheme (Council (non-executive) Functions) which will comprise delegations to the Directors as follows:-
- 3.9 General Delegations (Appendix F) – amendments reflect the titles of Directors within the new organisational structure.
- 3.10 Chief Executive (Appendix G) – there are no amendments from the existing scheme.
- 3.11 Director of Resources and Housing (Appendix H) – includes the existing delegations to the Deputy Chief Executive.
- 3.12 Chief Officer (Financial Services) (Appendix I) – this is a new delegation reflecting the separation of the role from the Director of Strategy and Resources and permits the Chief Officer (Financial Services) to make standing orders in relation to finance.
- 3.13 City Solicitor (Appendix J) – there are no amendments from the existing scheme.
- 3.14 Director of Communities and Environment (Appendix K) – includes the existing delegations to the Assistant Chief Executive (Citizens and Communities) and the Director of Environment and Housing.
- 3.15 Director of City Development (Appendix L) – there are no amendments from the existing scheme.
- 3.16 Chief Planning Officer (Appendix M) – there are no amendments from the existing scheme.
- 3.17 Director of Children and Families (Appendix N) – there are no amendments from the existing scheme.
- 3.18 Council will note that there are no specific delegations to the Director of Adults and Health or the Director of Public Health. The existing delegations to Deputy Chief Executive, Assistant Chief Executive (Citizens and Communities) and Director of Environment and Neighbourhood will be removed from the Officer Delegation Scheme (Council (non-executive) Functions).

Scrutiny Board Terms of Reference

- 3.19 General Purposes Committee recommend that full Council approve consequential amendments to the Scrutiny Boards terms of reference, as shown at Appendices E1 to E6 attached, (Members may wish to note that these changes do not alter the remit of any of the Scrutiny Boards)

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Head of Paid Services has engaged officers and Members in developing these changes, in part by making the changes in response to issues raised about where existing organisational arrangements don't work. As some of the reasons for the changes are to make financial savings, consultation has also been carried out

through the budget setting process. Whilst the changes are significant, the main emphasis of change continues to be on the culture change through the values.

- 4.1.2 Scrutiny Board Chairs have been advised to the proposed amendments to the Scrutiny Board Terms of Reference, together with confirmation that these amendments are intended to preserve the current remit of each Board.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 There are no implications for this report.

4.3 Council policies and best council plan

- 4.3.1 The changes outlined within this report support the Council's ambition of being a compassionate city with a strong economy.

4.4 Resources and value for money

- 4.4.1 The organisational structure which underlies the changes proposed in this report intends to enable the best use of the Council's human resources to deliver council services. The changes to organisational shape, including JNC reductions, deliver a financial saving to the Council which is reported elsewhere in budget papers.

4.5 Legal implications, access to information, and call-in

- 4.5.1 As a council decision this report will not be open to Call In. Amendments to the Constitution will be published as they come into effect on 1st April 2017.

4.6 Risk management

- 4.6.1 The proposed amendments will ensure that the Council's constitution remains up to date and fit for purpose and that decision making arrangements are robust.

5. Conclusions

- 5.1 Changes to the organisational structure require amendments to the Constitution as detailed in this report.

6. Recommendations

- 6.1 General Purposes Committee recommend that with effect from 1st April 2017, Council:-

- 6.1.1 Appoint the Director of Communities and Environment as Deputy Electoral Registration Officer;
- 6.1.2 Appoint the Chief Officer (Financial Services) as the Council's S151 Officer;
- 6.1.3 Note that the Chief Officer (Financial Services) will designate a deputy and communicate details to Members before taking up the S151 responsibilities on 1st April; and

6.1.4 Approve the amendments listed below:-

- Part 2 - Article 12 (Appendix A)
- Part 2 – Article 15 (Appendix B)
- Part 3 – Section 1 – Local Choice Functions (Appendix C)
- Part 3 – Section 2A – Functions of the Full Council (Appendix D)
- Part 3 – Section 2B – Scrutiny Board Terms of Reference (Appendices E1-E6)
- Part 3 – Section 2C – Officer Delegation Scheme (Council (non-executive) Functions):
 - General Delegations (Appendix F)
 - Chief Executive (Appendix G)
 - Director of Resources and Housing (Appendix H)
 - Chief Officer (Financial Services) (Appendix I)
 - City Solicitor (Appendix J)
 - Director of Communities and Environment (Appendix K)
 - Director of City Development (Appendix L)
 - Chief Planning Officer (Appendix M)
 - Director of Children and Families (Appendix N); and
 - Note the removal of Deputy Chief Executive, Assistant Chief Executive (Citizens and Communities), and Director of Environment and Housing from the Officer Delegation Scheme (Council (non executive) Functions.)

7. Background documents²

7.1 None

² 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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ARTICLE 12 - OFFICERS**12.1 MANAGEMENT STRUCTURE****• General**

The full Council may engage such staff (referred to as officers) as it considers necessary to carry out its functions.

• Chief Officers

The full Council will engage persons for the following posts, who will be designated Chief Officer¹ and will have the functions responsibilities set out in the Officer Delegation Scheme (Council (non-executive) Functions) at Part 3 Section 2C and the Officer Delegation Scheme (Executive Functions) at Part 3 Section 3E of this Constitution.

- Chief Executive
- [Director of Resources and Housing](#)
- [Chief Officer \(Financial Services\)](#)
- [City Solicitor](#)
- [Director of Communities and Environment](#)
- Director of City Development
- Chief Planning Officer
- Director of [Children and Families](#)
- [Director of Adults and Health](#)
- Director of Public Health

¹ Any reference to a Director within the constitution shall be deemed to include reference to all officers listed in this Article, except where the context requires otherwise.

Article 12 – Officers

• **Head of Paid Service, Monitoring Officer and Chief Finance Officer**

The Council will designate the following posts as shown:

DESIGNATION	POST	DEPUTY
Head of Paid Service ²	Chief Executive	<u>Director of Resources and Housing</u>
Monitoring Officer ³	City Solicitor	Head of Governance and Scrutiny Support
<u>S151 Officer (referred to in this Constitution as Chief Finance Officer)</u> ⁴	<u>Chief Officer (Financial Services)</u>	
Director of Children's Services ⁵	<u>Director of Children and Families</u>	Deputy Director of Children's Services (Safeguarding, Specialist and Targeted Services)
		Deputy Director of Children's Services (Learning, Skills and Universal Services)
Director of Adult Social Services ⁶	<u>Director of Adults and Health</u>	Chief Officer, Access & Care Delivery
		Chief Officer, Resources & Strategy
		Chief Officer, Commissioning
		Chief Officer, Health Partnerships
		<u>Director of Public Health</u>
Director of Public Health ⁷	<u>Director of Public Health</u>	<u>Deputy Director of Public Health</u> Consultant in Public Health / Medicine

By law, some functions of the Monitoring Officer and Chief Finance Officer (apart from the administration of the financial affairs of the Council) must be carried out personally, or carried out by a deputy nominated by them in cases of absence or illness⁸.

² Designated under Section 4 Local Government and Housing Act 1989

³ Designated under Section 5 Local Government and Housing Act 1989

⁴ Appointed in accordance with Section 151 Local Government Act 1972

⁵ Appointed under Section 18 Children Act 2004

⁶ Appointed under Section 6 Local Authority Social Services Act 1970

⁷ Appointed under Section 73A National Health Service Act 2006

⁸ See further Section 5/5A Local Government and Housing Act 1989

Article 12 – Officers

In addition to the functions detailed in the Officer Delegation Scheme (Council (non-executive) Functions) and the Officer Delegation Scheme (Executive Functions) such posts will have the functions described in Article 12.2–12.5 below.

12.2 FUNCTIONS OF THE HEAD OF PAID SERVICE

- **Structure**

The Head of Paid Service will determine and publicise a description of the overall departmental structure of the Council showing the management structure and deployment of officers. This is set out at Part 7 of this Constitution.

- **Discharge of functions by the Council**

The Head of Paid Service will report to full Council on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers.

- **Politically restricted posts**

The Head of Paid Service will grant and supervise exemptions from political restriction⁹, in consultation with the Monitoring Officer.

- **Dispensations**

Following consultation with the Chair of the Standards and Conduct Committee, the Head of Paid Service will consider and determine written requests for dispensations.¹⁰

- **Chair of Leeds Safeguarding Children Board and Leeds Safeguarding Adults Board**

Following consultation with appropriate partners, the Head of Paid Service will appoint or dismiss and hold to account the Chairs of the LSCB¹¹ and LSAB¹²

- **Restrictions on functions**

The Head of Paid Service cannot be the Monitoring Officer but may hold the post of Chief Finance Officer if a qualified accountant.

12.3 FUNCTIONS OF THE MONITORING OFFICER

⁹ Section 3A Local Government and Housing Act 1989

¹⁰ In accordance with Section 33 of the Localism Act 2011.

¹¹ Regulation 4 LSCB Regulations 2006 and "Working Together to Safeguard Children" statutory guidance March 2015

¹² Care Act 2014 and "The Care and Support Statutory Guidance"

Article 12 – Officers

- **Maintaining the Constitution**

The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for consultation by Members, staff and the public.

- **Ensuring lawfulness and fairness of decision making.**

After consulting with the Head of Paid Service and Chief Finance Officer, the Monitoring Officer will report to the full Council or to the Executive in relation to an executive function, if he/she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

- **Reporting on maladministration or injustice**

The Monitoring Officer will prepare reports as required by the Local Government Act 1974 and the Local Government and Housing Act 1989 in relation to complaints which have been the subject of investigation by the Local Government Ombudsman and which have revealed maladministration, whether or not that maladministration has caused injustice.

- **Supporting the Standards and Conduct Committee**

The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards and Conduct Committee¹³.

- **Functions relating to the Members' register of interests**

The Monitoring Officer will establish, maintain and publish the register of Members' interests¹⁴.

- **Proper officer for access to information.**

The Monitoring Officer will ensure that decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible.

- **Advising whether executive decisions are within the budget and policy framework**

The Monitoring Officer will advise whether decisions of the Executive are in accordance with the Budget and Policy Framework

¹³ Including any action under the procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct

¹⁴ In relation to Leeds City Councillors, voting co-opted Members of Leeds City Council, and Members of Parish and Town Councils in the Leeds area

Article 12 – Officers

- **Contributing to corporate management**

The Monitoring Officer will contribute to the corporate management of the Council, in particular through the provision of professional legal advice.

- **Providing advice**

The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Councillors and will support and advise Councillors in their respective roles. The Monitoring Officer will also advise Members on the interpretation of the Members' Code of Conduct.

- **Reporting on resources**

The Monitoring Officer will report to the Council, as necessary on the staff, accommodation and resources s/he requires to discharge his/her statutory functions.

- **Receiving copies of certificates**

The Monitoring Officer will receive copies of certificates under the Local Authorities (Contracts) Regulations 1997.

- **Restrictions on posts**

The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.

12.4 FUNCTIONS OF THE CHIEF FINANCE OFFICER

- **Ensuring lawfulness and financial prudence of decision making**

After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Finance Officer will report to the full Council or to the Executive in relation to an executive function and the Council's external auditor if he/she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the Council is about to enter an item of account unlawfully.

- **Administration of financial affairs**

The Chief Finance Officer will make arrangements for the administration of the financial affairs of the Council in accordance with section 151 of the Local Government Act 1972.

- **Contributing to corporate management**

Article 12 – Officers

The Chief Finance Officer will contribute to the corporate management of the Council, in particular through the provision of professional financial advice.

Article 12 – Officers

- **Providing advice**

The Chief Finance Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Councillors and will support and advise Councillors and officers in their respective roles.

- **Give financial information**

The Chief Finance Officer will provide financial information to the media, members of the public and the community.

12.5 FUNCTIONS OF THE DIRECTOR OF PUBLIC HEALTH

- **Annual Report**

The Director of Public Health has statutory responsibility for writing the annual report on the health of the local population.

12.6 DUTY TO PROVIDE SUFFICIENT RESOURCES

The Council will provide all Statutory Officers with such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.

12.7 CONDUCT

Officers will comply with the codes of conduct and protocols set out in Part 5 of this Constitution.

12.8 EMPLOYMENT

The recruitment, selection and dismissal of officers will comply with the Officer Employment Procedure Rules set out in Part 4 of this Constitution.

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ARTICLE 15 - REVIEW AND REVISION OF THE CONSTITUTION

15.1 DUTY TO MONITOR AND REVIEW THE CONSTITUTION

15.1.1 The Monitoring Officer will monitor and review the operation of the Constitution to ensure that the aims and principles of the Constitution are given full effect.

- **Protocol for monitoring and review of constitution**

15.1.2 A key role for the Monitoring Officer is to be aware of the strengths and weaknesses of the Constitution adopted by the Council, and to make recommendations for ways in which it could be amended in order better to achieve the purposes set out in Article 1. In undertaking this task the Monitoring Officer may:

- (a) observe meetings of different parts of the Member and officer structure;
- (b) undertake an audit trail of a sample of decisions;
- (c) record and analyse issues raised with him/her by Members, officers, the public and other relevant stakeholders; and/or
- (d) compare practices in this authority with those in other comparable authorities, or national examples of best practice.

15.2 CHANGES TO THE CONSTITUTION

- **Approval**

15.2.1 Changes to Parts 1 and 2 of the Constitution will only be approved by the full Council after consideration of the proposal by the General Purposes Committee and following advice from the Monitoring Officer, save that authority to make certain changes is delegated to the Monitoring Officer as detailed at 15.2.3 below. Changes to the Constitution may be made by simple majority.

15.2.2 Changes to Parts 3 to 7 of the Constitution will be approved by the body or person to whom such authority has been delegated as indicated in the table set out at Annex 1 attached. Where the approval of full Council is required for such changes in Parts 3 to 5 of the Constitution, then they will only be approved by full Council after consideration of the proposal by the General Purposes Committee and following advice from the Monitoring Officer.

15.2.3 The Monitoring Officer is authorised to make any changes to any Part of the Constitution which are required:

- as a result of legislative change or decisions of the Council¹ or Executive² to enable him/her to maintain it up to date;
- or for the purposes of clarification only.

15.2.4 All changes made by officers under delegated authority will be recorded as delegated decisions.

¹ Including Council Committees and Officers acting under delegated authority.

² Including Committees of the Executive and Officers acting under delegated authority.

Part of Constitution	Title of Document	Body/Person with authority to change the document
Part 3 Section 1	Responsibility for Local Choice Functions	Full Council
Part 3 Section 2A	Functions of the Full Council	Full Council
Part 3 Section 2B	Council Committees' Terms of Reference	Full Council
Part 3 Section 2C	Officer Delegation Scheme (Council (Non-Executive) Functions)	Full Council
Part 3 Section 2D	Council (Non-Executive) Delegations to and from other authorities	Full Council
Part 3 Section 3A	Responsibility for Executive Functions	Leader of Council
Part 3 Section 3B(a)	Executive Member Portfolios	Leader of Council
Part 3 Section 3B(b)	Executive Members: Oversight of Officer Executive Delegations	Leader of Council
Part 3 Section 3B(c)	Support to Executive Members	Leader of Council
Part 3 Section 3C	Executive Committee and Advisory Committee Terms of Reference	Leader of Council
Part 3 Section 3D	Community Committee Executive Delegation Scheme	Executive Board
Part 3 Section 3E	Officer Delegation Scheme (Executive Functions)	Leader of Council
Part 3 Section 3F	Executive Delegations to Other Authorities	Leader of Council
Part 3 Section 4	Joint Arrangements	Full Council (in relation to Council Functions) Leader of Council (in relation to Executive Functions)
Part 4 a	Council Procedure Rules	Full Council
Part 4 b	Executive and Decision Making Procedure Rules	Executive Board (in relation to Executive Functions set out at Rules 1.1 to 1.4, 2.1 and 3.1) Full Council (all other)
Part 4 c	Scrutiny Board Procedure Rules	Full Council
Part 4 d	Scrutiny Board Procedure Rules Guidance Notes	<u>Head of Governance and Scrutiny Support</u>

Article 15 – Review and Revision of the Constitution

Part 4 e	Community Committee Procedure Rules	Leader of Council (in relation to executive functions set out in section 3.1-3.5 and section 8) Full Council (all other)
Part 4 f	Budget and Policy Framework Procedure Rules	Full Council
Part 4 g	Access to Information Procedure Rules	City Solicitor
Part 4 h	Appointments to Outside Bodies Procedure Rules	Full Council
Part 4 i	Contracts Procedure Rules	Director of Resources and Housing
Part 4 j	Financial Regulations	Chief Finance Officer
Part 4 k	Officer Employment Procedure Rules	Director of Resources and Housing
Part 4 l	Procedure for Considering Complaints Alleging a Failure to Comply with a Members' Code of Conduct within the Area of Leeds Metropolitan District Council	Full Council
Part 4 m	Licensing Procedure Rules	Licensing Committee
Part 5 a	Members Code of Conduct	Full Council
Part 5 b	Employee Code of Conduct	Director of Resources and Housing
Part 5 c	Protocol on Member/Officer Relations	Standards and Conduct Authority
Part 5 d	Protocol – Roles of Members and Officers in Decision Making	Executive Board
Part 5 e	Monitoring Officer Protocol	Standards and Conduct Committee
Part 5 f	Protocol for the Co-ordination of External Inspection Reports	Director of Resources and Housing
Part 5 g	Planning Code of Good Practice	A joint meeting of the Plans Panels
Part 5 h	Protocol for Public Speaking at Plans Panels	A joint meeting of the Plans Panels
Part 5 i	Code of Practice for Determining Licensing Matters	Licensing Committee
Part 5 j	Code of Corporate Governance	Corporate Governance and Audit Committee
Part 6	Members' Allowances Scheme	Full Council
Part 7	Management Structure	Director of Resources and Housing

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SECTION 1: RESPONSIBILITY FOR LOCAL CHOICE FUNCTIONS

Local Choice Functions¹	Decision Making Body	Delegation of functions to Committees or officers (to the extent set out below or Section 2C for Council (non-executive) functions and section 3D for executive functions)
Functions under a local Act (other than one specified or referred to in Reg 2 or Schedule 1 of the Regulations 2000)	Executive Board	The relevant Director for the function concerned.
To determine appeals against any decision of the authority.	Executive Board generally ² except in respect of matters referred under the terms of reference of the Licensing Sub-Committees and the Employment Committee.	The Director of Resources and Housing ³
To appoint review boards under the Social Security Act 1998 ⁴	Full Council	City Solicitor
To make arrangements for appeals against exclusion of pupils from maintained schools	Full Council	Director of Children and Families
To make arrangements for appeals regarding school admissions ⁵	Full Council	Admitting Authorities and Director of Children and Families ⁶
To make arrangements for appeals by governing bodies ⁷	Full Council	Director of Children and Families
Any function relating to contaminated land ⁸	Executive Board	Director of City Development

¹ Local Authorities (Functions and Responsibilities) Regulations 2000, Schedule 2

² Including appeals in relation to access to information by Members under s100F Local Government Act 1972, Regulation 17 Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, and the common law “need to know” rules

³ In relation to arrangements for employee appeals, save those dealt with by the Employment Committee

⁴ s34(4) Social Security Act 1998

⁵ S94(1), (1A) and (4) School Standards and Framework Act 1998

⁶ The Director of Children’s Services will be responsible for clerking functions set out in paragraph’s 1.10 to 1.11 of the School Admission Appeals Code, with the relevant admitting authority making all other necessary arrangements.

⁷ S95(2) School Standards and Framework Act 1998

⁸ Part IIA Environmental Protection Act 1990 and subordinate legislation

Responsibility for Local Choice Functions

Local Choice Functions¹	Decision Making Body	Delegation of functions to Committees or officers (to the extent set out below or Section 2C for Council (non-executive) functions and section 3D for executive functions)
The control of pollution or the management of air quality ⁹	Executive Board	Director of <u>Communities and Environment</u>
To serve an abatement notice in respect of a statutory nuisance ¹⁰	Executive Board	Director of <u>Communities and Environment</u>
To pass a resolution that Schedule 2 of the Noise and Statutory Nuisance Act 1993 should apply in the authority's area ¹¹	Executive Board	Director of <u>Communities and Environment</u>
To inspect the authority's area to detect any statutory nuisance ¹²	Executive Board	Director of <u>Communities and Environment</u>
To investigate any complaint about the existence of a statutory nuisance ¹³	Executive Board	Director of <u>Communities and Environment</u>
To obtain information about interests in land ¹⁴	Executive Board	Director of City Development
To obtain particulars of persons interested in land ¹⁵	Executive Board	All Directors in pursuance of their delegated authority
To make agreements for the execution of highways works ¹⁶	Executive Board	Director of City Development
To appoint any individual	Full Council ¹⁷	

⁹ Pollution Prevention and Control Act 1999; Part IV Environment Act 1995; Part I Environmental Protection Act 1990; Clean Air Act 1993

¹⁰ s80(I) Environmental Protection Act 1990

¹¹ s8 Noise and Statutory Nuisance Act 1993

¹² S79 Environmental Protection Act 1990

¹³ s79 Environmental Protection Act 1990

¹⁴ s330 Town and Country Planning Act 1990

¹⁵ s16 Local Government (Miscellaneous Provisions) Act 1976

¹⁶ Section 278 Highways Act 1980

¹⁷ Full Council acts as Appointing Body for the purposes of making appointments to:

- West Yorkshire Joint Services Committee
- West Yorkshire Fire and Rescue Authority
- West Yorkshire Police and Crime Panel
- West Yorkshire Combined Authority
- West Yorkshire Pension Fund Joint Advisory Group

Responsibility for Local Choice Functions

Local Choice Functions¹	Decision Making Body	Delegation of functions to Committees or officers (to the extent set out below or Section 2C for Council (non-executive) functions and section 3D for executive functions)
(a) to any office other than an office in which he is employed by the authority and to revoke any such appointment		
To appoint any individual (b) to any body other than – (i) the authority; (ii) a joint Committee of two or more authorities; or (c) to any Committee or sub Committee of such a body and to revoke any such appointment	Full Council	Member Management Committee ¹⁸ Community Committees ¹⁹
To make agreements with other local authorities for the placing of staff at the disposal of those other authorities	Executive Board	
Functions relating to local area agreements ²⁰	Executive Board	

- West Yorkshire Pension Fund Investment Panel

¹⁸ In accordance with the Member Appointments to Outside Bodies Procedure Rules and delegations provided by Full Council:-

- determination of which outside bodies should have Member representation; and
- (by determining the category of each such outside body), determination of how such appointments should be made; and

act as the appointing body for the purposes of making appointments to outside bodies categorised as Strategic and Key Partnership Outside Bodies

¹⁹ In accordance with the Appointments to Outside Bodies Procedure Rules and delegations provided by the Member Management Committee, act as the appointing body for the purposes of making appointments to outside bodies categorised as Community and Local Engagement Bodies

²⁰ Sections 106, 110, 111 and 113 of the Local Government and Public Involvement in Health Act 2007

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FUNCTIONS OF THE FULL COUNCIL

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>*Members' allowances²</p> <p>To make, amend, revoke or replace a Members' allowances scheme.</p> <p>To determine the amount of allowance payable for:</p> <ul style="list-style-type: none"> • Chairman's expenses • Vice-Chairman's expenses • financial loss allowance • allowances for attending conferences and meetings <p>To determine the rates at which payments are to be made for travelling and subsistence allowances.</p> <p>To determine the amount of any allowance payable under the Members' allowances scheme or the rates at which payments are to be made.</p>	
<p>*Electoral Arrangements</p> <p>To make a request for review of single-member electoral areas, under Section 57 Local Democracy, Economic Development and Construction Act 2009</p> <p>To change a scheme for elections under section 32(1) or 39(1)³ of the Local Government and Public Involvement in Health Act 2007.⁴</p> <p>To pass a resolution to change the name of an electoral area⁵ under Section 59(1) of the 2007 Act</p>	

¹ In accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, as amended (the 2000 Regulations), Section 101 (arrangements for discharge of functions by local authorities) of the Local Government Act 1972 shall not apply to any function below marked *

² Regulation 2(5) & (6) of the 2000 Regulations

³ Where a council has whole council elections

⁴ Regulation 2(6B) of the 2000 Regulations

⁵ Schedule 1, Para D item 22 of the 2000 Regulations. Functions relating to consultation and notification processes under Section 59 have been delegated to the Chief Executive.

Responsibilities for Council (non-executive) Functions

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>*Governance arrangements⁶</p> <p>To resolve to:</p> <ul style="list-style-type: none"> • operate a different form of governance⁷; or • vary executive arrangements so that they provide for a different form of executive⁸; or • otherwise vary executive arrangements⁹. <p>To elect a Leader.¹⁰</p> <p>To pass a resolution to remove the executive leader¹¹.</p>	
<p>*Community governance reviews</p> <p>To make an order giving effect to recommendations made in a community governance review under Section 86 of the 2007 Act¹².</p>	
<p>Arrangements for the discharge of functions/appointments of committees¹³</p> <p>Subject to any provisions of regulations under section 9EB Local Government Act 2000,</p> <ul style="list-style-type: none"> (a) to make arrangements for the discharge of functions by a committee or officer under section 101(5) of the 1972 Act; and (b) to make appointments under section 102 (appointment of committees) of the 1972 Act. 	
<p>Functions to be discharged by the authority, by virtue of other enactments¹⁴</p> <p>To discharge any function which by virtue of any enactment passed or made before the making of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, may be discharged only by an authority.</p>	

⁶ Section 9R(6) of the Local Government Act 2000 (the 2000 Act) provides that Section 101 of the Local Government Act 1972 does not apply to the passing of any resolution under Part 1A of the 2000 Act. Further Section 9R(7) provides that functions under Part 1A are required to be Council Functions

⁷ Under Section 9K Local Government Act 2000

⁸ Under Section 9KA of the 2000 Act

⁹ Under Section 9KB of the 2000 Act,.

¹⁰ Under section 9C(3)(a). This cannot be delegated by virtue of Section 9C(6) of the 2000 Act

¹¹ In accordance with Section 9IC of the 2000 Act

¹² Regulation 2(6E) of the 2000 Regulations

¹³ Regulation 2(8) of the 2000 Regulations

¹⁴ Regulation 2(11) of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>Formulating plans and strategies¹⁵</p> <p>In connection with the discharge of the function:</p> <p>(a) of formulating or preparing a plan or strategy of a specified description¹⁶;</p> <p>(b) of formulating a plan or strategy for the control of the authority’s borrowing, investments or capital expenditure or for determining the authority’s minimum revenue provision; or</p> <p>(c) of formulating or preparing any other plan or strategy whose adoption or approval is a matter for determination by the authority¹⁷</p> <p>to the extent of the following actions:</p> <p>(a) to give instructions requiring the Executive to reconsider any draft plan or strategy submitted by the Executive for the authority’s consideration;</p> <p>(b) to amend any draft plan or strategy submitted by the Executive for the authority’s consideration;</p> <p>(c) to approve, for the purposes of public consultation in accordance with Regulation 10 or 22 of the Town & Country Planning (Development Plans) (England) Regulations 1999, draft proposals associated with the preparation of alterations to or the replacement of a development plan;</p> <p>(d) to approve for the purpose of its submission to the Secretary of State or any Minister of the Crown for is approval any plan or strategy (whether or not in the form of a draft) of which any part is required to be so submitted;</p> <p>(e) the approval, for the purpose of its submission to the Secretary of State for independent examination under section 20 of the Planning and Compulsory Purchase Act 2004, of a development plan document; and</p> <p>(f) to adopt (with or without modification) the plan or strategy.</p>	

¹⁵ Regulation 4(1),(2) and (3) of the 2000 Regulations

¹⁶ Specified in column (1) of Schedule 3 to the 2000 Regulations

¹⁷ By virtue of Regulation 5(1) of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>Budget and Policy framework¹⁸</p> <p>To amend, modify, revise, vary, withdraw or revoke any plan or strategy detailed in the policy framework at Article 4 of this Constitution, or for the control of the authority's borrowing, investments or capital expenditure, save where such amendment, modification, revision, variation, withdrawal or revocation:</p> <p>(i) is required for giving effect to requirements of the Secretary of State or a Minister of the Crown in relation to a plan or strategy submitted for his approval, or to any part so submitted;</p> <p>(ii) is recommended by the person carrying out, under section 20 of the Planning and Compulsory Purchase Act 2004, an independent examination of a development plan document; or</p> <p>(iii) is authorised by a determination made by the authority when approving or adopting the plan or strategy as the case may be.</p>	

¹⁸ Regulation 4(4) of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>Joint local development documents¹⁹</p> <p>To make an agreement to prepare one or more joint development plan documents, in connection with the discharge of functions under Section 28 of the Planning and Compulsory Purchase Act 2004;</p> <p>Except to the extent of the function above, any function under section 28 Planning and Compulsory Purchase Act 2004 is to be a function of the Executive²⁰</p>	
<p>Applications for disposals of land²¹</p> <ul style="list-style-type: none"> To authorise the making of an application for consent to that disposal under Section 32 (power to dispose of land held for the purposes of Part II) or Section 43 (consent required for certain disposals not within Section 32) of the Housing Act 1985 <p>(The function of making the application is the responsibility of the Executive)</p>	

¹⁹ Regulation 4(4A) and 4(4C) of the 2000 Regulations

²⁰ Regulation 4(4B) of the 2000 Regulations

²¹ Regulation 4(5), 4(6) and 4(7) of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>Financial calculations and precepts²²</p> <p>To make calculations and determinations in accordance with Sections 31A – 31B, 34, 36– 36A, 42B, 48, 52ZB, 52ZF and 52ZJ of the Local Government Finance Act 1992²³, whether originally or by way of substitute, save to the extent of:</p> <ul style="list-style-type: none"> (a) the preparation for submission to the authority for their consideration of estimates of the amounts to be aggregated in making the calculation or determination or other amounts to be used for the purposes of the calculation and estimates of the calculation; or (b) the reconsideration of those estimates and amounts in accordance with the authority’s requirements; (c) the submission for the authority’s consideration of revised estimates and amounts. <p>(which functions shall be the responsibility of the Executive)</p>	
<p>Deregulation authorisations/revocations²⁴</p> <p>To authorise a person to exercise a function pursuant to an Order under Section 70 of the Deregulation and Contracting Out Act 1994, where the Section 70 function is not the responsibility of the Executive; and</p> <p>To revoke any such authorisation.</p>	

²² Regulation 4(9),4(10) & 4(11) of the 2000 Regulations

²³ Sections 35, 42A, 45-47, 49 and 52ZJ do not require decisions to be taken by Leeds City Council and are not therefore included here.

²⁴ Regulation 4(12) & 4(13) of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>Adoption of plans and strategies²⁵</p> <p>To adopt or approve a plan or strategy (whether statutory or non-statutory) other than a plan or strategy</p> <ul style="list-style-type: none"> • for the control of the authority’s borrowing, investments or capital expenditure; or • of a description referred to in Schedule 3 of the 2000 Regulations <p>where the Council determines that the decision whether the plan or strategy should be adopted or approved should be taken by them.</p>	
<p>Determinations about matters concerned with budget/borrowing/capital expenditure contrary to the Budget and Policy Framework etc.²⁶</p> <p>To determine any matter in the discharge of a function which is</p> <ul style="list-style-type: none"> • the responsibility of the Executive; and • is concerned with the authority’s budget, or their borrowing or capital expenditure, <p>where the individual or body by whom, by virtue of any of section 9E of the Local Government Act 2000 or provision made under section 9EB of that Act, the determination is to be made,</p> <p style="padding-left: 40px;">(a) is minded to determine the matter contrary to, or not entirely in accordance with</p> <p style="padding-left: 80px;">(i) the authority’s budget; or</p> <p style="padding-left: 80px;">(ii) the plan or strategy for the time being approved or adopted by the authority in relation to their borrowing or capital expenditure; and</p> <p style="padding-left: 40px;">(b) is not authorised by the authority’s executive arrangements, financial regulations, standing orders or other rules or procedures to make a determination in those terms.</p>	

²⁵ Regulation 5(1) of the 2000 Regulations

²⁶ Regulation 5(1) of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>The Determination of matters which are the responsibility of the Executive etc.²⁷</p> <p>The determination of any matter in the discharge of a function-</p> <p>(a) which is the responsibility of the Executive; and</p> <p>(b) in relation to which a plan or strategy (whether statutory or non-statutory) has been adopted or approved by the authority,</p> <p>where the individual or body by whom, by virtue of section 9E of the Local Government Act 2000 or provision made under section 9EB of that Act, the determination is to be made, is minded to determine the matter in terms contrary to the plan or, as the case may be, the strategy adopted or approved by the authority; <u>except</u> in relation to the discharge of a function where:</p> <p>(a) the circumstances which render necessary the making of the determination may reasonably be regarded as urgent; and</p> <p>(b) the individual or body by whom the determination is to be made has obtained from the Chair of a relevant Scrutiny Board, or if there is no such person, or if the Chair of every relevant Scrutiny Board is unable to act, from the Chair of the authority, or in their absence, from the vice-chair, a statement in writing that the determination needs to be made as a matter of urgency.</p>	

²⁷ Regulation 5(1) and (2) of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

<u>Council (non-executive) functions¹</u>	<u>Related appointments of Officers by full Council</u>
<p>Functions of a licensing authority²⁸</p> <p>To discharge functions relating to</p> <ul style="list-style-type: none"> • the statement of licensing policy;²⁹ • the passing of a resolution not to issue a casino premises licence³⁰; • the decision to apply the late night levy requirement and the date on which the requirement is first to apply³¹; • the proportion of the net amount of levy payments to be paid to the relevant local policing body³²; • the decision to cease to apply the late night levy requirement³³; • establishing a licensing committee;³⁴ and • the exercise and delegation of functions;³⁵ 	
<p>To appoint an electoral registration officer³⁶</p>	<p>The Chief Executive is appointed as Electoral Registration Officer</p> <p>The Head of Elections, Licensing and Registration and Director of Communities and Environment are appointed as deputy Electoral Registration Officers.</p>
<p>To appoint returning officer for local government elections³⁷</p>	<p>The Chief Executive is appointed as the Returning Officer</p>

²⁸ Item 14A of Para. B of Schedule 1 of the 2000 Regulations

²⁹ Section 5 of the Licensing Act 2003 and Section 349 of the Gambling Act 2005

³⁰ Item 14B of Para B of Schedule 1 of the 2000 Regulations

³¹ Sections 125 and 132(1)(a) Police Reform and Social Responsibility Act 2011

³² Section 132(1)(b)(iv) or Section 133(1)(d) Police Reform and Social Responsibility Act 2011

³³ Section 133(1)(a) Police Reform and Social Responsibility Act 2011

³⁴ Section 6 of the Licensing Act 2003

³⁵ Section 7(3),(4),(5),(7) and (9) of the Licensing Act 2003

³⁶ Item 1 of Para. D of Schedule 1 of the 2000 Regulations

³⁷ Item 6 of Para. D of Schedule 1 of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

<p>Schemes of elections</p> <p>To consult on change of scheme for elections ³⁸ Duties relating to publicity ³⁹ Duties relating to notice to Electoral Commission ⁴⁰ To alter years of ordinary elections of parish councillors⁴¹</p>	
<p>To change the name of the district or parish⁴²</p>	
<p>To confer title of honorary alderman / honorary alderwoman or to admit to be an honorary freeman / honorary freewoman of the district⁴³</p>	
<p>To make, amend, revoke or re- enact byelaws⁴⁴</p>	
<p>To promote or oppose local Bills in Parliament⁴⁵</p>	
<p>To make arrangements for proper administration of financial affairs etc⁴⁶</p>	<p><u>Chief Officer (Financial Services)</u> is appointed as Section 151 Officer</p>
<p>To appoint officers for particular purposes (appointment of proper officers)⁴⁷</p>	<p>Each Director is appointed as the Proper Officer for matters within his/her remit. The Chief Executive is appointed as the Proper Officer for the purpose of any other matter.</p>
<p>To designate an officer as the head of the authority's paid service, and to provide staff etc⁴⁸</p>	<p>The Chief Executive is appointed as Head of Paid Service</p>
<p>To designate an officer as the Monitoring Officer, and to provide staff etc⁴⁹</p>	<p>The City Solicitor is appointed as the Monitoring Officer</p>
<p>Duty to provide staff, etc to person nominated by Monitoring Officer⁵⁰</p>	

³⁸ Sections 33(2), 38 (2) and 40(2) of the Local Government and Public Involvement in Health Act 2007

³⁹ Sections 35, 41 and 52 of the Local Government and Public Involvement in Health Act 2007

⁴⁰ Sections 36 and 42 of the Local Government and Public Involvement in Health Act 2007

⁴¹ Section 53 of the Local Government and Public Involvement in Health Act 2007

⁴² Items 1 and 2 of Para E of Schedule 1 of the 2000 Regulations

⁴³ Item 3 of Para E of Schedule 1 of the 2000 Regulations

⁴⁴ Para F of Schedule 1 of the 2000 Regulations

⁴⁵ Para G of Schedule 1 of the 2000 Regulations

⁴⁶ Item 39 of Para. I of Schedule 1 of the 2000 Regulations

⁴⁷ Item 40 of Para. I of Schedule 1 of the 2000 Regulations

⁴⁸ Item 43 of Para I of Schedule 1 of the 2000 Regulations

⁴⁹ Item 44 of Para I of Schedule 1 of the 2000 Regulations

⁵⁰ Item 44A of Para I of Schedule 1 of the 2000 Regulations

Responsibilities for Council (non-executive) Functions

Powers relating to overview and scrutiny committees (voting rights of co-opted members)⁵¹	
To act as Appointing Body⁵² for the purposes of making appointments to: <ul style="list-style-type: none">• West Yorkshire Joint Services Committee• West Yorkshire Police and Crime Panel• West Yorkshire Fire and Rescue Authority• West Yorkshire Combined Authority• West Yorkshire Pension Fund Joint Advisory Group• West Yorkshire Pension Fund Investment Panel	
To approve a pay policy statement⁵³	
To adopt, revise or replace a Members' Code of Conduct⁵⁴	

⁵¹ Item 44B of Para I of Schedule 1 of the 2000 Regulations

⁵² Other appointments have been delegated to Member Management Committee and Community Committees

⁵³ Sections 38 and 39 Localism Act 2011

⁵⁴ Section 28 Localism Act 2011

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Scrutiny Board (Strategy and Resources)

The Scrutiny Board (Strategy and Resources) is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board³ in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework which falls within its remit;⁴
5. to review or scrutinise executive decisions that have been Called In; and
6. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions delegated under the Officer Delegation Schemes for the Chief Executive, the [Director of Resources and Housing \(All Council functions and Executive functions 1-9\)](#), the [Chief Officer \(Financial Services\)](#) and the City Solicitor (whether or not those functions are concurrently delegated to any other committee or officer); and any other function not within the terms of reference of any other Scrutiny Board.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments

³ Under the Budget and Policy Framework Procedure Rules

⁴ Including in relation to the Budget

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Scrutiny Board (Citizens and Communities)

The Scrutiny Board (Citizens and Communities) is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function of any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In; and
6. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made by the Board.

¹ In relation to the functions delegated to the ~~Assistant Chief Executive (Citizens and Communities) Director of Communities and Environment~~ under the Officer Delegation Scheme (Council Functions 1a and 2 to 4, and Executive Functions 1 to 4 and 15 to 19) whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments

³ In accordance with Budget and Policy Framework Procedure Rules.

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Scrutiny Board (Children's Services)

The Scrutiny Board (Children's Services) is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In; and
6. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions delegated to the [Director of City Development \(Executive function 5\)](#) and Director of [Children and Families](#) under the Officer Delegation Scheme whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

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Scrutiny Board (City Development)

The Scrutiny Board (City Development) is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function, or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In;
6. to review and scrutinise the exercise by risk management authorities⁴ of flood risk management functions⁵ which may affect the Leeds City Council area;⁶ and
7. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions delegated to the ~~the~~ Director of City Development ([All Council functions and Executive functions 1 to 4 and 6 to 11](#)) and the Chief Planning Officer under the Officer Delegation Scheme whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

⁴ As defined by Section 6 Flood and Water Management Act 2010

⁵ As defined by Section 4 Flood and Water Management Act 2010

⁶ In accordance with Section 9FH Local Government Act 2000

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Scrutiny Board (Environment and Housing)

The Scrutiny Board (Environment and Housing) is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In;
6. to exercise the functions of a crime and disorder committee⁴, including the following:
 - a. to review or scrutinise the exercise of crime and disorder functions⁵ by responsible authorities;⁶
 - b. to review or scrutinise any local crime or disorder matter raised by a Member;⁷ and
7. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions delegated to the ~~Director of Environment and Housing~~ Director of Resources and Housing (Executive functions 10 to 12) and the Director of Communities and Environment (Council functions 1b to 1xx and Executive functions 5 to 14) under the Officer Delegation Scheme (~~Executive Functions~~) whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

⁴ In accordance with Section 19 Police and Justice Act 2006

⁵ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies).

⁶ These are the authorities responsible for crime and disorder strategies set out in Section 5 of the Crime and Disorder Act 1998

⁷ This is any matter concerning –

- a) crime and disorder (including in particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment), or
- b) the misuse of drugs, alcohol and other substances in that area.

which affects all or part of the electoral area for which the Member is elected or any person who lives or works in that area.

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Scrutiny Board (Adult Social Services, Public Health, NHS)

The Scrutiny Board (Adult Social Services, Public Health, NHS) is authorised to discharge

1. the following overview and scrutiny functions:¹
 - a) to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
 - b) to receive and consider requests for Scrutiny from any source;
 - c) to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
 - d) to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
 - e) to review or scrutinise executive decisions that have been Called In; and
 - f) to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.
2. the following functions of the authority:⁴
 - a) to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and to make reports and recommendations on any such matter it has reviewed or scrutinised;
 - b) to comment on, make recommendations about, or report to the Secretary of State in writing about such proposals as are referred to the authority by a relevant NHS body or a relevant health service provider; and
 - c) to nominate Members to any joint overview and scrutiny committee appointed by the authority.⁵

¹ In relation to functions delegated to the Director of [Adults and Health](#) and the Director of Public Health under the Officer Delegation Scheme whether or not those functions are concurrently delegated to any other committee or officer, and functions exercised by the Health and Wellbeing Board.

² Including matters pertaining to outside bodies or partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

⁴ In accordance with regulations issued under Section 244 National Health Service Act 2006 (the regulations).

⁵ such nominations to reflect the political balance of the Board.

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GENERAL DELEGATIONS TO OFFICERS

1. The fact that a function has been delegated to an officer does not require that officer to give the matter his/her personal attention and that officer may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the officer to whom the delegation has been made remains responsible for any decision taken pursuant to such arrangements

2. Subject to the exception listed below, in respect of approvals, licences, permission or registrations which come within the terms of their delegated authority, the Chief Executive, all Directors, Chief Officer (Financial Services), City Solicitor and other named officers¹ are authorised²:
 - (a) to impose conditions, limitations or restrictions;
 - (b) to determine any terms to which they are subject;
 - (c) to determine whether and how to enforce any failure to comply³;
 - (d) to amend, modify, vary or revoke; and
 - (e) to determine whether a charge should be made or the amount of such a charge.

3. The Chief Executive, all Directors, Chief Officer (Financial Services) and City Solicitor are authorised to carry out the following in respect of those functions for which they have delegated authority⁴:
 - (a) to make payments or provide other benefits in cases of maladministration⁵;
 - (b) functions relating to health and safety under any relevant statutory provision within the meaning of Part 1 of the Health and Safety at Work

¹ These are all other officers listed in Article 12.

² An officer may consider in respect of any matter that the authority delegated under this scheme may not be exercised and if so, may refer the matter to the relevant committee for determination.

³ including

- any failure to comply with such an approval, consent, licence, permission or registration,
- any failure to comply with a condition, limitation or term; to which any such approval, consent, licence, permission or registration is subject; or
- any other contravention in relation to a matter with regard to which the function of determining an application for approval, consent, licence, permission or registration would not be the responsibility of the executive.

⁴ An officer may consider in respect of any matter that the authority delegated under this scheme may not be exercised and if so, may refer the matter to the relevant committee for determination.

⁵ Item 48 of Para I of Schedule 1 to the Local Authorities (Functions and Responsibilities)(England) Regulations 2000 as amended

Officer Delegation Scheme (Council (non-executive) functions)

Act 1974, to the extent that these functions are discharged otherwise than in the Council's capacity as employer;

- (c)⁶ (i) to appoint staff within the approved establishment in accordance with the Council's Recruitment and Selection Procedure;
- (ii) to appoint staff on a temporary basis to provide cover for absences or cater for peaks in workload subject to there being budgetary provision. Such staff should be employed on terms set out in the guidance issued by the Director of Resources; and
- (iii) to determine issues relating to officers' terms and conditions of employment and to take such action and enter into such agreement as may be required to give effect to such determinations.
- (d) The enforcement of byelaws.

Exceptions:

The Chief Planning Officer's authority is subject to those exceptions set out in the Chief Planning Officer's delegation within the Officer Delegation Scheme (Council (non-executive) functions).

The named officers'⁷ authority is subject to an exception in respect of those matters where the relevant Director has directed that the delegated authority should not be exercised and that the matter be referred to him/her or the relevant committee for consideration.

⁶ All officers are nominated for this purpose by the Head of Paid Service

⁷ See footnote 2 above

Chief Executive

1. The Chief Executive is the Head of Paid Service for the Council.
2. The Chief Executive is the Electoral Registration Officer for the Council, and the Returning Officer for local elections.

The Chief Executive¹ is authorised to discharge the following Council (non-executive) functions:

Functions relating to Elections

(a)	To assign officers in relation to requisitions of the registration officer	Section 52(4) of the Representation of the People Act 1983
(b)	To provide assistance at European Parliamentary elections	Section 6(7) and (8) of the European Parliamentary Elections Act 2002
(c)	To divide constituency into polling districts	Section 18A to 18E of and Schedule A1 to the Representation of the People Act 1983
(d)	To divide electoral divisions into polling districts at local government elections	Section 31 of the Representation of the People Act 1983
(e)	Powers in respect of holding of elections	Section 39(4) of the Representation of the People Act 1983
(f)	To pay expenses properly incurred by electoral registration officer	Section 54 of the Representation of the People Act 1983
(g)	To fill vacancies in the event of insufficient nominations	Section 21 of the Representation of the People Act 1985
(h)	To declare vacancy in office in certain cases	Section 86 of the Local Government Act 1972
(i)	To give public notice of a casual vacancy	Section 87 of the Local Government Act 1972
(j)	To submit proposals to the Secretary of State for an order under section 10 (pilot schemes for local elections in England and Wales) of the Representation of the People Act 2000	Section 10 of the Representation of the People Act 2000
(k)	Functions relating to community governance ²	
	i. Duties relating to community governance reviews	Section 79 of the Local Government and Public Involvement in Health Act 2007

¹ The fact that a function has been delegated to the Chief Executive does not require the Chief Executive to give the matter his/her personal attention and the Chief Executive may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Chief Executive remains responsible for any decision taken pursuant to such arrangements.

² Functions relating to making of recommendations under section 87 – 92 of the Local Government and Public Involvement in Health Act 2007 (Item 5 Paragraph EB of Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000/2853) are reserved to the relevant committee that is responsible for making recommendations to full Council.

Officer Delegation Scheme (Council (non-executive) functions)

ii.	Functions relating to community governance petitions.	Sections 80, 83 to 85 of the Local Government and Public Involvement in Health Act 2007
iii.	Functions relating to terms of reference of review	Sections 81(4) to (6) of the Local Government and Public Involvement in Health Act 2007
iv.	Power to undertake a community governance review.	Section 82 of the Local Government and Public Involvement in Health Act 2007
v.	Duties when undertaking review.	Section 93 to 95 of the Local Government and Public Involvement in Health Act 2007
vi.	Duty to publicise outcome of review.	Section 96 of the Local Government and Public Involvement in Health Act 2007
vii.	Duty to send two copies of order to Secretary of State and Electoral Commission.	Section 98(1) of the Local Government and Public Involvement in Health Act 2007
(l)	Functions relating to consultation and notification processes in relation to changing the name of an electoral area ³	S59 of the Local Government and Public Involvement in Health Act 2007
(m)	To dissolve small parish councils	Section 10 of the Local Government Act 1972
(n)	To make orders for grouping parishes, dissolving groups and separating parishes from groups	Section 11 of the Local Government Act 1972
(o)	To make temporary appointments to parish councils	Section 91 of the Local Government Act 1972

Functions relating to changing governance arrangements

(a)	To secure that copies of a document setting out new governance arrangements are available for public inspection, and to publish a notice about the change	Section 9KC Local Government Act 2000
(b)	To take any step, subject to timely consultation with General Purposes Committee in advance of any action being taken, under or for the purposes of complying with any order from the Secretary of State under Section 9N of the Local Government Act 2000, or related regulations	Section 9N Local Government Act 2000

³ The function of passing a resolution to change the name of an electoral area under s59(1) of the Local Government and Public Involvement in Health Act 2007 is reserved to full Council

Director of Resources and Housing

1. Subject to the Exception listed below, the Director of Resources and Housing¹ is authorised to discharge the following Council (non-executive) functions:

Functions relating to Human Resources

(a)	Functions relating to local government pensions, etc	Regulations under section 7, 12 or 24 of the Superannuation Act 1972
(b)	To make arrangements to consider and determine employee appeals in relation to grievances, grading and dismissal ²	Section 112 Local Government Act 1972
(c)	To determine employee terms and conditions	Section 112 Local Government Act 1972

Functions relating to standing orders

(a)	To make standing orders in relation to Officer Employment	Section 106 of, and paragraph 42 of Schedule 12 to the Local Government Act 1972
(b)	To make standing orders as to contracts	Section 135 of the Local Government Act 1972

¹ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority, however, the Director remains responsible for any decision taken pursuant to such arrangements.

² Except in relation to those which are to be determined by the Employment Committee.

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Chief Officer (Financial Services)

1. Subject to the Exception listed below, the Chief Officer (Financial Services)¹ is authorised to discharge the following Council (non-executive) functions²:

Functions relating to standing orders

(a)	To make standing orders in relation to Finance	Section 106 of, and paragraph 42 of Schedule 12 to the Local Government Act 1972
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¹ The fact that a function has been delegated to the Chief Officer does not require the Chief Officer to give the matter his/her personal attention and the Chief Officer may arrange for such delegation to be exercised by an officer of suitable experience and seniority, however, the Chief Officer remains responsible for any decision taken pursuant to such arrangements.

² The Chief Officer (Financial Services) has responsibility for these functions as the Council's S151 Officer.
Part 3 Section 2Cd
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City Solicitor

- 1. The City Solicitor is the Monitoring Officer for the Council.
- 2. The City Solicitor ¹ is authorised to discharge the following Local Choice Functions which have been assigned to full Council (see Part 3 Section 1 of the Constitution):

(a)	To appoint review boards under the Social Security Act 1998 ²
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- 3. The City Solicitor is authorised to discharge the following Council (non-executive) functions:

To make standing orders in relation to Access to Information	Section 106 of, and paragraph 42 of Schedule 12 to the Local Government Act 1972
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4. Appointments to Committees Boards and Panels

The City Solicitor is authorised to appoint members to vacancies during the period between the local elections and the Annual Council meeting, in consultation with appropriate whips, in order to secure that meetings necessary to be held during that period can proceed with adequate and appropriate membership levels.

5. Provision of Legal Services

The City Solicitor is authorised to take any action intended to give effect to a decision of the Council (including decisions taken by a Council committee in accordance with its terms of reference or by a Director in accordance with this scheme of delegation.)

¹ The fact that a function has been delegated to the City Solicitor does not require the City Solicitor to give the matter his/her personal attention and the City Solicitor may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the City Solicitor remains responsible for any decision taken pursuant to such arrangements.

² s34 (4) Social Security Act 1998

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Director of Communities and Environment

Subject to the exceptions listed below, the Director of Communities and Environment¹ is authorised to discharge the following Council (non-executive) functions:

1. Regulatory Functions

(a)	To approve premises for the solemnisation of marriages	Section 46A of the Marriage Act 1949 and the Marriages (Approved Premises) Regulations 1995(SI 1995/510)
(b)	To issue licences authorising the use of land as a caravan site ("site licences")	Section 3(3) of the Caravan Sites and Control of Development Act 1960
(c)	To license the use of moveable dwellings and camping sites	Section 269(1) of the Public Health Act 1936
(d)	To license premises for acupuncture, tattooing, ear-piercing and electrolysis	Sections 13 to 17 of the Local Government (Miscellaneous Provisions) Act 1982
(e)	To license premises for the breeding of dogs	Section 1 of the Breeding of Dogs Act 1973 and Section 1 of the Breeding and Sale of Dogs (Welfare) Act 1999
(f)	To license pet shops and other establishment where animals are bred or kept for the purposes of carrying on a business	Section 1 of the Pet Animals Act 1951, section 1 of the Animal Boarding Establishments Act 1963, the Riding Establishments Act 1964 and 1970, section 1 of the Breeding of Dogs Act 1973 and sections 1 and 8 of the Breeding and Sale of Dogs (Welfare) Act 1999

¹ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However, the Director remains responsible for any decision taken pursuant to such arrangements.

Officer Delegation Scheme (Council (non-executive) functions)

(g)	To register animal trainers and exhibitors	Section 1 of the Performing Animals (Regulation) Act 1925
(h)	To license zoos	Section 1 of the Zoo Licensing Act 1981
(i)	To license dangerous wild animals	Section 1 of the Dangerous Wild Animals Act 1976
(j)	To grant consent for the operation of a loudspeaker	Schedule 2 to the Noise and Statutory Nuisance Act 1993
(k)	To issue licences for the movement of pigs	Article 12 of the Pigs (Records, Identification and Movement) Order 1995 (SI 1996/11)
(l)	To license the sale of pigs	Article 13 of the Pigs (Records, Identification and Movement) Order 1995
(m)	To license collecting centres for the movement of pigs	Article 14 of the Pigs (Records, Identification and Movement) Order 1995
(n)	To issue a licence to move cattle from a market	Article 5(2) of the Cattle Identification Regulations 1998 (SI 1998/871)
(o)	To sanction use of parts of buildings for storage of celluloid	Section 1 of the Celluloid and Cinematograph Film Act 1922
(p)	Duty to enforce Chapter 1 and regulations made under it	Section 10(3) of the Health Act 2006

Officer Delegation Scheme (Council (non-executive) functions)

(q)	Power to authorise officers	Section 10(5) of, and paragraph 1 of Schedule 2 to, the Health Act 2006
(r)	Functions related to fixed penalty notices	Paragraphs 13,15 and 16 of Schedule 1 to the Health Act 2006. Smoke-free (Vehicle Operators and Penalty Notices) Regulations 2007 (SI 2006/760)
(s)	Power to transfer enforcement functions to another enforcement authority	Smoke-free(Premises and Enforcement) Regulations 2006 (SI 2006/3368)
(t)	To license pleasure boats and pleasure vessels	Section 94 of the Public Health Acts Amendment Act 1907
(u)	To authorise erection of stiles etc on footpaths or bridleways ²	Section 147 of the Highways Act 1980
(v)	To create footpath bridleway or restricted byway by agreement	Section 25 of the Highways Act 1980
(w)	To create footpaths bridleways and restricted byways	Section 26 of the Highways Act 1980
(x)	Duty to keep register of information with respect to maps, statements and declarations	Section 31A of the Highways Act 1980
(y)	To stop up footpaths bridleways and restricted byways	Section 118 of the Highways Act 1980
(z)	To determine application for public path extinguishment order	Sections 118ZA and 118C(2) of the Highways Act 1980
(aa)	To make a rail crossing extinguishment order	Section 118A of the Highways Act 1980
(bb)	To divert footpaths bridleways and restricted byways	Section 119 of the Highways Act 1980
(cc)	To make a public path diversion order	Sections 119ZA and 119C(4) of the Highways Act 1980

² Functions (v) – (xx) are limited to areas contained within the Definitive Map of Public Rights of Way. Functions (u), (jj), (kk) and (ss) are also delegated to the Director of City Development whose powers are not limited to areas contained within the Definitive Map of Public Rights of Way.

Officer Delegation Scheme (Council (non-executive) functions)

(dd)	To make a rail crossing diversion order	Section 119A of the Highways Act 1980
(ee)	To make a special diversion order	Section 119B of the Highways Act 1980
(ff)	To require applicant for order to enter into agreement	Section 119C(3) of the Highways Act 1980
(gg)	To make an SSSI diversion order	Section 12B of the Highways Act 1980
(hh)	To keep register with respect to applications under sections 118ZA, 118C, 119ZA and 119C of the Highways Act 1980	Section 121B of the Highways Act 1980
(ii)	To decline to determine certain applications	Section 121C of the Highways Act 1980
(jj)	To assert and protect the rights of the public to use and enjoyment of highways	Section 130 of the Highways Act 1980
(kk)	To apply for variation of order under section 130B of the Highway Act 1980	Section 130B(7) of the Highways Act 1980
(ll)	To authorise temporary disturbance of surface of footpath bridleway or restricted byway	Section 135 Highways Act 1980
(mm)	To divert footpath bridleway or restricted byway temporarily	Section 135A of the Highways Act 1980
(nn)	To extinguish certain public rights of way	Section 32 of the Acquisition of Land Act 1981
(oo)	To keep definitive map and statement under review	Section 53 of the Wildlife and Countryside Act 1981
(pp)	To include modifications in other orders	Section 53A of the Wildlife and Countryside Act 1981
(qq)	To keep register of prescribed information with respect to applications under section 53(5) of the Wildlife and Countryside Act 1981	Section 53B of the Wildlife and Countryside Act 1981
(rr)	To prepare map and statement by way of consolidation of definitive map and statement	Section 57A of the Wildlife and Countryside Act 1981
(ss)	To designate footpath as cycle track	Section 3 of the Cycle Tracks Act

		1984
(tt)	To extinguish public right of way over land acquired for clearance	Section 294 of the Housing Act 1981
(uu)	To authorise stopping up or diversion of footpath bridleway or restricted byway	Section 257 of the Town and Country Planning Act 1990
(vv)	To extinguish public rights of way over land held for planning purposes	Section 258 of the Town and Country Planning Act 1990
(ww)	To enter into agreements with respect to means of access	Section 35 of the Countryside and Rights of Way Act 2000
(xx)	To provide access in absence of agreement	Section 37 of the Countryside and Rights of Way Act 2000

Exceptions³

The Director of Communities and Environment is not authorised to discharge the function above where objections have been received.

2. Functions of the Licensing Authority delegated by Full Council

Subject to the exception set out below, the Director of Communities and Environment is authorised to discharge the functions of the licensing authority as set out below:-

(a)	Any function of a Licensing Authority ⁴	Licensing Act 2003 and any regulations or orders made under that Act ⁵ .
(b)	Powers and functions relating to late night levy requirements	Chapter 2 of Part 2 of the Police Reform and Social Responsibility Act 2011 and any regulations made under that Chapter.

Exceptions:

- any function of the Licensing Authority reserved to full Council⁶;

³ Under this delegation scheme (Council functions). The General Purposes Committee may however arrange for the discharge of any of its functions by the Director of Communities and Environment - (Section 101(2) Local Government Act 1972.

⁴ These functions will be carried out to support those matters which cannot be delegated by the Licensing Authority.

⁵ Including functions which, by virtue of the Gambling Act 2005 Act are delegated to the Licensing Committee.

⁶ Part 3, Section 2A of the Constitution sets out licensing functions reserved to full Council, as licensing authority under the 2011 Act.

3. Functions of the Licensing Authority delegated by Licensing Committee

Subject to the exceptions listed below, the Director of Communities and Environment is authorised to discharge the licensing functions⁷ of the licensing authority as set out below:-

(a)	Any function of a Licensing Authority	Licensing Act 2003 and any regulations or orders made under that Act ⁸ .
(b)	Powers and functions relating to late night levy requirements	Chapter 2 of Part 2 of the Police Reform and Social Responsibility Act 2011 and any regulations made under that chapter
(c)	Duty to comply with requirement to provide information to Gambling Commission.	Section 29 of the Gambling Act 2005
(d)	Functions relating to the exchange of information	Section 30 of the Gambling Act 2005
(e)	Functions relating to occasional use notices	Section 39 of the Gambling Act 2005
(f)	Power to designate officer of a licensing authority as an authorised person for a purpose relating to premises	Section 304 of the Gambling Act 2005
(g)	Power to institute criminal proceedings	Section 346 of the Gambling Act 2005
(h)	Power to exchange information	Section 350 of the Gambling Act 2005
(i)	Functions relating to the registration and regulation of small society lotteries	Part 5 of Schedule 11 to the Gambling Act 2005

Exceptions:

- any function of the Licensing Authority⁹ reserved to full Council¹⁰;
- any function of the Licensing Authority where full Council has referred a matter to a committee other than the Licensing Committee¹¹;
- any function of the Licensing Authority reserved to the Licensing Committee;
- any function of the Licensing Authority within the terms of reference of the Licensing Sub-committees¹²;and

⁷ "Licensing functions" means functions under the Licensing Act 2003 Act, the Gambling Act 2005 and the Police Reform and Social Responsibility Act 2011.

⁸ Including functions which, by virtue of the 2005 Act are delegated to the Licensing Committee.

⁹"Licensing functions" - see footnote 6 above

¹⁰ Part 3, Section 2A of the Constitution sets out licensing functions reserved to full Council, as licensing authority under the 2003 Act.

¹¹ Under the provisions of Section 7(5)(a) of the 2003 Act.

¹² Except where a Licensing sub-committee has arranged for the discharge of any of their functions by an Officer.

- to object when the Authority is consultee and not the relevant authority considering an application under the 2003 Act

4. Functions related to the Licensing Functions delegated by Licensing Committee¹³

Subject to the exceptions listed below, the Director of Communities and Environment is authorised to discharge the functions set out in the following table which are delegated to the Director by Licensing Committee¹⁴

(a)	To license hackney carriages and private hire vehicles	(a) As to hackney carriages, the Town Police Clauses Act 1847 as extended by section 171 of the Public Health Act 1875 and section 15 of the Transport Act 1985 and sections 47, 57, 58, 60 and 79 of the Local Government (Miscellaneous Provisions) Act 1976 (b) As to private hire vehicles, sections 48, 57, 58, 60 and 79 of the Local Government (Miscellaneous Provisions) Act 1976
(b)	To license drivers of hackney carriages and private hire vehicles	Section 51, 53, 54, 59, 61 and 79 of the Local Government (Miscellaneous Provisions) Act 1976
(c)	To license operators of hackney carriages and private hire vehicles	Sections 55 to 58, 62 and 79 of the Local Government (Miscellaneous Provisions) Act 1976
(d)	** To license sex shops and sex cinemas and sexual entertainment venues.	The Local Government (Miscellaneous Provisions) Act 1982, Section 2, Schedule 3, the Policing and Crime Act 2009, Section 27.
(e)	To license performances of hypnotism.	The Hypnotism Act 1952
(f)	*** To license persons to collect for charitable and other causes	Section 5 of the Police, Factories etc (Miscellaneous Provisions) Act 1916 and section 2 of the House to House Collections Act 1939

¹³ These functions were delegated to the Licensing Committee by full Council on 14 July 2010.

¹⁴ These delegations include functions where these have been delegated to Leeds City Council by any other Council.

Exceptions

The Director of Communities and Environment is not authorised to discharge those functions marked ** above where the application is for the grant, renewal or transfer of a sexual entertainment venue licence irrespective of whether objections have been received, or the grant of a sex shop or sex cinema licence irrespective of whether objections have been made, or renewal or transfer of a sex shop or cinema licence where objections have been received

The Director of Communities and Environment is not authorised to discharge those functions marked *** above where objections have been received.

Director of City Development

The Director of City Development¹ is authorised to discharge the following Council (non-executive) functions:

(a)	To license market and street trading	Part III of, and Schedule 4 to, the Local Government (Miscellaneous Provisions) Act 1982
(b)	To issue, amend or replace safety certificates (whether general or special) for sports grounds	The Safety of Sports Grounds Act 1975
(c)	To issue, cancel, amend or replace safety certificates for regulated stands at sports grounds	Part II of the Fire Safety and Safety of Places of Sport Act 1987
(d)	To grant a street works licence	Section 50 of the New Roads and Street Works Act 1991
(e)	To grant permission for provision etc of services, amenities, recreation and refreshment facilities on highway and related powers	Sections 115E, 115F and 115K of the Highways Act 1980
(f)	To publish notice in respect of proposal to grant permission under section 115E of the Highways Act 1980	Section 115G of the Highways Act 1980
(g)	To permit deposit of builder's skip on highway	Section 139 of the Highways Act 1980
(h)	To license planting, retention and maintenance of trees etc in part of highway	Section 142 of the Highways Act 1980
(i)	To authorise erection of stiles etc on footpaths or bridleways ²	Section 147 of the Highways Act 1980
(j)	To license works in relation to buildings etc which obstruct the highway	Section 169 of the Highways Act 1980
(k)	To consent to temporary deposits or excavations in streets	Section 171 of the Highways Act 1980

¹ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

² Functions (i), (q), (s) and (v) are also delegated to the Director of Communities and Environment whose powers are limited to areas contained within the Definitive Map of Public Rights of Way.

Officer Delegation Scheme (Council (non-executive) functions)

(l)	To dispense with obligation to erect hoarding or fence	Section 172 of the Highways Act 1980
(m)	To restrict the placing of rails, beams etc over highways	Section 178 of the Highways Act 1980
(n)	To consent to construction of cellars etc under street	Section 179 of the Highways Act 1980
(o)	To consent to the making of openings into cellars etc under streets and pavement lights and ventilators	Section 180 of the Highways Act 1980
(p)	To make a special extinguishment order	Section 118B of the Highways Act 1980
(q)	To assert and protect the rights of the public to use and enjoyment of highways	Section 130 of the Highways Act 1980
(r)	To serve notice of proposed action in relation to obstruction	Section 130A of the Highways Act 1980
(s)	To apply for variation of order under section 130B of the Highway Act 1980	Section 130B(7) of the Highways Act 1980
(t)	To make good damage and remove obstructions	Section 135B of the Highways Act 1980
(u)	To remove nuisances deposited on the highway	Section 149 of the Highways Act 1980
(v)	To designate footpath as cycle track	Section 3 of the Cycle Tracks Act 1984
(w)	To authorise stopping up or diversion of highway	Section 247 of the Town and Country Planning Act 1990

Chief Planning Officer

Subject to the exceptions listed below, the Chief Planning Officer¹ is authorised to discharge the following Council (non-executive) functions:

1 Town and Country Planning and Development Control

(a)	To determine application for planning permission	Sections 70(1)(a) and (b) and 72 of the Town and Country Planning Act 1990
(b)	To determine applications to develop land without compliance with conditions previously attached	Section 73 of the Town and Country Planning Act 1990
(c)	To grant planning permission for development already carried out	Section 73A of the Town and Country Planning Act 1990
(d)	To decline to determine application for planning permission	Section 70A of the Town and Country Planning Act 1990
(e)	Duties relating to the making of determinations of planning applications	Sections 69 and 92 of the Town and Country Planning Act 1990 and Articles 5, 10,12, 15 to 18, 15 20 to 242, 25 to 30 and 32 to 35 25 and 26 of the Town and Country Planning (General Development Management Procedure) Order 2015/595 ² 1995 (SI 1995/419) and directions made thereunder
(f)	To determine application for planning permission made by a local authority, alone or jointly with another person	Section 316 of the Town and Country Planning Act 1990 and the Town and Country Planning General Regulations 1992 (SI 1992/1492)
(g)	To make determinations, give approvals and agree certain other matters relating to the exercise of permitted development rights	Parts 1 to 19 of Schedule 2 to the Town and Country Planning (General Permitted Development) Order 2015 (SI 2015/596) ³
(h)	To enter into agreement regulating development or use of land	Section 106 of the Town and Country Planning Act 1990
(i)	To issue a certificate of existing or proposed lawful use or development	Sections 191 and 192 of the Town and Country Planning Act 1990
(j)	To serve a completion notice	Section 94(2) of the Town and Country Planning Act 1990
(k)	To grant consent for the display of advertisements	Section 220 of the Town and Country Planning Act 1990 and the Town and Country Planning (Control of Advertisements) Regulations 1992
(l)	To authorise entry onto land	Section 196A of the Town and Country Planning Act 1990

¹ The fact that a function has been delegated to the Chief Planning Officer does not require the Chief Planning Officer to give the matter his/her personal attention and the Chief Planning Officer may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Chief Planning Officer remains responsible for any decision taken pursuant to such arrangements.

²² This Order replaced 1995/419 which is cited in the Functions and Responsibilities Regulations

³ This Order replaced 1995/418 which is cited in the Functions and Responsibilities Regulations

Officer Delegation Scheme (Council (non-executive) functions)

(m)	To require the discontinuance of a use of land	Section 102 of the Town and Country Planning Act 1990
(n)	To issue a temporary stop notice	Section 171E of the Town and Country Planning Act 1990
(o)	To serve a planning contravention notice, breach of condition notice or stop notice	Sections 171C, 187A and 183(1) of the Town and Country Planning Act 1990
(p)	To issue an enforcement notice	Section 172 of the Town and Country Planning Act 1990
(q)	To apply for an injunction restraining a breach of planning control	Section 187B of the Town and Country Planning Act 1990
(r)	To determine applications for hazardous substances consent, and related powers	Sections 9(1) and 10 of the Planning (Hazardous Substances) Act 1990
(s)	To determine conditions to which old mining permissions, relevant planning permissions relating to dormant sites or active Phase I or II sites, or mineral permissions relating to mining sites, as the case may be, are to be subject	Paragraph 2(6)(a) of Schedule 2 to the Planning and Compensation Act 1991, paragraph 9(6) of Schedule 13 to the Environment Act 1995 (c 25), and paragraph 6(5) of Schedule 14 to that Act
(t)	To require proper maintenance of land	Section 215(1) of the Town and Country Planning Act 1990
(u)	To determine application for listed building consent, and related powers	Sections 16(1) and (2), 17 and 33(1) of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990
(v)	Duties relating to applications for listed building consent	Section 13(1) of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990 and regulations 3 to 6 and 13 of the Town and Country Planning (Listed Buildings and Buildings in Conservation Areas) Regulations 1990 and Arrangements for Handling Heritage Applications Direction 2015 and The Conservation Areas Direction 2015 ⁴
(w)	To serve a building preservation notice, and related powers	Sections 3(1) and 4(1) of the Planning (Listed Buildings and Buildings and Conservation areas) Act 1990
(x)	To issue enforcement notice in relation to demolition of listed building in conservation area	Section 38 of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990
(y)	To acquire a listed building in need of repair and to serve a repairs notice	Sections 47 and 48 of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990
(z)	To apply for an injunction in relation to a listed building	Section 44A of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990
(aa)	To execute urgent works	Section 54 of Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990

⁴ This Direction replaced Circular 01/01 cited in the Functions and Responsibilities Regulations

2 Commons Registration

(a)	To register common land or town or village greens, except where the power is exercisable solely for the purpose of giving effect to (i) an exchange of lands affected by an order under section 19(3) of, or paragraph 6(4) of Schedule 3 to, the Acquisition of Land Act 1981 (c 67) or (ii) an order section 147 of the Inclosure Act 1845 (c8 & 9 Vict c 118)	Regulation 6 of the Commons Registration (New Land) Regulations 1969 (SI 1969/1843)
(b)	To register variation of rights of common	Regulation 29 of the Commons Registration (General) Regulations 1966 (SI 1966/1471)
(c)	Functions relating to the registration of common land and town or village greens	Part 1 of the Commons Act 2006 (c.26)
(d)	Power to apply for an enforcement order against unlawful works on common land	Section 41 of the Commons Act 2006
(e)	Power to protect unclaimed registered common land and unclaimed town or village greens against unlawful interference.	Section 45(2)(a) of the Commons Act 2006.
(f)	Power to institute proceedings for offences in respect of unclaimed registered common land and unclaimed town or village greens	Section 45(2)(b) of the Commons Act 2006

3 Hedgerows and Trees

(a)	The protection of important hedgerows	The Hedgerows Regulations 1997
(b)	The preservation of trees	Sections 197 to 214D of the Town and Country Planning Act 1990, and the Town & Country Planning (Tree Preservation)(England) Regulations 2012 ⁵

4 High Hedges

(a)	Complaints about high hedges	Part 8 of the Anti-Social Behaviour Act 2003
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⁵ These Regulations replace the Regulations cited in the Functions and Responsibilities Regulations.

Officer Delegation Scheme (Council (non-executive) functions)

Exceptions:

The Chief Planning Officer is not authorised⁶ to discharge the following functions:

1 Town and Country Planning and Development Control

(a)	the determination of applications following a written request ⁷ to the Chief Planning Officer by a Ward Member <ul style="list-style-type: none">• concerning an application within the Ward he/she represents, or• concerning an application within a neighbouring Ward where that Ward Member considers that the development would have a significant effect on the ward he/she represents that an application be referred to the relevant Plans Panel;
(b)	the determination of applications for development that would constitute a significant departure from the Development Plan, including a significant departure from any Local Development Framework currently in force;
(c)	the determination of applications for development that would be materially different from any supplementary planning guidance or planning brief approved by or on behalf of the Council;
(d)	the determination of applications for major development ⁸ which the Chair ⁹ considers are sensitive, controversial or would have significant impacts on local communities;
(e)	the approval of applications, where approval would reverse a previous decision taken by Plans Panel;
(f)	the approval of applications, where approval would conflict with an objection raised by a statutory technical consultee;
(g)	where the Chair ¹⁰ considers that the application should be referred to the relevant Plans Panel for determination because of the significance, impact or sensitivity of the proposal;
(h)	the determination of applications submitted in a personal capacity by or on behalf of Members, Directors or any other officer who carries out development management functions.

⁶ Under this delegation scheme (council functions). A Plans Panel may however arrange for the discharge of **any** of its functions by the Chief Planning Officer - (Section 101(2) Local Government Act 1972).

⁷ This request must be made to the Chief Planning Officer and should normally be made within 21 days of the date of validation. The application can be legally determined after the 21 day statutory advertisement deadline if no such request has been received by that deadline. The request must set out the reason(s) for the referral based on material planning consideration(s) and must give rise to concerns affecting more than neighbouring properties (these being those which are notified by means of a letter as part of the Council's policy regarding publicity on householder planning applications).

⁸ "Major Development" for these purposes means:

- Residential development involving the erection of ten or more dwellings or, if the number of dwellings are not known, sites of 0.5 hectares or more.
- Other development proposals (apart from minerals and waste development) where the application would result in the erection of gross floorspace of not less than 1,000 msq, or sites of 1 hectare or more.
- Minerals and waste development where an Environmental Statement is required.

⁹ In conjunction with the Chief Planning Officer

¹⁰ In conjunction with the Chief Planning Officer

2 Commons Registration

(a)	Where objections have been received.
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The Director of Children and Families¹

1. The Director of Children’s Services ² is authorised to discharge the following Local Choice Functions which have been assigned to full Council (see Part 3 Section 1 of the Constitution):

(a)	To make arrangements for appeals against exclusion of pupils from maintained Schools
(b)	To make arrangements for appeals regarding school admissions ³
(c)	To make arrangements for appeals by governing bodies ⁴

The Director of Children and Families⁵ is authorised to discharge the following Council (non-executive) functions:

To license the employment of children	Part II of the Children and Young Persons Act 1933 bylaws made under that Part, and Part II of the Children and Young Persons Act 1963
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¹ Appointed as Director of Children’s Services under Section 18 Children Act 2004

² The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

³ s94 (1), (1A) and (4) School Standards and Framework Act 1998

⁴ s95 (2) School Standards and Framework Act 1998

⁵ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

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Report of the Deputy Chief Executive

Report to Council

Date: 22nd January 2017

Subject: Procurement of the External Auditor

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 set out the changes to the arrangements for appointing the council's external auditor.
2. The Local Audit and Accountability Act 2014 brought to a close the Audit Commission and also established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England.
3. In October 2015 the Secretary of State for Communities and Local Government determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the 2017/18 accounts.
4. When the current transitional arrangements come to an end on the 31st March 2018 the council will be able to move to local appointment of its external auditor. The council must appoint its external auditor to audit its accounts for a financial year not later than the 31st December in the preceding financial year. Therefore, the council must have appointed its external auditor by the 31st December 2017.
5. There are three broad options open to the council under the Local Audit and Accountability Act 2014:
 - Option 1 – to make a stand alone appointment;
 - Option 2 – set-up a joint Auditor Panel/local joint procurement arrangements; and
 - Option 3 – opt-in to a sector led body.

6. In July 2016, the Secretary of State for Communities and Local Government specified Public Sector Audit Appointments Ltd (PSAA) as the sector-led body authorised to make future audit appointments on behalf of principal local authorities in England. Regulation 9 of the Local Audit (Appointing Person) Regulations 2015 requires that a decision to opt in must be made by Full Council (authority meeting as a whole).
7. The issue has been the subject of various reports to the Corporate Governance and Audit committee, most recently in January 2017 when the committee agreed to recommend option 3, to opt-in to the sector-led body, to Council.

Recommendation

8. As recommended by Corporate Governance and Audit committee at its meeting on the 27th January 2017, and based on the evaluation of the advantages and disadvantages of the three options, that Council approves the option to join the LGA established sector-led body for the appointment of external auditors following the close of the 2017/18 accounts.

1. Purpose of this report

- 1.1 The Local Audit and Accountability Act 2014 brought to a close the Audit Commission and also established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England.
- 1.2 The council must appoint its external auditor to audit its accounts for a financial year not later than the 31st December in the preceding financial year. Therefore, the council must have appointed its external auditor by the 31st December 2017.
- 1.3 The purpose of this report therefore is to set out the changes to the arrangements for appointing the council's external auditor, to consider the options available and to recommend option 3, the sector-led body option, to Council for approval.

2. Background information

- 2.1 The terms of reference of Corporate Governance and Audit committee include the consideration of the council's arrangements relating to external audit requirements. In January 2012, the committee received a report informing it of the government's response to the consultation on the future of public audit with further specific updates provided to committee in November 2012, January 2016 and in June 2016 when it was noted that a further report would be put to committee once more details of the national procurement scheme was known. In January 2017, the committee received a report on the options available and following discussion, agreed to recommend option 3 to Council.

- 2.2 The Local Audit and Accountability Act 2014 brought to a close the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England.
- 2.3 In October 2015 the Secretary of State Communities and Local Government (CLG) determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017/18.
- 2.4 The scope of the audit will still be specified nationally with the National Audit Office being responsible for writing the Code of Audit Practice which all firms appointed to carry out audits must follow. Any accountancy firm wishing to compete for the work will need to be able to demonstrate that they have the required skills and experience.
- 2.5 In response to the consultation on the new arrangements the Local Government Association successfully lobbied for local authorities to be able to opt into a national sector-led body appointed by the Secretary of State for Communities and Local Government. Local authorities were required to submit non-binding expressions of interest in this option by the end of April 2016 and, as reported to this committee in June 2016, the council did reply to this request with an expression of interest and 270 such expressions of interest were received by the Secretary of State.
- 2.6 In July 2016, the Secretary of State for Communities and Local Government specified Public Sector Audit Appointments Ltd (PSAA) as the sector-led body authorised to make future audit appointments on behalf of principal local authorities in England.
- 2.7 The council's current external auditor is KMPG, this appointment having been made under a contract let by the Audit Commission. Following closure of the Audit Commission the contract is currently managed by Public Sector Audit Appointments Limited (PSAA), the transitional body set up by the LGA with delegated authority from the Secretary of State CLG. The Council's external audit fee for 2016/17 is £248k which includes £16k for the cost of auditing the Housing Benefit grant.
- 2.8 A list of frequently asked questions, produced by Public Sector Audit Appointments, is attached at appendix 1.

3. Main issues

- 3.1 The council must appoint its external auditor to audit its accounts for a financial year not later than the 31st December in the preceding financial year. Therefore, the council must have appointed its external auditor by the 31st December 2017.
- 3.2 There are three broad options open to the council under the Local Audit and Accountability Act 2014 (the Act):

Option 1 To make a stand-alone appointment;

Option 2 Set up a joint auditor panel/local joint procurement arrangements;

Option 3 Opt-in to a sector led body;

Under options 1 and 2 an independent auditor panel would make recommendation and full council would make the decision on the appointment of the auditor. Full council could opt to choose a different auditor than that which was recommended by the panel but it would have to report publicly their reasons for doing so.

Under option 3 the council's external auditor would be appointed by Public Sector Audit Appointments (PSAA) and the contract would be between PSAA and the audit firm.

3.2.1 **Option 1:** In order to make a stand-alone appointment the council would need to set up an auditor panel and a procurement process. The members of the panel must be wholly or a majority independent members as defined by the Act. Independent members for this purpose are independent appointees, this excludes current and former elected members (or officers) and their close families and friends. The auditor panel would make a recommendation to full council who would then make the final decision.

Advantages/benefit

a) Setting up an auditor panel allows the council to take maximum advantage of the new local appointment regime and have local input to the decision.

Disadvantages/risks

- a) There will be costs associated with recruitment to the panel along and also servicing of the panel and panel member expenses. In addition, there will be costs in terms of the procurement process including drawing together a specification and contract and on-going contract management.
- b) The council will not be able to take advantage of any reduced fees that may be available through joint or national procurement contracts.
- c) The assessment of bids and decision on awarding contracts will be taken by independent appointees and not solely by elected members.

3.2.2 **Option 2:** The Act enables the council to join with other local authorities to establish a joint auditor panel and joint procurement. Again this will need to be constituted of wholly or a majority of independent appointees (members). Further legal advice will be required on the exact constitution of such a panel having regard to the obligations of each council under the Act.

Advantages/benefits

- b) The costs of setting up the panel, running the bidding exercise and negotiating the contract will be shared across a number of authorities.
- c) There is greater opportunity for negotiating some economies of scale by being able to offer a larger combined contract value to the firms.

Disadvantages/risks

- a) The decision making body will be further removed from local input, with potentially no input from elected members where a wholly independent auditor panel is used, or possible only one elected member representing each council, depending on the constitution agreed with the other bodies involved.
- b) The choice of auditor could be complicated where individual councils have independence issues. An independence issue occurs where the auditor has recently or is currently carrying out work such as consultancy or advisory work for a council. Where this occurs some auditors may be prevented from being appointed by the terms of their professional standards. There is a risk that if the joint auditor panel choose a firm that is conflicted for Leeds then the council may still need to make a separate appointment with all the attendant costs and loss of economies possible through joint procurement.

Option 2 is very much reliant on whether other local authorities also want to Enquiries have been made with other Core Cities and West Yorkshire authorities and there is little/no appetite for joint auditor panels and joint procurement.

- 3.2.3 **Option 3:** In response to the consultation on the new arrangement a national provider, Public Sector Audit Appointments Ltd (PSAA), has now been approved by DCLG to be a sector-led body for principal authorities (councils, police and fire bodies). A sector-led body would have the ability to negotiate contracts with the firms nationally, maximising the opportunities for the most economic and efficient approach to procurement of external audit on behalf of the whole sector. The option to join the sector-led appointing person scheme is open to all principle local government authorities and the PSAA will organise the contracts to maximise the number of firms appointed nationally - it is likely that there will be a minimum number of 4 or 5 audit firms depending on the number of bodies that opt into the scheme. PSAA will then 'allocate' auditors to local authorities taking into account issues such as the size and complexity of the local authorities as well as issues such as independence and audit firm spread, etc. PSAA will pool scheme costs, including their own overheads, and charge fees to audited bodies in accordance with fee scales. The fee for the audit of a body that opts into the sector-led procurement will reflect the size, audit risk and complexity of the work required and the PSAA will establish a system for setting the fee which is fair to all opted-in authorities. As a not-for-profit organisation, PSAA will be able to return any surpluses to opted-in authorities after all costs have been met.

Further information about the sector-led procurement option through a set of frequently asked questions is attached at appendix A.

Advantages/benefits

- a) The costs of setting up the appointment arrangements and negotiating fees would be shared across all opt-in authorities.
- b) By offering large contract values the firms would be able to offer better rates and lower fees than are likely to result from local negotiation.

- c) Any conflicts at individual authorities would be managed by the SLB who would have a number of contracted firms to call upon.
- d) The appointment process would not be made by locally appointed independent members. Instead a separate body, set up to act in the collective interests of the 'opt-in' authorities, would do this.

Disadvantages/risks

- a) Individual elected members will have less opportunity for direct involvement in the appointment process other than through the LGA and/or stakeholder representative groups.
- b) In order for the SLB to be viable and to be placed in the strongest possible negotiating position, the SLB will need councils to indicate their intention to opt-in before final contract prices are known.

Should the council decide to pursue option 3, then Public Sector Audit Appointments will need to receive the formal acceptance of this invitation by the 9th March 2017.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Both the Deputy Leader and Executive Member for Resources and Strategy and the Chief Executive have been consulted and support the recommendation. At its meeting on the 27th January 2017 the Corporate Governance and Audit committee received a report and following discussion, agreed to recommend the sector-led body option for approval by Council.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 There are no equality and diversity issues arising from this report.

4.3 Council policies and Best Council Plan

- 4.3.1 There are no specific council policy issues arising from this report.

4.4 Resources and value for money

- 4.4.1 The council's external audit fee for 2016/17 is £248k which includes £16k for the cost of auditing the Housing Benefit grant. This current external audit fee is competitive and significant budget savings are not anticipated under any of the 3 options.

Under option 3, there will not be a fee to join the sector-led arrangements. The audit fees that opted-in bodies will be charged will cover the costs to PSAA of appointing auditors and managing the arrangements. Audit fees achieved through large contracts should be lower than the costs that individual authorities will be able to negotiate. The fee for the audit of a body that opts into the sector-led procurement will reflect the size, audit risk and complexity of the work required. The PSAA will establish a system for setting the fee which is fair to all opted-in authorities. As a not-for-profit organisation, PSAA will be able to return any surpluses to opted-in authorities after all costs have been met.

By opting into option 3, the council will avoid the costs of a local procurement and management of a contract and also the requirement to set up an auditor panel with independent members.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no legal issues directly arising from this report. The decision on the procurement and appointment of the council's external audit is reserved to Full Council and therefore the decision is not subject to call-in.

4.6 Risk Management

- 4.6.1 When the current transitional arrangements come to an end on the 31st March 2018 the council will be able to move to local appointment of its external auditor. The council must appoint its external auditor to audit its accounts for a financial year not later than the 31st December in the preceding financial year. Therefore, the council must have appointed its external auditor by the 31st December 2017. The recommendation to pursue option 3 would reduce the risks to the council in terms of alleviating the need to manage a local procurement exercise and to set-up a local auditor panel.

5. Conclusions

- 5.1 In order to comply with its statutory obligations under section 7 of the Local Audit and Accountability Act 2014 the council must appoint an external auditor by the 31st December 2017. In practical terms, this means that 1 of the 3 options outlined in this report will need to be in place by spring 2017 in order that the contract negotiation process can be carried out during 2017.
- 5.2 The option (option 2) to combine with a limited number of partners requires interest from other local authorities and to date there is no such interest among West Yorkshire authorities and Core Cities. Option 2 has therefore been discounted.

- 5.3 Looking at options 1 and 3, opting into the sector-led PSAA will be significantly less resource intensive than having to establish and service a local auditor panel and conducting our own local procurement exercise. There has been significant interest in the national sector-led scheme (option 3) and Leeds is one of the local authorities that have already expressed a non-binding interest in this option. The Local Government Association is supportive of the national approach, as it believes that it offers best value to councils by reducing set-up costs and having the opportunity through economies of scale to negotiate lower audit fees. It is highly likely that a sector-wide procurement conducted by PSAA will produce better outcomes for the council than if we were to undertake our own procurement.
- 5.4 Regulation 9 of the Local Audit (Appointing Person) Regulations 2015 requires that a decision to opt in must be made by Full Council (authority meeting as a whole). Therefore, option 3 is recommended to Council as the preferred option.

6. Recommendations

- 6.1 As recommended by Corporate Governance and Audit committee at its meeting on the 27th January 2017, and based on the evaluation of the advantages and disadvantages of the three options, that Council approves the option to join the LGA established sector-led body for the appointment of external auditors following the close of the 2017/18 accounts.

7. Background documents¹

- 7.1 None

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

Public Sector Auditor Appointments – Frequently Asked Questions

Appendix 1

Question

1. What is an appointing person and which bodies are eligible to opt in?

Response

Public Sector Audit Appointments Limited (PSAA) has been specified as an appointing person under the Local Audit and Accountability Act 2014 and the Local Audit (Appointing Person) Regulations 2015, and has the power to make auditor appointments for audits of the accounts from 2018/19 on behalf of principal local government bodies that opt in, in accordance with the Regulations. PSAA is a not-for-profit company owned by the LGA's Improvement and Development Agency (IDeA) and was established to operate the transitional arrangements following closure of the Audit Commission. The 'appointing person' is sometimes referred to as the sector-led body.

Eligible bodies are only those principal local government bodies listed in schedule 2 of the Local Audit and Accountability Act 2014. This includes county councils, district councils, London borough councils, unitary authorities, metropolitan councils, police bodies, fire and rescue authorities, joint authorities, combined authorities (covering elected regional mayors), national park authorities, conservation boards, passenger transport executives, waste authorities, and the GLA and its functional bodies. Smaller authorities (such as parish councils) and NHS bodies, including accountable care organisations, are not eligible to opt in.

A list of the 493 local government bodies currently eligible for the appointing person scheme is available on the appointing person page of our website (<http://www.psaa.co.uk/supporting-the-transition/appointing-person/>).

2. What are the terms of reference of the appointing person?

PSAA is a not-for-profit company wholly owned by the IDeA (the IDeA is wholly owned by the LGA). PSAA will continue to operate as an independent company, although there will be changes to its governance arrangements and its founding documents to reflect the fact that it will be an appointing person going forward rather than a transitional body

Question

3. In addition to the Code of Audit Practice requirements set out by the NAO, will the contracts include the audit of wholly owned companies and group accounts?

Response

Local authority group accounts are part of the accounts produced under the CIPFA SORP and are subject to audit in line with the NAO Code of Audit Practice. They will continue to be part of the statutory audit for which PSAA will make an auditor appointment for opted-in bodies.

Local authority companies are not listed in the Local Audit and Accountability Act as bodies subject to audit under that act. Company audits are subject to the provisions of the Companies Act 2006 and are not covered by the Local Audit (Appointing Person) Regulations 2015 or the scope of PSAA's specification as the appointing person.

Local authority companies must appoint an auditor themselves in accordance with Companies Act legislation. They are able to appoint the same audit firm as PSAA appoints to undertake the principal body audit, should they so wish, for example where this could support an efficient audit process.

4. Will the appointing person arrangements cover the audit of an authority's pension fund where it is the administrative body responsible for preparing the pension fund accounts?

Pension funds are not separate legal entities from their administering local authority, and are therefore not listed as relevant authorities in schedule 2 of the Local Audit and Accountability Act 2014. The auditor appointment to an opted-in local authority will include the audit of the pension fund where the authority is the administering body. As is currently the case, the pension fund audit will be subject to a separate engagement and scale audit fee, but the auditor appointment will cover both the local authority and the pension fund.

5. We have a joint committee which no longer has a statutory requirement to have an external auditor but has agreed in the interests of all parties to continue to engage one. Is it possible to use this process as an option to procure the external auditor for the joint committee?

The requirement for joint committees to produce statutory accounts ceased after production of the 2014/15 accounts and they are therefore not listed in Schedule 2. Joint committees that have opted to produce accounts voluntarily and obtain non-statutory assurance on them will need to make their own local arrangements.

Question

6. Will membership be free for existing members of the LGA?

Response

The option to join the appointing person scheme will be open to all principal local government authorities listed under Schedule 2 of the Local Audit and Accountability Act 2014. There will not be a fee to join the sector-led arrangements. The audit fees that opted-in bodies will be charged will cover the costs to PSAA of appointing auditors and managing the arrangements. We believe that audit fees achieved through large contracts will be lower than the costs that individual authorities will be able to negotiate. In addition, by opting into the PSAA offer, authorities will avoid the costs of their own procurement and management of contracts and also the requirement to set up an auditor panel with independent members.

7. When will invitations to opt in be issued?

The invitation to opt in was issued on 27 October 2016 with a closing date for acceptance of 9 March 2017. This allows considerably longer than the statutory minimum period of eight weeks, for the requirement under the regulations that authorities must make the decision to opt in at a full authority meeting. As corporations sole, the full authority requirement does not apply to police and crime commissioners.

The aim is to award contracts to audit firms by June 2017, giving six months to consult with authorities and confirm appointments before the 31 December 2017 deadline to appoint auditors for the following financial year.

In order to maximise the potential economies of scale from agreeing large contracts with firms, and to manage any auditor independence issues, PSAA needs as much certainty as possible about the volume and location of work it is able to offer to firms. Our timetable means that we will need to start preparing tender documentation early in 2017, so we will need to know which authorities have opted in.

8. How do we have to make the decision to accept the invitation to opt in?

In accordance with Regulation 19 of the Local Audit (Appointing Person) Regulations 2015, a principal authority will need to make the decision to opt in at full authority (authority meeting as a whole), except where the authority is a corporation sole (such as a police and crime commissioner), in which case the function must be exercised by the holder of the office.

9. Can we join after it has been set up or do we have to join at the beginning?

One of the main benefits of an appointing person approach is the ability to achieve economies of scale as a result of being able to offer larger volumes of work. The greater the number of participants we have signed up at the outset, the better the economies of scale we are likely to achieve. This will not prevent authorities from applying to join the appointing person scheme in later years (and PSAA must agree to the request unless there are reasonable grounds to refuse), but they will need to make their own arrangements to appoint an auditor in the interim, which will include establishing an auditor panel. In order to be in the best position we would encourage as many authorities as possible to commit by accepting the invitation within the specified timeframe, that is by 9 March 2017.

10. Will the appointing person take on all auditor panel roles and therefore mitigate the need for there to be one in each individual authority?

Opting into the appointing person scheme will remove the need to set up an auditor panel. This is set out in the Local Audit and Accountability Act 2014 and the Local Audit (Appointing Person) Regulations 2015.

11. How does the opt-in process work for police and crime commissioners and chief constables, given that chief constables cannot appoint their own auditor?

PSAA has issued the opt-in invitation to chief constables as well as police and crime commissioners because the Local Audit (Appointing Person) Regulations 2015, issued under the provisions of the Local Audit and Accountability Act 2014, require the appointing person to issue an invitation to “all principal authorities which fall within the class of authorities in relation to which the person has been specified” (Regulation 8). PSAA’s specification as an appointing person covers all relevant local government authorities that are principal bodies, as listed in Schedule 2 of the 2014 Act. Chief constables and police and crime commissioners are listed separately as relevant authorities.

While the responsibility for the decision about appointing an auditor for the chief constable is reserved to the police and crime commissioner for a police area (under schedule 3 of the Local Audit and Accountability Act 2014), the police and crime commissioner will need to consider this decision with the chief constable. The opt-in invitation information sent by PSAA provides chief constables with essential information about the appointing person arrangements, including the timetable for the opt-in process. This should enable chief constables to engage with police and crime commissioners on this decision.

Where a police and crime commissioner makes a decision to opt into PSAA’s national auditor appointment arrangements and submits a notice of acceptance of the invitation, this notice must cover the chief constable as well. PSAA will need to confirm that the notice covers the chief constable if this is not explicitly stated. As separate legal entities, PSAA will subsequently need to make separate auditor appointments, albeit of the same audit firm, to the opted-in police and crime commissioner and chief constable for a police area.

12. How will we be able to influence the development of the appointing person scheme and associated contracts with audit firms?

We have established a stakeholder advisory panel which will comment on our proposals. Members of the panel are drawn from representative organisations for councils, police and fire bodies. The first meeting of the group was held on 30 September 2016. Further meetings are scheduled for 23 November 2016, 26 January 2017 and 25 May 2017.

PSAA continues to work in partnership with the LGA in setting up the appointing person scheme and you can feed in comments and observations to PSAA by emailing appointingperson@psaa.co.uk and via the LGA and their principal advisors.

13. Will there be standard contract terms and conditions?

The audit contracts between PSAA and the audit firms will require firms to deliver audits compliant with the National Audit Office (NAO) Code of Audit Practice. We are aware that authorities would like to understand how performance and delivery will be monitored and managed. This is one of the issues that could be discussed with the stakeholder advisory panel.

14. What will be the length of the contracts?

The length of contract between PSAA and firms will be five years.

15. Will bodies that opt in be able to seek information from potential suppliers and undertake some form of evaluation to choose a supplier?

PSAA will run the tendering exercise, and will evaluate bids and award contracts. PSAA will consult authorities on individual auditor appointments. The appointment of an auditor independently of the body to be audited is an important feature of the appointing person arrangements and will continue to underpin strong corporate governance in the public sector.

16. Will the price be fixed or will there be a range of prices?

The fee for the audit of a body that opts in will reflect the size, audit risk and complexity of the work required. PSAA will establish a system for setting the fee which is fair to all opted-in authorities. As a not-for-profit organisation, PSAA will be able to return any surpluses to opted-in authorities after all costs have been met.

17. How will the appointing person scheme ensure audit firms are not over-stretched and that the competition in the market place is increased?

The number of firms eligible to undertake local public audit is regulated through the Financial Reporting Council and the recognised Supervisory Bodies (RSBs). Only appropriately accredited firms will be able to bid for appointments whether that is through PSAA or an auditor panel.

PSAA is developing a procurement strategy which may include a limit on the total business available to any one firm.

One of the advantages of the appointing person option is to make appointments that help to ensure that each successful firm has a sufficient quantum of work to make it possible for them to invest in public sector specific training, maintain a centre of excellence or hub that will mean:

- firms have a regional presence;
- greater continuity of staff input; and
- a better understanding the local political, economic and social environment.

18. Will the appointing person scheme contract with a number of different audit firms and how will they be allocated to authorities?

PSAA will organise the contracts to maximise the number of firms appointed nationally. The minimum number of audit firms is probably four or five (depending on the number of bodies that opt in). This is required, not just to ensure competition and capacity, but because each firm is required to comply with the FRC's ethical standards. This means that an individual firm may not be appointable for 'independence' reasons, for example, because they have undertaken consultancy work at an audited body. PSAA will consult on appointments that allow each firm a balanced portfolio of work subject to independence considerations.

19. What is the timetable for set up and key decisions?

We expect the key points in the timetable to be broadly:

- establish an overall strategy for procurement - by November 2016;
- achieve 'sign-up' of opted-in authorities - by 9 March 2017;
- invite tenders from audit firms - by April 2017;
- award contracts - by 30 June 2017;
- consult on and make final auditor appointments - by 31 December 2017

20. We have shared service arrangements with our neighbouring bodies and we are looking to ensure that we share the same auditor. Will the appointing person scheme allow for this?

PSAA will be able to make appointments to all principal local government bodies listed in Schedule 2 of the Local Audit and Accountability Act 2014 that are 'relevant authorities' and not excluded as a result of being smaller authorities, for example parish councils.

In setting up the new arrangements, one of our aims is to make auditor appointments that take account of joint working and shared service arrangements. Requests for the same auditor as other authorities will need to be balanced with auditor independence considerations. As we have set out in our prospectus, auditors must be independent of the bodies they audit. PSAA will have an obligation under the provisions of the Local Audit and Accountability Act 2014 to ensure that every auditor appointment it makes passes this test and auditors must comply with the requirements of the Ethical Standards issued by the Financial Reporting Council.

We will need information from opted-in authorities on potential independence considerations and joint working arrangements, and will also need information on independence issues from the audit firms. Risks to auditor independence include, for example, an audit firm having previously been engaged to advise on a major procurement which could, of course, later be subject to audit.

21. In what circumstances can an auditor be changed during the five year opt-in period, and how does this differ from locally procured arrangements?

The main circumstances in which PSAA will consider changing an auditor appointment during the five year compulsory appointing period are either for independence reasons, for example the identification of a conflict of interest involving the existing audit firm, or because of the emergence of new joint working arrangements. An authority appointing its own auditor will find it more difficult to change their auditor appointment during the contracted period, as this would require the authority to conduct a new selection and procurement exercise. The appointing person scheme will therefore provide more flexibility for opted-in bodies.

22. How will audit fee levels be set for each individual body with the objective of recovering PSAA costs at the aggregate level?

PSAA will pool scheme costs and charge fees to audited bodies in accordance with a fair scale of fees which has regard to size, complexity and audit risk, most likely as currently evidenced by audit fees for 2016/17. Pooling means that everyone in the scheme will benefit from the most competitive prices. Fees will reflect the number of scheme participants – the greater the level of participation, the better the value represented by our scale fees. 2018/19 scale fees will be determined by the prices achieved in the auditor procurement that PSAA will undertake during the early part of 2017. We expect to consult on the proposed scale of fees in autumn 2017 and to publish the fees applicable in March 2018. Where more or less work is required than is envisaged in the scale fee, a fee variation process will apply. The variations process will ensure that fees for additional work cannot be invoiced until agreed with the audited body and approved by PSAA.

23. What will be the process to feed in opinions of current auditors if there are issues?

PSAA will seek feedback on its auditors as part of its engagement with the sector. PSAA will continue to have a clear complaints process and will also undertake contract monitoring of the firms it appoints.

24. What will be the arrangements for overseeing the quality of audit work undertaken by the audit firms appointed by the appointing person?

PSAA will only contract with firms which have a proven track record in undertaking public audit work. In accordance with the Local Audit and Accountability Act 2014, firms must be registered with one of the chartered accountancy institutes acting in the capacity of a Recognised Supervisory Body (RSB). The quality of the firms' work will be subject to scrutiny by both the RSB and the Financial Reporting Council (FRC). Current indications are that fewer than ten large firms will register, meaning that small local firms will not be eligible to be appointed to local public audit roles. PSAA will ensure that firms maintain the appropriate registration and will liaise closely with RSBs and the FRC to ensure that any concerns are detected at an early stage and addressed effectively in the new regime. PSAA will take a close interest in feedback from opted-in bodies and in the rigour and effectiveness of firms' own quality assurance arrangements, recognising that these represent some of the earliest and most important safety nets for identifying and remedying any problems. We will liaise with the NAO to help ensure that guidance to auditors is updated when necessary.

25. How will the appointing person scheme deal with an authority that is dissatisfied with its auditor and wants a change (e.g. because of quality, relationships, or a conflict of interest)?

As with the current arrangements, where an authority is dissatisfied with its auditor, concerns should be raised in the first instance with the firm's Engagement Lead and subsequently with the firm's PSAA Contact Partner (as indicated on communications between the firm and the authority).

26. Will an auditor be able to provide my authority with non-audit consultancy services?

The independence requirements for all auditors within the local public audit regime are the same whether locally appointed, or part of the appointing person regime. These requirements are specified by the Financial Reporting Council in the Ethical Standard and applied to local public audit as determined by the NAO. The services that an auditor can provide are the same, whatever the appointment method. As the Appointing Person, PSAA will perform the role otherwise required of an auditor panel to advise the authority on the maintenance of the independence of the auditor [Local Audit and

27. What will be the future arrangements under the appointing person scheme for certifying grant claims?

Accountability Act 2014 section 10(1)].

PSAA will consider changing an auditor appointment during the five-year compulsory appointing period for independence reasons, if for example the identification of a conflict of interest involving the existing audit firm, or because of the emergence of new joint working arrangements.

PSAA's audit contracts from 2018/19 will not cover certification work. PSAA has no power under the Local Audit and Accountability Act 2014 to make certification arrangements, and its arrangements will apply only to opted-in bodies. Any certification work required by grant paying government departments will need to be undertaken using a tripartite agreement between an audited body, an audit firm and the grant paying body, under instructions prepared by the grant paying body.

The Department for Work and Pensions is developing its arrangements for housing benefit subsidy claim certification from 2018/19 on this basis. Where applicable, local authorities will appoint an auditor for this certification work (for which an auditor panel is not required) and may choose to use the same auditor appointed by PSAA for the audit of the accounts, if they are opted-in bodies.

28. If an authority chooses not to opt in to the appointing person arrangements, what local arrangements will they need to put in place?

All relevant authorities listed in schedule 2 of the Local Audit and Accountability Act 2014 (the Act), whether they opt in or not, are required to comply with Part 3 of the Act in relation to the appointment of local auditors. Section 7 of the Act requires a relevant authority to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding financial year. For the 2018/19 accounts, a local auditor must be appointed by 31 December 2017.

For authorities that choose to opt into the appointing person arrangements, PSAA will appoint their auditor for them by 31 December 2017, having consulted the authority about the proposed appointment.

For authorities that choose not to opt into the appointing person arrangements, there are two options available for appointing their own auditor. These are to:

- undertake an individual auditor procurement and appointment exercise; or
- undertake a joint audit procurement and appointing exercise with other bodies, those in the same locality for example.

Both these options require the authority to consult and take into account the advice of its auditor panel on the selection and appointment of a local auditor. Section 9 of the Act requires a relevant authority to establish an auditor panel, section 10 sets out the functions of an auditor panel, and schedule 4 sets out provisions applying to auditor panels. An auditor panel must consist of a majority of independent members (or wholly of independent members), and must be chaired by an independent member. A guide to auditor panels for local government authorities has been issued by CIPFA.

Within the period of 28 days beginning with the day on which the

auditor appointment is made, section 8 of the Act requires an authority that has not opted into the national appointing person arrangements to publish a notice that:

- a) states that it has made the appointment,
- b) identifies the local auditor that has been appointed,
- c) specifies the period for which the local auditor has been appointed,
- d) sets out the advice, or a summary of the advice, of its auditor panel about the selection and appointment of a local auditor, and
- e) if it has not followed that advice, sets out the reasons why it has not done so.

The notice must be published, if the authority has a website, on its website or in such manner as the authority thinks is likely to bring the notice to the attention of service users.

Authorities that opt into the appointing person arrangements are not required to establish an auditor panel or to publish a notice under section 8 of the Act.

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Report author: Kevin Tomkinson
Tel: 74357

Report of **City Solicitor**
Report to **Council**
Date: **22 February 2017**
Subject: **Appointments**

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 Appointments to Boards and Panels and to Joint Authorities are reserved to Council.

- 2 The relevant Group Whip has requested a membership change as detailed in paragraph 4 of the report.

Recommendations

- 1 That Council approve the appointments referred to in paragraph 4 of the report.

2 Purpose of this report

2.1 To make appointments to various Joint Committees, Committees , Boards and Panels.

3 Background information

3.1 Appointments to Boards and Panels and to Joint Authorities are reserved to Council.

4 Main issues

That the following appointments be approved;

- Councillor Cohen to replace Councillor Lamb on Scrutiny Board (Children's Services).
- Councillor Buckley to replace Councillor Cohen on Scrutiny Board (City Development).
- Councillor Harrand to replace Councillor Cohen on Scrutiny Board (Strategy and Resources).
- Councillor Selby to replace Councillor C Dobson on Member Management Committee.

4.1 Consultation and Engagement

4.2.1 The relevant Group Whip has been consulted in respect of the appointments.

4.3 Equality and Diversity / Cohesion and Integration

4.3.1 There are no specific implications regarding equality, diversity, cohesion and integration arising from this report.

4.4 Council policies and City Priorities

4.4.1 There are no specific implications.

4.5 Resources and value for money

4.5.1 There are no specific implications regarding resources and value for money arising from this report.

4.5.2 Legal Implications, Access to Information and Call In

4.5.1 This report is not subject to Call In, as it is a Council Function.

4.6 Risk Management

4.6.1 No specific implications

5 Recommendations

5.1 That the appointments referred to in paragraph 4 of this report be approved.

6 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.

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Report author: Kevin Tomkinson
Tel: 0113 2474357

Report of the City Solicitor

Report to Council

Date: 22ND February 2017

Subject: Council Budget Motion

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

The Budget motion before Council arises from recommendations contained in a number of reports. This report assembles those reports and identifies their relationship to the recommendations before Council to assist Members in consideration of the decision.

Recommendations

The recommendation for full Council arising from these reports is that which is included on the Council Summons as the budget motion.

1 Purpose of this report

- 1.1 To present various reports which are relevant to the consideration of the budget motion by full Council on 22nd February 2017.

2 Main issues

- 2.1 Reports are attached to this covering report as follows:-

Item 10(i) Revenue Budget

This report sets out the Council's budget for 2017/18 as recommended by the Executive Board on 8th February 2017. Recommendations (i), (ii),(iii) and (iv) at paragraph 15.1 form part of the budget motion.

Item 10(ii) Council Tax

This is the detailed report in relation to the setting of the Council Tax the recommendation from which forms the bulk of the motion before Council.

Item10(iii) Capital Programme Update 2017-2020

This report sets out the updated capital programme for 2017/2020 as recommended by the Executive Board on 8th February 2017. Recommendations at paragraph 6.1 (a) and (b) are part of the budget motion.

Item10(iv) Treasury Management Strategy 2017/2018

This report sets out the Treasury Management Strategy for 2017/18 and provides an update on the implementation of the 2016/2017 strategy. The Executive Board considered the report on 8th February 2017 and the recommendations at 6.2 to 6.5 of the report are the final part of the budget motion.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 As per the reports to the Executive Board.

3.2 Equality and Diversity / Cohesion and Integration

- 3.2.2 As per the reports to the Executive Board.

3.3 Council policies and City Priorities

- 3.3.3 As per the reports to the Executive Board.

3.4 Resources and value for money

- 3.4.1 As per the reports to the Executive Board.

3.5 Legal Implications, Access to Information and Call In

3.5.1 As per the reports to the Executive Board.

3.6 Risk Management

3.6.1 As per the reports to the Executive Board.

4 Conclusions

4.1 As per the reports to the Executive Board.

5 Recommendations

5.1 The recommendation(s) for full Council arising from these reports are included on the Council Summons as the budget motion.

6 Background documents¹

6.1 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.

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Report of the Deputy Chief Executive

ITEM 10(i)

Report to Council

Date: 22nd February 2017

Subject: 2017/18 Revenue Budget and Council Tax

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 seeks the approval of Council to the revenue budget and council tax for the 2017/18 financial year. The report sets out the framework for compiling the 2017/18 budget, taking into account the provisional local government finance settlement, the initial budget proposals that were agreed by the Executive Board in December 2016, the results of budget consultation and other factors that have influenced the budget. The report also provides an update to the equality impact assessment that was developed as part of the initial budget proposals.
2. The 2017/18 budget now being proposed supports the council's Best City/Best Council ambitions, policies and priorities aimed at tackling poverty and reducing inequalities (please refer to the Best Council Plan 2017/18 proposals report which is on today's agenda).
3. The provisional local government finance settlement was announced on the 15th December 2016. The provisional settlement confirmed the reduction of £25.1m to the council's settlement funding assessment which is in line with the multi-year funding settlement and the initial budget proposals. The final local government finance settlement for 2017/18 is delayed and is now not expected until the week commencing the 20th February 2017. In the event that the final settlement for Leeds is different to the provisional settlement then an amending paper will be submitted to Council.
4. The 2017/18 budget proposals are set within the context of the 2017/18 – 2019/20 medium term financial strategy which was approved by the Executive Board in September 2016, updated to recognise the implications following the Chancellor's Autumn Statement in November 2016, the 2017

business rates revaluation, the provisional local government finance settlement and further savings proposals to bridge the previously identified budget gap.

5. The financial climate for local government continues to present significant risks to the council's priorities and ambitions. The council continues to make every effort possible to protect the front line delivery of services, and whilst we have been able to balance the budget each year since 2010, have continued to deliver a broad range of services despite declining funding from government, and have avoided large scale compulsory redundancies, it is clear that the position is becoming more challenging to manage. It will be increasingly difficult over the coming years to maintain current levels of service provision without further changes in the way the council operates. Section 12 of this report presents a summary update to the 2017 /18 – 2019/20 financial strategy and the intention is to fully update the financial strategy for presentation to the Executive Board in July 2017.
6. The headlines from the 2017/18 budget proposals, when compared to the 2016/17 budget, are as follows:
 - A reduction in revenue support grant from government of £28m (30.1%).
 - A reduction in the settlement funding assessment of £25.1m (10.5%).
 - A reduction in the net revenue budget of £3.7m.
 - An increase in the general council tax of 1.99% together with a further 3% in respect of the adult social care precept generating an additional £13.5m of local funding.
 - A combination of reduced funding and cost pressures means that the council will need to deliver £81.8m of savings by March 2018.
 - A further net reduction in staffing of 484 full-time equivalent posts.
7. In respect of the Housing Revenue Account, whilst there are proposals to increase some service charges, the implementation of the rent cap, which was announced in July 2015, will mean that the majority of housing rents will again reduce by 1% from April 2017.

Recommendations

1. As recommended by the Executive Board, this report asks Council to adopt the following resolutions;
 - i) That the revenue budget for 2017/18 totalling £492.67m be approved. This means that the Leeds element of the council tax for 2017/18 will increase by 1.99% plus the adult social care precept of 3%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 22nd February 2017.
 - ii) Grants totalling £75k be allocated to parishes.
 - iii) Approval of the strategy at appendix 9 in respect of the flexible use of capital receipts.

- iv) In respect of the Housing Revenue Account, that the budget be approved with:
- A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 2% in dwelling rents in PFI areas.
 - A 5% increase in garage rents.
 - A 2% increase in district heating charges.
 - That service charges for multi-storey flats are increased by £2 per week.
 - That service charges for low/medium rise properties are increased by £1 per week.
 - That the charge for tenants who benefit from the sheltered support service currently paying £2 a week be increased to £4 per week.

1. Purpose of report

- 1.1 This report sets out the council's budget for 2017/18. It has been prepared in the context of the council's initial budget proposals which were agreed by the Executive Board in December 2016 and also the provisional local government finance settlement in accordance with the council's budget and policy framework. As agreed by Executive Board, the initial budget proposals have been submitted to scrutiny for review and consideration, and also have been used as the basis for wider consultation.
- 1.2 Following recommendation by the Executive Board this report seeks approval from Council that the City Council's revenue budget for 2017/18 be approved at £492.67m. This results in an increase of 4.99% in the Leeds element of council tax, which for a band D property is an increase of £60.66 to £1,276.20 for 2017/18.
- 1.3 Detailed budget proposals for each service are set out in the directorate budget reports attached at appendix 8. This information will be consolidated into the annual financial plan and the budget book:
- The annual financial plan - this document brings together the revenue budget, capital programme and performance indicators for 2017/18 providing a clear link between spending plans and performance at directorate level.
 - The budget book – this contains detailed budgets for each directorate at both service level and by type of expenditure/income.
- 1.4 In addition, as part of the Best Council Plan 2017/18 suite of documents, a graphical design summary will be produced to show how the 2017/18 budget supports delivery of the council's priorities. This will again provide a useful overview for staff, partners and the public.
- 1.5 In accordance with the council's budget and policy framework, decisions as to the council's budget and council tax are reserved to Council.

1.6 The budget proposals contained within this report have, where appropriate, been the subject of the council’s equality impact assessment process and mitigating measures have been put in place or are planned where appropriate.

2. The national economic context

2.1 The Autumn Statement and the Office of Budget Responsibility’s updated forecasts

2.1.1 The economic context in which public spending has to be seen within is strongly influenced by the strength and resilience of the national economy and the ongoing debate as to the potential impact of the EU referendum.

2.1.2 In its November 2016 forecasts, compared with its March 2016 forecasts, the Office of Budget Responsibility (OBR):

- Expects gross domestic product (GDP) annual growth to be lower in 2017 and 2018, and unchanged in 2019 and 2020. The 2017 forecasts have been cut from 2.2% to 1.4%.
- Has raised consumer price index (CPI) annual inflation in 2017 and 2018 recognising the fall in the pound since the EU referendum and the consequential increase in import prices.
- Has cut average annual earnings growth forecasts to 2019.

Chart 1 Office of Budget Responsibility’s forecasts for the national economy

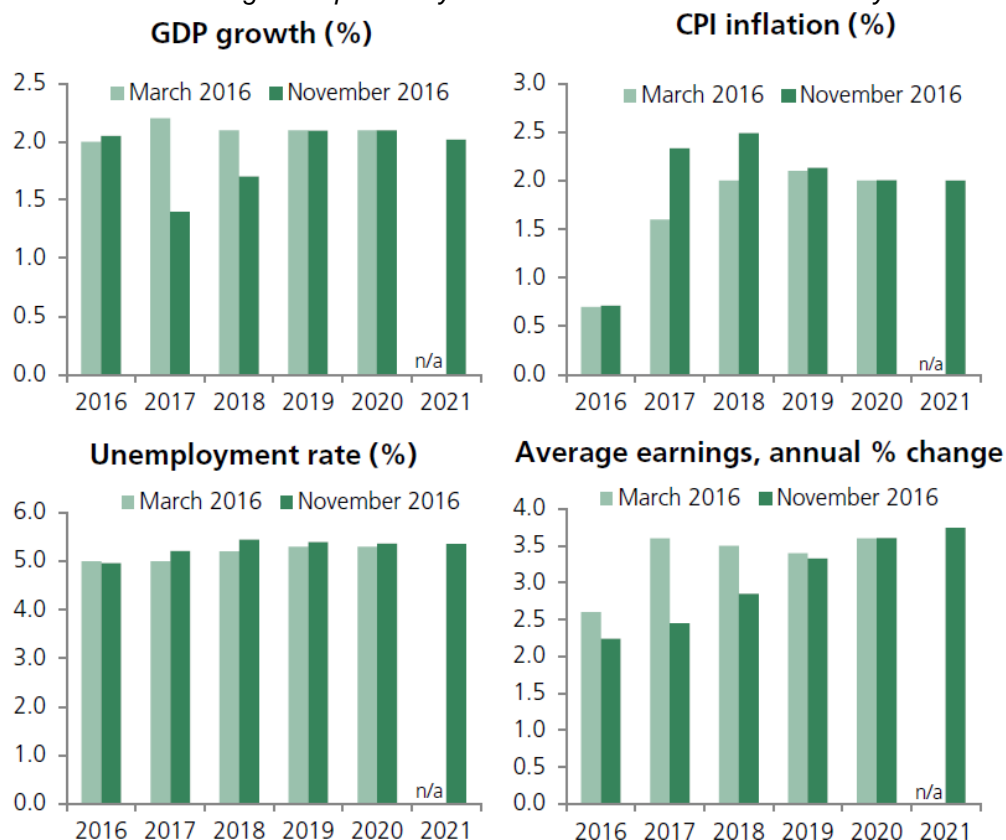


Table 1 Office of Budget Responsibility’s forecasts for the national economy

OBR forecasts: economy

	2015	2016	2017	2018	2019	2020	2021
GDP growth (%)							
March 2016	2.2	2.0	2.2	2.1	2.1	2.1	..
November 2016	2.2	2.1	1.4	1.7	2.1	2.1	2.0
CPI inflation (%)							
March 2016	0.0	0.7	1.6	2.0	2.1	2.0	..
November 2016	0.0	0.7	2.3	2.5	2.1	2.0	2.0
ILO unemployment rate, %							
March 2016	5.4	5.0	5.0	5.2	5.3	5.3	..
November 2016	5.4	5.0	5.2	5.5	5.4	5.4	5.4
Average earnings, % change on previous year							
March 2016	2.3	2.6	3.6	3.5	3.4	3.6	..
November 2016	1.8	2.2	2.4	2.8	3.3	3.6	3.7

*In March 2016, there were no forecasts for 2021

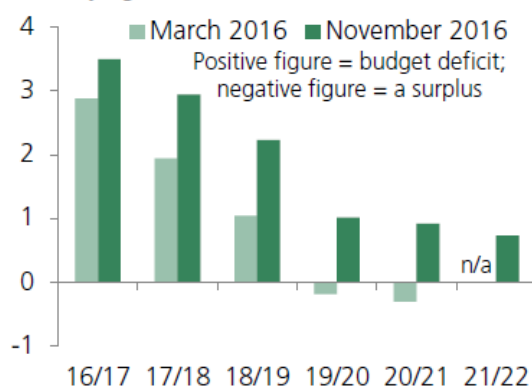
2.1.3 The OBR also updated its forecasts for the public finances. In summary the November 2016 forecasts compared with its March 2016 forecasts:

- Expects more borrowing in all years – some of the additional borrowing can be attributed to government policy decision, but the majority is a result of changes to the OBR's underlying forecast.
- Expects higher debt in all years. The debt-to-GDP ratio is now expected to start falling in 2018/19, two years later than previously expected.

Chart 2 Office of Budget Responsibility's forecasts for public finances

Public sector net borrowing, % of GDP

Underlying basis, see table below



Public sector net debt, % of GDP

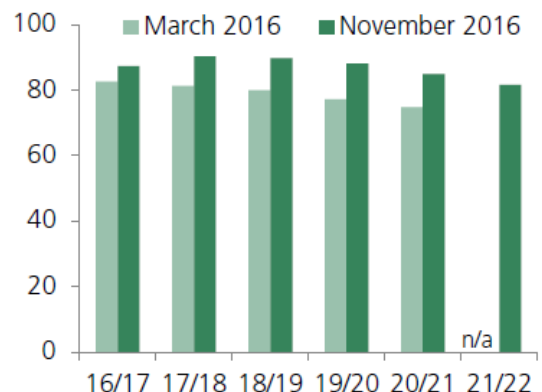


Table 2 Office of Budget Responsibility's forecasts for public finances

OBR forecasts: public finances							
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Net borrowing**, £ billion							
March 2016	72.2	56.0	39.2	21.9	-4.1	-6.9	...
November 2016	76.0	68.2	59.0	46.5	21.9	20.7	17.2
Net borrowing**, % of GDP							
March 2016	3.8	2.9	1.9	1.0	-0.2	-0.3	..
November 2016	4.0	3.5	2.9	2.2	1.0	0.9	0.7
Cyclically adjusted net borrowing, % of GDP							
March 2016	3.6	2.7	1.9	1.0	-0.5	-0.5	..
November 2016	3.8	3.3	2.6	1.8	0.8	0.8	0.7
Net debt, £ trillion							
March 2016	1.59	1.64	1.68	1.72	1.72	1.74	..
November 2016	1.61	1.72	1.84	1.90	1.95	1.95	1.95
Net debt, % of GDP							
March 2016	83.7	82.6	81.3	79.9	77.2	74.7	..
November 2016	84.2	87.3	90.2	89.7	88.0	84.8	81.6

*In March 2016, there were no forecasts for 2021/22

** Like-for-like basis adjusting for ONS classification changes

2.1.4 The office of budget responsibility assesses that the government is more likely than not to meet its proposed fiscal targets. They also report that the government would have missed its previous targets.

2.2 2017/18 Local Government Finance Settlement

2.2.1 The Secretary of State for Communities and Local Government on the 15th December 2016 presented to the House of Commons a statement on the provisional local government finance settlement. This covered the provisional local government finance settlement for 2017/18, the key headlines were:

- Confirmation of the multi-year settlement and the settlement funding assessments.
- Councils will receive £2.2 billion (30.6%) less Revenue Support Grant to run local services in 2017/18 than last year.
- All councils will be able to raise general council tax by up to 1.99% in 2017/18 to fund local services without the need for a referendum.
- England's 152 social care authorities will be able to increase council tax by up to a further 3% in total in 2017/18 in respect of the adult social care precept. The total social care precept increase allowed across the next three years remains unchanged at 6%.
- This means the maximum social care authorities can increase overall council tax in 2017/18 is 4.99% – this is an increase of 1% above already promised powers. Nationally, it is estimated that this

1% increase above the previously announced social care precept limit next year will raise an extra £208m from local taxation.

- In 2017/18, social care authorities will receive the first payment of £105m from the additional funding for social care in the improved Better Care Fund announced in the 2015 Spending Review that will rise to £1.5 billion by 2019/20.
- Government confirmed New Homes Bonus payments to councils will be reduced from six years to five years in 2017/18, and will introduce a 0.4% baseline so that local authorities will need to achieve growth of greater than 0.4% before they receive any New Homes Bonus funding. This is expected to reduce the income of councils in receipt of the New Homes Bonus by £241m next year in comparison to indicative figures released in February 2016. Government announced that this will be used to support councils providing social care as a one-off measure in the 2017/18 financial year.

2.2.2 The final local government finance settlement for 2017/18 is delayed and is now not expected until the week commencing the 20th February 2017. In the event that the final settlement for Leeds is different to the provisional settlement then an amending paper will be submitted to Council.

3. Developing the 2017/18 budget with the proposed Best Council plan 2017/18

3.1 Between the 2010/11 and 2016/17 budgets, the council's core funding from government reduced by around £214m with a further reduction of £25.1m in the 2017/18 financial year. In addition the council has faced significant demand-led cost pressures. This means that the council will have to deliver reductions in expenditure and increases in income totalling over £400m by March 2017 with a further £64m of savings in the proposed 2017/18 budget. To date, the council has responded to the challenge and has marginally underspent in every year since 2010 through a combination of stimulating good economic growth, creatively managing demand for services, increasing traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies.

3.2 The Best Council Plan is the council's strategic planning document and sets the context and policy direction against which the budget and medium-term financial strategy are developed. The paper on today's agenda, 'Best Council Plan 2017/18 Proposals', seeks the approval of this Board in recommending to Council a refreshed Best Council Plan. The refreshed Plan maintains the clear, strategic ambition to be the Best City and Best Council – articulated around Leeds having a strong economy and being a compassionate city and the council being an efficient and enterprising organisation. It also retains the focus of the Best Council Plan as centred on tackling poverty and reducing inequalities, recognising the challenges across the city for many communities and residents. This overall focus and

Best City/Best Council ambitions underpin the 2017/18 budget proposals set out in this report.

- 3.3 Implementation of the Best Council Plan will continue to inform, and be informed by, the council's funding envelope and staffing and other resources. Reductions in core funding and significant demand-led cost pressures in recent years have meant the council has had to make some difficult decisions around the level and quality of services and this will continue into the future. As signposted in the medium-term financial strategy, in order to tackle poverty and reduce inequalities, those services that are no longer affordable and a lesser priority than others will be delivered differently or, in some cases, stopped. This will be achieved through ongoing consultation and engagement and a process of policy and service reviews across the council's functions, a continuation of those set out in section 8 that have informed the 2017/18 budget proposals.

4. Estimating the net revenue budget for 2017/18

4.1 Settlement funding assessment – reduction of £25.1m

- 4.1.1 Settlement funding assessment is essentially the aggregate of government grant and business rate baseline funding for a local authority. As part of the 2016/17 financial settlement, government offered councils a 4-year funding settlement for the period 2016/17 to 2019/20. Government describes this as part of the move to a more self-sufficient local government, suggesting that these multi-year settlements can provide the funding certainty and stability to enable more proactive planning of service delivery, support strategic collaboration with local partners and for local authorities to strengthen financial management and efficiency.
- 4.1.2 At its meeting in September 2016, Executive Board agreed to accept the government's 4-year funding offer on the premise that any acceptance would be on the basis that the offer represents a minimum level of government funding to the council and that the council would not be disadvantaged at all by accepting the offer.
- 4.1.3 On the 16th November 2016, the council received confirmation from DCLG that it is now formally on the multi-year settlement and can expect to receive the allocations published as part of the 2016/17 local government finance settlement in 2017/18, 2018/19 and 2019/20. The letter also reiterated that the government will also need to take account of future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events. However, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement, the government expects these to be the amounts presented to Parliament each year.
- 4.1.4 Table 3 below sets out the council's settlement funding assessment for 2017/18 as confirmed in the provisional settlement and which is in line with

the multi-year settlement. For 2017/18, this represents a reduction of £25.1m compared to 2016/17, equivalent to a 10.5% reduction.

Table 3 – Settlement funding assessment

	2016/17	2017/18	Change	
	£m	£m	£m	%
Revenue Support Grant	93.0	65.0	(28.0)	30.13
Business Rates Baseline Funding	145.0	148.0	3.0	2.04
Settlement Funding Assessment	238.0	213.0	(25.1)	10.53

4.1.5 The business rates element of the settlement funding assessment is determined by taking the 2016/17 baseline business rates amount of £145m and uplifting it for inflation. The uplift for inflation, based upon September 2016 Retail Price Index, is 1.97%. The business rates element of settlement funding assessment for 2017/18 for Leeds is therefore £147.96m which is net of the estimated tariff adjustment of £13.39m.

4.1.6 As in 2016/17, funding in respect of early intervention, homelessness prevention, lead local flood authorities and learning disability & public health reform funding, as shown in table 4 below, are included within the settlement funding assessment but continue to be separately identified within the assessment.

Table 4 – Breakdown of the settlement funding assessment

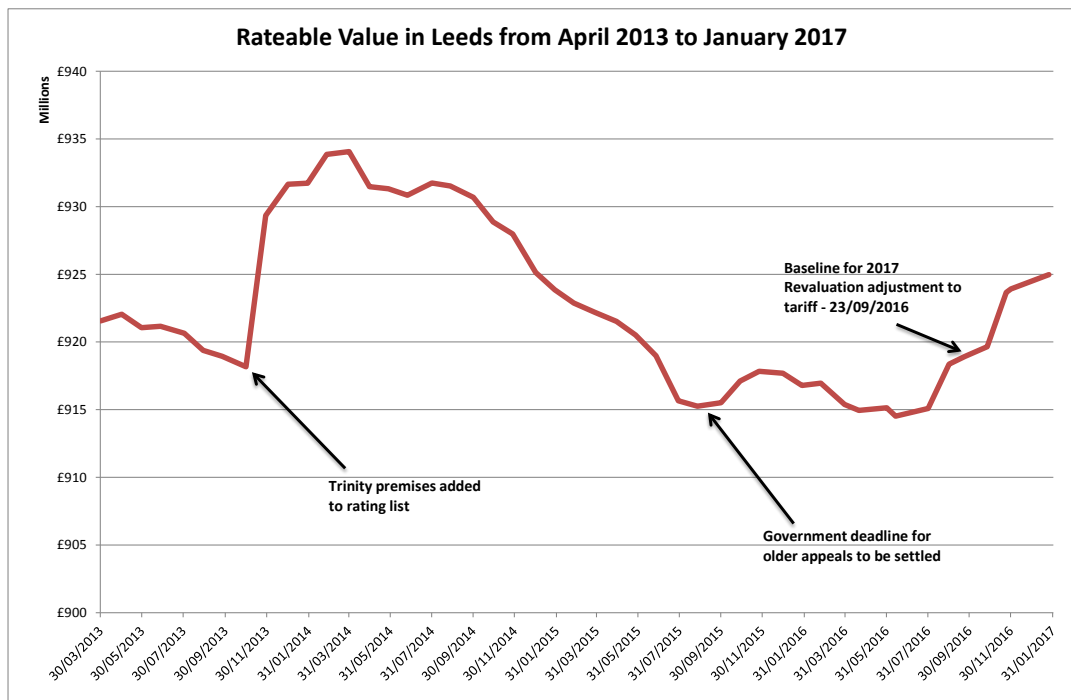
	2016/17	2017/18	Change	
	£m	£m	£m	
Formula Grant	192.31	167.66	(24.65)	
Council tax freeze grant 2011/12	6.64	6.64	0.00	
Council tax freeze grant 2013/14	2.77	2.77	0.00	
Early intervention grant	17.79	16.34	(1.45)	
Preventing homelessness	0.86	0.86	0.00	
Lead local flood authority grant	0.23	0.23	0.00	
Learning disability & health reform grant	10.81	11.02	0.21	
Local welfare provision	2.59	2.59	0.00	
Care act funding	4.03	4.84	0.81	
Sustainable drainage systems	0.02	0.02	0.00	
Carbon monoxide & fire alarm grant	0.00	0.00	0.00	
Settlement Funding Assessment	238.05	212.97	(25.08)	

4.2 Business rates retention

4.2.1 Leeds has the most diverse economy of all the UK's main employment centres and has seen the fastest rate of private sector jobs growth of any UK city in recent years. Yet this apparent growth in the economy is not being translated into business rates growth; in fact the council's business rates income has declined since 2014/15 and other authorities are reporting similar problems.

- 4.2.2 Under the business rates retention (BRR) scheme which was introduced in 2013/14, business rates income is shared equally between local and central government. Local authorities that experience growth in business rates are able to retain 50% of that growth locally. The downside is that local authorities also bear 50% of the risk if their business rates fall or fail to keep pace with inflation, although a safety-net mechanism is in place to limit losses from year to year to 7.5% of their business rates baseline.
- 4.2.3 Although BRR allows local authorities to benefit from business rates growth, it also exposes them to risk from reductions in rateable values. The system allows ratepayers and their agents to appeal against their rateable values if they think they have been wrongly assessed or that local circumstances have changed. When agreement cannot be reached, appeals may be pursued through the Valuation Tribunal and then through the courts. One major issue with the system is that successful appeals are usually backdated to the start of the current valuation list, i.e. 1st April 2010, and this greatly increases the losses in cash terms – by nearly six times in the current financial year. At the end of January 2017 there were around 5,400 appeals outstanding in Leeds.
- 4.2.4. The cost of appeals in Leeds since the system started in 2013/14 is over £137m. The provision for business rate appeals within the collection fund has been reviewed and recalculated to recognise new appeals and the settlement of existing appeals, and the 2017/18 budget proposals provide for a £21.76m contribution from the general fund to fund the increased provision.
- 4.2.5 The chart below shows the headline rateable value for the city from the introduction of business rates retention in 2013 to the present day. From the chart we can see the impact from the opening of the Trinity shopping centre in 2013 and Victoria Gate in October 2016 together with other significant developments and how this growth in business rates has been eroded by successful appeals.

Chart 3 - Business rateable value 2013-2016



2017 revaluation

- 4.2.6 The Valuation Office Agency (VOA) has completed a revaluation of all business premises for rating purposes. Draft valuation lists were published at the end of September 2016 and ratepayers now have the opportunity to check their new rateable values and seek to have any errors corrected before the new lists come into force on 1st April 2017.
- 4.2.7 This new rating list, which is primarily based on rental values in 2015, should be more accurate than the 2010 list which was based on rental values in 2008, just before the ‘financial & economic crisis’. This, together with the impact of the new ‘check, challenge, appeal’ appeals process, should reduce appeals and volatility going forward
- 4.2.8 Although rateable values for individual premises may go up or down, at the national level the revaluation is designed to be revenue neutral. Overall, rateable values in England have increased by 9.1%, but there are significant variations between both sectors and regions as shown below.

Table 5 - % change in rateable value by region and sector.

Area	Percentage change in rateable value by Region and Sector				
	Retail	Industry	Office	Other	All
England	4.7%	4.0%	11.3%	15.5%	9.1%
North East	-6.8%	0.0%	-12.5%	9.0%	-1.1%
North West	-5.5%	-3.1%	-4.8%	10.2%	-0.2%
Yorkshire and the Humber	-1.9%	0.4%	-13.0%	6.6%	-0.3%
East Midlands	4.7%	3.3%	7.8%	13.7%	7.2%
West Midlands	-1.2%	3.1%	-7.2%	12.0%	2.9%
East	-4.0%	2.3%	2.4%	13.2%	3.9%
London	26.2%	15.1%	21.2%	25.7%	22.8%
South East	1.4%	6.5%	7.7%	17.5%	8.6%
South West	-4.4%	5.4%	-0.7%	12.1%	3.8%
Wales	-8.8%	-4.0%	-7.0%	4.7%	-2.9%

- 4.2.9 The reductions for the north of England coupled with the reduction in the multiplier mean that the majority of ratepayers in the north will see reductions in their rates bills. However, those reductions will be limited because, as with previous revaluations, there will be a transitional scheme in place which will limit reductions for those transitioning to lower bills to provide funding for protections for those who are facing higher bills. The effect will be to subsidise ratepayers facing increases (mainly in London) by keeping bills in other areas (mainly in the north) higher than they otherwise would be. Government estimates that this subsidy will be worth £1bn over the five year lifetime of the scheme.
- 4.2.10 The average reduction in rateable value for Leeds is 1.2%, a reduction of £11m from £919m to £908m, which is higher than that for Yorkshire and Humberside as a whole. Within the 1.2% headline reduction for Leeds there are significant variations by sector with the largest factor being reductions to offices which have reduced by an average of 17.5%. Government will introduce transitional arrangements from April 2017 to limit how much a property's rateable value can be increased each year and likewise how much it can be reduced for those properties that will see a reduction. The estimated cost of this transitional relief for Leeds in 2017/18 is £21.1m.
- 4.2.11 From April 2017, small business in Leeds will benefit from an increase to the rateable value threshold from £6,000 to £12,000 which will effectively mean that an extra 3,500 properties will pay no business rates at all.
- 4.2.12 In terms of the budget proposals, after applying the business rate multiplier, together with mandatory and discretionary reliefs, it is estimated that the local share of business rates funding in 2017/18 will be £178.1m. This includes an estimated £7.7m for a national appeals adjustment which relates to the potential future appeals against the 2017 business rates list. As per table 6 below, the budget proposals recognise business rate growth above the baseline of £16.7m which is an increase of £2.5m from 2016/17 budget.

Table 6 – business rates, estimated growth above the baseline

	2016/17	2017/18	Change
	£m	£m	£m
Business rates local share	192.4	178.1	(14.3)
Less: business rates baseline	178.1	161.3	(16.8)
Growth above baseline	14.2	16.7	2.5

4.2.13 The £178.1m local share of business rates funding is then reduced by the £13.39m tariff payment and the £21.76m contribution to the collection fund to give the £142.9m estimated business rates funding shown in table 7.

4.2.14 Comparing the £142.9m of business rates funding against the £148.0m business rates baseline produces a shortfall of £5.04m which is a £3.76m improvement against the budgeted shortfall in the 2016/17 financial year.

4.2.15 It should be noted that the £21.76m contribution to the collection fund in 2017/18 is in addition to the £23m contribution in 2016/17 and the £6.4m contribution to the collection fund in 2015/16.

Table 7 – Business rates retention 2016/17 & 2017/18

	2016/17	2017/18
	£m	£m
Business rates baseline (including tariff)	145.00	147.96
Projected growth above the baseline to March	5.70	13.57
Estimated growth in the year	6.40	3.15
Additional income from ending of Retail Relief	2.10	0.00
Total estimated growth	14.20	16.72
Estimated provision for appeals	(22.10)	(22.36)
Additional cost of transitional arrangements and provision for bad debts	(0.90)	0.60
Estimated year-end Collection Fund deficit (Leeds Share)	(23.00)	(21.76)
Estimated Business Rates Funding	136.20	142.91
Increase/(reduction) against the Business Rates baseline	(8.80)	(5.04)
Business rates retention - net general fund saving		3.76

4.2.16 The proposed 2017/18 budget assumes £8.5m of section 31 grant income to reflect estimated sums due from government to compensate the council for the cost of changes to the business system announced in the 2013, 2014 and 2015 autumn statements. This includes the impact of the 2015/16 multiplier cap, the effect of small business rate relief, 'new empty' property relief, 'long-term property relief' and rural rate relief.

4.2.17 The estimate of business rates income for 2017/18 assumes mandatory reliefs of some £60.86m which is an increase of £9.6m compared to the 2016/17 financial year. This increase reflects that there are a number of large properties in Leeds, for example education establishments, that are in

receipt of mandatory charitable relief which will see their rateable values increase significantly and against which they are then able to claim 80% charitable relief. As a result of the methodology being used by government to reset top-ups and tariffs following the 2017 revaluation authorities like Leeds, where there are a higher proportion of properties which attract mandatory charitable relief, are being impacted disproportionately. The impact is to generate less retained business rates income and thereby reduce our local share. Local authorities have made government aware of these concerns and government has committed to reviewing the revaluation methodology.

- 4.2.18 The council is a member of the Leeds City Region Business Rates Pool along with the other four West Yorkshire Authorities, Harrogate and York. The benefit of the pooling arrangement is that the levy income generated by Leeds, Harrogate and York is retained in the region rather than being paid over to the government and this arrangement will continue in 2017/18. Based on the estimated growth in business rates above the baseline, the estimated levy payment to the pool in 2017/18 is £1.7m.

4.3 Council Tax

- 4.3.1 The 2017/18 budget proposals recognise an additional £4.5m of income from increases to the council tax base (3,000 band D equivalent properties) together with an decrease in the contribution from the collection fund of £0.3m (a budgeted £1.8m surplus on the collection fund in 2016/17 reducing to an estimated surplus on the collection fund of £1.5m in 2017/18).
- 4.3.2 The 2015 Spending Review announced that for the rest of the current Parliament, local authorities responsible for adult social care 'will be given an additional 2% flexibility on their current council tax referendum threshold to be used entirely for adult social care'. This flexibility was offered in recognition of demographic changes which are leading to growing demand for adult social care, and increased pressure on council budgets. To ensure that this flexibility is used in accordance with the government's intentions, and to ensure transparency for council tax payers, authorities are required to provide certain information and undertake a number of actions. In addition, the Secretary of State continues to indicate that he will take account of authorities' actions when setting referendum principles in future years.
- 4.3.3 In the 2017/18 provisional local government finance settlement, the Secretary of State for Communities and Local Government announced additional flexibility for local authorities with social services responsibility to increase council tax by up to a further 3% in total in 2017/18 for an 'adult social care precept' on the basis that this additional funding from this precept should be spent on adult social care services. The total adult social care precept increase allowed across the 3 years (2017/18, 2018/19 & 2019/20) remains unchanged at 6%.

4.3.4 In addition to the 1.99% increase in the general council tax proposed in the initial budget proposals it is now proposed that the council utilises the flexibility for the adult social care precept to be increased by the equivalent of a 3% increase in the council tax which is estimated to generate an additional £8.1m in 2017/18.

4.3.5 The proposed increase of £9.2m in the Adults & Health net managed budget will give some assurance to Council that this funding is being used appropriately to protect adult social care services. Table 8 below sets out the budget for Adults & Health for 2016/17 and 2017/18 and compares them to the rest of the council. The table shows that budget for Adults & Health has increased by 4.62% compared to the 2016/17 budget whilst the budget for the rest of the council has decreased by 4.33%. Annex 2 and the Adults & Health directorate report at appendix 8 provide further more detailed information on the £21m of pressures and £12m of proposed savings in the 2017/18 budget. Following approval of the budget, the council is also required to provide details about the authority's budget and council tax levels for 2017/18 and assurances that the additional adult social care precept will be used to improve the way social care services are delivered.

Table 8 – adult social care budget compared to other services

	2016/17		2017/18		Difference	
	Net managed budget £m	% of Net revenue budget	Net managed budget £m	% of Net revenue budget	£m	%
Adults & Health	198.54	40.0	207.72	42.2	9.18	4.62
Budget for other services	297.84	60.0	284.94	57.8	(12.9)	(4.33)
Total	496.38	100.0	492.66	100.0	(3.6)	(0.01)

4.3.6 Table 9 below sets out the £284.8m total estimated funding from council tax in 2017/18. This estimate recognises the proposal to increase the general council tax by 1.99% with a further 3% increase in relation to the adult social care precept and also the estimated £4.5m from the increase in the council tax base and the £1.5m surplus on the collection fund.

Table 9 – estimated council tax income in 2017/18

	2016/17 Baseline £m	2017/18 Forecast £m
Previous year council tax funding	251.9	267.1
Change in collection fund - increase/(decrease)	(0.2)	(0.3)
Change in tax base - increase/(decrease)	5.2	4.5
Increase in council tax level	5.1	5.4
Adult Social Care precept	5.1	8.1
Total - Council Tax Funding	267.1	284.8
Increase from previous year		17.7

4.3.7 The settlement funding assessment includes an element to compensate parish and town councils for losses to their council tax bases from the local council tax support (LCTS). The amount is not separately identifiable and, as in previous years, it is proposed that the LCTS grant for parish and town councils should be reduced in-line with the assumptions for Leeds' overall reduction in the settlement funding assessment which would be a reduction of 10.6% for 2017/18 from £84k to £75k. Appendix 5 provides a breakdown by parish/town council.

4.4 The net revenue budget 2017/18

4.4.1 After taking into account the anticipated changes to the settlement funding assessment, business rates and proposed increases in council tax, the council's overall net revenue budget will reduce by £3.7m from £496.4m to £492.67m, as detailed in table 10 below:

Table 10 – estimated net revenue budget 2017/18 compared to the 2016/17 net revenue budget

	2016/17 £m	2017/18 £m	Change £m
Revenue Support Grant	93.0	65.0	(28.0)
Business Rates Baseline	145.0	148.0	3.0
Settlement Funding Assessment	238.0	213.0	(25.1)
Business Rates Growth	14.2	9.0	(5.2)
National Appeals Adjustment	0.0	7.7	7.7
Business Rates Deficit	(23.0)	(21.8)	1.2
Council Tax (incl. Adult Social Care Precept)	265.3	283.2	17.9
Council Tax surplus/(deficit)	1.8	1.5	(0.3)
Net Revenue Budget	496.4	492.7	(3.7)

4.4.2 Table 11 below analyses the £3.7m estimated reduction in the net revenue budget between the settlement funding assessment and locally determined funding sources.

Table 11 – reduction in the funding envelope

Funding envelope	2017/18 £m
Government funding	
Settlement funding assessment	(25.1)
Sub-total government funding	(25.1)
Locally determined funding	
Council tax (incl tax base growth)	17.7
Business rates	3.8
Sub-total locally determined funding	21.4
Increase/(decrease) in the net revenue budget	(3.7)

5. Consultation

- 5.1 The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities. These have been shaped through past and ongoing consultations and stakeholder engagement, including significant consultations to help develop a new Transport Strategy for the city, for new developments such as the South Bank and the Housing Site Allocations Plan that have involved many thousands of Leeds residents. The council also recently concluded a call for evidence for the emerging Leeds Growth Strategy and continues to engage with residents as services for older and vulnerable people change. The Best Council Plan priority areas of work have been developed through consultation with officers and members, including Scrutiny Board (Strategy and Resources)
- 5.2 Evidence from public perception that services and localities already hold with regard to people's priorities also supported the preparation of the initial budget proposals for 2017/18 considered by the Executive Board in December 2016.
- 5.3 As in previous years, residents and wider stakeholders are given the opportunity to comment on the initial budget proposals in a variety of ways. The approach to this year's budget consultation took account of 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. It also recognised the ongoing uncertainty over the exact level of financial settlement the council would receive, which was not resolved by the consultation start date.
- 5.4 Public consultation on the council's 2017/18 initial budget proposals ran from 15th December 2016 to 31st January 2017. The consultation took the form of a brief online summary of the proposals at www.leeds.gov.uk/budget which was supported by the full Executive Board report. There was a response form allowing participants to navigate the different report sections, learn about and then comment on the budget proposals. Paper equivalents were promoted in public council buildings to ensure wider responses and the full Leeds Citizens' Panel was also invited

to comment (followed with reminder messages during the consultation period). The council social media channels were also used to promote the consultation opportunity.

- 5.5 An open-response format was chosen for the response form to give participants flexibility to share any views they wished. At the point of reporting, over 460 comments had been submitted by 63 respondents. A full report on the findings is attached at appendix 1.
- 5.6 The initial budget proposals were submitted to the Scrutiny Boards following their approval by Executive Board on the 14th December 2016. A summary of their views are attached at appendix 2.
- 5.7 The council remains committed to working with the partners to ensure the best possible outcomes for communities in Leeds. At both a corporate and directorate level discussions will continue through 2017/18 around the city's ambitions and challenges and how the council and partners can work together with communities to deliver the Best Council Plan 2017/18 outcomes. Appendix 3 includes comments received from other organisations on the initial budget proposals.

6. Changes to the budget since it was recommended by Executive Budget

- 6.1 Section 7 describes the proposed budget for 2017/18.
- 6.2 The budget proposals in this report are in line with the proposed budget which was reported to Executive Board on 8th February 2017.
- 6.3 A correction has been made to the narrative in the Adults & Health report and table at appendix 8 which incorrectly referred to a £0.5m reduction in the public health funding for children's centres in 2017/18. This correction has no impact on the proposed budget.

7. Budget proposals 2017/18

- 7.1 This section provides an overview of the spending pressures which the council is facing in 2017/18 and the budget proposals to balance with the available resources. Table 12 below provides a summary of key cost pressures and savings areas:

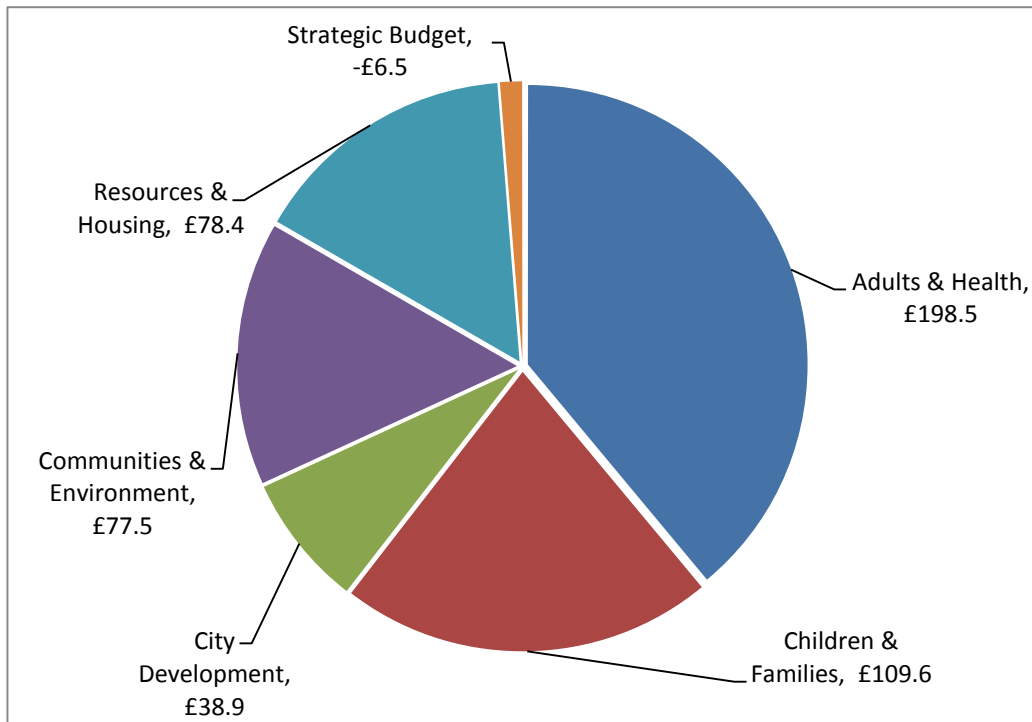
Table 12 Budget Proposals 2017/18

	£m
Reduction in settlement funding assessment	25.1
Inflation	9.1
Energy and Fuel	0.8
Employers LGPS pension contributions	2.7
Apprentice levy	1.4
Leeds CC minimum pay rate	0.4
National living wage - commissioned services	3.1
Demand & demography - mainly Adults and Health and Children and Families	10.3
Debt - external interest	2.8
New homes bonus - reduction in funding	5.9
Improved Better Care fund & Housing Benefit Admin grant	(1.2)
Education Services Grant - reduction in funding	4.3
Estimated reduction in ring-fenced Public Health grant	1.2
Estimated reduction in partner funding	10.0
West Yorkshire transport fund	0.0
Adult social care resilience, transformation and demand earmarked reserves	3.3
Adult social care support grant	(3.3)
Adult social care charging review (full year effect)	(2.0)
Other corporate and directorate budget pressures:	
Adults & Health	4.5
Children and Families	0.7
City Development	0.4
Communities & Environment	0.7
Resources & Housing	1.8
Strategic and Central Budgets	(0.2)
Cost & funding changes	81.8
General reserve	3.5
Earmarked reserves	2.1
Increase in council tax base, rate and adult social care precept	(17.7)
Business rates - potential growth offset by impact of backdated appeals	(3.8)
Business rates - variation in section 31 grants	(2.1)
Sub total - reserves, council tax and business rates	(18.0)
Re-profiling the repayment of long-term debt	(9.6)
Additional capitalisation	(2.0)
Directorate Savings	(52.2)
Sub total - savings proposals	(63.8)
Total	(81.8)

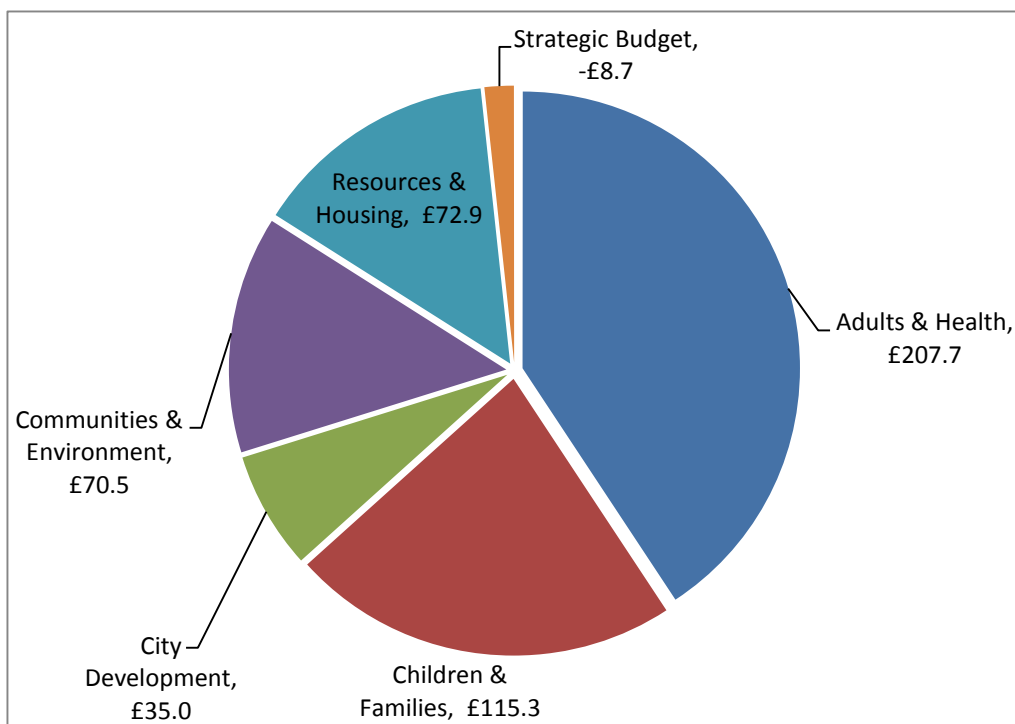
7.1.1 The pie charts below show the share of the council's net managed expenditure between directorates for 2016/17 and the proposed allocations for 2017/18 based on the budget proposals. Net managed expenditure represents the budgets under the control of individual directorates and excludes items such as capital charges and pensions adjustments.

7.1.2 The budget proposals would mean that on a like for like basis, the council's spend on Children's Services and Adult Social Care will increase from 62.1% in 2016/17 to 65.6% in 2017/18 which reflects our Best Council Plan priorities around supporting the most vulnerable across the city and to prioritise spending in these areas.

2016/17 net managed budgets (adj) £m



2017/18 net managed budgets (adj) £m



7.2 Changes in costs

7.2.1 **Inflation** - the budget proposals include allowance for £9.1m of net inflation in 2017/18. This includes provision of 1% for a pay award. The budget proposals allow for inflation where there is a contractual commitment, but anticipates that the majority of other spending budgets are cash-limited. An anticipated 3% general rise in fees and charges has also been built into the

budget proposals, although there are instances where individual fees and charges will increase more than this. In addition, the budget proposals also provide for a £0.8m increase in the cost of fuel and energy.

- 7.2.2 **Local government pensions** – although the 2016 actuarial valuation to be implemented in April 2017 has not yet been finalised, based on discussions with the West Yorkshire Pension Fund and its actuary, the 2017/18 proposed budget assumes an employer contribution rate of 15.6%, the current rate being the equivalent of 14.65%. This increase is estimated to cost an additional £2.7m in 2017/18.
- 7.2.3 **National living wage** – as part of the budget in July 2015, the government announced the introduction of a new national living wage of £7.20 per hour, and potentially rising to £9 per hour by 2020. Implemented from April 2016, the national living wage would be paid to all employees aged over 25. In his 2016 autumn statement, the Chancellor confirmed that the national living wage for all those aged over 25 would be increased by 4% in April 2017, to £7.50 per hour with an intention for the national living wage to reach 60% of median earnings by 2020. The increase in the national living wage is estimated to cost local authorities nationally an extra £337m and the council's budget proposals provide £3.1m to recognise the increased cost pressure on commissioned services.
- 7.2.4 **Leeds CC minimum pay rate** – the council has committed to the West Yorkshire Low Pay Charter and the Ethical Care Charter and, at its October 2016 meeting, the Executive Board agreed to increase the minimum hourly rate for council employees to £8.25 from January 2017. The budget proposals include provision of £0.4m in order to fund this agreed increase.
- 7.2.5 **Apprentice levy** – the government has made a commitment to see an additional 3 million apprenticeship starts in England by 2020 with an apprenticeship levy used to fund the provision of quality training. From April 2017, larger organisations will pay a levy equivalent to 0.5% of their pay bill and organisations with pay bills less than £3m being exempt. The overall levy for the council is estimated to be around £2.3m in total of which £0.8m and £0.1m relate to schools and the housing revenue account. The budget proposals therefore include provision of £1.4m in 2017/18 for the general fund services
- 7.2.6 **Demand and Demography** – the budget proposals recognise the increasing demography and consequential demand pressures for services in Adult Social Care and Children's Services with provision of £10.3m. Additional provision of £4.43m has been included in the Adults & Health budget to reflect the demand and demographic pressures experienced during 2016/17 and forecast for 2017/18.

The Children's & Families budget continues to face demographic and demand pressures with provision of £5.8m included in the 2017/18 budget proposals. These pressures reflect relatively high birth rates (particularly within the most deprived clusters within the city), increasing inward migration into the city (particularly from BME groups from outside the UK),

the increasing population of children & young people with special and very complex needs, greater awareness of the risks of child sexual exploitation, growing expectations of families and carers in terms of services offered and changes in government legislation, including 'staying put' arrangements that enable young people to remain with their carers up to the age of 21.

7.2.7 Debt (external interest) – the budget proposals include provision for an increase in the council's estimated corporate debt costs in 2017/18 of £2.8m. This reflects the on-going investment through the capital programme together with assumptions around interest rates and internal revenue balances. The gross total 2016/17 to 2019/20 capital programme is over £1bn and seeks to deliver investment in line with the council's plans and objectives.

7.2.8 West Yorkshire Transport Fund – From the 1st April 2015 the West Yorkshire Combined Authority began operations overseeing strategies for growing the economy, creating jobs, developing new affordable homes and improving the transport network. Discussions as to how to bridge the gap between the aspiration to deliver a £1.4bn transport fund compared to the government's commitment of £1bn over 20 years would result in an increase in contributions by local councils from 2016/17. The forecast for council levies indicates a further £1.8m per annum would eventually be required from Leeds by 2024/25, with the levy increasing on average by £0.2m per year. However, the Combined Authority have advised that an increase will now not be needed in 2017/18 and therefore the £0.2m included in the initial budget proposals has been taken out for the final budget proposals.

7.3 Grant & other funding

7.3.1 Education services grant – the council and academies in the city are allocated an education services grant on a per pupil basis according to the number of pupils for whom they are responsible. The proposed budget reflects a grant reduction of £4.3m for 2017/18 (equivalent to a 49% reduction on the 2016/17 grant allocation of £8.5m). An estimated £1.7m of the current education services grant in relation to what the government determines to be retained duties will be included as part of Dedicated Schools Grant (DSG) in 2017/18. School Forum approval will be required for this element of the DSG to be available to fund the retained duties within the Children and Families directorate.

7.3.2 New homes bonus – the government introduced the new homes bonus as an incentive scheme in 2011 to encourage housing growth across the country: councils receive additional grant equivalent to the average national council tax for each net additional property each year which is received annually for six years. Whilst the new homes bonus is intended as an incentive for housing growth, it should be noted 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. The Chancellor announced in the 2015 spending

review that the new homes bonus would be reduced by at least £800m in order to redirect funding to support adult social care services via the improved Better Care Fund. Although consultation ended in March 2016, the government did not confirm the revised figures until the provisional local government finance settlement in December 2016. In line with the provisional settlement the budget proposals recognise a reduction of £5.9m in 2017/18.

- 7.3.3 **Public health grant**– on the 4th November 2015, government announced the outcome of the consultation on the implementation of a £200m national in-year cut to the 2015/16 ring-fenced Public Health grant allocation. This confirmed the Department of Health's preferred option of reducing each local authority's allocation by 6.2%, which resulted in a reduction of £2.82m for Leeds in 2015/16.
- 7.3.4 In the 2015 spending review and autumn statement, government indicated it will make savings in local authority public health spending with a further cash reduction of 2.2% in 2016/17 and it became apparent that these reductions were in addition to the 6.2% 2015/16 reductions which have now recurred in 2016/17. Confirmation of the funding allocation was received on 11th February 2016 which set out the reduction to the council's public health grant of £3.9m (7.7%) in 2016/17 with a total estimated reduction to the council's grant allocation of £7.4m by 2019/20. This will effectively mean that the council will have £25m less to spend on public health priorities between 2015/16 and 2019/20.
- 7.3.5 The budget proposals recognise an indicative £1.2m further cut to the ring-fenced public health grant, which when combined with other pressures and the impact of the previous grants cuts will require savings in the order of £2.9m to be made to public health spending by March 2018.
- 7.3.6 **Adult Social Care Support grant** – through the provisional local government finance settlement in December 2016, government announced a new non-recurrent £240m Adult Social Care grant for 2017/18. For Leeds, the grant is £3.3m.
- 7.3.7 **Improved Better Care Fund** – the 2015 Spending Review made available additional social care funds for local government for 2017/20 to be included in an improved Better Care Fund. It is intended that this will support councils to continue to focus on core services and to increase the prices they pay for care, including to cover the costs of the National Living Wage. The figure for Leeds in 2017/18 is expected to be £1.5m.
- 7.3.8 **Homelessness Reduction** – on the 17th January 2017 the Minister for local government announced that local authorities will receive a further £48m in funding to help deliver new and expanded services to prevent and reduce homelessness. Following determination of the amount to be received by each local authority the funding receivable by the council will be incorporated into the Resources and Housing directorate budget.

- 7.3.9 **Partner funding** – the 2016/17 budget for Adult Social Care included financial support from health partners, recognising that without adequately resourced social care, timely hospital discharges would be adversely affected and people’s conditions could necessitate more emergency hospital admissions. A pressure of £4.7m is recognised in 2017/18 arises as a proportion of the budgeted funding in 2016/17 is not expected recurrently.

In Children’s & Families, the 2016/17 budget included additional partner funding for a number of service areas. Some of this funding will not be available in 2017/18 and the budget proposals include an additional £5.1m to reflect this. A total of £3.4m is provided to offset the loss of funding for Life Ready for Learning from the surplus balances on the dedicated schools grant and £1.6m to offset funding for children centres that was budgeted for in 2016/17 but which will not be received in 2017/18.

8. Savings proposals – £63.8m

- 8.1 After taking into account the impact of the anticipated changes in funding and spend, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £63.8m in 2017/18, in addition to an estimated £17.7m additional council tax income.
- 8.2 To develop options to generate these savings, efficiencies and additional income, from April 2016 an ongoing process of reviews has been carried out across a range of services and policy areas with the active involvement of the Best Council Leadership Team (the c.50 most senior managers) and service managers throughout the organisation. With the Best Council Plan focus on tackling inequalities and poverty being central to any proposals, the reviews have identified possible savings / income generation opportunities, decision-making routes for any changes to be implemented, initial identification of possible third sector and equality impacts and a high-level risk assessment. Of particular note are the two key cross-cutting reviews on support services and locality working / leadership (both incorporating reviews of JNC – senior management – staff) and reviews assessing options around income and trading.
- 8.3 These service and policy reviews have been – and will continue to be – updated as part of an iterative approach to developing the council’s strategic plan and aligned medium-term financial strategy and annual budgets. All services are within scope though the council remains committed to protecting front-line services as far as possible – especially those that provide support to the most vulnerable.

8.4 Efficiencies – savings of £19.9m

- 8.4.1 In terms of efficiencies, the council has taken quite a distinctive approach. The focus has been on efficiencies from stimulating good economic growth and creatively managing demand for services. This whole city approach drives ambitious plans despite austerity. It is born from our vision for Leeds to be the best city in the UK: one that is compassionate with a strong economy that can tackle poverty and reduce inequalities. This approach

coupled with a significant programme of more traditional efficiencies has enabled the council to make £400m of savings since 2010 whilst simultaneously creating the conditions for a thriving and sustainable city where people's lives are better.

8.4.2 Efficiency of the council's own operations remains important and we have reduced budgets in all areas of the council and will continue to do so, whilst protecting frontline services and those for the most vulnerable. At the centre of this work is a whole organisation cultural change programme coupled with modernisation of the work environment creating the necessary conditions for fundamental organisational change and efficiency improvements. Our key achievements so far include:

- Staffing post reductions of 3,200 since 2010 without compulsory redundancy – saving £60m pa.
- £2.4m savings from changes in terms and conditions of staff;
- Over 50% reduction in agency staff since 2013;
- Over £35m of procurement savings since 2010/11;
- Asset review – getting the most from the assets we own and investing in new assets where it makes financial sense, saving over £4m since 2013/14;
- An annual saving in the cost of waste disposal of approximately £7m following the completion of the Recycling and Energy Recovery plant in 2015.
- Innovative use of the balance sheet to generate £35m savings in 2015/16; and
- More effective working with city partners to maximise the impact of the 'Leeds Pound'.

8.4.3 The directorate reports at appendix 8 provide the detail of a range of proposed efficiency savings across all directorates which total some £19.9m in 2017/18. These savings are across a number of initiatives around:

- Organisational design.
- Continuing demand management through investment in prevention and early intervention, particularly in Adults & Health and Children's & Families.
- Savings across the range of support service functions.
- Ongoing recruitment and retention management.
- Reviewing leadership and management.
- Realising savings by cash-limiting and reducing non-essential budgets.
- Ongoing procurement and purchasing savings.

8.5 Fees & Charges – additional income of £7.96m

8.5.1 At its February 2016 meeting, Executive Board approved the recommendations from Scrutiny Board (Strategy & Resources) on fees and charges which included agreement that all fees would be reviewed annually and increased by at least the rate of inflation, that officers should

benchmark their charging frameworks each year and that full-cost recovery in line with CIPFA guidance should apply as part of the annual budget setting process. The approved fees and charges policy also requires that any activities subsidised by the general fund are identified during the annual budget process and appendix 10 to this report provides this information.

8.5.2 The 2017/18 budget proposals assume a general increase in fees and charges of 3%. In addition, there are a number of specific proposals to increase fees and charges detailed in the directorate pages where further increases are proposed which in total would generate an additional £7.96m of income by March 2018 over and above inflation. These proposals are set out in the directorate reports at appendix 8.

8.6 Traded Services, partner income & other income – additional income of £8.78m

8.6.1 The 2017/18 budget recognises the Best Council ambition of becoming a more enterprising organisation and includes a range of proposals around securing additional income from commercial activities and traded services. In addition, the budget includes income from partner organisations and other income opportunities which are detailed in the directorate reports. These proposals are set out in the directorate reports at appendix 8.

8.7 Changes to service – savings of £15.56m

8.7.1 By necessity, managing a reduction of £25.1m in government funding in addition to a range of cost pressures means that the council will have to make some difficult decisions around the level and quality of services that it provides and whether these services should be increasingly targeted toward need.

8.7.2 Detailed service change proposals which together total savings of £15.56m by March 2018 are set out in the directorate reports at appendix 8.

8.8 Minimum revenue provision – savings of £9.6m

8.8.1 The Minimum Revenue Provision (MRP) is an annual revenue charge for the repayment of borrowing and other capital financing liabilities. Local authorities are required by statute to determine each financial year what they consider to be a prudent amount of MRP, and are required by statutory guidance to approve an annual statement setting out their MRP policy. The policy should be approved by full council, and any subsequent revisions which are proposed to the approved policy should also be approved by full council.

8.8.2 In determining the level of a prudent MRP, local authorities are required to 'have regard' to statutory guidance issued by the government. This means that local authorities should not take a substantially different course from that set out in the guidance, but may deviate from its detailed requirements where they determine there is good reason to do so. The statutory

guidance sets out that the broad aims of a prudent MRP policy should be to ensure that borrowing is repaid either over the life of the asset which the capital expenditure related to or, for supported borrowing, the period assumed in the original grant determination. The guidance identifies four options for calculating MRP which would result in a prudent provision, but states that other approaches are not ruled out.

- 8.8.3 Local authorities therefore have a level of freedom in determining their MRP policies, provided that they are in line with the broad aims set out in the statutory guidance. It is proposed that the council makes changes to its MRP policy for 2017/18 and succeeding years.
- 8.8.4 Recent years have seen many local authorities across the country revising their MRP policies, in particular to move away from the use of the old statutory calculation method for MRP on debt incurred up to 2007/08. The council made this change in its 2015/16 MRP policy, moving to an annuity based asset life method using an average asset life based on data from more recent years. If it had wished to, the council would first have been permitted to make this change when the current MRP requirements were introduced in 2008/09. If the policy had changed in 2008/09, the MRP on this tranche of debt would have been lower than was actually charged during the years between 2008/09 and 2014/15, but would now be at a higher level than currently and would be fully repaid seven years earlier than under the current MRP policy. Such an earlier repayment date would more closely reflect the principle set out in the statutory guidance that borrowing should be repaid over the life of the assets which it has funded, as it takes into account that this tranche of borrowing originated in 2007/08 or earlier. It is therefore proposed that for its 2017/18 MRP policy the council calculates the MRP due on its pre 2007/08 debt on the basis of an annuity based asset life calculation applying from 2008/09, and treats the additional MRP set aside since 2008/09 as an overprovision. Under the current MRP policy, by the end of 2016/17 the overprovision of MRP set aside on this basis would be £92.3m.
- 8.8.5 It is proposed that the overprovision would firstly be applied over a three year period in a way which would smooth the impact of any timing variations in the availability of capital receipts and reduces the MRP charge to revenue by £9.6m. The remaining cumulative overprovision would then be applied evenly over the following three years.
- 8.8.6 It should be recognised that this change would reduce the rate of repayments of borrowing over the period during which the overprovision is being applied, which will lead to the council incurring additional interest costs in the meantime. However, in the current climate of low interest rates it is considered that this would be an acceptable cost given the benefits to be gained from the change.
- 8.8.7 The council has obtained counsel's advice confirming that the proposed change to its MRP policy is lawful. It is recommended that council approves the proposed revised MRP policy as prudent, on the grounds that:

- There would be no departure from the principles set out in the statutory guidance.
- Pre 2007/08 debt would be fully provided for seven years earlier than is currently expected.
- The initial three year period of low MRP charges to revenue, after taking account of the overprovision in previous years, would allow the council the time needed to reconfigure services over the medium term taking account of its reducing funding envelope.
- Projections indicate that the forecast gradual MRP increases over subsequent years would be affordable.

8.8.8 It is not proposed to make any changes to the council's MRP policy for 2016/17. However, within the existing policy the MRP schedules for borrowing originating from 2008/09 to 2014/15 and prudential borrowing for 2007/08 have been recalculated, following an exercise to update the expected asset lives for the council's asset portfolio. This recalculation results in no further MRP being due in 2016/17 on borrowing originating from 2008/09, 2009/10 and on the 2007/08 prudential borrowing, with reductions on the MRP due in relation to borrowing from later years. At the end of 2016/17 there will be a remaining overprovision of £3.2m on 2008/09 borrowing and 2007/08 prudential borrowing.

8.8.9 Further information regarding minimum revenue provision is included in the Capital Programme 2017/20 report which is on today's agenda including the proposed policy for 2017/18. In line with the proposals outlined above, the proposed budget for 2017/18 includes savings of £9.6m to the minimum revenue provision budget.

8.9 Flexible use of capital receipts

8.9.1 Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure, and the use of capital receipts to support revenue expenditure is not permitted by the regulations.

8.9.2 The Secretary of State is empowered to issue directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.

8.9.3 The Secretary of State for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts could be utilised. This Direction allows for the following expenditure to be treated as capital:

“expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery

to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”

- 8.9.4 In order to take advantage of this freedom, the council must act in accordance with the Statutory Guidance issued by the Secretary of State. This Guidance requires the council to prepare, publish and maintain a flexible use of capital receipts strategy, with the initial strategy being effective from 1st April 2016 with future strategies included within future annual budget documents.
- 8.9.5 The proposed strategy at appendix 9 reflects the proposal to use capital receipts in the 2016/17 and 2017/18 financial years to fund the severance/redundancy costs associated with the transformation of the council implemented through the policy and service programme. If approved, this strategy would release a £2m earmarked reserve in 2016/17 to carry-forward to support the 2017/18 budget, avoid a potential £0.8m pressure on the 2016/17 revenue budget and also provide a £3m budget to support service transformation and fund severance/redundancy costs in the 2017/18 financial year.

8.10 Full year effects

- 8.10.1 In relation to Adults & Health, in February 2016, the Executive Board approved changes to the way income and allowances are taken into account when undertaking a financial assessment and to the maximum weekly charge. Though implemented in 2016/17, the full year effect is expected to deliver an extra £2m of client contributions to the budget in 2017/18.
- 8.10.2 The Leeds South & East Clinical Commissioning Group (CCG) provided an initial £3m health inequalities fund which will be managed by the council to commission additional targeted public health services and related programmes in the South and East. Since then, a further £1m has been allocated by the clinical commissioning group. The expenditure on this project in the 2017/18 financial year is expected to be £1.05m which is an increase of £0.55m when compared to 2016/17. The increased expenditure will be fully funded by this income.

8.11 Impact of proposals on employees

- 8.11.1 Following the 2015 spending review it became clear that the council's funding position would give rise to the need for further reductions in staff. At that time it was estimated that the council would need to downsize by between 1,000 and 2,000 full time equivalent posts by the end of March 2020. Accordingly the council re-issued a section 188 notice (notice to collectively consult to avoid redundancies issued under s.188 TULRCA 1992)
- 8.11.2 Given the scale of this challenge, it was the council's view that this level of reduction could not easily be achieved without compulsory redundancies.

Since May 2016, the council has held extensive discussions with Trade Unions. This engagement has been both positive and constructive and has collectively explored opportunities to manage staff reductions down in a way that avoids compulsory redundancies. As a result, through a combination of normal turnover, voluntary retirement and severance, and through greater staff flexibility, it is felt more likely now that the required reductions in staff can be achieved without the need for compulsory means. Whilst it still may be necessary in some circumstances, the council will continue to strive to avoid compulsory redundancies.

- 8.11.3 The council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the staffing posts of around 3,200 ftes to March 2017, generating savings of £60m per year.
- 8.11.4 Furthermore the numbers of staff reductions required are now estimated to be at the lower end of the scale first envisaged. Table 13 below demonstrates that the budget proposals provide for an estimated gross reduction up to 598 in budgeted posts (full-time equivalents) by 31st March 2018, offset by increases in some services which amount to 114, giving an overall net reduction of 484 fte staff.

Table 13 estimated staffing implications

Full-time Equivalents	Increases	Decreases	Net Movement
Adults & Health	26	(162)	(136)
Children & Families	58	(63)	(5)
City Development	28	(12)	16
Communities & Environment	0	(113)	(113)
Resources & Housing	0	(214)	(214)
Total - General Fund	112	(565)	(453)
Housing Revenue Account	2	(33)	(32)
Total - General Fund and HRA	114	(598)	(484)

9. Breakdown of the 2017/18 Budget

- 9.1 The 2017/18 budget has been prepared on the basis of the council's new organisational shape. Annex 1 to this report provides a statement which sets out the original 2016/17 budget in the previous directorate format and the functional/organisational changes to restate the budget in the new directorate structure. These changes include the centralisation of support services functions including specialist administration, information management & technology, intelligence, etc.
- 9.2 Annex 2 to this report provides a summary of the budget changes by directorate and in total.

9.3 Annex 3 provides a detailed analysis at directorate level.

9.4 Annex 4 provides a subjective summary of the city budget.

10. Reserves strategy and general reserve

10.1 General and useable reserves are a key measure of the financial resilience of the council, allowing the authority to address unexpected and unplanned financial pressures.

It is important to note that despite the significant challenges to the council's budget, and although the general reserve level has reduced from £29.6m in 2010/11 down to a forecast £18.1m at April 2017, there has not been an unplanned call on the general reserve during this period.

10.2 Under the 2003 Local Government Act, the council's statutory finance officer is required to make a statement to Council on the adequacy of reserves. In addition, it is good practice for the authority to have a strategy on the level and nature of its reserves and ensure these are monitored and maintained within the range determined by its agreed strategy. The purpose of a reserves strategy is:

- to maintain reserves at a level appropriate to help ensure longer term financial stability, and
- to identify any future events or developments which may cause financial difficulty, allowing time to take appropriate action.

10.3 The established strategy encompasses an assessment of financial risks included in the budget. The risk assessments identify areas of the budget which may be uncertain and the at risk element of each budget area has been quantified. This represents the scale of any likely overspend/shortfall in income and does not necessarily represent the whole of a particular budget heading. Each risk area is scored in terms of the probability and potential impact on the budget.

10.4 The strategy also requires directorates to prepare budget action plans to deal with spending variations on budgets controlled by directorates during the year

10.5 The assumed general reserve balance of £18.1m at March 2017 is predicated on the delivery of a balanced budget in 2016/17. Executive Board will be aware of the pressures in the 2016/17 financial year and the financial health report (month 9) indicates a potential pressure of £0.9m. The expectation is that measures will be put in place to bring the council's budget into balance by March 2017.

10.6 The budget proposes no change in the general reserves in 2017/18 and therefore the estimated level of the general reserves at March 2018 is £18.1m as set out in the table below:

Table 14 – General reserve level

General Reserve	2016/17	2017/18
	£m	£m
Brought Forward 1st April	21.6	18.1
Budgeted contribution/(use) in-year	(3.5)	0.0
Carried Forward 31st March	18.1	18.1

10.7 The council's reserves are relatively low and whilst they afford some flexibility between years, the intention is to increase the level of general reserve in the medium-term.

11. Robustness of the budget and the adequacy of reserves

11.1 The Local Government Act (Part II) 2003 places a requirement upon the council's statutory finance officer (the Deputy Chief Executive in Leeds) to report to members on the robustness of the budget estimates and the adequacy of the proposed financial reserves.

11.2 In considering the robustness of any estimates, the following criteria need to be considered:

- The reasonableness of the underlying budget assumptions such as:
 - the reasonableness of provisions for inflationary pressures,
 - the extent to which known trends and pressures have been provided for,
 - the achievability of changes built into the budget,
 - the realism of income targets,
 - the alignment of resources with the council's service and organisational priorities.
- A review of the major risks associated with the budget.
- The availability of un-earmarked reserves to meet unforeseen cost pressures.
- The strength of the financial management and reporting arrangements.

11.3 In coming to a view as to the robustness of the 2017/18 budget, the Deputy Chief Executive has taken account of the following issues:

- Detailed estimates are prepared by directorates in accordance with principles laid down by the Deputy Chief Executive based upon the current agreed level of service. Service changes are separately identified and plans are in place for them to be managed.
- Estimate submissions have been subject to rigorous review throughout the budget process both in terms of reasonableness and adequacy. This process takes account of previous and current spending patterns in terms of base spending plans and the reasonableness and achievability of additional spending to meet

increasing or new service pressures. This is a thorough process involving both financial and non-financial senior managers throughout the council.

- Significant financial pressures experienced in 2016/17 have, where appropriate, been recognised in preparing the 2017/18 budget, or are subject to further actions to enable them to be delivered.
- As part of the budget process, directorates have undertaken a risk assessment of their key budgets, and provided a summary of major risks within the directorate budget documents, many of which are significant. All directorate budgets contain efficiencies, income generation and service reviews which will require actions to deliver, and any delay in taking decisions may have significant financial implications. The overall level of risk within the 2017/18 budgets of directorates is considered to remain relatively high. Whilst this level of risk can be considered manageable, it must be on the understanding that key decisions are taken and that where identified savings are not delivered alternative savings options will be needed. This is all the more important given that the council will face further financial challenges over the years beyond 2017/18.
- In addition to specific directorate/service risks, the collection of council tax and generation of business rates yields are two key risks which need to be closely monitored.
- The introduction from April 2013 of a scheme of council tax discounts does raise additional risks as to collection. Overall, the assumed collection rate for council tax was previously reduced from 99.2% to 99% to reflect this additional risk. The in-year and ultimate collection rates have been reviewed as part of the budget process and judged to be realistic.
- Under the business rates retention scheme, the council's local share of business rates is exposed to risks from both collection and reductions in rateable values. Since 2013 two trends have become clear: firstly that gradual economic recovery is not resulting in significant volumes of new-builds in Leeds and secondly that growth that does occur is being largely offset by the effect of successful appeals and other reductions to the rating list; either through closure or Valuation Office reviews. Business rates income is therefore still a significant risk, however, as in the case of council tax, any losses greater than those assumed in setting the budget will materialise through a collection fund and will not impact in the current year.

11.4 The council's financial controls are set out in the council's financial regulations. These provide a significant degree of assurance as to the strength of financial management and control arrangements throughout the council. The council has a well-established framework for financial reporting at directorate and corporate levels. Each month Executive Board receives a risk-based financial health report from each directorate and action plans are

utilised to manage and minimise any significant variations to approved budgets.

11.5 The council's reserves strategy, as set out in section 10, requires directorates to prepare budget action plans to deal with spending variations on budgets controlled by directorates during the year.

11.6 In the context of the above, the Deputy Chief Executive considers the proposed budget for 2017/18 as robust and that the level of reserves are adequate given a clear understanding by members and senior management of the following:

- The level of reserves is in line with the risk based reserves strategy but their enhancement will be a prime consideration for the use of any fortuitous in-year saving.
- Risk-based budget monitoring and scrutiny arrangements are in place which include arrangements for the identification of remedial action.
- The budget contains a number of challenging targets and other actions, these are clearly identified, and will be subject to specific monitoring by the council's Corporate Leadership Team, and as such, are at this time considered reasonable and achievable.
- Monthly risk-based budget reporting to members will continue in 2017/18.
- Budget risks are identified and recorded and will be subject to focussed control and management.
- As part of the council's reserves strategy directorates are required to have in place budget action plans which sets out how they will deal with variations during the year.
- Risks associated with council tax and business rates, although potentially significant, will feed into the budget via a Collection Fund and will therefore not impact on the 2017/18 budget.
- There is a clear understanding of the duties of the council's statutory financial officer and that the service implications of them being exercised are fully understood by members and senior management alike.

12. Medium-term financial strategy update

12.1 At its meeting in September 2016, the Executive Board approved the 2017/18 – 2019/20 financial strategy which incorporates the council's efficiency plan. The Board also agreed to accept the government's offer of a multi-year funding settlement.

- 12.2 The agreed financial strategy identified a headline budget gap of £109.5m in 2019/20 when compared to the 2016/17 budget, requiring savings of some £290m over the 3-year planning period.
- 12.3 The financial strategy also identified potential savings from service reviews, efficiencies and additional income from fees and charges totalling some £235m leaving a shortfall of some £55m.
- 12.4 Through the provisional local government finance settlement for 2017/18 the Secretary of State again took the opportunity to confirm the move to 100% business rates retention and self-sufficient councils by 2020. In addition, indicative settlement funding allocations and assessment of core spending power for future years were provided and are shown at table 15 below. As well as the year on year reductions in the council's settlement funding assessment, this assessment of core spending power makes assumptions as to increases in the council tax base and also assumes that council will increase its council tax by 1.99% and by 2% for the adult social care precept each year. Government have taken the opportunity to update and increase council tax funding in the 2016/17 financial year and reflected this into future years.

Table 15 – Leeds core spending power – updated 2017/18 provisional local government settlement.

Core Spending Power - Leeds City Council	2015/16	2016/17	2017/18	2018/19	2019/20	2015/20
	adjusted	adjusted	indicative	indicative	indicative	increase / (decrease)
	£m	£m	£m	£m	£m	£m
Settlement Funding Assessment	272.2	238.0	212.9	199.2	185.9	(86.3)
Council Tax	249.9	260.2	268.9	279.1	289.0	39.1
Adult Social Care precept	0	5.1	10.5	16.7	23.3	23.3
Improved Better Care Funding	0	0.0	1.5	12.6	22.7	22.7
New Homes Bonus & Returned Funding	14.1	17.4	14.5	10.8	10.4	(3.7)
2017/18 Adult Social Care Support Grant	0	0	3.3	0.0	0.0	0.0
Core Spending Power	536.2	520.7	511.6	518.4	531.3	(4.8)

- 12.5 Since the medium-term financial strategy was approved in September 2016, work has continued, including preparation of the 2017/18 budget proposals, to identify further potential cost reductions and additional income opportunities in order to bridge the £54m identified shortfall.
- 12.6 Table 16 below provides an updated summary of the cost pressures which reflects the 2017/18 proposed budget and any consequential impact into the 2018/19 and 2019/20 financial years. The estimated funding within this updated financial strategy assumes, for planning purposes, that the Leeds element of the council tax will rise annually by 1.99% in 2018/19 and 2019/20 and by 3% in 2018/19 for the adult social care precept. However, it should be stressed that under the council's constitution, the decision to set the council tax base and the rate of council tax can only be taken by Full Council and therefore these decisions will continue to be made as part of the council's annual budget-setting process.

Table 16 – updated summary 2017/18 – 2019/20 medium term financial strategy

	2017/18 in-year £m	2018/19 in-year £m	2019/20 in-year £m
Reduction in settlement funding assessment	25.1	13.3	12.8
Changes to local funding	(21.3)	(26.2)	(17.2)
Other funding changes	23.6	2.6	(1.5)
Sub-total - funding changes	27.4	(10.2)	(5.9)
Add: Estimated cost changes	36.5	32.7	20.1
Minimum revenue provision	(9.6)	0.0	0.0
Additional capitalisation	(2.0)	0.0	3.5
Total savings required from services	52.2	22.5	17.7
Savings proposals	(52.2)	(22.5)	(17.7)
Remaining budget gap	0.0	0.0	0.0

12.7 Following approval of the 2017/18 budget, the intention is to present a fully updated medium-term financial strategy to the Executive Board at its meeting in July 2017.

13. Corporate Considerations

13.1 Consultation and Engagement

13.1.1 As explained at section 5, the initial budget proposals were subject to consultation with key stakeholders prior to finalisation of the 2017/18 budget. Results from the public consultation are provided at appendix 1 together with comments from scrutiny boards at appendix 2 and comments from other organisations at appendix 3.

13.2 Equality and Diversity / Cohesion and Integration

13.2.1 The Equality Act 2010 requires the council to have 'due regard' to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay 'due regard' be demonstrated in the decision-making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'. Equality impact assessments also ensure that we make well informed decisions based on robust evidence.

13.2.2 The council is fully committed to assessing and understanding the impact of its decisions on equality and diversity issues. In order to achieve this, the Council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes.

- 13.2.3 A joint equality impact assessment of the proposed budget and Best Council Plan 2017/18 at a strategic level has been carried out and this is attached as Appendix 6.

13.3 Council Policies and Best Council Plan

- 13.3.1 The refreshed Best Council Plan 2017/18 will set out the council's priorities aligned with the medium-term financial strategy and annual budget. Developing and then implementing the Best Council Plan will continue to inform, and be informed by, the council's funding envelope and staffing and other resources.

13.4 Resources and Value for Money

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

13.5 Legal Implications, Access to Information and Call In

- 13.5.1 This report has been produced in compliance with the council's budget and policy framework.
- 13.5.2 The 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.
- 13.5.3 In accordance with the council's budget and policy framework, decisions as to the council's budget are reserved to full council. As such, the recommendations at 15.1 are not subject to call in.

13.6 Risk Management

- 13.6.1 The council's current and future financial position is subject to a number of risk management processes. Failure to address medium-term financial pressures in a sustainable way is identified as one of the council's corporate risks, as is the council's financial position going into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's risk-based reserves policy. Both these risks are subject to regular review. In addition, financial management and monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This risk-based approach has been reinforced with specific project management based support and reporting around the achievement of the key budget actions plans.

- 13.6.2 It is recognised that the proposed strategy carries a number of significant risks. Delivery of the annual budget savings and efficiencies proposed will be difficult, but failure to do so will inevitably require the council to start to consider even more difficult decisions which will have far greater impact upon the provision of front line services to the people of Leeds.
- 13.6.3 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.
- The reductions in government grants are greater than anticipated. Specific grant figures for the council for 2017/18 will not be known until later in the budget planning period.
 - Demographic and demand pressures, particularly in Adults & Health and Children's & Families could be greater than anticipated.
 - The implementation of the transformation agenda and delivery of the consequential savings could be delayed or the savings less than those assumed in the budget.
 - Delivery of savings proposals could be delayed and reductions in staffing numbers could be less than anticipated.
 - Inflation could be greater than anticipated.
 - The level of funding from partners could be less than assumed in the budget.
 - Other sources of income and funding could continue to decline.
 - The increase in the council tax base could be less than anticipated.
 - The position on business rates retention, and specifically the impact of back-dated appeals, could deteriorate further.
 - Changes in the level of debt and interest rates could impact upon capital financing charges.
 - The estimated asset sales and capital receipts could be delayed which would impact on the assumed reduction in the minimum revenue budget and which would also require the council to borrow more to fund investment.
 - Failure to understand and respond to the equality impact assessment.
- 13.6.4 A full analysis of all budget risks in accordance will continue to be maintained and will be subject to monthly review as part of the in-year monitoring and management of the budget. Any significant and new risks and budget variations are contained in the in-year financial health reports submitted to the Executive Board.

14. Implications for Council Policy and Governance

- 14.1 There are no proposed changes to delegations and limits which form part of the council's budget and financial control environment. The current limits are set out at appendix 7.

15. Recommendations

- 15.1 As recommended by the Executive Board, this report asks Council to adopt the following resolutions;
- i) That the revenue budget for 2017/18 totalling £492.67m be approved. This means that the Leeds element of the council tax for 2017/18 will increase by 1.99% plus the adult social care precept of 3%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 22nd February 2017.
 - ii) Grants totalling £75k be allocated to parishes.
 - iii) Approval of the strategy at appendix 9 in respect of the flexible use of capital receipts.
 - iv) In respect of the Housing Revenue Account, that the budget be approved with:
 - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 2% in dwelling rents in PFI areas.
 - A 5% increase in garage rents.
 - A 2% increase in district heating charges.
 - That service charges for multi-storey flats are increased by £2 per week.
 - That service charges for low/medium rise properties are increased by £1 per week.
 - That the charge for tenants who benefit from the sheltered support service currently paying £2 a week be increased to £4 per week.

16. 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.

2016/17 Budget restated in the Council's new organisational shape

Annex 1

	Adult Social Care £m	Children's Services £m	City Development £m	Environment & Housing £m	Citizens & Communities £m	Public Health £m	Strategy & Resources £m	Civic Enterprise Leeds £m	Strategic & Central £m	Total Net Revenue Budget £m
2016/17 budget (2016/17 organisational shape)	201.34	120.45	42.99	53.90	24.58	0.35	35.41	23.37	(6.02)	496.38
i) Employment & Skills		(2.07)	2.07							
ii) Public Health	0.35					(0.35)				
iii) Housing General Fund				(3.51)			3.51			
iv) Civic Enterprise Leeds							23.37	(23.37)		
v) Communities				24.58	(24.58)					
vi) Libraries			(5.11)	5.11						
2016/17 budget (new organisational shape)	201.69	118.38	39.96	80.07	0.00	0.00	62.29	0.00	(6.02)	496.38
	↓	↓	↓	↓			↓		↓	↓
	Adults & Health £m	Children & Families £m	City Development £m	Communities & Environment £m	£m	£m	Resources & Housing £m	£m	Strategic & Central £m	Total £m
2016/17 budget (new organisational shape)	201.69	118.38	39.96	80.07	0.00	0.00	62.29	0.00	(6.02)	496.38
i) Support Services - Specialist Administration	(2.35)	(5.50)	(0.41)	(1.86)			10.11			
ii) Support Services - Intelligence & Improvement	(0.43)	(1.12)	(0.10)	(0.16)			1.80			
iii) Support Services - IMT	(1.27)	(1.91)	(0.55)	(0.29)			4.02			
iv) Operational Finance teams	0.96		0.10				(1.06)			
v) Workforce Development staff transfer	0.22						(0.22)			
vi) Other minor transfers	(0.07)		0.10	(0.10)			0.07			
vii) Removal of PPPU recharges	(0.31)	(0.39)	(0.18)	(0.24)			1.62	(0.50)		
viii) Better Business Management	(0.03)	(0.28)	(0.02)				0.33			
ix) Records Management	(0.01)	(0.01)	(0.01)				0.03			
x) Other minor budget adjustments	0.02		(0.01)	0.08			(0.08)	(0.02)		
Xi) Passengers	0.12	0.42					(0.54)			
2016/17 budget (restated base budget)	198.54	109.59	38.88	77.50	0.00	0.00	78.38	0.00	(6.53)	496.38

2017/18 Budget Proposals

	Adults & Health	Children & Families	City Development	Communities & Environment	Resources & Housing	Strategic & Central	Total Net Revenue Budget
	£m	£m	£m	£m	£m	£m	£m
Net managed budget (2016/17 adjusted)	198.54	109.59	38.88	77.50	78.38	(6.53)	496.38
Inflation (including energy and fuel)	4.66	0.62	2.02	1.17	1.39		9.86
Employer's LGPS contribution	0.35	0.55	0.37	0.56	0.87		2.70
Apprentice levy	0.20	0.34	0.20	0.31	0.57	(0.25)	1.37
Leeds CC minimum pay rate	0.02	0.02	0.04	0.08	0.26		0.42
National Living Wage	2.79	0.30					3.09
FYE of previous decisions			0.38	(0.12)			0.26
Demand and demography	4.43	5.80		0.10			10.33
New Homes Bonus						5.92	5.92
Specific grants	(2.15)	4.32		0.29		(3.58)	(1.12)
Partner funding	4.91	5.10					10.01
Adult Social Care - charging review (full-year effect)	(2.00)						(2.00)
Adult Social Care - resilience, demand & transformational reserves	3.30						3.30
Full-out of capitalised pension costs	(0.21)	(0.18)	(0.18)	(0.08)	(0.21)	(0.34)	(1.20)
Other pressures/savings	4.74	0.83	0.20	0.89	2.04	0.14	8.84
Debt - external interest						2.82	2.82
Reduction in the use of general reserve						3.45	3.45
Reduction in the use of earmarked reserve						2.08	2.08
Total - cost and funding changes	21.04	17.70	3.02	3.20	4.92	10.24	60.13
Budget savings proposals							
Accounting - additional capitalisation						(2.00)	(2.00)
Capital financing - Minimum revenue provision						(9.63)	(9.63)
Directorate budget savings proposals							
Changes to service	(9.22)	(2.47)	(1.52)	(1.79)	(0.56)		(15.56)
Efficiencies	(1.72)	(2.64)	(1.49)	(4.52)	(9.20)	(0.33)	(19.90)
Income - fees & charges	(0.77)	(1.50)	(3.65)	(2.04)			(7.96)
Income - traded services, partner & other income	(0.15)	(5.43)	(0.26)	(1.81)	(0.66)	(0.47)	(8.78)
Total - Budget savings proposals	(11.86)	(12.04)	(6.92)	(10.16)	(10.42)	(12.43)	(63.83)
Proposed 2017/18 net revenue budget	207.72	115.25	34.99	70.54	72.88	(8.72)	492.67
Increase/(decrease) from 2016/17 £m	9.18	5.66	(3.90)	(6.96)	(5.50)	(2.19)	(3.70)
Increase/(decrease) from 2016/17	4.62%	5.16%	-10.02%	-8.98%	-7.02%	33.52%	-0.75%

Statement of 2016/17 and 2017/18 budgets

Directorate/Service	2016/17	2017/18	Movement
	Net managed budget £000s	Net managed budget £000s	
Adults and Health			
Health Partnerships	918	265	(653)
Access and Care	182,747	187,576	4,829
Strategic Commissioning	(11,791)	(4,855)	6,936
Resources & Strategy	5,249	4,684	(565)
Provider Services	21,127	19,860	(1,267)
Leeds Safeguarding Adults Board	267	169	(98)
Public Health	27	28	1
	198,545	207,727	9,182
Children and Families			
Partnership Development and Business Support	24,527	26,819	2,292
Learning, Skills and Universal Services	3,058	3,098	40
Safeguarding, Targeted and Specialist Services	84,954	83,520	(1,434)
Central overheads	(2,944)	1,819	4,763
	109,595	115,256	5,661
City Development			
Planning and Sustainable Development	2,839	2,409	(430)
Economic Development	847	560	(287)
Asset Management	854	(1,723)	(2,577)
Employment & Skills	2,001	1,749	(252)
Highways and Transportation	16,260	15,926	(334)
Arts and Heritage	9,734	9,524	(210)
Sport and Active Recreation	5,702	5,423	(279)
Resources and Strategy	641	1,121	480
	38,880	34,989	(3,891)
Resources and Housing			
Strategy and Improvement	5,169	5,129	(40)
Finance	7,784	7,239	(545)
Human Resources	6,412	5,753	(659)
Digital and Information Services	18,626	17,948	(678)
Public Private Partnership Unit	1,574	1,294	(280)
Legal Services	(2,179)	(2,214)	(35)
Democratic Services	4,918	4,926	8
General Fund Support Services	(189)	218	407
Leeds Building Services	(6,258)	(8,380)	(2,122)
Special Contracts & Secc	7,049	6,681	(368)
Strategic Housing Partnership	1,983	1,822	(161)
Corporate Property Management	5,622	5,289	(333)
Business Support Centre	20,178	19,576	(602)
Commercial Services	1,701	1,708	7
Facilities Management	5,996	5,892	(104)
	78,387	72,881	(5,506)
Communities and Environment			
Central Accounts	(960)	0	960
Communities	5,526	5,225	(301)
Customer Access	20,464	19,230	(1,234)
Elections, Licensing and Registration	477	(249)	(726)
Benefits, Welfare and Poverty	2,705	2,069	(636)
Car Parking Services	(7,803)	(8,473)	(670)
Community Safety	1,917	1,439	(478)
Waste Management	34,537	33,014	(1,523)
Parks & Countryside	7,872	6,584	(1,288)
Environmental Action - City Centre	2,365	2,346	(19)
Environmental Health	1,689	1,542	(147)
Cleaner Communities	8,714	7,811	(903)
	77,504	70,538	(6,966)
Strategic and Central Accounts			
Strategic and Central accounts	(3,081)	(8,723)	(5,642)
	(3,081)	(8,723)	(5,642)
NET COST OF CITY COUNCIL SERVICES	499,828	492,668	(7,160)
Contribution to/(from) General Fund Reserves	(3,450)	0	3,450
NET REVENUE CHARGE	496,378	492,668	(3,710)

Summary of 2017/18 budget by type of spending and income

Annex 4

	General Fund excluding Schools	Per Band D Property	Schools	HRA	Total Budget	% of total
	£000	£	£000	£000	£000	
Expenditure						
Employees	466,817	2,103	340,857	27,192	834,866	42
Premises	51,682	233	33,736	51,573	136,991	7
Supplies and services	10,367	47	73,472	93,890	177,729	9
Transport	46,912	211	1,632	409	48,953	2
Capital costs	19,025	86	22,476	74,039	115,540	6
Transfer payments	296,934	1,338	0	0	296,934	15
Payments to external service providers	378,402	1,705	0	115	378,517	19
	1,270,139	5,723	472,173	247,218	1,989,530	100
Income						
Grants	(487,026)	(2,194)	(431,951)	(21,385)	(940,362)	65
Rents	(15,124)	(68)	0	(215,956)	(231,080)	16
Fees, charges & other income	(233,280)	(1,051)	(40,991)	(7,892)	(282,163)	19
	(735,430)	(3,314)	(472,942)	(245,233)	(1,453,605)	100
Net budget	534,709	2,409	(769)	1,985	535,925	100
Contribution to/(from) IAS19 Pensions reserve	(41,168)	(185)		(951)	(42,119)	
Contribution to/(from) other earmarked reserves	(873)	(4)	769	(1,034)	(1,138)	
Contribution to/(from) General reserves	0	0		0	0	
	(42,041)	(189)	769	(1,985)	(43,257)	
Net revenue charge	492,668	2,220	0	0	492,668	

Notes: The number of Band D equivalent properties is

221,938

The total Individual Schools Budget (ISB) has been analysed at a subjective level in the above table. This provisional spend is based on previous expenditure and income patterns but will be subject to final determination by individual schools.

Report on the consultation to inform the 2017/18 Leeds City Council Budget

The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities. These have been shaped through past and ongoing consultations and stakeholder engagement, including significant consultations to help develop a new Transport Strategy for the city, for new developments such as the South Bank and the Housing Site Allocations Plan that have involved many thousands of Leeds residents. The council also recently concluded a call for evidence for the emerging Leeds Growth Strategy and continues to engage with residents as services for older and vulnerable people change. The Best Council Plan priority areas of work have been developed through consultation with officers and members, including Scrutiny Board (Strategy and Resources).

Evidence from public perception that services and localities already hold with regard to people's priorities also supported the preparation of the Initial Budget Proposals for 2017/18 considered by the Executive Board in December 2016.

As in previous years, residents and wider stakeholders are given the opportunity to comment on the Initial Budget Proposals in a variety of ways. The approach to this year's budget consultation took account of 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. It also recognised the ongoing uncertainty over the exact level of financial settlement the council would receive, which was not resolved by the consultation start date.

Public consultation on the Council's 2017/18 Initial Budget Proposals ran from 15th December 2016 to 31st January 2017. The consultation took the form of a brief online summary of the proposals at www.leeds.gov.uk/budget which was supported by the full Executive Board report. There was a response form allowing participants to navigate the different report sections, learn about and then comment on the budget proposals. Paper equivalents were promoted in public council buildings to ensure wider responses and the full Leeds Citizens' Panel was also invited to comment (followed with reminder messages during the consultation period). The council social media channels were also used to promote the consultation opportunity.

An open-response format was chosen for the response form to give participants flexibility to share any views they wished. At the point of reporting, over 460 comments had been submitted by 63 respondents.

Participants were asked to complete equality monitoring information and the following table, based on interim sets of results taken with two weeks of the consultation period remaining, shows the profile of the respondents. Note that not all respondents completed all parts of the equality monitoring, and that rounding up or down of figures may mean totals do not add up to 100%.

Gender	
Male	68%
Female	32%
Prefer not to say	1%

Age	
Under 18	0%
18-25	0%
26-35	10%
36-45	28%
46-55	18%
56-59	5%
60+	35%
Prefer not to say	3%

Ethnicity	
White British	92%
White Irish, BME, other ethnicities	2%
Prefer not to say	7%

Self-declared disability	
Yes	15%
No	78%
Prefer not to say	7%

Religion	
Buddhist	0%
Hindu	0%
Muslim	0%
Christian	38%
Jewish	3%
Sikh	0%
No religion	48%
Other	3%
Prefer not to say	7%

Sexual orientation	
Heterosexual/Straight	69%
Lesbian/Gay woman	2%
Gay man	8%
Bisexual	3%
Prefer not to say	17%

The interim findings from the consultation are set out below.

Each question is followed by a table showing the main thematic groups of comments made, ranked by percentage of all comments made. Percentages have not been used where there were few comments for particular questions. Instead a general summary of themes is given.

1. Comments on our overall budget approach.

Respondents were invited to comment on the overall approach to the 2017/18 budget

Theme of comments made (% of all comments)	
Generally supportive	36%
Generally critical	31%
Encourage more people to take action and responsibility	7%
Concern at impact of changes on vulnerable people	12%
Other (wide range of specific points)	14%

2. Additional ideas on efficiencies and income generation

Respondents were invited to share ideas on other ways the council can cut costs and increase income. A wide range of comments were given, and common ideas included:

- Stop supporting free events / Christmas lights
- Reduction in number of elected members
- New and increased fines and charges, including parking

3. Alternative priorities

Residents were asked if there were other priorities they would like the council to consider in future. Again, a wide and diverse range of comments were made, with common themes including:

- Care for elderly people
- Improve transport infrastructure
- Education and preventative actions

4. Comments on the proposals to save £24.9m by becoming more efficient

Theme of comments made (% of all comments)	
General support for approach	16%
Critical of approach/sceptical	16%
Concern that savings not made earlier	10%
Make most use of assets	9%
Encourage volunteering	6%
Concern over pressure on staff	6%
Only provide core services	6%
Other (includes range of specific suggestions)	30%

5. Comments on the proposals to bring in £6m extra through an increase in some specific fees and charges

Theme of comments made (% of all comments)	
Against parking charge rises	25%
General support for approach	16%
Concern at impact on vulnerable/low income	16%
Generally critical of approach	13%
Go further	13%
Other (wide range of specific points)	19%

6. Comments on the proposals to bring in £8.9m extra through trading some of our services, and accessing funding from our partners

Fewer comments were made on this issue, but common themes included:

- General support for the approach, and to go further if possible
- Concern as to how achievable the target is
- Feeling this is not the council's job

7. Comments on any other proposals we are putting forward to make savings and bring more income (in section 6.3 of Initial Budget Proposals report)

Again, a limited number of comments were made here, and those made were focussed on specific single local or policy issues.

8. Comments on the proposals for Council Tax levels in 2017/18, including the proposal to raise funds specifically for adult social care services through an additional 2% rise in Council Tax (or greater should the government change the rules on this)

Theme of comments made (% of all comments)	
Support full increase	39%
Against increases	22%
Would support even greater ASC precept increase	22%
Concern at impact on vulnerable/low income	11%
Other (wide range of specific points)	8%

9. Directorate budget proposals

Respondents could also give comments on the detailed Initial Budget Proposals report appendices setting out each council directorate's budget proposals for 2017/18. Fewer comments were made here, and the main emerging themes are briefly set out below.

Adult Social Care

- Around a third of comments show general support for the budget approach
- Another third show concern about the impact in on vulnerable groups in general, about day centre closures or for specific user groups

Children's Services

There has been little consistency in comments received so far; however a number did suggest people should take more responsibility for themselves and their children

Citizens and Communities

A limited number of comments were made, with a mix of views whether or not the council should be involved in supporting more deprived communities. A number of comments were supportive of efforts to boost voluntary action.

City Development

Again a varied set of responses were received, although a number were generally supportive of infrastructure development, including transport, to help manage Leeds' growth.

Civic Enterprise Leeds

Few respondents commented on this section, but a number had general concerns about private enterprise.

Environment and Housing

Emerging themes included:

- Making better use of empty properties and making more homes available;
- Ensuring that charges don't stop people visiting attractions, or start fly-Tipping;
- Helping residents do more to recycle and keep places clean.

Public Health

Comments tended to focus on concerns over reduced spending on important preventative services, and that people need to take greater responsibility themselves.

Strategy and Resources

Few comments were made here, but a number suggested further cuts in this area were possible, while others suggested greater regional sharing of resources.

Initial 2017/18 budget proposals Summary of Scrutiny Board comments

Introduction

At its meeting on 14th December 2016, the Executive Board set out, for consultation, its Initial Budget Proposals for 2017/18. In accordance with the Council's Budget and Policy Framework, the proposals were subsequently submitted to each of the Council's Scrutiny Board for consideration, review and comment.

Scrutiny Board's consideration took place over a series of meetings in December 2016 and January 2017, as follows:

- Adult Social Services, Public Health, NHS Scrutiny Board – 15 December 2016 (working group)
- Children's Services Scrutiny Board – 15 December 2016
- Citizens and Communities Scrutiny Board – 9 January 2017
- City Development Scrutiny Board – 21 December 2016
- Environment and Housing Scrutiny Board – 19 January 2017
- Strategy and Resources Scrutiny Board – 19 December 2016 and 16 January 2017

Examination of the initial budget proposals included input from Executive Board Members, Directors and other Senior Council Officers.

Comments and observations from Scrutiny Boards

All Board's recognised the significant budget pressures facing the Council and the difficult decisions that are required to be made. A summary of the main issues and areas highlighted by the Scrutiny Boards are detailed below:

Adult Social Services, Public Health, NHS Scrutiny Board

- The Scrutiny Board recognised the overall and specific budget pressures across the Council, with a continuing reduction in core funding across the Council – including the 10% reduction in Public Health funding, against a background of the Council already being below the nationally determined needs-based target budget allocation.
- The Scrutiny Board recognised the relatively low Council Tax base (historically) and the impact this had on 'percentage' increases.
- The Scrutiny Board supported the emphasis on preventative services across both budget areas, but recognised the short-term challenges around 'delivering / maintain services' balanced with the longer-term challenge of 'investing in preventative services' to minimise the impact of increases in demand in the future.
- The Scrutiny Board recognised attempts to deliver statutory and discretionary services across both service areas.

- The Scrutiny Board highlighted a particular concern in relation to the uncertainty around future health budgets/ funding and the associated impact on the delivery of current and future integrated services.
- The Scrutiny Board highlighted the potential impact of removing/ decommissioning services and the need for effective communication about the impact of proposals – with a focus on the impact to individuals – i.e. the ‘human impact’. The Scrutiny Board agreed it would undertake more work in this area during 2017/18.
- The Scrutiny Board agreed that the proposed level of additional ‘Social Care’ precept was justified and recommended it should be pledged, with clear communication on how any additional monies generated would be used.
- The Scrutiny Board highlighted the importance of reviewing / auditing the impact of previous budget decisions, and agreed to undertake some focused work in this area, in order to:
 - (a) Ensure any impacts were sufficiently highlighted in the equality impact assessments.
 - (b) Review the effectiveness of any proposed mitigating actions; and,
 - (c) Help ensure ‘intelligent’ commissioning / decommissioning decisions were made in the future.

Children’s Services Scrutiny Board

- The Scrutiny Board was concerned that £2.5m of income reflected in the draft budget, had not been secured from the Department for Education (Innovation Fund), and therefore represented a risk.
- The Scrutiny Board was concerned about the proposed reduction in learning improvement funding. While advised about the Council’s commitment to learning improvement through a range of measures, particularly children’s centre provision, the Scrutiny Board highlighted the proposed reduction in funding to Children’s Centres from the Public Health budget and believed this could negatively impact on early intervention.
- While acknowledging the initial proposals focused on efficiency savings without having a negative impact on children or strategy; the Scrutiny Board stated that staff welfare should also be a key consideration if efficiency savings are likely to result in increased responsibilities and workload.

Citizens and Communities Scrutiny Board

- Local Government Pensions – the Scrutiny Board acknowledged that whilst an increase of 0.5% on the employers’ contributions had been included in the proposed budget, this will need to be updated once the outcome of the 2017 actuarial valuation is known.
- Parish and Town Council Election costs – the Scrutiny Board sought clarification of the cost responsibilities linked to local Parish and Town Councils. It was noted that local Parish and Town Councils are responsible for covering their own election costs through their precept and that all local Councils have already been advised to plan ahead for the 2019 local elections.
- The Board acknowledged the proposed efficiency measures in relation to Communities Teams are primarily linked to a review of the management and leadership structures.

- The Board acknowledged the proposed saving linked to the reduction of service failure and the work already being undertaken by the Scrutiny Board this year to assist the directorate in achieving this target.
- Further to the recent work undertaken by the Scrutiny Board in developing a revised Council Tax Support Scheme, the Board acknowledged the potential impact of Council Tax increases on the scheme and therefore emphasised the importance of closely monitoring any impact.

City Development Scrutiny Board

- With a proposed net decrease of £4.8m in 2017/18 budget, the Scrutiny Board noted the key proposals for 2017/18, including planned efficiencies, changes to services and additional income targets.
- The Scrutiny Board acknowledged the proposed sources of additional income and the overall strategic approach which sought to minimise the impact on front line service delivery.
- The Scrutiny Board also acknowledged the recruitment of additional Highways Engineers to reduce external spend.

Environment and Housing Scrutiny Board

- The potential for significant cost savings arising from proposed efficiency measures within Leeds Building Services that would also help make this service more competitive.
- The Board was pleased to note the involvement of frontline staff to help inform proposed changes to routes for refuse collection and stressed the importance of engaging effectively with Elected Members too. The Scrutiny Board agreed to keep a watching brief on the implementation of the proposed changes.
- An acknowledgment that a number of proposed efficiencies were linked to the Council-wide review of Locality Working. The Scrutiny Board was keen to monitor the potential impacts of this review in relation to Environmental Action services and particularly street cleansing.
- In acknowledging the range of charging proposals being put forward, the Board emphasised the importance of maintaining some flexibility to be able to review and revisit such charges where appropriate.
- The Scrutiny Board specifically noted that discussions with the Police and Crime Commissioner (PCC) regarding future funding arrangements had not concluded and were still ongoing.

Strategy and Resources Scrutiny Board

- The Scrutiny Board identified some concerns around the assumed level of income, specifically in relation the Children's Services application for Department for Education 'Innovation Fund'.
- The potential generation of £6M additional income through fees and charges – reflecting the significant work undertaken by the Scrutiny Board in 2015/16.
- The Scrutiny Board also noted there was the opportunity to keep 'fees and charges' under review, in order to consider further options for income generation across the Council during 2017/18.
- The Scrutiny Board noted, with some concern, that a full response to its previous 'fees and charges' recommendations was not presented and therefore other

potential charges (e.g. levy's) were not considered as part of the 2017/18 budget proposals.

- The Scrutiny Board supported and reinforced the need to produce and take into account equality impact assessments when considering proposals in more detail.

As part of its further consideration, the Scrutiny Board noted a number of matters within the initial proposals, including:

- The potential impact / additional financial pressure of increased pension costs – with the West Yorkshire Pension Fund (WYPF) actuary now indicating an employer's contribution rate of 15.9%.
- Budgeted commissioning savings and the responsibility placed upon each directorate to effectively measure, monitor and report the impacts of these.
- Concern remained that the Council was still awaiting approval for the Children's Services application for Department for Education 'Innovation Fund' and, if unsuccessful, the shortfall would be funded through Council Reserves during 2017/18. Should the use of reserves become necessary, it was important to produce a detailed plan to show (a) how the reserves would be 'paid back'; and (b) how the shortfall would be addressed in the longer-term.
- Children's Services Dedicated Schools Grant Overspend and the potential impact on the general fund if the Schools Forum does not agree for the deficit to be carried forward into 2017/18 and in subsequent years until the deficit is eliminated. The Board stressed the need for a clear position / decision to be made before the Executive Board's February meeting.
- The Scrutiny Board also discussed key areas of Children's Services budget overspend in 2016/17 and the consequential impacts on the 2017/18 budget. Particular reference was made to the impact of the number of Children Looked After (CLA) and Transport Costs: The Board questioned why these budget pressures had not been anticipated earlier.
- The Scrutiny Board also reflected on its ongoing consideration of 'the Leeds £' and how this impacted on the Council's budget.

Recommendations

The following recommendations were agreed for consideration by the Executive Board:

Scrutiny Board (Strategy and Resources)

- (1) That for all proposed budget savings, the Executive Board ensures there is a clear narrative that explains how the savings will be achieved, including (but not limited to) service redesign and service commissioning/ decommissioning.
- (2) That, during 2017/18, the Executive Board supports a further review of Fees and Charges, including revisiting the previous report and recommendations from Scrutiny Board (Strategy and Resources) to help ensure the Council maximises its income streams.
- (3) That, as part of the development of the 'Leeds £' approach, Executive Board supports the need for a review of joint funding arrangements in order to help ensure a consistent and strategic approach that is fair and equitable to all partners involved.

- (4) That, where any directorate is anticipating a significant budget overspend, the Executive Board supports the need for the Section 151 Officer and the relevant director to work closely and proactively with the relevant Scrutiny Board to provide suitable assurance that there is robust financial risk management and transition planning in place.

Scrutiny Board (Adult Social Services, Public Health, NHS)

- (5) That the proposed level of additional 'Social Care' precept for 2017/18 is justified and should be included in Executive Board's final 2017/18 budget proposals to Council.
- (6) Alongside the additional 'Social Care' precept for 2017/18, there should be a clear communications plan, detailing how any additional monies generated will be used.

INITIAL 2017/18 BUDGET PROPOSALS – COMMENTS FROM THE THIRD SECTOR

VITAL consultation response to Housing Leeds' 2017/18 budget

The Voice of Involved Tenants Across Leeds (VITAL) met on the 11 January 2017 to agree the following feedback having been previously consulted on the 17/18 budget proposals at their December meeting:

- a) VITAL support the proposal to direct resources to “improving estates to ensure they are safe and clean places to live”.
- b) Recognising the significant demand for affordable housing, VITAL support the proposal to “replace homes lost through Right to Buy” by investing in new homes.
- c) VITAL support the commitment to the Capital Programme Improvement Plans.
- d) VITAL are acutely aware of the implications of the rent reduction and the full implementation of Universal Credit on rental income. They would therefore request that resources are focused on effective arrears management and support for tenants with Welfare Changes.
- e) VITAL feel that savings could possibly be made on:
 - Environmental Improvements – for example by making more use of ‘Community Payback’ or by getting better value for money from our internal service providers
 - Additional Support – by strengthening partnership working to improve the quality and frequency of signposting to customers for support.
 - Lettable standard and Lettings – considering different lettable standards for different customers or property types to achieve cost savings.
- f) To a certain extent VITAL are uncomfortable with the increase in service charges due to the financial implications this will have on those who are not entitled to welfare benefits, however they understand the need to bring charges more in line with the cost of the services. For this reason VITAL requests that every effort is made in future to better communicate the need for the increase in charges, giving plenty of notice for tenants to plan for changes. VITAL also request that if service charges are increased then the service actively monitors the resulting increase in quality of the services provided.
- g) VITAL would ask LCC to consider the feasibility of bringing its contracts in-house, for example the repairs and maintenance contract. VITAL would support this approach if the change would demonstrate better value for money in the longer term.

Specific feedback regarding the proposed HAP budget:

VITAL request that the Executive Board reconsider the proposed 2017/18 HAP Budget and look towards increasing the amount suggested to enable the good work to continue and grow, based on the following justifications:

- a) The proposed reduction lessens the opportunity for HAPs to improve communities where tenants live. In particular, fewer large scale projects are likely to be funded, that often represent the most significant environmental issues for tenants such as communal area improvements around low and high rise flats or

parking improvements.

- b) A knock on effect for other LCC Services and voluntary partners:
- HAPs have increasingly supported projects that help LCC deliver its priorities. Funding schemes that at other times would have been supported by Housing Services directly, either through Capital or Revenue budgets. For example, HAPs have helped fund garage improvements, security lighting, CCTV schemes, recycling and waste improvements, landscaping, signage, parking improvements, notice boards etc.
 - Other Council teams, especially Communities Teams, often apply to HAPs to seek a contribution to help fund local projects and activities – risk that less of these will be able to go ahead.
 - Internal Service Providers, especially Parks & Countryside are at risk of receiving less income/work from the HAPs and this may have an impact on their resources and ‘income’ assumptions.
 - A number of longstanding/respected voluntary partners have been able to apply for funding to carry out local projects in response to local needs, for example GIPSIL employment support projects, voluntary groups like Nerukas’ Kitchen helping people get online and South Leeds Health for All ‘Ministry and De’fence’ project, engaging with long term unemployed middle aged males in Middleton. HAPs being the funding catalyst to help tackle specific local issue, which make a positive contribution to communities and Council teams and services.
- c) Impact on communities and the environment:
- Many activities supported by HAPs play a significant part in helping bring communities together, especially those in more diverse areas. For example, funding community galas and local projects with local volunteers e.g. Money Buddies, Love Your Garden schemes etc. that all help build stronger communities.
 - Elderly residents have benefitted greatly from HAP funded activities, especially in sheltered housing schemes through a range of projects and improvements, in particular helping tackle social isolation and improve overall health and well-being.
 - HAP budgets are also a way of getting small/modest things done to improve the environment that are noticeable to tenants, that can be raised by tenants themselves or are generated from wider tenant engagement activity like estate walkabouts.
- d) Whilst the HAPs acknowledge the need to reduce overall costs, a **clear proposal from the Chairs group is that they be permitted to carry over any uncommitted funds from the 2016/17** and any future year’s budget. Chairs/ Vice Chairs are able to give examples of having to defer applications through the year whilst being finalised, especially for more complex projects or when funding is being sourced from multiple sources. Whilst HAPs are forecast to commit 100% of this year’s budget allocation, this would remove the risk of specific/more complex projects that take longer to develop being disadvantaged (and ultimately the benefit to tenants not being realised)
- e) The HAP Chairs wish to take a flexible approach to how HAP budgets are used to best effect, for example, pooling uncommitted HAP budgets at the end of the year for a particular tenant priority, or using uncommitted funds from 16/17 to help pay for the 17/18 partnership agreement with Community Payback that provides an additional environmental service to tenants.
- f) The HAP Chairs are fully supportive of the ambition to continue to increase the amount of additional/match funding that is utilised on local community and environmental projects and to work with local teams to think more broadly in this area. Continuing to get VFM is paramount, supporting the best projects that are in line with local needs

Appendix 4

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2017/18 Budget Amount £	Decision Maker
Assessment and Care Management Efficiencies: review of business processes and staff skills mix	Seeking a more cost effective delivery	None identified at this stage	Consulting with unions, staff	To be undertaken	February 2017	£0.5m cost reductions	Director of Adult Social Care
Remodel Social Work Practice	Reduced agency spend in Children's Social Work Service, and also reduce non-front line staffing in Children's Social Work. It is considered that the proposals can be achieved by managing vacant posts.	This may lead to an increase in caseloads for Social Workers which in turn may then impact on the quality of service.	Executive Member, Staff, unions	To be undertaken as a part of the decision process.	February/ March 2017	£0.93m cost reductions	Director of Children Services
Additional DfE Innovations Funding	Subject to agreed funding from DfE - various	There is a risk that some or all of the anticipated	Executive Member, Staff, unions, DfE	To be undertaken as a part of the decision	March 2017	£2.5m additional income	Executive Board

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2017/18 Budget Amount £	Decision Maker
	decisions in respect of additional staffing to deliver the bid	funding is not approved by the DfE.		process.			
Additional income from top slice Free Early Education Entitlement (FEEE) Payments	New ability to top slice 5% from FEEE payments to nursery providers	The proposals are not acceptable to Schools Forum. Also a fall in demand across the City will reduce the overall level of FEEE income	Executive Member, Schools Forum and providers	To be undertaken as a part of the decision process.	February 2017	£1.0m additional income	Director of Children's Services / Schools Forum
Commissioned Services Savings Targets	Review of Commissioned Services in Complex Needs; Youth Work; Youth Offending Service; Families First; Early Help	The risk is that the level of savings required cannot be achieved, or that quality of service is adversely impacted	Executive Member, Providers	To be undertaken as a part of the decision process.	March 2017	£1.15m cost reductions	Director of Children's Services
Children's Centre Family Services and	Reshape of Family Services	Partner funding may reduce or	Executive Member, Staff,	To be undertaken as a	February/March 2017	£0.6m cost	Director of Children's

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2017/18 Budget Amount £	Decision Maker
Childcare	which will include a review of the core offer and additional services currently funded by partners	cease.	unions, schools	part of the decision process.		reductions	Services
Highways – additional fee income through retaining work in-house	Maintaining current arrangements of sub-contracting however this would not give rise to any savings or additional income.	Not being able to recruit suitably qualified personnel	N/A	N/A	February / March 2017	£0.7m additional income	Director of City Development
Highways – expenditure saving from extension of street lighting part night switch off	Maintaining current arrangements however this would not give rise to any savings.	Proposal deferred or rejected following consultation. Potential road safety issues.	To be undertaken	TBC	Summer 2017	£0.05m cost reductions	Executive Board
Introducing new charges for street naming and numbering	Maintaining current arrangements	Developers avoid costs by not following	N/A	N/A	March 2017	£0.075m additional income	Executive Board

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2017/18 Budget Amount £	Decision Maker
	however this would not give rise to additional income.	proper protocols					
Rental income from asset purchases.	Purchasing assets to support the revenue budget, doing nothing would mean further savings would have to be identified.	No suitable investment opportunities arise	N/A	N/A	February 2017	£2.0m additional income	Executive Board
Increase car parking tariffs and permits.	The additional revenue generated will be used to fund Highways expenditure.	Price increases could lead to a reduction in demand	Statutory obligation to advertise increases. to tariff	To be undertaken when decision(s) are taken.	March 2017	£0.5m additional income	Chief Officer – Environmental Action
Development of parks estates and visitor attractions which will facilitate both price increases and increases in visitor numbers	Enhancement of the visitor facility will result in increased income.	That improvement to visitor attractions doesn't result in an increase in	As per the Parks and Countryside Attraction Development Plan report that was received at Executive Board	As per the Parks and Countryside Attraction Development Plan report that was received at Executive Board in October 2016.	tbc	£0.3m additional income (net of borrowing costs)	Chief Officer – Parks and Countryside

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2017/18 Budget Amount £	Decision Maker
		visitor numbers.	in October 2016.				
Increase in bereavement charges	The proposed price increase will help contribute towards reducing the public subsidy for this service	Price increases could lead to a reduction in demand	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process.	March 2017	£0.3m additional income	Chief Officer – Parks and Countryside
Implement charging arrangements for the collection of bulky waste	Implementation of charges for this service will contribute towards reducing the public subsidy for this service.	That there is a corresponding increase in fly tipping.	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2017	£0.15m additional income	Chief Officer – Environmental Action
Implement charging arrangements for the disposal of inert building waste, plasterboard and tyres at Household Waste Sites.	Implementation of the charge for this service will contribute towards reducing the public subsidy for this service	That there is a corresponding increase in fly tipping.	To be undertaken as a part of the decision process	To be taken as a part of the decision process.	March 2017	£0.1m additional income (net of costs of implementing)	Chief Officer – Waste Management
Implement charging arrangements for the	Implementation of the charge for	That the income assumptions	To be undertaken as a part of the	To be taken as a part of the	March 2017	£0.2m additional income and	Chief Officer – Waste

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2017/18 Budget Amount £	Decision Maker
replacement of wheeled bins.	this service will contribute towards reducing the public subsidy for this service.	aren't realised.	decision process.	decision process.		borrowing savings	Management
Implement charges for pest control	Implementation of the charge for this service will contribute towards reducing the public subsidy for this service.	Opposition to paying the charge for pest control could have public health implications.	To be undertaken as a part of the decision process.	To be undertaken as a part of the decision process.	March 2017	£0.1m additional income	Chief Officer – Environmental Action
Reduction in the level of grants to Third Sector organisations within the Parks and Countryside service.	Reductions are consistent with the reductions in grant income receivable by the Council.	Possible implications for service delivery from these organisations.	To be undertaken as a part of the decision process.	To be undertaken as a part of the decision process.	March 2017	£0.02m reduced costs	Chief Officer – Parks and Countryside
Reprovision of Mobile Library Service	Considered in wider context of Hub developments		Executive Members, Trade Unions, affected staff	To be undertaken as a part of the decision process.	February 2017	£0.12m reduced costs	Assistant Chief Executive
Discounted letting – Community Centres	Restrict free lets to 75% of current level	Community Groups unable to afford	Executive Members, Cabinet,	To be undertaken as a part of the	April 2017	£0.08m reduced costs/ additional	Director of Communities and

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2017/18 Budget Amount £	Decision Maker
		meeting space	Committee chairs, service budget holder affected	decision process.		income	Environment
Reduction to Wellbeing grants		Reduction funding of community projects	Exec Members, Community Committee chairs, Community Committees	To be undertaken as a part of the decision process.	February 2017	£0.18m reduced costs	Assistant Chief Executive
Reduce the Local Welfare Support Scheme budget	General reduction or just target the 'initiatives' element of the budget	Only reducing 'initiatives' element so funding of urgent crisis cases unaffected	Executive Members, Cabinet, Committee chairs	To be undertaken as a part of the decision process.	February 2017	£0.3m	Assistant Chief Executive
Reduce funding of Credit Union	Work with Credit Union so that the reduction has minimal impact on citizens		Executive Members, Credit Union	To be undertaken as a part of the decision process.	February 2017	0.05	Assistant Chief Executive
Implementation of a staffing restructure with Leeds Building Services	This forms part of the package of proposals that will deliver an increased	That staffing reductions impact upon the ability deliver the required	To be undertaken at the same time as the decision.	To be undertaken at the same time of the decision.	tbc	£0.6m cost reductions	Chief Officer – Property and Contracts

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2017/18 Budget Amount £	Decision Maker
	contribution of £1.8m from Leeds Building Services in 2017/18.	level of financial contribution in 2017/18.					
Re-commissioning and re-tendering of Housing Related Support Contracts	Re-commissioning of Housing related Support contracts will realise economies and demonstrate VFM.	That the re-tendering of contracts does not deliver contract savings	To be undertaken at the same time as the decision to award a contract..	To be undertaken at the same time of the decision.	Various throughout 2017/18	£0.4m cost reductions	Director of Communities and Environment
The support services review is targeted to generate gross savings of £6.3m.		Reduce the capacity to support Members and managers within the Council	Executive Member, CLT	Ongoing	February 2017	Net budget reduction of £3.6m	Relevant Chief Officers

**Proposed Council Tax Support Payments to
Parish/Town Councils**

	£
Aberford and District	389
Allerton Bywater	2,332
Alwoodley	902
Arthington	41
Bardsey cum Rigton	731
Barwick in Elmet and Scholes	1,456
Boston Spa	1,674
Bramham cum Oglethorpe	703
Bramhope and Carlton	913
Clifford	637
Collingham with Linton	863
Drighlington	1,290
East Keswick	327
Gildersome	1,568
Great and Little Preston	654
Harewood	22
Horsforth	5,308
Kippax	3,009
Ledsham	106
Ledston	144
Micklefield	4,039
Morley	14,431
Otley	17,581
Pool in Wharfedale	905
Rawdon	1,721
Scarcroft	162
Shadwell	367
Swillington	2,334
Thorner	910
Thorp Arch	262
Walton	88
Wetherby	9,111
TOTAL	74,980

Equality Impact Assessment – Best Council Plan and Budget 2017/18

Introduction

This paper outlines the equality analysis and strategic equality assessment of the proposed Best Council Plan, Budget and Council Tax for 2017/2018 (as detailed in Executive Board reports 8th February 2017). The lead person for this equality impact assessment was Alan Gay, Deputy Chief Executive. Members of the Assessment Team were:

Neil Warren	Head of Finance
Coral Main	Head of Business Planning & Risk
Lelir Yeung	Head of Equality
Graham Sephton	Head of HR
Pauline Ellis	Senior Policy & Performance Officer
Tim Rollett	Senior Risk Management Officer
Matt Lund	Senior Policy & Performance Officer

Overview

The Best Council Plan is the council's strategic plan: it explains the environment in which the council operates and its strategic priorities, sitting at the top of a range of council and partnership plans. Aligned with the budget, it is updated annually.

The Best Council Plan 2017/18 has been developed in the context of the approach agreed by the Executive Board in December 2016: it maintains a strong focus on tackling poverty and inequalities through building a strong economy and being a compassionate city, the council supporting this by being an efficient and enterprising organisation. The seven priority areas of work set out in the Best Council Plan 2017/18 have been developed through ongoing consultation and engagement with members and officers and take into account local and national developments (such as November's Autumn Statement and policy changes), the latest socio-economic analysis, local and regional partnership plans and the council's budget-setting processes.

The 2017/18 budget supports delivery of the Best Council Plan 2017/18. This provides the strategic framework for the council's allocation of resources and how it responds to financial pressures to help deliver better outcomes for the people of Leeds.

The financial climate for local government continues to present significant risks to the council's priorities and ambitions. The council continues to make every effort possible to protect the front line delivery of services, and whilst we have been able to balance the budget each year since 2010, have continued to deliver a broad range of services despite declining income, and have avoided large scale compulsory redundancies, it is clear that the position is becoming more difficult to manage and it will be increasingly difficult over the coming years to maintain current levels of service provision without significant changes in the way the council operates. Resource implications will impact on all communities but those who have been identified at being at the greatest potential risk of negative impact include:

- Disabled people – including all impairment groups;
- Black and Minority Ethnic (BME) communities;
- Women;
- Older and younger people; and
- Low socio-economic groups (within this group, there is over-representation by disabled people and BME communities).

The 2017/18 budget has been prepared in the context of the council's Initial Budget Proposals which were agreed by the Executive Board in December 2016 and also the provisional local government finance settlement in accordance with the council's budget and policy framework. As agreed by Executive Board, the Initial Budget Proposals have been submitted to Scrutiny for review and consideration, and have also been used as the basis for wider consultation

Scope

The Equality Act 2010 requires public bodies to give 'due regard' to equality. The council is committed to ending unlawful discrimination, harassment and victimisation and to advancing equal opportunities and fostering good relations.

In order to achieve this we need to ensure that equality and diversity are given proper consideration when we develop policies and make decisions. The council has an agreed process in place to do this through the use of equality impact assessments.

Best Council Plan

The Best Council Plan 2017/18 is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. It includes a foreword from the Leader and Chief Executive, a 'plan on a page' and narrative for seven priority areas of work, each explaining the challenges from the lens of tackling poverty and inequality and what the council, often in partnership, is doing in response. It references the eight cross-cutting 'breakthrough projects'. In development at the time of writing is a set of key performance indicators that will be monitored and reported on to help measure progress in delivering the Best Council Plan priorities and, over time, to help assess whether any difference is being made towards the outcomes.

The council is committed to responding to the challenges of inequality in Leeds within the pressures of the financial context in which we are now operating. The Best Council ambition of being an efficient and enterprising organisation addresses this in two key ways:

- Firstly, by 'getting the basics right': the council needs to continue to deliver and commission good quality public services with our five values at the core of how we work; keep to budgets and deadlines; maintain assets effectively; and streamline internal processes and systems. Staff need to be engaged and motivated to do their best through a mixture of support and empowerment. We need to continue our drive for efficiencies that has helped Leeds manage the significant reduction in government funding at a time of increasing demand-led cost pressures.
- However, efficiencies alone will not be enough to bridge the potential funding gaps between now and 2020 identified in our Medium-Term Financial Strategy

and the proposed Budget for 2017/18. The council therefore needs to work differently, to keep evolving and innovating in terms of what it does and how it does it, exploring different service models and greater integration with other organisations and skilling up staff to grow their commercial and business acumen.

Budget

The council has so far responded successfully to the funding challenges since 2010 by reducing a number of areas of expenditure, most significantly on employees and through better procurement and demand management, and by increasing income as outlined in the Medium Term Financial Strategy.

After taking into account the impact of the anticipated changes in funding and spend, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £63.8m in 2017/18, in addition to an estimated £17.7m additional council tax income.

To develop options to generate these savings, efficiencies and additional income, from April 2016 an ongoing process of reviews has been carried out across a range of services and policy areas with the active involvement of the Best Council Leadership Team (the c.50 most senior managers) and service managers throughout the organisation. With the Best Council Plan focus on tackling inequalities and poverty being central to any proposals, the reviews have identified possible savings / income generation opportunities, decision-making routes for any changes to be implemented, initial identification of possible third sector and equality impacts and a high-level risk assessment. Of particular note are the two key cross-cutting reviews on support services and locality working / leadership (both incorporating reviews of JNC – senior management – staff) and reviews assessing options around income and trading.

These service and policy reviews have been – and will continue to be – updated as part of an iterative approach to developing the council's strategic plan and aligned medium-term financial strategy and annual budgets. All services are within scope though the council remains committed to protecting front-line services as far as possible – especially those that provide support to the most vulnerable.

Efficiencies – savings of £19.9m

In terms of efficiencies, the council has taken quite a distinctive approach. The focus has been on efficiencies from stimulating good economic growth and creatively managing demand for services. This whole city approach drives ambitious plans despite austerity. It is born from our vision for Leeds to be the best city in the UK: one that is compassionate with a strong economy that can tackle poverty and reduce inequalities. This approach coupled with a significant programme of more traditional efficiencies has enabled the council to make £400m of savings since 2010 whilst simultaneously creating the conditions for a thriving and sustainable city where people's lives are better.

Efficiency of the council's own operations remains important and we have reduced budgets in all areas of the council and will continue to do so, whilst protecting frontline services and those for the most vulnerable. At the centre of this work is a whole organisation cultural change programme coupled with modernisation of the work environment creating the necessary conditions for fundamental organisational change and efficiency improvements. Our key achievements so far include:

- Staffing post reductions of 3,200 since 2010 without compulsory redundancy – saving £60m pa.
- £2.4m savings from changes in terms and conditions of staff;
- Over 50% reduction in agency staff since 2013;
- Over £35m of procurement savings since 2010/11;
- Asset review – getting the most from the assets we own and investing in new assets where it makes financial sense, saving over £4m since 2013/14;
- An annual saving in the cost of waste disposal of approximately £7m following the completion of the Recycling and Energy Recovery plant in 2015.
- Innovative use of the balance sheet to generate £35m savings in 2015/16; and
- More effective working with city partners to maximise the impact of the ‘Leeds Pound’.

The directorate reports at appendix 8 to the 2017/18 revenue budget report provide the detail of a range of proposed efficiency savings across all directorates which total some £19.9m in 2017/18. These savings are across a number of initiatives around:

- Organisational design.
- Continuing demand management through investment in prevention and early intervention, particularly in Adults & Health and Children’s & Families.
- Savings across the range of support service functions.
- Ongoing recruitment and retention management.
- Reviewing leadership and management.
- Realising savings by cash-limiting and reducing non-essential budgets.
- Ongoing procurement and purchasing savings.

Fees & Charges – additional income of £7.96m

At its February 2016 meeting, Executive Board approved the recommendations from Scrutiny Board (Strategy & Resources) on fees and charges which included agreement that all fees would be reviewed annually and increased by at least the rate of inflation, that officers should benchmark their charging frameworks each year and that full-cost recovery in line with CIPFA guidance should apply as part of the annual budget setting process. The approved fees and charges policy also requires that any activities subsidised by the general fund are identified during the annual budget process and appendix 10 to this report provides this information.

The 2017/18 budget proposals assume a general increase in fees and charges of 3%. In addition, there are a number of specific proposals to increase fees and charges detailed in the directorate pages where further increases are proposed which in total would generate an additional £7.96m of income by March 2018 over and above inflation. These proposals are set out in the directorate reports at appendix 8 of the 2017/18 revenue budget report.

Traded Services, partner income & other income – additional income of £8.78m

The 2017/18 budget recognises the Best Council ambition of becoming a more enterprising organisation and includes a range of proposals around securing additional income from commercial activities and traded services. In addition, the budget includes income from partner organisations and other income opportunities which are detailed in the directorate reports. These proposals are set out in the directorate reports at appendix 8 of the 2017/18 revenue budget report.

Changes to service – savings of £15.56m

By necessity, managing a reduction of £25.1m in government funding in addition to a range of cost pressures means that the council will have to make some difficult decisions around the level and quality of services that it provides and whether these services should be increasingly targeted toward need.

Detailed service change proposals which together total savings of £14.91m by March 2018 are set out in the directorate reports at appendix 8 to the 2017/18 revenue budget report.

Minimum revenue provision – savings of £9.6m

Recent years have seen many local authorities across the country revising their MRP policies, in particular to move away from the use of the old statutory calculation method for MRP on debt incurred up to 2007/08. The council made this change in its 2015/16 MRP policy, moving to an annuity based asset life method using an average asset life based on data from more recent years. If it had wished to, the council would first have been permitted to make this change when the current MRP requirements were introduced in 2008/09. If the policy had changed in 2008/09, the MRP on this tranche of debt would have been lower than was actually charged during the years between 2008/09 and 2014/15, but would now be at a higher level than currently and would be fully repaid seven years earlier than under the current MRP policy. Such an earlier repayment date would more closely reflect the principle set out in the statutory guidance that borrowing should be repaid over the life of the assets which it has funded, as it takes into account that this tranche of borrowing originated in 2007/08 or earlier. It is therefore proposed that for its 2017/18 MRP policy the council calculates the MRP due on its pre 2007/08 debt on the basis of an annuity based asset life calculation applying from 2008/09, and treats the additional MRP set aside since 2008/09 as an overprovision. Under the current MRP policy, by the end of 2016/17 the overprovision of MRP set aside on this basis would be £92.3m.

It is proposed that the overprovision would firstly be applied over a three year period in a way which would smooth the impact of any timing variations in the availability of capital receipts and reduces the MRP charge to revenue by £9.6m. The remaining cumulative overprovision would then be applied evenly over the following three years.

Further information regarding minimum revenue provision is included in the Capital Programme 2017/20 report which is on today's agenda including the proposed policy for 2017/18. In line with the proposals outlined above, the proposed budget for 2017/18 includes savings of £9.6m to the minimum revenue provision budget.

Impact of proposals on employees

Following the 2015 spending review it became clear that the council's funding position would give rise to the need for further reductions in staff. At that time it was estimated that the council would need to downsize by between 1,000 and 2,000 full time equivalent (fte) posts by the end of March 2020. Accordingly the council re-issued a section 188 notice (notice to collectively consult to avoid redundancies issued under s.188 TULRCA 1992)

Given the scale of this challenge, it was the council's view that this level of reduction could not easily be achieved without compulsory redundancies. Since May 2016, the council has held extensive discussions with Trade Unions. This engagement has been both positive and constructive and has collectively explored opportunities to manage staff reductions down in a way that avoids compulsory redundancies. As a result, through a combination of normal turnover, voluntary retirement and severance, and through greater staff flexibility, it is felt more likely now that the required reductions in staff can be achieved without the need for compulsory means. Whilst it still may be necessary in some circumstances, the council will continue to strive to avoid compulsory redundancies.

The council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the staffing posts of around 3,200 ftes to March 2017, generating savings of £60m per year.

Furthermore the numbers of staff reductions required are now estimated to be at the lower end of the scale first envisaged. The budget proposals provide for an estimated gross reduction up to 598 in budgeted posts (full-time equivalents) by 31st March 2018, offset by increases in some services which amount to 114, giving an overall net reduction of 484 fte staff.

Fact finding – what do we already know

Demographics: A Changing Population

Based on the latest 2015 mid-year figures estimate published by the Office of National Statistics (ONS) ¹:

- The Leeds population is 774,100.
- While the population is growing, the percentage increase is less than for the UK as a whole. In the 10 years since 2005, the Leeds population increased by 39,000 people, an increase of 5.3% compared to the UK increase of 7.8%.
- The percentage increase in 0-15 year olds is greater in Leeds than for the UK as a whole:
 - In the 10 years since 2005 the Leeds 0-15 population has increased by 9.5% compared to a UK increase of 4.9%.
 - There are 145,900 children aged 0-15 in Leeds, 12,700 more than in 2005.
 - The proportion of 0-15 year olds in Leeds is 18.8% which is the same as for the UK as a whole.

¹ Population figures are from the latest Statistical Bulletin from the Office of National Statistics (ONS)

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2015>

- Leeds has a larger than average proportion of 20-29 year olds at 17.7% (136,700 people) compared to the UK proportion of 13.4%
- The population of older people aged 65 and above is growing in Leeds. In the 10 years since 2005:
 - This population has increased by 9.4% compared to a UK increase of 20.8%.
 - Leeds has a smaller proportion of people aged 65 and above at 15.4% compared to a UK proportion of 17.8%
 - Although the percentage increase in Leeds is smaller than for the UK as a whole, it is important to note that there are 119,200 people aged 65 and over in Leeds -10,200 more than in 2005.
- The population of very old people also increasing. In the 10 years since 2005:
 - The population of those 85 years and over has increased by 14.0% compared to a UK increase of 31.1%.
 - Leeds has a similar proportion of people aged 85 and above as the UK at 2.0% compared to a UK proportion of 2.3%.
 - Although the percentage increase in Leeds is smaller than for the UK as a whole, it is important to note that there are 15,500 people aged 85 and over in Leeds which is 1,900 more than in 2005. The increase has been greater for males as there are now 1,200 more men aged 85 and above than in 2005. The number of women aged 85 and above has only increased by 700.

Based on analysis comparing the 2001 and 2011 censuses:

- Leeds is becoming increasingly diverse with the Black and Minority Ethnic (BME) population accounting for 18.9% of the resident population (up from 10.8% in 2001). In addition the school census from January 2016 shows that 31.1% of the school population are from Black and Minority Ethnic Groups.
- The number of Leeds residents born outside of the UK has increased from 47,636 (6.7% of the population) in 2001 to 86,144 (11.5%) in 2011, with just over 20,300 people being born in the EU (12,026 born in EU accession countries) and just over 61,000 born elsewhere.
- Of the 86,144 people born outside the UK, more than half arrived in the last 10 years, 67% were between the ages of 16 and 44 when they arrived in the UK, and 29.5% were aged 15 or younger.
- There is no direct count of disability, but the census collects information in relation to 'long term health problems or disability'. In Leeds 83.2% of people say that their day to day activities are not limited by long term health problems or disability, 7.9% say they are limited a lot and 8.9% say that they are limited a little.
- The proportion of people who say they are Christian is lower in Leeds (55.9%) than across the whole of England and Wales (59.3%), while the proportion of people who say they have no religion is higher (28.2% and 25.1% respectively).

- Compared to England and Wales, Leeds has higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%).

As a growing city, Leeds is seeing significant changes to its population make-up:

- The number of children and young people is projected to continue to rise. Up until now, the growth has been driven by Early Years (0-5 years old) and then primary school-aged children. However, from 2016 onwards, the majority of the growth is projected to be in the number of secondary school-aged pupils.
- The number of elderly people will continue to rise, as the baby-boomer generation grows older. This has implications not only in terms of public services, ensuring that older people get excellent care and support when they need it and are enabled to live independently, but also in terms of the labour market as we make the most of the skills and talents that everyone has to offer.
- In the 10 years between the 2001 Census and the 2011 Census, the BME population in the city increased from 10.8% to 18.9%, and the number of residents born outside the UK almost doubled. There have been very localised impacts across the city - with complex, related issues such as 'national identity', language proficiency, transient populations and variations in birth rates that in turn influence service provision and the wider interface between communities.
- In part linked to demographic change, in part linked to wider social change, patterns of faith have also changed across the city - different ethnic and religious groups have very different age profiles and understanding these differences is key to helping plan and deliver appropriate services.

Poverty and Inequality

The key message in the 2016/17 Best Council Plan is that for Leeds to be the Best Council in the Best City, we need to tackle poverty and reduce inequalities. The council's approach to equality improvement recognises poverty as a barrier that limits what people can do and can be. The approach recognises that a number of protected characteristics are disproportionately represented in those people living in poverty.

Our latest socio-economic analysis (notably the 2015 Joint Strategic Needs Assessment, analysis based on the 2015 Index of Multiple Deprivation and the 2016 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society. The Indices of Multiple Deprivation shows the geographic concentration of deprivation in the communities of Inner East and Inner South, confirming the wider analysis of poverty and deprivation undertaken in the Joint Strategic Needs Assessment. Analysis of relative change in the city since the previous Index suggests that there has been some intensification of the concentration of our most deprived and least deprived neighbourhoods.

- A fifth of the Leeds population – around 155,000 people across the city are classified as being in 'absolute poverty'. (Absolute Poverty measures individuals

who have household incomes 60% below the median average in 2010/11, adjusted for inflation.)

- Over 26,000 (18.1%) Leeds children are in poverty, 67% (18,000) of whom are estimated to be from working families (2014/15).
- In recent years there has been an increase in the number of people in employment who are living in poverty. Nationally over 5 million people now live in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.
- During 2014/15, in-work poverty was estimated to affect 69,000 Leeds adults. Almost 28,000 Leeds residents in full-time work earn less than the Real Living Wage of 2015 and almost 9,500 Leeds workers are on zero hour contracts.
- Over 38,000 Leeds households were in fuel poverty and around 8,000 of these households were paying their fuel bills via prepayment meters during 2014.
- Leeds has 105 neighbourhoods in the most deprived 10% nationally. This is 22% of Leeds neighbourhoods. Leeds is ranked at 31 out of 326 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 45% and Manchester has 41%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as the 3rd most deprived out of 326 local authorities. There are 2 local authority measures that are designed to help identify large deprived populations:
 - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds has the 3rd highest number at 120,622² (Birmingham has the highest number and Manchester the 2nd highest).
 - Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds has the 3rd highest number at 59,553³ (Birmingham has the highest number and Liverpool the 2nd highest).

Financial Hardship

Poverty is recognised as an issue that impacts on equality, and financial exclusion as a barrier to an equal society. We know that poverty and financial exclusion disproportionately affect people within specific equality groups, particularly single parents, and people with mental health problems. For example, a report by the Mental Health Foundation asked people to identify the causes of their anxiety, with almost half of those surveyed (45%) saying that financial issues caused them to feel

² The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means tests). Data is from 2012.

³ A count of working age people who are involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. Data is from 2012

anxious (Living with Anxiety, 2014). Below we have provided statistics to show the scale of financial hardship across Leeds:

- The implementation of welfare changes from April 2013 has contributed to many families falling into rent and council tax arrears or further into arrears. As a result, in 2015/16 the council saw over 6,000 awards to people accessing its Local Welfare Support Scheme for both emergency (food and fuel) and basic needs provision (household goods), totalling over £685,000 in direct awards.
- Further welfare changes, including the new under occupancy charges, have affected almost 6,000 Leeds households. The Benefit Cap affected almost 260 households during 2016, and the Department for Work and Pensions estimates a further 1,250 households will be affected in 2017.
- Over 22,000 households in Leeds now have to pay 25% of their Council Tax due to changes to Council Tax Support.
- Mirroring national trends, the city has also seen the emergence and significant growth of foodbanks, supported by the establishment of the Leeds Food Aid Network to coordinate emergency food provision across the district. Over 25,000 people in Leeds have needed assistance with food via a food bank between April 2015 and March 2016.
- Access to credit and interest rates for those on low incomes or with poor credit histories also remains high. In Leeds it is estimated 103,000 payday loans were taken out between January 2014 and June 2015.

Consultation

The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities. These have been shaped through past and ongoing consultations and stakeholder engagement, including significant consultations to help develop a new Transport Strategy for the city, for new developments such as the South Bank and the Housing Site Allocations Plan that have involved many thousands of Leeds residents. The council also recently concluded a call for evidence for the emerging Leeds Growth Strategy and continues to engage with residents as services for older and vulnerable people change. The Best Council Plan priority areas of work have been developed through consultation with officers and members, including Scrutiny Board (Strategy and Resources).

Evidence from public perception that services and localities already hold with regard to people's priorities also supported the preparation of the Initial Budget Proposals for 2017/18 considered by the Executive Board in December 2016.

As in previous years, residents and wider stakeholders are given the opportunity to comment on the Initial Budget Proposals in a variety of ways. The approach to this year's budget consultation took account of 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. It also recognised the ongoing uncertainty over the exact level of financial settlement the council would receive, which was not resolved by the consultation start date.

Public consultation on the Council's 2017/18 Initial Budget Proposals ran from 15th December 2016 to 31st January 2017. The consultation took the form of a brief online summary of the proposals at www.leeds.gov.uk/budget which was supported by the full Executive Board report. There was a response form allowing participants

to navigate the different report sections, learn about and then comment on the budget proposals. Paper equivalents were promoted in public council buildings to ensure wider responses and the full Leeds Citizens' Panel was also invited to comment (followed with reminder messages during the consultation period). The council social media channels were also used to promote the consultation opportunity.

An open-response format was chosen for the response form to give participants flexibility to share any views they wished. At the point of reporting, over 450 comments had been submitted by 61 respondents.

Participants were asked to complete equality monitoring information and the following table, based on interim sets of results taken with two weeks of the consultation period remaining, shows the profile of the respondents. Note that not all respondents completed all parts of the equality monitoring, and that rounding up or down of figures may mean totals do not add up to 100%.

Gender	
Male	69%
Female	27%
Prefer not to say	4%

Age	
Under 18	0%
18-25	0%
26-35	7%
36-45	31%
46-55	18%
56-59	6%
60+	35%
Prefer not to say	4%

Ethnicity	
White British	93%
White Irish, BME, other ethnicities	0%
Prefer not to say	7%

Self-declared disability	
Yes	16%
No	76%
Prefer not to say	7%

Religion	
Buddhist	0%
Hindu	0%
Muslim	0%

Religion	
Christian	38%
Jewish	4%
Sikh	0%
No religion	47%
Other	4%
Prefer not to say	7%

Sexual orientation	
Heterosexual/Straight	69%
Lesbian/Gay woman	0%
Gay man	9%
Bisexual	4%
Prefer not to say	18%

The interim findings from the consultation are set out below.

Each question is followed by a table showing the main thematic groups of comments made, ranked by percentage of all comments made. Percentages have not been used where there were few comments for particular questions. Instead a general summary of themes is given.

1. **Comments on our overall budget approach.**

Respondents were invited to comment on the overall approach to the 2017/18 budget

Theme of comments made (% of all comments)	
Generally supportive	36%
Generally critical	31%
Encourage more people to take action and responsibility	7%
Concern at impact of changes on vulnerable people	12%
Other (wide range of specific points)	6%

2. **Additional ideas on efficiencies and income generation**

Respondents were invited to share ideas on other ways the council can cut costs and increase income. A wide range of comments were given, and common ideas included:

- Stop supporting free events / Christmas lights
- Reduction in number of elected members
- New and increased fines and charges, including parking

3. **Alternative priorities**

Residents were asked if there were other priorities they would like the council to consider in future. Again, a wide and diverse range of comments were made, with common themes including:

- Care for elderly people
- Improve transport infrastructure
- Education and preventative actions

4. Comments on the proposals to save £24.9m by becoming more efficient

Theme of comments made (% of all comments)	
General support for approach	16%
Critical of approach/sceptical	16%
Make most use of assets	9%
Encourage volunteering	6%
Concern over pressure on staff	6%
Only provide core services	6%
Other (includes range of specific suggestions)	31%

5. Comments on the proposals to bring in £6m extra through an increase in some specific fees and charges

Theme of comments made (% of all comments)	
Against parking charge rises	25%
General support for approach	16%
Concern at impact on vulnerable/low income	16%
Generally critical of approach	13%
Go further	13%
Other (wide range of specific points)	19%

6. Comments on the proposals to bring in £8.9m extra through trading some of our services, and accessing funding from our partners

Fewer comments were made on this issue, but common themes included:

- General support for the approach, and to go further if possible
- Concern as to how achievable the target is
- Feeling this is not the council's job

7. Comments on any other proposals we are putting forward to make savings and bring more income (in section 6.3 of Initial Budget Proposals report)

Again, a limited number of comments were made here, and those made were focussed on specific single local or policy issues.

8. Comments on the proposals for Council Tax levels in 2017/18, including the proposal to raise funds specifically for adult social care services through an additional 2% rise in Council Tax (or greater should the government change the rules on this)

Theme of comments made (% of all comments)	
Support full increase	39%
Against increases	22%

Would support even greater ASC precept increase	22%
Concern at impact on vulnerable/low income	11%
Other (wide range of specific points)	8%

9. Directorate budget proposals

Respondents could also give comments on the detailed Initial Budget Proposals report appendices setting out each council directorate's budget proposals for 2017/18. Fewer comments were made here, and the main emerging themes are briefly set out below.

Adult Social Care

- Around a third of comments show general support for the budget approach
- Another third show concern about the impact in on vulnerable groups in general, about day centre closures or for specific user groups

Children's Services

There has been little consistency in comments received so far; however a number did suggest people should take more responsibility for themselves and their children

Citizens and Communities

A limited number of comments were made, with a mix of views whether or not the council should be involved in supporting more deprived communities. A number of comments were supportive of efforts to boost voluntary action.

City Development

Again a varied set of responses were received, although a number were generally supportive of infrastructure development, including transport, to help manage Leeds' growth.

Civic Enterprise Leeds

Few respondents commented on this section, but a number had general concerns about private enterprise.

Environment and Housing

Emerging themes included:

- Making better use of empty properties and making more homes available;
- Ensuring that charges don't stop people visiting attractions, or start fly-tipping;
- Helping residents do more to recycle and keep places clean.

Public Health

Comments tended to focus on concerns over reduced spending on important preventative services, and that people need to take greater responsibility themselves.

Strategy and Resources

Few comments were made here, but a number suggested further cuts in this area were possible, while others suggested greater regional sharing of resources.

Third Sector

The council has a strong and valued relationship with the third sector. It has long recognised the critical role that the sector plays in the life of the city. The council and the sector continue to be committed to working together to ensure the best possible outcomes for the people of Leeds. The council demonstrates its commitment to the sector not only in the significant investment into the sector for the delivery of service, but in its investment in the infrastructure in the sector and in the development and maintenance of the partnership relationship at all levels across the city.

The third sector Partnership is the part of the city infrastructure where the third sector, the council and other public sector partners' work together to ensure that collectively the conditions for a thriving third sector are created so it is able to play its part in delivering partnership agendas and better outcomes for the people of Leeds.

The council has developed a framework in collaboration with the third sector which is used as a basis for an annual detailed analysis of third sector investment. This tool has its limitations but it is useful to track third sector investment trends year on year.

It shows that despite the significant reductions in the council's budget over the last 3 years, overall investment in the third sector has broadly been maintained. In fact even with the 'spin out' of former public services, such as Aspire in 2015/16, the actual investment figure into the sector in the last financial year has increased.

Year	Investment in £m	Increase / Decrease in £000	% increase / decrease
2015/16	127.1	15.1	13.5%
2015/16 (excluding Aspire)	109.3	-2.7	-2.4%
2014/15	112.0	2.8	2.6%
2013/14	109.2	0.6	0.6%
2012/13	108.6	-0.8	-0.7%
2011/12	109.4	-10.5	-8.8%
2010/11	119.9	-3.5	-2.8%
2009/10	123.4	N/A	N/A

The number of individual organisations that the council has contracts with has also remained broadly static. The number of individual third sector bodies the council did business with in 2015/16 amounted to 1,860 compared with just over 2,000 in the previous year (and similar numbers in prior years). These transactions include major social care contracts with a small number of organisations and small scale but important investment in hundreds of very small grassroots groups.

- 27 organisations received total payments of £1m or more which equates to 58.3% of business with the third sector
- 902 organisations received less than £1,000 each which equates to 0.24% of the council's business with the third sector

The council continues to invest in third sector infrastructure, including Third Sector Leeds, (the sectors' voice and influence body) and a network of third sector forums. This facilitates strategic engagement with the sector and dialogue between the sector, the council and range of partnerships across the city. The council also provides funding to enable individual organisations to start up, develop and grow to help them deliver maximum impact for the benefit of the citizens of Leeds.

The council has been a leading partner in the development of the Leeds Social Value Charter which was launched in May 2016 to deliver benefits for all sectors and the city. The Charter was initiated by the Third Sector Partnership to help ensure that social, environmental and economic added value can be recognised in contracts and so that the third sector can benefit from private and public sector community investment and social value commitment.

There has been continued dialogue with the third sector over the last 12 months regarding the continued budget challenges. This includes:

- Discussions at the Third Sector Partnership which is chaired by the Executive Member with responsibilities for Communities and attended by the Assistant Chief Executive (Citizens and Communities). They have provided regular budget updates and, at the time of writing, will be discussing this further at a Partnership meeting on 30 January 2017.
- Council directorates also have well established on-going arrangements and dialogue with their third sector partners and other interested third sector stakeholders which shapes and informs their approach to the budget challenges. They are also in regular detailed discussions with organisations that will be impacted by any budget reductions.

The third sector has also been invited by the council to lead innovation and engage in discussions about new ways of working in response to the budget challenge, changing demographics and demands on services, which is a demonstration of the relationship between the council and the sector.

The council has once again made resources available, to encourage innovation, maximise access to external funding and to support new ways of working in the third sector, for example through the Third Sector Innovation Fund, which because of the budget pressures was reduced by £50k to £100k for 2015/16. This will be the final year the fund will be available. Other resources, like the Adult Social Care Better Lives Fund have also been made available to encourage innovation and new ways of working.

In spring 2015 a cross-sector task group was established to explore opportunities to maximise external funding into Leeds and specifically into the third sector. This work continues. Relationships with major external investors like the Big Lottery have emerged strengthening funding information and support arrangements. This has resulted in third sector organisations and consortiums securing significant external resources.

The recently established People's Commissioning arrangements provide a forum to ensure that the impact of any third sector disinvestment is in line with established best practice protocols and that individual decisions of directorates do not result in collective unintended consequences on individual organisations or parts of the sector.

The Third Sector Partnership continues to drive forward a strategic and considered focus on the third sector and will broker further necessary discussions on the budget challenges and new ways of working, contributing to the delivery of the Best Council Plan.

Workforce Profile

In response to the financial challenges we are facing, the council recognises the need to significantly reduce its workforce. Working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk is creating a more flexible and responsive workforce and avoiding the need for as many redundancies as initially estimated.

In-work poverty and low pay remain issues of national concern. In Leeds action has been taken to tackle this, as reported to the Executive Board in September 2015. These actions reflect the commitments in the Low Pay Charter which was adopted by the council in April 2015.

In April 2016 the council's minimum hourly rate was increased to £8.01 with a commitment to review this annually in the overall context of the budget strategy. Increases are considered in terms of affordability, impact on pay structures and national pay settlements. A further increase to £8.25 was set out in the Pay Policy Statement also agreed in 2016. These changes have a positive impact on in-work poverty, women, under 25s and part time workers.

In December 2015 there were 15,084 people employed in the council (excluding schools and casual staff). In December 2016 this figure was 14,693, a reduction of 391 members of staff. The workforce profile of all employees is shown below.

Gender	Number	%
Male	5758	39%
Female	8935	61%
Total	14693	100.0%

Disability	Number	%
Not disabled	12563	86%
Disabled	803	5%
Not specified	1327	9%
Total	14,696	100%

Ethnic Origin	Number	%
Non BME	10979	74.7%
BME	1906	13%
Not specified	1811	12.3%
Total	14693	100.00%

Sexual Orientation	Number	%
Heterosexual	7121	48%
Lesbian, gay or bisexual	281	2%
Not specified	7291	50%
Total	14693	100.00%

Religion or belief	Number	%
Religion	8431	57%
Not specified	6262	43%
Total	14693	100.00%

Age	Number	%
16 –25	947	6%
26 - 64	13464	92%
65 +	282	2%
Total	14693	100.00%

To date the number of people leaving through turnover and the voluntary early retirement and severance scheme is not adversely affecting the workforce equality profile. However, the reducing workforce, coupled with reduced external recruitment, is affecting our ability to improve the workforce profile to reflect the city population (based on 2011 census data). We are working hard to improve this and although long-term in nature, this work is deemed high priority. The council promotes equality and diversity and is committed to creating a representative organisation with an inclusive culture. All members of the Corporate Leadership Team and the Chief Officers have a specific inclusion objective in their appraisals, political support is strong and a comprehensive programme of work is in place, with strong links to our Staff Network groups. Additionally a new Disclosure Audit is ongoing to produce a more up to date profile of the workforce. Due regard continues to be given to all key and major decisions which may impact on the workforce.

Our staff engagement results are very positive, with three year trends showing improvement across all areas linked to our workplace culture and values.

Overview of Fact Finding

This is a high-level strategic analysis and equality impact assessment of the proposed Best Council Plan, Budget and Council Tax for 2017/18. It has not identified any specific gaps in the equality and diversity information used to carry it out.

Specific equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2017/18 through the council's decision-making processes.

Equality Considerations

The tables below highlight the range of protected characteristics/equality groups, stakeholders and other potential barriers that could be impacted on by the Best Council Plan and Budget proposals:

Protected characteristics		
<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Carers	<input checked="" type="checkbox"/> Disability
<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Religion or Belief
<input checked="" type="checkbox"/> Sex (male or female)	<input checked="" type="checkbox"/> Sexual orientation	
<input checked="" type="checkbox"/> Other	This includes marriage and civil partnership, pregnancy and maternity and those areas that impact on or relate to equality: tackling poverty and improving health and well-being.	
Stakeholders		
<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> Employees	<input checked="" type="checkbox"/> Trade Unions
<input checked="" type="checkbox"/> Partners	<input checked="" type="checkbox"/> Members	<input checked="" type="checkbox"/> Suppliers
Potential barriers		
<input checked="" type="checkbox"/> Built environment	<input checked="" type="checkbox"/> Location of premise and services	<input checked="" type="checkbox"/> Information and communication
<input checked="" type="checkbox"/> Customer care	<input checked="" type="checkbox"/> Timing	<input checked="" type="checkbox"/> Stereotypes and assumptions
<input checked="" type="checkbox"/> Cost	<input checked="" type="checkbox"/> Consultation and involvement	<input checked="" type="checkbox"/> Financial exclusion
<input checked="" type="checkbox"/> Employment and training		

Equality Impacts Identified

The 2017/18 revenue budget and council tax support the council's ambitions, policies and priorities as set out in the Best Council Plan which are aimed at tackling inequalities and ensures budget cuts are managed sensitively. This requires an understanding of potential negative impact on groups and protected characteristics and action identified and taken to mitigate against these. The revenue budget will impact on all communities but those who have been identified at being at the greatest potential risk of negative impact include:

- Disabled people – including all impairment groups;
- Black and Minority Ethnic communities;
- Women;
- Older and younger people; and
- Low socio-economic groups (there is over representation within this group by disabled people and BME communities).

Equality Improvement Work

Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy that tackles poverty and reduces the inequalities that still exist.

Equality analysis used to set the council equality improvement priorities has also been used to inform the 2017/18 Best Council Plan priorities and budget proposals and highlights the challenges the city will have to address to tackle inequality and help people out of poverty. The Equality Improvement Priorities recognise that there are currently different outcomes and experiences for different groups and communities and progress against them are reported annually. The Annual Equality Progress Report can be accessed [here](#).

Below is a sample of progress that has taken place over the last 12 months to help improve outcomes and reduce inequalities.

Domestic Violence

The council recognises that domestic violence has a significant impact on the lives of many individuals, families and children in the city with over 14,500 incidents of domestic violence reported to the police every year in Leeds. In addition to the human impact on the health and wellbeing and life chances of individuals there is also a substantial financial impact to the city in terms of the costs of services and lost economic output.

Domestic violence has been identified as one of the council's 8 cross-cutting 'breakthrough projects'. The aim of the breakthrough projects is to bring council directorates, partner organisations, communities and individuals together to tackle issues that will have the biggest impact on the people of Leeds.

Over the last 12 months significant work has been undertaken under the following 4 priority areas:-

- Changing attitudes and perceptions (individuals and communities)
- Supporting victims (adults, children and families)
- Challenging behaviours (working with perpetrators)
- Enabling Effective Change (workforce and organisational response)

Specific improvement work has included:

- **Front Door Safeguarding Hub** - this has been established to provide a real time multi-agency response which happens daily to high risk and medium risk (with crime) domestic violence incidents reported to the police within a given 24-hour period.
- **School Domestic Violence Notification** - a process has been developed to inform schools within 24 hours when their pupils have been present at an incident of domestic violence where the police have attended. This allows them to better look after children the day after the incident.

- **GP Pilot** - A new approach to promote routine enquiries among GPs. Health workers and in particular, GPs, are particularly accessible to marginalized groups. Four practices are running a 6 month pilot which involves GPs asking every woman they see if she is experiencing abuse. A domestic violence lead in each practice is trained to speak to those women who answer 'yes' to the GP and a Women's Aid Support Worker is on site on a sessional basis at each practice to see women.
- **Domestic Violence Ambassadors and Human Resources Champions** - A group of Ambassadors is being established across the council. The Ambassadors are offered training courses, as available, to give them grounding in domestic violence and abuse issues to allow them to answer basic questions from team mates and promote good practice within their teams. The Human Resources Champions are a complimentary scheme established as part of the council's new Domestic Violence and Abuse Policy. They are trained to a greater depth of understanding and are able to offer support and guidance to colleagues experiencing domestic violence
- **Perpetrator Responses** - New ways to engage with perpetrators are being explored. The city's Integrated Offender Management programme is being reshaped to respond to domestic violence perpetrators. A parenting programme, Caring Dads, has been successfully piloted by Safer Leeds. This programme offers a 17 week course for men who would like to become better fathers by recognising and changing their abusive behaviour.
- **Disseminated Lessons Learned from Domestic Homicide Reviews** - To promote good practice and prevent future homicide. Around 500 practitioners have attended 2 hour multi-agency briefings on practice issues.

In addition, the council's breakthrough project has also undertaken work to increase awareness and work with partners to tackle domestic violence.

Private Sector Housing

The majority of people in Leeds (approximately 78%) live in privately owned or rented housing. There are more privately rented properties in the city (approximately 60,000) than council houses. The private rented sector makes a significant contribution to meeting housing need both as a long-term tenure of choice and as a 'stepping stone' to other housing options/tenures.

However, the most disadvantaged in society are more likely to live in poor standards of housing and there is a high concentration of poor housing in the private rented sector. As a result of work undertaken:-

- The number of long term empty homes (empty for longer than 6 months) has been reduced from 5,776 in March 2012 to 3,777 in March 2016;
- A five-year target of having a net reduction of 400 long-term empty properties per year was set in April 2012. The net reduction of 1,999 by the end of March 2016 means the council has almost met the target a year ahead of schedule;
- A target of bringing 3,200 properties back into use was set for 2015/2016 and performance for the year was 3,312;
- 65 long-term empties were returned to use in the Leeds Neighbourhood Approach areas;
- 2,763 property inspections and re-inspections were carried out in 2015/2016;

- 1,252 hazards were removed or reduced in 2015/16 as a result of service interventions;
- A total of 5,508 people benefitted from our interventions in the year;
- In 2015/16 a total of 191 substantive legal Notices were served as well as 318 Power of Entry Notices to allow investigations of poor housing. In addition, over 700 HMO (Houses of Multiple Occupation) licenses or variations were also issued; and a total of 3 prosecutions were completed in the year.

Fuel Poverty

The Department of Energy and Climate Change fuel poverty statistics estimated that approximately 11.6% (38,000) of Leeds households are classed as being in fuel poverty, according to the new low income/high costs definition.

Reducing fuel poverty increases life expectancy, improves mental health and wellbeing and reduces health inequalities. In addition, it improves children's educational achievements and school attendance. Supporting tenants to maximise income will result in them having more disposable income for rent and food, which will lead to an improved quality of life for vulnerable tenants who are elderly and disabled. The council's Affordable Warmth Strategy was developed with the aim of reducing fuel costs across the whole housing stock to prevent any household from falling into fuel poverty.

In 2015 the council's Executive Board approved an investment programme to install 1,000 solar panels to council properties. The council prioritised the installation of solar panels in the Inner East and Inner South areas of Leeds which have high levels of poverty and deprivation. In addition, support and training was provided to tenants on energy efficiency. As result, tenants have benefited from:

- Free electricity generated by the solar PV systems.
- Average electricity generated per home of 521.87Kwh (during winter/spring) which equates to an average savings per household of £67.84
- Total carbon emissions prevented is 285.39t which equates to taking 159 cars off the road.
- The generation rates, financial savings and CO2 reductions will increase during the summer period.

The investment of £3.8m is expected to save tenants experiencing fuel poverty over £4.4m in electricity costs over 20 years. Installing solar panels to council homes contributes to numerous city wide priorities and is a specific action within the council's Low Carbon breakthrough project. Carbon emissions will reduce by around 862 tonnes per annum, equivalent to taking approximately 452 cars off the road.

Hate Crime

The key objectives of the Hate Crime Strategy for Leeds are to raise awareness of what constitutes a hate incident/crime and increase the confidence of victims to report their concerns.

One area of hate crime that partners have been concerned about for some time is the low level of reports received within the Religion/Faith strand, particularly in light of global, national and regional events, tensions and the reported rise of Islamophobia. There has also been a concern that some faith reports are being

incorrectly categorised as race hate reports due to a lack of understanding of the motivations.

Working in partnership with Stop Hate UK, the Leeds Anti-Social Behaviour Unit Team secured funding through the West Yorkshire Police and Crime Commissioners Office to develop a programme to engage with community representatives across Leeds, to identify and train new advocates and promote awareness of faith issues. The funding secured paid for five bespoke training sessions and a promotional campaign to improve information available to faith communities through the use of posters, improved advocacy and media opportunities.

Delivery of the project has highlighted the difficulties in connecting with some of the diverse groups and organisations in the City. Work has included working with the Leeds Faith Covenant Partnership and identified key contacts from Muslim, Jewish, Christian and Sikh groups across the city informing them of the opportunities available through the project. The response has not been as successful as anticipated.

However, there has been some progress with smaller groups across the City through the West Yorkshire Police Hate Crime coordinators and established links with an Afghan Women's group and the Syrian Sisters group. Representatives have come forward to attend training alongside partner agency staff to raise awareness of what constitutes a faith hate incident and enable those advocates to encourage victims within their groups to report through the appropriate channels. The project has already built some new bridges into community groups that were previously unknown to the partners and other links are still being progressed. Over the longer term it is hoped that the project will improve both victims' confidence to report and partner organisations' understanding of how to distinguish between faith and race hate incidents.

Health Improvement

Many disadvantaged parents-to-be, who are most likely to need support, are less likely to access perinatal education or support over and above their standard midwife care. The Leeds Maternity Health Needs assessment (2014) reports that 30% of births in Leeds occur to families living in the 10% most deprived Lower Super Output areas (approximately 3,150 births per annum) and sets out the considerable inequalities that exist with regard to maternal and infant health.

The Leeds targeted Perinatal Education programme was developed with the aim of improving birth outcomes and longer term development opportunities for babies from families with more complex needs. These targeted programmes have been developed and commissioned to more specifically meet their needs and reduce inequalities in health and wider outcomes. Key benefits reported from clients include support to access safe affordable housing, increased feelings of self-confidence and self-esteem, reduction in social isolation, increased ability to navigate health care system, improved birth outcomes and satisfaction with the birth experience, high breast feeding rates and opportunities to gain work experience and employment.

BME Support Services

Under representation of black and minority ethnic (BME) and especially those from new and emerging communities who use Adult Social Care services and

Safeguarding was highlighted as a concern. These groups are underrepresented when compared with the whole population profile.

New migrant communities hold a number of preconceptions about Adult Social Care ranging from 'I don't know what Adult Social Care do' to 'Adult Social Care will take away your children, stay away from them.' The Migrant Access Project has been working on identifying and understanding what the barriers are to new and emerging communities accessing Adult Social Care services and Safeguarding. It is recognised that these issues affect all BME groups but new migrant communities have a range of additional issues and barriers that require a greater degree of understanding. As a result additional work was needed to breakdown these barriers and to develop and deliver appropriate and useful services.

This links into the development across Adult Social Care of the asset-based community development model based on the strengths and abilities of individuals and communities to develop services that are appropriate to the needs of that community.

Based around the asset based community development model the Migrant Access Project developed a training programme covering key areas including education, housing and social care. Under Social Care the areas that were looked at included carers, disabilities, residential, older people and day centres to ensure that Migrant Community Networks could take accurate and relevant information back to their communities.

One undertaking was the use of a buffer organisation where individuals or groups from the community could go and discuss issues around Safeguarding or other concerns. Such buffer organisations allow open discussion before or instead recourse to formal government bodies something many communities feel uncomfortable about due to previous experiences. The body who undertook this buffer role is VAL (Voluntary Action Leeds).

Improving Access

In March 2016 Leeds City Council received the gold award of Attitude is Everything's Charter of Best Practice for showing continuing commitment to venue access to customers and performers for the council's outdoor venue, Victoria Gardens. Victoria Gardens hosts a number of events throughout the year including the annual Leeds Christmas Lights Switch On. Victoria Gardens is the first permanent local authority-run events space to receive the Gold award in the country.

The council's Events team will continue to work with Attitude is Everything to ensure its venues and events are as accessible and usable as possible for as many people, striving to improve disabled customers experience year on year, exceeding expectations, removing barriers which may prevent people from participating in/ experiencing events, and actively promoting an inclusive approach

Health Inequalities

Leeds Let's Get Active was launched in 2013 to explore barriers to physical activity and support the most inactive to participate in 30 minutes of moderate intensity physical activity per week. This is aimed at reducing health inequalities across the city. Inactivity costs the city around £10.4m each year. The project is funded by Sport England (£500k) and the council through its Public Health role (£500k) with in kind and staffing support from the council's Sport and Active Lifestyles service which

developed and now manages the project. It provides a universal free offer of gym, swim, classes, walking, running and family activities in 17 leisure centres and a variety of community venues and parks across the city. Leeds Let's Get Active works in partnership with a variety of organisations.

The project which is continuing into 2017/18 has resulted in the following:-

- Nearly 75,000 people have registered to take part in Leeds Let's Get Active
- 48% of registered individuals were classed as inactive at baseline (less than 30 minutes per week)
- 86.9% did not meet the Chief Medical Officers recommendations of 150 minutes of physical activity per week
- There have been 348,128 visits to Leeds Let's Get Active sessions. 45% of these visits were made by participants classified as inactive at baseline and 85% of visits were made by participants reporting lifestyle risk factors in combination (2 or more)
- 17.9% of participants that have registered since April 2015 have been diagnosed with a Long-term condition in the last 12 months
- 16,194 registered participants are from deprived areas
- At follow up 80% of inactive participants base-lined as inactive were now classed as active (more than 30 minutes per week)

Apprenticeships

The number of apprenticeship starts by Black and Minority Ethnic (BME) residents of Leeds stood at just over 10% of all starts in the 2013/14 academic year. This does not compare favorably with BME participation rates across adult learning programmes in England as a whole which is 19%. Locally the Leeds Community Learning programme (15,000 learners) has a BME participation rate of 34% and there is a school BME population of 31.1%.

The Skills Funding Agency released Local Education Authority ethnicity data for the first time in 2015 which evidenced the under-representation of BME apprenticeship starts (relating to the 2013/14 academic year). As a result the council's Employment and Skills Service has proposed a range of potential measures, underpinned by a commissioned programme of research with young people in BME communities. Agreement was also sought to co-commission research with Bradford Council in April 2016.

In addition there are a range of activities that have been undertaken or are underway which include:

- A promotional campaign to raise awareness through specific media channels (Fever FM which is now commissioned for a 12-month period);
- Promoting apprenticeships to key contacts in the BME community (youth groups, sports clubs etc) through the distribution of vacancy information; and
- Promoting the Leeds Apprenticeship Recruitment Fair (March 2106) to BME communities.

Quantitative data on BME apprenticeship starts in the 2016/17 academic year will be released by the Skills Funding Agency in September 2017. Further work will be carried out in 2017 including research with the BME community.

Mental Health

The most recent data (May 2015) available from Job Centre Plus (JCP) indicates that of those people claiming a health related out-of-work benefit , Employment Support Allowance (ESA) over 40% report mental ill health as a single diagnosis alongside a physical one. In the City this equates to approximately 15,000 claimants with the highest concentrations living in the wards with the highest rates of deprivation.

Although levels of unemployment have been falling significantly amongst people claiming Job Seekers Allowance the number of people claiming ESA has remained static over time.

For those with severe or significantly moderate mental health needs there are a range of health interventions available. However, for claimants who have mild to moderate mental ill health the city's picture can be fragmented and lack coherence.

Anecdotally, managers and frontline Job Shop staff report an increasing number of customers presenting with what may be termed as low level mental ill health, for example, low mood, poor self-confidence etc. This is a significant barrier to effective job seeking and impacts their employability potential in a competitive market. Elected members have also reported a changing and increasing profile of residents actively seeking support with or presenting mental ill health.

Mental health issues are regularly cited as a key barrier by a range of delivery partners engaged in employability and job search support and feature in the city's Employment and Skills Board priority plans. JCP has evolved its services to more effectively meet the needs of this customer group which takes into account the number of people affected and the enduring nature of the issue.

There are a number of services offering support to those experiencing low level mental ill health and those looking to gain employment which compliments the services available from JCP. However, there are few examples of effective integration.

The Employment and Skills Service explored a variety of possible delivery models to pilot an effective response to these needs. This was during an extended period of consultation with stakeholders including mental health specialists. As a result, the council has selected a model which integrates mental health support into existing services, notably Job Shops in Community Hubs. The Employment and Skills Service procured specialists with a track record of supporting those with mental ill health back into employment to deliver services within Job Shops.

This model also includes an extensive staff development programme for Job Shop staff in the first instance initially and ultimately the wider Hub staff resource. This will enable us to build the capacity of Hubs to continue to develop the provision sustainably, beyond the pilot which commenced on 4 April 2016.

Children and Young People

Nationally, children who have experienced care do not do as well in their learning as their non-looked after peers and this is the case at all stages of learning from the early years to higher education.

Leeds has the highest aspirations for children and young people who are looked after and addressing this 'gap' in attainment and achievement is a key priority in the Children and Young People's Plan and overarching Best Council Plan.

Although in Leeds, 13% of care leavers are in higher education compared to about 11% of care leavers nationally, this compares to about 38% of the general population. Care leavers are more likely to not make successful transitions into education, employment and training and this is impacted on as they are less likely to achieve five good GCSE passes.

Leeds has a statutory duty to promote the educational achievement of children looked after and these duties are discharged through our Corporate Parenting responsibilities via the Corporate Parenting Board, the Multi-Agency Looked After Partnership and the Virtual School.

All of these partnerships contribute to continuous improvements in outcomes for children looked after and care leavers and include services such as Learning Improvement, Educational Psychologists and Complex Needs Services, Youth Offending Service and Health.

There is a robust training offer through the Workforce Development service and the Virtual School provides a comprehensive programme of training and development across all corporate parenting roles including designated teachers and governors, social workers, foster carers and other services who contribute to the educational achievement of children looked after and care leavers.

All first time entrants to care have their very first Personal Education Plan and first review quality assured by the Virtual School to ensure that there are SMART targets and the pupil premium is being spent effectively and is impacting positively on children's progress in their learning.

Across the whole Multi-Agency Looked After Partnership, some of the key outcomes include:

- Increased number of children with an up-to-date quality personal education plan
- Reduced number of potential permanent exclusions
- A number of young people supported to remain in mainstream education
- Increased attendance
- Increased number of children looked after in education settings that are deemed good or outstanding by Ofsted
- In a range of primary education performance measures, the gap has been closed more quickly than other local authorities
- Increased number of young people in education, employment and training through the "Ready to Work" scheme
- Increased number of children in stable placements

Next Steps

The proposed Best Council Plan and Budget for 2017/18 recognise the challenges that the city and the council are facing: 2017/18 will bring continued reductions in our funding while demand on public services is increasing; some communities in Leeds are not benefiting from the economic growth the city has experienced with inequalities impacting upon people's educational attainment, health and

employment. Having a clear, strategic vision centred firmly on tackling poverty and inequalities with a budget that supports this will help tackle these challenges.

During 2017/18 more detailed and specific work will continue to take place to ensure that further consideration is given to equality. Where any negative or disproportionate impacts on protected characteristics are identified appropriate and relevant action to mitigate these will be considered and implemented.

Equality Impact Assessment Action Plan

Action	Responsibility
Completion of all equality impact assessments in the Budget where relevance to equality has been identified	Directors
Continue quality assurance and review of equality impact assessment and actions from budget decisions	Communities Team

FINANCIAL REGULATIONS

Supplementary Votes

Supplementary votes, the release of general fund reserves, will only be considered in exceptional circumstances. The following approvals are required:

Up to £100,000	Chief Finance Officer ⁽¹⁾
Up to £5m	Executive Board
No specific limit	Council

Delegated Virements

- 1 Virement between budget book service heads, within the appropriate budget document approved annually by council, will only be permitted in accordance with the following rules and value limits, summarised in Table 1. The virement limits and rules are set annually by council as part of the budget approval process.

The value limits apply to individual virements and are not cumulative.

- 2 Proposals to vary budgets arising as a result of the need to address a potential overspend (including shortfalls in income), recycling of efficiency gains and changed spending plans will all be required to satisfy the following criteria prior to approval by the decision taker as outlined within the attached table.

In considering proposals to vary budgets, the decision taker will take account of:

- The reason for the request for virement
- The impact on the council as a whole, including employment, legal and financial implications
- The impact on the efficiency of the service as a whole
- The sustainability of the proposals i.e. long term effects
- Whether the proposals are consistent with the council's priorities outlined within the Corporate Plan
- Whether the proposals are consistent with the Budget & Policy Framework
- The cumulative impact of previous virements

In addition, where a virement request exceeds £125k in value the decision-taker must seek the advice of the Chief Finance Officer as to the council's overall financial position prior to approval of the request.

- 3 Where *fortuitous savings* have arisen in any budget head, these should be notified to the Chief Finance Officer immediately they are known. Fortuitous savings are defined as those savings where their achievement has not been actively managed and may include, for example, savings in business rates or lower than anticipated pay awards. Any fortuitous saving in excess of £100k will not be available for use as a source of virement without the prior approval of the Chief Finance Officer.
- 4 Any decision to vire must comply with the constitutional requirements for decision making.

The delegated limits outlined in the attached table do not operate independently from the requirements within the council's constitution in respect of key decisions (as from time to time updated). All key decisions which result in the need to operate these delegated limits must first comply with the constitutional requirements, in respect of such decisions, prior to being put forward for virement.

- 5 Where wholly self-financing virements are sought to inject both income and expenditure in respect of approved external funding bids, there is no specific limit to the amount which can be approved by directors where it is clear that this would not represent a change to existing council policy, or form a new policy where one does not already exist. In all other cases, approval must be sought from council in accordance with the requirements of the council's constitution
- 6 All virements requiring approval shall be submitted in a standard format. Sufficient details shall be given to allow the decision to be made and recorded within the council's financial records.
- 7 All virement and other budget adjustment schedules should be submitted to the Chief Finance Officer for information.
- 8 The Chief Finance Officer reserves the right to refer any virement to members where there may be policy issues.

Other Budget Adjustments

- 1 There is a de-minimus level for virements of £10k, below which any variations to net managed budgets will be deemed other budget adjustments. Budget movements that are not between budget headings within the net managed budget will also be other budget adjustments.
- 2 The Chief Finance Officer may also approve budget adjustments of unlimited value where these are purely technical in nature. Technical adjustments to budgets are defined as those which have no impact upon the service provided or on income generated.

- (1) The role of the Chief Finance Officer (section 151 officer) is fulfilled by the Chief Officer Financial Services

Maximum delegated limits for revenue virements

Approval Type	Full Council £	Executive Board £	Chief Finance Officer* £	Directors** £
A) Supplementary Votes (i.e. release of general fund reserve)	No specific limit	5,000,000	100,000	None
B) Virements of the net managed budget into or out of budget book service headings:				
1. Within a directorate	No specific limit	5,000,000	750,000	125,000
2. Between directorates	No specific limit	5,000,000	750,000	None
C) Self-financing virements of the net managed budget (from External Funding)				
- policy change	No specific limit	5,000,000	None	None
- within current policy	No specific limit	No specific limit	No specific limit	No specific limit

* With the support of directors

** Any reference to a director within the constitution shall be deemed to include reference to all officers listed in article 12 of the constitution.

Full Council Papers 22nd February 2017 – directorate budget reports

The following pages provide supporting information to the main budget report

LEEDS CITY COUNCIL 2017/18 BUDGET REPORT

Directorate: Adults and Health

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2017/18 financial year.

2 Service Context

- 2.1 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.
- 2.2 As covered elsewhere in the report the 2016 Spending Review gave councils the option of a 3% increase in Council Tax earmarked wholly for Adult Social Care. In addition a new one year Social Care Grant has been introduced for 2017/18. Additional funding for local authorities has been made available through the Better Care Fund. However, given the scale of demand and cost pressures on Adult Social Care this additional funding in itself will not address our financial challenges, particularly within the context of continuing funding reductions for the Council as a whole.
- 2.3 Over the last five years Adult Social Care has implemented its Better Lives service transformation programme, which aims to enhance the range, amount and quality of adult social care services available and deliver efficiencies within existing services. These efficiencies have included a reduction in the level of directly provided services where independent sector provision has been shown to be more cost effective. This service transformation programme will continue into 2018/19 (see separate agenda item), with a focus on service improvement running alongside financial efficiencies. This will include the further development of our approach to design care and support arrangements around the strengths of individual service users and carers, and the assets available within their communities empowering them to live the 'Better Life' that they want for themselves.
- 2.4 There are around 48 service contracts Public Health directly commission valued at approximately £29.5m. Public Health commissions a wide range of providers to deliver Public Health services, these include 3rd sector providers, GPs, Pharmacists, Leeds Community Healthcare and Leeds Teaching Hospitals Trust.
- 2.5 In April 2017 a newly commissioned service for locality community health development and improvement will start, this new service was commissioned to 3rd sector providers.
- 2.6 A review, re-commissioning and procurement are well underway to award a contract for an Integrated Healthy Lifestyles service; this will incorporate Smoking Cessation, Healthy Weight, Healthy Lifestyles, Health Trainers and Physical Activity.
- 2.7 2017 will see the start of the review of the Healthy Child pathway incorporating Health Visiting and School Nursing and NHS Health checks as part of the public health strategic commissioning priorities.

3 Budget Proposals

- 3.1.1 This budget represents an increase of £9,182k (4.62%) when compared to the adjusted 2016/17 budget, summarised in the table attached to this report.
- 3.1.2 The Public Health budgets have been set in response to continuing grant reductions notified in the 2015 Spending Review and Autumn Statement. In order to mitigate the immediate impact of the grant reduction in 2016/17, there was a contribution of £1,326k from Leeds City Council reserves to allow the cuts to be phased in over a period of time. This budget takes into account the requirement to repay those reserves. A further grant reduction of £1,149k has been confirmed for 2017/18.
- 3.2 Changes in prices – pressure of £4,660k**
- 3.2.1 The budget proposals include allowance of £760k for the 2017/18 pay award.
- 3.2.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The main provision for price inflation is £3,942k for care packages.
- 3.2.3 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £40k. Many Adult Social Care fees and charges are related to Department for Works and Pensions benefits rates and will be uplifted accordingly from April 2017. Those charges not linked to benefits rates have been budgeted to increase by 3%. An increase in the charges for services does not generate a proportionate increase in income as the amount people pay for most services is determined by individual financial circumstances.
- 3.3 Leeds City Council Minimum Pay Rate – pressure of £15k**
- 3.3.1 Executive Board reaffirmed its commitment to becoming a real Living Wage employer by implementing a minimum rate of £8.25 per hour from January 2017. A provision of £15k has been made for this.
- 3.4 National Living Wage – pressure of £2,792k**
- 3.4.1 The Government announced the increase to the National Living Wage from £7.20 per hour to £7.50 from April 2017 for all employees aged over 25. The budget makes allowance for implementing the cost of the National Living Wage for commissioned services within Adult Social Care. The impact in 2017/18 is estimated at £2,792k.
- 3.5 Actuarial Review – pressure of £350k**
- 3.5.1 The triennial review of the West Yorkshire Pension Fund has been undertaken. The actuary has advised that councils in the scheme should budget for an employers' contribution rate of 15.9%, currently 14.65%. This increase is estimated to cost £350k
- 3.6 Apprentice Levy – pressure of £201k**
- 3.6.1 The Government has introduced a new apprentice levy, based on 0.5% of payroll costs. This is estimated to cost £201k in 2017/18.
- 3.6.2 The levy is paid over to Government and the Council will be able to access its contribution, via a digital account, which will enable it to fund the costs of apprentice training.

3.7 Full Year Effects – saving of £2,000k

- 3.7.1 The February 2016 Executive board approved changes to the way income and allowances are taken into account when undertaking a financial assessment and to the maximum weekly charge. Though implemented in 2016/17, the full year effect is expected to deliver an extra £2,000k of client contributions.
- 3.7.2 The Leeds South & East Clinical Commissioning Group (CCG) provided an initial £3,000k Health Inequalities Fund which will be managed by LCC to commission additional targeted Public Health services and related programmes in the South and East. Since then, a further £1,000k has been allocated by the CCG. The expenditure on this project in 2017/18 is expected to be £1,050k which is an increase of £550k compared to 2016/17. The increased expenditure is fully funded by this income.

3.8 Demography and Demand - pressure of £7,133k

- 3.8.1 Additional provision of £4,433k has been made to reflect the demand and demographic pressures experienced during 2016/17 and forecast for 2017/18. In recognition of the financial challenges facing the council the directorate intends to put measures in place to manage this demand and reduce the costs of care packages. Savings of £3,750k are included under the service changes heading for the estimated financial impact of service reviews across learning disability, mental health and physical impairment services based on a review of Leeds spend against the averages for comparator authorities. These savings are outlined in more detail in section 3.11.2. Whilst the additional provision has been allocated across placements, domiciliary care, direct payments and the learning disability pooled budget, the type of service will reflect client needs and choices so each element of the community care packages budget cannot be predicted with absolute accuracy.
- 3.8.2 Recognising the volatility of demand over the winter period a Resilience Reserve will be set up with a value of £1,000k. Under the national banner of Transforming Care, NHS England is working with local authorities and CCGs to ensure that people with a learning disability and/or autism currently in hospital who could be supported in the community are discharged into a community setting as soon as possible. It is anticipated that costs will increase over the next few years and is therefore prudent to provide £1,700k to meet this pressure.

3.9 Grant Changes - £2,151k

- 3.9.1 The Public Health grant allocation for 2017/18 has now been confirmed at £45,481k, a reduction of £1,149k which is a reduction of 2.46% compared to the 2016/17 grant allocation.
- 3.9.2 The Government has introduced a one year Adult Social Care Support Grant; the figure for Leeds is £3,300k.

3.10 Other Budget pressures - £10,041k

- 3.10.1 The fall out of pension contributions for staff that has left the authority in previous years will save £209k.
- 3.10.2 The additional 1% Social Care precept will fund additional Occupational Therapists, Quality of Care Officers and help to protect the third sector, as well as address elements of the increased transport costs. £1,722k has been provided for these costs.
- 3.10.3 The 2016/17 budget included financial support from health partners, recognising that without adequately resourced social care, timely hospital discharges will be adversely affected and people's conditions could necessitate more emergency hospital admissions. A pressure of

£4,700k in 2017/18 arises as a proportion of the budgeted funding in 2016/17 is not expected recurrently. £212k is no longer available to support social work staff based in hospitals.

- 3.10.4 Grant income of £1,426k is no longer receivable within Adult Social Care. However, the impact of the additional 1% precept has allowed services such as Neighbourhood Networks previously funded through grant income, to be funded on a more sustainable basis.
- 3.10.5 Along with Health Partners, Adult Social Care are developing a Recovery Model of Care; looking to deliver a more joined up and appropriate level of care for patients ready to leave hospital but not yet ready to go home. A Social Care Development reserve of £600k will be set up to mitigate set-up costs.
- 3.10.6 To ease the severity of the impact of the 2016/17 reduction in Public Health Grant, some services were funded from general fund reserves. These budgets now need to be reinstated at a cost of £1,326k.
- 3.10.7 In addition, Public Health is to repay the reserves used, over the next 2 years. For 2017/18, this means an additional cost of £330k. Monitoring of the 2016/17 budget is currently projecting an underspend which means that less funding will be required from Leeds City Council reserves in 2016/17. This will have a beneficial impact in 2018/19 when a smaller balance will be required to fully refund reserves.
- 3.10.8 The net effect of all other minor pressures identified is £56k.

3.11 **Savings and Funding £11,860k**

3.11.1 **Efficiencies – £1,720k**

- 3.11.2 Proposals are included to save £500k through efficiencies within the assessment and care management function. These will include a review of the staffing skills mix and business processes. Savings of £600k are included for vacancy management across Adult Social Care, which will be managed so as not to impact on front-line assessments, support and care delivery. Continued efforts have been made to reduce expenditure on general running expenses, including cash limiting, giving rise to a saving of £620k.

3.12 **Service Changes - £9,220k**

3.12.1 Community Support Service - £900k

- 3.12.2 Executive Board approved the cessation of the in-house Community Support Service. This is expected to deliver a saving of £900k after increasing the provision for externally commissioned community support.

3.12.3 Client Group Service Reviews - £5,000k

- 3.12.4 A review of the costs of services has identified that spend in Leeds is significantly higher than in comparator authorities on mental health services and to a lesser extent on services for people with physical impairment and learning disabilities. Along with encompassing the strengths-based approach to providing support, ASC are working to ensure that, in meeting client needs, the most cost effective package of care is in place. Based on this analysis and the current level of spend on these services, savings of £2,500k are included for learning disability services, £750k for mental health services and £500k for physical impairment services. A target of reducing the numbers of older people going into residential care through increased use of reablement, telecare and recovery services is expected to save £1,250k. The impact of these reviews may include some customers being transferred to different

services and some reduction in the level of care provided, but eligible social care needs will continue to be met. Some of these savings may impact on third sector services.

3.12.5 Older People's Residential and Day Care Services - £440k

3.12.6 Following a consultation and engagement process plans have been approved by Executive Board to reduce the number of council-run residential homes and day centres. Savings of £440k are included in the 2017/18 budget for a part-year effect of these proposals.

3.12.7 Public Health – £2,880k

3.12.8 A re-commissioning of third sector services with a 5% reduction for contracts in scope is expected to save £140k. An 8% reduction in the existing drugs and alcohol treatment contract will achieve savings of £670k; a re-commissioning of the NHS Healthy Lifestyles contract which is due to start in October 2017 will have a reduction of 5% on the contracts in scope and will save £260k.

3.12.9 The Family Nurse Partnership contract will not be extended beyond March 2017 and will result in reduced costs of £810k.

3.12.10 There is a reduction in the contract value for the School Nursing and Health Visiting service which will save £400k and a review and re-commissioning of council provided services will save £500k.

3.12.11 All other services jointly commissioned with other directorates will be reduced by £100k.

3.13 **Income – Fees and Charges £770k**

3.13.1 ASC has identified that its fee income is lower than comparator authorities and yet has similar charging policies. A review of income collection procedures has identified some opportunities for improved collection and a £500k target has been set for this.

3.13.2 In recognising the increasing number of Direct Payments and backlog in the DP audit, the directorate's Direct Payment Audit Team will take on additional staff, with a target recovery of £200k in excess of their cost.

3.13.3 £70k of additional grant income from the Local Reform and Community Voices will be receivable.

3.14 **Income – Other Income £150k**

3.14.1 In addition £150k of additional income is targeted from the Better Care Fund

4 **Risk Assessment**

4.1 In determining the 2017/18 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2017/18 budget for this directorate are as follows.

4.2 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 budget is based on realistic demographic information using trends experienced in Leeds and national and local indicators that are available to the

Council. However, the nature of demand for these services can be somewhat volatile and subject to demand factors that Adult Social Care cannot directly control. The numbers of service users and the complexity of their needs may exceed the provision made within the budget. With approximately 3,500 placements in total a relatively modest percentage variance in numbers can give rise to a substantial cash variance. These variations could affect community care packages for adults, including those commissioned within the pooled budget for people with learning disabilities. In this context, delivering the service review savings included within the 2017/18 budget as set out in section 3.10.2 carries some risk.

- 4.3 There are some risks associated with the targeted income from the CCGs; these are centred on proposed changes in their commissioning model and pressures associated with the relationship between them and the Health Provider Trusts.
- 4.4 With specific reference to Public Health; there is risk of harm to health and increase in health inequalities due to the impact of the Public Health cuts on commissioned services and programme budgets. There is a risk of unanticipated emergency situations and health protection issues, for example flu pandemic and outbreaks of infectious diseases, in terms of costs that would have to be met by the council. There is a risk of unanticipated costs in relation to two newly commissioned services; Integrated Healthy Lifestyles Service, Locality Community Health Development and Improvement services.
- 4.5 A risk of newly endorsed NICE treatments becoming a cost pressure due to the Council's Public Health responsibilities. Following recent legislation changes, 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 particular an increase in demand, some of which funding is determined by NHS tariff.

Briefing note prepared by: John Crowther (Head of Finance)
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Directorate - Adults and Health

	2017/18 £m	FTEs
2016/17 Adjusted net managed budget (New Organisational Shape)	198.54	
Budget Pressures:		
Inflation		
Pay	0.76	
Price	3.94	
Income	-0.04	
Employers Pension	0.35	
Leeds CC minimum pay rate	0.02	
National Living Wage - commissioned services	2.79	
Apprentice Levy	0.20	
Full Year Effects of previous decisions		
Charging Review	-2.00	
Health Inequalities Fund		
- increase in expenditure	0.55	
- increase in income to fund expenditure	-0.55	
Demographic and demand pressures		
Demography and demand	4.18	
Resilience - earmarked reserve	1.00	
Transforming Care - earmarked reserve	1.70	
Leeds Equipment Service - equipment	0.25	
Grant Changes		
Public Health grant	1.15	
Adult Social Care Support Grant	-3.30	
Other		
Fall Out of Capitalised Pensions	-0.21	
Partnership Funding fall out	4.91	
Social Care Development - earmarked reserve	0.60	
Protection of Third Sector	0.30	
Quality of Care Officers	0.30	6.00
Additional Occupational Therapists	0.20	4.00
Passenger Transport - equal pay	0.30	
Passenger Transport - trend	0.50	
Reinstate budget for services funded by reserve in 2016/17	1.33	
Start to repay LCC general fund reserves	0.33	
Other funding adjustments	1.43	
Net effect of all other minor pressures	0.05	10.06
Total Pressures	21.04	20.06
Savings Proposals:		
Efficiencies		
Assessment and Care Management: review of business processes and staff skills mix.	-0.50	-11.59
Review and top-slicing of non-essential spend	-0.10	
Reduction in in-house legal fees	-0.30	
Staffing - vacancy management (non-front line)	-0.60	-5.44
Buildings	-0.12	
Business Rates	-0.10	-1.37
Absorb pay cost increases within existing budgets		
Service Changes		
Community Support Service (in-house)	-0.90	-50.89
Older People: residential & day support	-0.44	-93.01
Older People: reduction in the number of customers going into residential care	-1.25	
Physical Impairment: ensure most cost effective way of meeting people's needs	-0.50	
Mental Health: ensure most cost effective way of meeting people's needs	-0.75	
Learning Disabilities: ensure most cost-effective way of meeting people's needs incl review of ILP	-2.50	
Third sector commissioned service	-0.14	
Third sector/statutory drugs and alcohol services	-0.67	
NHS Healthy Lifestyle services	-0.26	
Family Nursing Partnership - contract not extended	-0.81	
School Nursing and Health Visiting	-0.40	
Review and recommissioning of council provided services (net)	-0.50	
Joint commissioning with other Directorates	-0.10	
Income - Fees & Charges		
Direct Payment Audit	-0.20	2.00
Improved income collection	-0.50	
Additional grant	-0.07	
Income - Traded Services, Partner and Other Income		
Additional partner income	-0.15	4.00
Total Savings	-11.86	-156.30
Net Managed Budget 2017/18	207.73	-136.24

LEEDS CITY COUNCIL 2017/18 BUDGET REPORT

Directorate: Children and Families

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2017/18 financial year.
- 1.2 As a result of the Council's new organisational shape with fewer directorates taking effect from April 2017, the 2016/17 budget has been restated to allow for a more meaningful comparison of the year on year changes.

2 Service Context

- 2.1 The Council has a statutory duty and responsibility to safeguard and promote the welfare of over 188,000 children & young people across Leeds and has set out a bold ambition to be the best city and best council in the UK. In order to achieve this ambition the Council acknowledges that Leeds must also be the best place for children and young people to grow up in. The Directorate is still committed to the Children and Young People Plan (CYPP) and this budget reaffirms the Council's commitment to the plan.
- 2.2 Restorative Practice continues to underpin the Directorate's ambition to be a truly Child Friendly city and is the single most important element of the Directorate's strategy for managing increasing demographic and demand pressures that are often a by-product of a city with a strong economy. The restorative approach requires professionals/practitioners to work *with* children and families as opposed to doing things for them or to them, providing high support and high challenge and empowering children and families to make positive decisions about their lives.
- 2.3 The strategy is based on strong local partnership working built around clusters of schools multi-disciplinary teams working closely with schools and in some areas co-located with schools as part of the "readiness for learning" agenda launched in 2015.
- 2.4 This approach has already had a significant impact on both outcomes for children, young people and families and on service delivery in Leeds.
- 2.5 At a time when the number of looked after children nationally has risen by 6% between April 2011 and March 2015, the number in Leeds has fallen by 14%. Numbers fell by a further 1.7% during 2016/17. This has been achieved through the use of evidence based interventions underpinned by a restorative approach which works *with* families to achieve good outcomes for children and young people.
- 2.6 Leeds is nationally recognised as a sector leader in Children and Families. It is the only core city to be rated as good overall, and one of only eight authorities to be rated as outstanding for leadership, management and governance. This success has been recognised and Leeds Children's Services have received a number of national awards:
- Local Government Chronicle – Children and Families of the Year 2015
 - Restorative Practice Awards – the Cutting Edge award for Leeds' Family Valued programme, and the Young Heroes award for Carr Manor Community School

- Municipal Journal – Impact and Innovation in Children and Families

2.7 Whilst the Directorate has made good progress in implementing the Children and Young People’s Plan (CYPP) achieving the assumptions included in recent budgets has proved an ongoing challenge. The Directorate has faced significant budget pressures on demand-led budgets, notably around transport and Children Looked After (CLA). In terms of Children Looked After, the 2015/16 and 2016/17 budgets reflected the strategy at the time that additional investment in restorative practice and other service innovations would lead to significant reductions in the number of looked after children. Whilst numbers have reduced year on year, within a context of demographic pressures and national increasing numbers, the reduction has not been to the level used as a basis for determining the budget requirement in those years. This has resulted in significant pressure on the 2015/16 and 2016/17 budgets.

2.8 As part of the 2017/18 budget proposals the Directorate has made rebalancing the base budget to address these areas, a key element of the budget strategy, so that there is a sustainable budget moving forward. The detailed proposals are outlined below but these proposals include additional resources of £8.73m to address the key budget pressures that have emerged over the last two years including the demand-led pressures and loss of partner income.

3 Budget Proposals

3.1 This budget represents an increase of £5,660k (5.2%) when compared to the adjusted budget for 2016/17. The variations are summarised in the table attached to this report.

3.2 Changes in prices – pressure of £621k

3.2.1 The budget proposals include allowance of £963k for the 2017/18 pay award.

3.2.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities, the provision for price inflation is £23k.

3.2.3 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £365k.

3.3 Leeds CC minimum pay rate – pressure of £18k

3.3.1 At its October 2016 meeting, the Executive Board agreed that the council would increase the minimum rate that all staff would be paid to £8.25 per hour (previously £8.01 per hour) from January 2017. Provision of £18k has been made for this in the budget.

3.4 National Living Wage – pressure of £300k

3.4.1 As part of the autumn statement in November 2016, the Government announced an increase in the National Living Wage from £7.20 to £7.50 per hour from April 2017 for all employees aged over 25, rising to an estimated £9 per hour by 2020. The budget makes allowance for implementing the cost of the National Living Wage for commissioned services. The impact in 2017/18 is estimated at an additional cost of £300k and is largely in relation to contracts for external placements for CLA.

3.5 Actuarial Review – Pressure of £547k

3.5.1 The triennial review of the West Yorkshire Pension Fund has been undertaken. The actuary has advised that councils in the scheme should budget for an employers' contribution rate of 15.6%, currently 14.65%. This increase is estimated to cost £547k.

3.6 Apprenticeship Levy – Pressure of £334k

3.6.1 The Government has introduced a new apprenticeship levy, based on 0.5% of payroll costs. This is estimated to cost £334k in 2017/18.

3.6.2 The levy is paid over to the Government and the Council will be able to access its contribution, via a digital account, which will enable it to fund the costs of apprenticeship training.

3.7 Full year effects – £0k

3.7.1 There are no full year effects of previous budget decisions included in these proposals.

3.8 Demography and demand - pressure of £5,800k

3.8.1 These budget proposals include a significant increase to key demand-led budgets within Children and Families. The proposals take into account the financial pressures experienced during 2016/17 together with an assessment of the factors that will influence demand in 2017/18. It is proposed that the transport budget is increased by £2,800k to £8,000k. This budget increase should be sufficient to address the rise in numbers and increase in transport requirements outside the city.

3.8.2 The Directorate's strategy for Children Looked After has been a key factor in the setting of previous budgets, taking into account progress to date it is proposed that the budget for CLA is increased by £3,000k in 2017/18; an increase of 9% to the 2016/17 budget for looked after children, which was set based on forecast reductions. The main areas where anticipated reductions have not been achieved have been on external residential and independent fostering agency placements although smaller overspends have also occurred on other areas of the budget. The number of both placements has reduced significantly since a peak in 2011/12 but whilst the numbers have reduced year on year there have been periods when numbers have increased and the reduction has not been in line with the forecasts used to set previous budgets. The ongoing commitment to the CYPF and the additional investment, secured through the new innovations Bid, means that there should be a continued reduction in these placements. The proposed increase in the CLA budget in 2017/18 takes account of the current position but is based on numbers continuing to reduce during 2017/18 though at a reduced rate to that assumed in previous budgets. This will remain a key budget risk in 2017/18.

3.9 Grant Fallout - £4,318k

3.9.1 The budget fully recognises the impact of changes to the Education Services Grant (ESG). ESG had already been reduced in 2016/17 and will be further reduced in 2017/18 and will cease to be paid in 2018/19. The reduction in 2017/18 is expected to be £4,318k. An estimated £1,700k of current ESG in relation to what the Government determines to be retained duties will be included as part of Dedicated Schools Grant (DSG) in 2017/18. School Forum approval will be required for this element of the DSG to be available to fund the retained duties within Children and Families.

3.10 Other budget pressures - £5,762k

- 3.10.1 The 2016/17 budget included additional partner funding for a number of service areas. Some of this funding will not be available in 2017/18 and the budget proposals include an additional £5,100k to cover this. A total of £3,400k is provided to offset the loss of funding for Life Ready for Learning from the DSG surplus balances and £1,600k to offset funding for Children Centres that was budgeted for in 2016/17 but which will not be received in 2017/18. Loss of funding for Leeds Pathway is £100k
- 3.10.2 Other funded pressures include £925k for staff savings across the Directorate included in the 2016/17 budget that have not been realised.
- 3.10.3 The budget also includes a reduction of £179k for historical pension costs which from 2016/17 savings from the fall out of costs have been accounted for corporately.
- 3.10.4 Anticipated savings in insurance charges in 2017/18 are also to be accounted for corporately, for Children and Families this amounts to a reduction of £17k.
- 3.10.5 The national revaluation of National Non Domestic Rates (NNDR) has resulted in savings to some Directorates and increased costs to others. Children and Families are expected to have a net saving of £86k and it is proposed that budgets for NNDR are realigned to help fund Directorates with an increase in charges.
- 3.10.6 It is proposed to transfer the budget for school admission appeals from Resourcing and Housing to Children and Families resulting in a net increase of £18k to this Directorate.

3.11 Savings and funding £12,038k

3.11.1 Efficiencies – £2,636k

- 3.11.2 The 2017/18 proposals include £124k in directorate running cost savings, £983k in net staff savings from ELI and through the management of vacant posts. A saving of £929k in social work staffing is proposed which will be achieved principally through a reduction in agency spend and also by a reduction in non-front line staffing.
- 3.11.3 In 2017/18 the proposals also anticipate a one-off benefit of £600k from retaining a proportion of the current reserves held by school-led children centres.

3.12 Service Changes - £2,470k

- 3.12.1 The valuable services provided by children centres are recognised and the loss of various partner funding for this service as outlined in paragraph 3.10.1 has been fully funded in the proposals. Proposed service changes do include a reduction of £600k to the Children Centre Family Services budget. Whilst this will mean a reduction to the operational budget of individual children centres which will have an impact on the level of services provided, the remaining budget in 2017/18 is sufficient to ensure that all children centres remain open and viable and the impact of the reduction on vulnerable children will be minimised.
- 3.12.2 A review of all commissioned contracts in the Directorate has identified proposed savings of £901k. The savings include £252k from the short breaks contract; these savings are already being achieved in 2016/17. There has been ongoing consultation with affected organisations.

3.12.3 As outlined in paragraph 3.9.1, the Government is phasing out ESG over the next two years. As a result of this, a number of savings are proposed in services that have been previously funded by ESG. Savings of £969k are proposed and include £539k of running cost savings in Information Management and Technology, Learning Improvement and Information Management and £353k of staff savings across a number of services.

3.13 **Income – Fees and Charges £1,500k**

3.13.1 Additional income of £200k is anticipated from Adel Beck Secure Children's Home as the Directorate is able to maximise income from the provision of secure welfare beds for other local authorities.

3.13.2 Income from children centres is expected to increase by £300k from the increases in nursery fees in January 2017 and September 2017 and from the new Free Early Education Entitlement (FEEE) hourly rates.

3.13.3 The Government has announced new regulations for Childcare; this includes the setting of new rates for nursery providers which will see an increase and also the guarantee of a minimum of 30 hours free childcare. The regulations also include the ability of top slice from the Early Years Block in the Dedicated Schools Grant up to 7% from the nursery fee. It is proposed that 5% will be top sliced providing £1,000k of funding for Children and Families.

3.14 **Income - Other £5,432k**

3.14.1 The Directorate has previously been successful in securing funding from the DfE through the Innovations Bid and an additional bid has recently been approved. It is estimated that some £2,500k will contribute to the 2017/18 Children and Families budget.

3.14.2 Additional Public Health funding of £820k is being used to support services within the Directorate.

3.14.3 An additional £330k has been secured from South and East Clinical Commissioning Group towards the Family Services Best Start.

3.14.4 A key part of the Directorate's savings proposals is to increase traded income and reduce the level of subsidy on traded services. Additional resources have been committed in 2016/17 to provide the capacity to develop a strategy and implement the proposals. Additional traded income of £1,250k has been included in the 2017/18 budget, including increased income from the Activity Centres and in Complex Needs, Early Years Improvement, Attendance Strategy and a range of other services provided to schools. If additional income is not deliverable then it will be necessary to also review spend in these areas.

3.14.5 Additional income of £500k is anticipated from the Families First funded from the Troubled Families grant.

3.14.6 Other income increases amount to £32k.

4 **Risk Assessment**

4.1 In determining the 2017/18 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore

requiring careful and regular monitoring has been prepared. The key risks in the 2017/18 budget for Children and Families are as follows:

- 4.2 Demand Led Budgets – Leeds is growing as a city and as well as rising birth rates more families are choosing to live and work here. It is projected that the number of children & young people will continue to increase in Leeds over the next few years.
- 4.3 This increasing demographic brings with it an increasing number of children with special and very complex needs. This impacts in particular on the Children and Families placements budget for Children Looked After and on the transport budget. As already mentioned in paragraphs 3.8.1 and 3.8.2, these budget proposals provide for an increase of £3m for the Children Looked After budget and £2.8m for the transport budget.
- 4.4 These pressures have also impacted on the High Needs budget in 2016/17 which is funded by the Dedicated Schools Grant. There is a projected overspend on the DSG of £5.6m with some of these pressures expected to recur in 2017/18. Although this budget sits outside the Children and Families budget, decisions on spend are made by the Council. Schools and School Forum have been consulted on options to balance the High Needs budget in 2017/18 and to reduce any deficit balance from 2016/17. Any Council decisions required will be made in February or March 2017. School Forum approval is also required to carry forward any deficit on the DSG. Whilst School Forum is aware and is supportive of this there is a risk that ultimately a deficit on the DSG could become a liability to the Council.
- 4.5 Income – the Directorate’s proposed budget includes significant income from partners and from other sources. Some income sources will not be available in 2017/18 and these budget proposals address this as outlined in paragraph 3.10.1. Additional income has now been secured from the DfE from a further Innovations Bid but other income such as from additional trading activity needs to be secured. The budget proposals are also dependent on the approval of School Forum to the proposals around FEEE retention of £1m.
- 4.6 Other saving proposals depend on the implementation of a number of action plans. Proposals for savings on staffing have largely already been actioned through the Early Leaver Initiative and through the management of vacant posts.

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Directorate: Children and Families

	2017/18 £m	FTEs
2016/17 Adjusted net managed budget (New Organisational Shape)	109.60	
Budget Pressures:		
Inflation		
Pay	0.96	
Price	0.02	
Income	-0.36	
Employer's Pension	0.55	
Leeds CC minimum pay rate	0.02	
National Living Wage - commissioned services	0.30	
Apprentice Levy	0.34	
Full Year Effects of previous decisions		
Demographic and demand pressures		
Children Looked After	3.00	
Transport	2.80	
Grant Fallout		
Reduction in Education Services Grant	4.32	
Other		
Reduction in budgeted funding for Children Centres	1.60	
Reduction in budgeted funding for 'Life Ready for Learning'	3.40	
Fallout of capitalised pensions	-0.18	
Funding for Leeds Pathways	0.10	
Net Staffing pressures in the 2016/17 budget	0.93	25.00
Business Rates	-0.09	
School Appeals team	0.02	1.00
Insurance Charges	-0.02	
Total Pressures	17.71	26.00
Savings Proposals:		
Efficiencies		
Running Cost savings	-0.12	
Net other staffing savings (ELIs and vacancies across the Directorate)	-0.98	-37.30
Social Work Services - agency staffing and non frontline staff	-0.93	-8.00
Accumulated Balances on School Led Children's Centres	-0.60	
Service Changes		
Remodelling of Children Centre Family Services	-0.60	-11.00
Commissioned Services - reduction in spend	-0.90	
Reductions in ESG funded activities - staffing and running cost expenditure	-0.97	-6.80
Income - Fees & Charges		
Additional income Adel Beck	-0.20	
Children Centres additional income	-0.30	
5% retention of nursery Free Early Education Entitlement (FEEE) income	-1.00	
Income - Traded Services, Partner and Other Income		
Increase in traded services income or review spend	-1.25	
Additional public health grant funding	-0.82	
Clinical Commissioning Group funding re Incredible Babies	-0.33	
New Innovations bid (net income)	-2.50	32.40
Families First additional income	-0.50	
Other income	-0.03	
Total Savings	-12.04	-30.70
Net Managed Budget 2017/18	115.26	-4.70

LEEDS CITY COUNCIL

2017-18 BUDGET REPORT

Directorate: Children and Families

The Schools Budget 2017-18

1. The schools budget is funded by the Dedicated Schools Grant (DSG). The DSG is a ring-fenced grant and may only be applied to meet costs that fall within the schools budget. Any under or over spend of grant from one year must be carried forward and applied to the schools budget in future years.
2. The schools budget comprises individual school budgets (ISB) delegated to schools; free early years education provision for 2, 3 and 4 year olds; the cost of supporting pupils with high needs and a number of prescribed services and costs in support of education in schools. Funding for post-16 provision remains as a separate post-16 grant and a small number of targeted grants remain, with the Pupil Premium being the largest of these.
3. As in previous years, the DSG for 2017-18 will be funded as three separate blocks known as the Early Years Block, the High Needs block and the Schools block.
4. 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. Funding will be based on the number of pupils on the January 2017 and January 2018 census, multiplied by a figure of £4,570 per full time equivalent pupil for 3 & 4 year olds and £4,940 for 2 year olds. These per pupil rates have increased from the 2016-17 level as part of the government's revised early years funding strategy which will also see eligible working families of 3 & 4 year olds being able to access 15 additional hours of free childcare per week (30 hours per week in total) from 1st September 2017. The funding for the 2017/18 financial year will therefore not be finalised until the end of the year.
5. The Early Years Pupil Premium (EYPP) will continue to be paid as part of the DSG and will remain at £0.53 per pupil per hour for eligible pupils.
6. The high needs funding system is intended to support the most appropriate provision for pupils with special Educational needs (SEN), learning difficulties and disabilities from their early years to age 25. The most appropriate provision can include mainstream schools, Specialist Inclusive Learning Centres (SILC's) and settings provided by the independent sector including good quality alternative provision for pupils who cannot receive their education within schools.
7. The funding for high needs pupils has two aspects, place funding and top-up funding. Place funding is to provide a base level of funding for the institution for pupils' core education and basic programmes to meet additional support costs up to a specified threshold. Top-up funding is that which is required over and above the place funding, to enable a pupil with high needs to participate in education and learning.

8. 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 2016/17 academic year have been used as the basis for estimating our 2017/18 allocation. Adjustments have been made for previously agreed place numbers and approved exceptional places.
9. 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 2017/18 will be based on pupil numbers in Leeds (including those in academies and free schools) as at October 2016, multiplied by the schools block unit of funding. The 2017/18 rate is £4,565 which has been increased due to the transfer of funding for the Education Services Grant (ESG) for retained duties (£15 per pupil). This rate also incorporates the former non-recoupment academies. It is estimated that pupil numbers will increase by approximately 3,080 this year, mainly within primary schools.
10. The delegated schools budget will be allocated to primary and secondary schools including academies through the school funding formula. The funding allocated to academies and free schools through the funding formula will be recouped from the schools block paid to the City Council.
11. In each year since 2012/13, the local authority (with the agreement of Schools Forum) has retained £5.2M of schools block funding centrally in order to support Clusters. From April 2017 this is no longer allowed and the Education Funding Agency (EFA) has stipulated that the funding must be delegated to schools. It is intended to distribute the £5.2M through an adjusted formula locally in order to limit the variations to schools and clusters.
12. As at January 2017, it is estimated that the total amount to be recouped from the schools block for academies will be £156m. Should any more schools convert to academy status during the year, then further adjustments will be made to the DSG received by the Council.
13. Funding for post-16 provision is allocated by the Education Funding Agency (EFA) through a national formula. No changes to the EFA's formula are expected for 2017/18 and it is understood that the current national base rate per student for 16 – 19 year olds will be protected in cash terms over the parliament. Funding for 2017/18 will be based on 2016/17 lagged student numbers.
14. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on roll in January each year. The rates for 2017/18 are expected to remain unchanged (Primary £1,320, Secondary £935 and children looked after/adopted children £1,900).
15. The Primary PE grant will continue to be paid in the 2016/17 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 2016/17 financial year 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. The rates for 2017/18 have yet to be announced.

16. A grant for the universal provision of free school meals for all pupils in Reception, Year 1 and Year 2 was introduced in September 2014. Funding is based on a rate of £2.30 per meal taken by eligible pupils. Data from the October and January censuses will be used to calculate the allocations for the year.
17. The table below shows the latest estimated figures for the schools budget for 2016/17 and 2017/18:

	2016-17 £m	2017-18 £m	Yr on yr Change
DSG - schools block	466.32	482.07	15.75
DSG - high needs block	58.80	62.78	3.98
DSG - early years block	39.49	51.04	11.55
DSG - early years pupil premium	0.55	0.55	-
EFA Post 16 funding	33.26	33.26	-
Pupil premium grant	41.80	42.24	0.44
PE & sport grant	2.10	2.14	0.04
Yr 7 catch-up grant	0.84	0.85	0.01
Universal infant free school meals grant	9.59	9.82	0.23
Total Schools Budget	652.75	677.72	32.00

(figures include estimates for academies)

18. The DSG can only be applied to expenditure within the schools budget and unspent balances of the grant must be carried forward and applied to the schools budget in consultation with the Schools Forum. Underspends on de-delegated services in 2016/17 have to be ring-fenced within the DSG and must be applied to the following year.
19. Following a full consultation with maintained primary and secondary schools, Schools Forum have agreed to the central retention of approximately £4.90M of schools funding for a range of de-delegated services. These services include maternity and other staff cover (£1.87M) access to a schools contingency fund (£1.06M), trade union facilities time (£0.47M) and support for under-performing ethnic groups (£0.40M). A school library service (£0.30M) and school museums service (£0.23M) are also funded through this centrally retained pot along with the administration of free school meals eligibility checks (£0.18M), behavioural support services (£0.12M) and the cost of the Capita SIMS licences for administrative software purchased on behalf of primary schools.
20. The funding regulations also require that Schools Forum agree to the level of funding to be held centrally in 2017/18 for continuing commitments and responsibilities. These budgets can be no higher than the value retained in 2016/17.
21. At their meeting in January 2017, Schools Forum agreed to retain approximately £3.26M of funding for such ongoing commitments, including the repayment of historic capitalised equal pay costs (£1,04M), School Admissions Service (£1.04M), debt repayment under prudential borrowing (£0.52M), the DfE single national licence (£0.51M) and a contribution to combined budgets (£0.15M).

22. Schools Forum also agreed to retain a growth fund of £2.9M centrally in order to support those costs incurred by schools that are being newly established or extended to meet basic need and where admission numbers are increasing.
23. The Leeds Schools Forum were also consulted on a range of options intended to alleviate growing pressures on the DSG High Needs Block. A range of options intended to address a forecast deficit of approximately £5.6M for 2016/17 were considered and Schools Forum agreed to transfer £2m of DSG funding from the Schools Block into the High Needs Block in 2017/18 as part of an action plan to address the deficit going forward.
24. In addition to the centrally retained funding outlined above, the DfE also stipulate that from April 2017, funding previously allocated to local authorities directly through the Education Services Grant (ESG) retained duties rate will be transferred into the DSG schools block.. The Education Funding Agency suggest that each local authority seek to retain this funding centrally, with the approval of Schools Forum, in order to contribute to the cost of fulfilling their local authority statutory duties for schools and academies.
25. In recognition of this transfer of funding, in January 2017 Schools Forum agreed to top-slice and retain centrally a further £1.72M of former Retained Duties ESG from the DSG Schools Block. Services within the scope of the grant include:
- Strategic planning for the whole of the education service
 - Preparing the school funding formula and individual school/academy budget allocations and including income and expenditure pertaining to education within the Authority's annual statement of accounts
 - Performing internal audit and other tasks necessary for the discharge of the Chief Financial Officers responsibilities
 - Providing education-related information to the Secretary of State
 - Tracking children missing from education and where appropriate issuing penalty notices, school attendance orders etc
 - Managing the education capital programme, including preparation and review of an Asset Management Plan and negotiation and management of private finance initiatives
 - School improvement functions as set out within the 'Schools Causing Concern Statutory Guidance'
26. Including the growth fund, the total amount of DSG held centrally for 2017/18 will therefore be £7.9M
27. It should be noted that the arrangements for 2017/18 school funding are transitional as the DfE intend to move to a national funding formula (NFF) from April 2018. The first phase of consultation on the DfE's proposals for a new NFF was conducted in March 2016 and the second phase of consultation has just been launched and is due to conclude in March 2017.
28. It is proposed that 2018/19 be a transitional year in which the DfE will calculate notional budgets for schools according to one single national formula and these budgets will then be aggregated and allocated to each local authority as their Schools Block for distribution according to the locally agreed formula.

29. The DfE intend to move to a full national formula with transitional protections to protect 'losers' and cap 'winners' with effect from April 2019.
30. The DfE also propose to implement a NFF to calculate local authority High Needs Block allocations.
31. The early indications are that the proposed implementation of a new NFF for schools and High Needs will be favourable for Leeds both in terms of the funding allocated to Leeds schools as a whole (i.e. the overall schools block) and to the council in terms of an increase in funding for children with high needs.
32. However, running alongside the implementation of a new NFF, the Council will see further significant reductions in funding for council-led services to schools. We know that ESG General Duties will cease completely from September 2017 with a resultant loss of approximately £4.0M of grant funding in 2017/18 and a further £2.3M reduction in funding to the Council in 2018/19.

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LEEDS CITY COUNCIL 2017/18 BUDGET REPORT

Directorate: City Development

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2017/18 financial year.
- 1.2 As a result of the Council's new organisational shape with fewer Directorates taking effect from April 2017, the 2016/17 budget has been restated to allow for a more meaningful comparison of the year on year changes.

2 Service Context

- 2.1 The City Development Directorate is responsible for the Council's physical, economic and cultural and sport services. The range of services and functions that it provides makes a significant contribution to the life, growth and vitality of the city.
- 2.2 By way of context, since 2010/11 the has successfully managed significant reductions in spending and staffing including over £11m of savings in the 2011/12 budget and further savings in subsequent financial years. Staffing levels have reduced by over 30% over the last 6 years contributing to staff savings of over £12m.
- 2.3 Accordingly the net managed budget for 2016/17 is £42,994k. After allowing for a number of adjustments totalling £4,115k, detailed below, the 2016/17 restated base budget is £38,879k.

3 Budget Proposals

- 3.1 This 2017/18 budget has been set at £34,989k representing a net decrease of £3,890k (10.0%) when compared to the adjusted budget for 2016/17. This net decrease comprises a number of pressures totalling £3,028k offset by savings of £6,918k.
- 3.2 The level of savings in 2017/18 identified by the Directorate amount to some £6,918k or 17.8% of the restated 2016/17 net managed budget. Delivering savings of this magnitude year on year represents a significant challenge to the Directorate especially as this is additional to the savings already delivered since 2010/11. The Directorate has continued to review all service areas and these proposals do seek to minimise the impact on frontline services and the citizens of Leeds. To this end the directorate's budget strategy for 2017/18 focuses on continuing to grow the directorate's and the Council's income base and maximise the opportunities for making efficiencies. The proposals also include some service changes which are outlined in this report.
- 3.3 **Changes in prices – pressure of £2,022k**
- 3.3.1 The budget proposals include an allowance for a 1% pay award in 2017/18, £575k has been included in the budget submission to cover this eventuality.
- 3.3.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The main provision for price inflation

is £1,467k for Utilities, Business Rates and PFI Contracts.

- 3.3.3 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £20k. The main income increases proposed by the Directorate are projected to be achieved as a consequence of the savings proposals outlined further on in this report.
- 3.4 **Leeds CC minimum pay rate – pressure of £38k**
- 3.4.1 At its October 2016 meeting, the Executive Board agreed that the council would increase the minimum rate that all staff would be paid to £8.25 per hour (previously £8.01 per hour) from January 2017. Provision of £38k has been made for this in the budget.
- 3.5 **Actuarial Review – pressure of £336k**
- 3.5.1 The triennial review of the West Yorkshire Pension Fund has been undertaken. The actuary has advised that councils in the scheme should budget for an increase in the employers' contribution rate. As a result of this the rate provided for will increase from the current 14.65% to 15.6% in 2017-18. This increase is estimated to cost £366k.
- 3.6 **Apprentice Levy – net pressure of £204k**
- 3.6.1 The Government has introduced a new apprentice levy, based on 0.5% of payroll costs. This is estimated to cost £204k in 2017/18.
- 3.6.2 The levy is paid over to Government and the Council will be able to access its contribution, via a digital account, which will enable it to fund the costs of apprentice training.
- 3.7 **Full year effects – net pressure of £384k**
- 3.7.1 A pressure of £384k has been managed through limiting inflationary increase and effectively cash limiting some running cost budgets.
- 3.8 **Other budget pressures – net pressure £14k**
- 3.8.1 The fall out of pension contributions for staff that have left the Authority in previous years will save £181k.
- 3.8.2 Within the other budget pressures is £150k for the inspection and possible small remedial works of non- highways structures such as foot bridges. A pressure of £71k is provided for following the revaluation of NNDR rateable values and a reduction of £129k is in relation to reduced insurance costs.
- 3.8.3 Additional provision of £103k has been made to cover the net increase in the rental costs of Merrion House when the building is returned back to the Authority following its recent redevelopment. The current programme indicates that this will occur at the end of 2017/early 2018. This cost is funded as a result of the council vacating other city centre accommodation during 2017/18.
- 3.8.4 The Sport Service has secured Leeds South and East Clinical Commissioning Group funding for the next three years to appoint 3 FTE's to deliver the new Leeds Let's Get Active Community Offer which will cost £189k per year but is fully funded from Public Health.

3.9 **Savings and Funding - total £6,920k**

3.10 **Efficiencies – £1,486k**

3.10.1 The Directorate continues to identify and realise efficiency savings across all services. Proposed savings include taking advantage of the current low interest rates to reduce the prudential borrowing costs for Leeds Arena by £380k. This is in line with the actual position achieved in recent years.

3.10.2 The 2016-17 budget contained £4.0m in respect of the capitalisation of highways maintenance costs; it is proposed that this be increased by £600k in 2017-18 increasing the capitalisation to £4.6m. Revenue maintenance expenditure will continue to be reviewed during the year to ensure that only appropriate expenditure is capitalised. An additional £50k saving will be made from further extending the part night time street lighting switch off across the city, this will be subject to consultation and further Executive Board approval.

3.10.3 Further efficiencies have been identified running cost savings and operational efficiencies across:

- Economic Development £85k – through a review and reduction in the services non staffing budgets
- Sport and Active Lifestyles £100k – further efficiencies within the rotas and operating methods within the leisure centres and the review of the Sport and Active Lifestyles development function, and
- Leeds Lights and other city events £95k.

3.10.4 The Directorate will also make further efficiencies in staffing costs of £176k through natural turnover and or the use of the Early Leavers Initiative scheme.

3.11 **Service Changes - £1,521k**

3.11.1 The Highways Service currently spends in excess of £4m with its strategic external partner, as a consequence of increased demand and staff vacancies. Through recruiting its own staff the service will reduce the work allocated to the external partner and be able to retain the fee income within the authority. Therefore the service is proposing to recruit an additional 25 FTE's to keep this work in-house which will generate an additional £696k on recovery of overheads.

3.11.2 A saving of £300k will be achieved in 2017/18 by not hosting the Tour de Yorkshire in 2017 however it is anticipated that Leeds will host the event in 2018. The City will continue to host the World Triathlon Leeds.

3.11.3 The Sport Service is proposing to make savings of £177k by targeted reduced operating hours in facilities and other operational adjustments.

3.11.4 The Museum Service has identified savings of £108k by reviewing and changing how it delivers the Tourist Information Centre, Heritage Tours at Thwaite Mills and technical support.

3.11.5 The Employment and Skills Service are proposing to make savings of £240k from ceasing a construction skills contract and reviewing the delivery of the Employment Access and Growth and Communities and Partnerships functions.

3.12 **Income – Fees and Charges £3,649k**

- 3.12.1 Asset Management will continue to support the budget strategy of providing greater revenue resilience by generating additional rental income of £2,397k from the proposed purchase of commercial assets and additional surveyor fee income from capital sales. In support of this strategy 3 new properties have been purchased in 2016-17.
- 3.12.2 Savings of £400k are proposed within the Planning Service from introducing new charges for the Street Naming and Numbering service, charging new capital schemes for relevant works undertaken by the Environment and Design service and from the anticipated increase in Planning Fees expected to be announced by the Government in its January White Paper.
- 3.12.3 Sport is proposing to increase income by £275k through targeted price increases and increases memberships and retention via its continuing marketing partnership.
- 3.12.4 In Economic Development further savings of £260k are proposed via additional income from city centre events and licensing, street trading and speciality markets, and tourism.
- 3.12.5 Within Cultural Services additional income of £155k is to be generated across the service including Breeze and civic venues, and the Museums service is proposing to increase income generated from events, conferences and catering across the estates, by £112k.
- 3.12.6 The Highways service will generate an additional £50k income from developers, utility companies, and park and ride sites, including the summer opening of a new site.

3.13 **Income - Other £262k**

- 3.13.1 In Building Control additional income of £162k will be achieved by increasing its trading with external clients.
- 3.13.2 The Sport Service is proposing £100k of increased income at the Sailing Centre at Yeadon Tarn via partnership working and developing new income streams whilst expanding existing ones.

4 **Risk Assessment**

- 4.1 In determining the 2017/18 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2017/18 budget for City Development are:
- 4.2 These proposals include a significant increase to the Directorate's income base. There is an on-going risk that budgeted levels will not be achieved. Whilst most income budgets are expected to be achieved in 2016/17, partly reflecting the improving economy, a shortfall is expected against some income targets such as advertising income. The budget proposals for 2017/18 include a number of adjustments to current budgets to reflect trends and this should ensure that the risks in 2017/18 are minimised. The proposals do include growth in some income targets and the Directorate will need to ensure that actions to achieve these are closely monitored.
- 4.3 The additional Income targets are reliant upon the outlook for the economy continuing to improve. However there are a number of headwinds around Brexit and geo-political issues that will impact on the ability of the Directorate to meet these targets.

- 4.4 There is also a risk that savings from proposed service changes and efficiencies are not realised. The Directorate will regularly monitor progress in the actions required to achieve these savings and will review spending plans during the year to offset any areas where efficiencies are not being realised.
- 4.5 Increased income within Highways will be dependent upon the recruitment of additional engineering staff to work on capital and externally funded projects. There is a risk that the Directorate will not be able to recruit the numbers that it needs to deliver the additional income.
- 4.6 The Directorates' approach has been to grow income rather than introduce wide ranging cuts, closures and reductions in staffing numbers. Failure to deliver increased income and efficiencies will necessitate further Directorate service reviews to deliver a balanced budget.
- 4.7 The increase in planning income is dependent on the Government increasing planning charges. There is a risk that this does not materialise.

Briefing note prepared by: Bhupinder Chana (Head of Finance)
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Directorate: City Development

	2017/18 £m	FTEs
2016/17 Adjusted net managed budget (New Organisational Shape)	38.88	
Budget Pressures:		
Inflation		
Pay	0.58	
Price	1.47	
Income	-0.02	
Employers Pension	0.37	
Leeds CC minimum pay rate	0.04	
Apprentice Levy	0.20	
Full Year Effects of previous decisions		
FYE of 2016/17 budget proposals	0.38	
Other		
Fall out of capitalised pension costs	-0.18	
Dangerous Structures	0.15	
Business Rates	0.07	
Insurance Charges	-0.13	
Changing the Workplace	0.10	
Sport Leeds Let's Get Active Community Offer	0.19	3.00
Grant funding for above	-0.19	
Total Pressures	3.03	3.00
Savings Proposals:		
Efficiencies		
Reduced financing costs	-0.38	
Capitalisation of eligible highways costs	-0.65	
Economic regeneration efficiencies	-0.09	
Sport and Active Lifestyles - efficiencies	-0.10	-1.00
Events review	-0.10	
Staffing efficiencies across the service	-0.18	-4.00
Service Changes		
Highways - retaining work in-house	-0.70	25.00
Tour de Yorkshire	-0.30	
Sport - reduction in operating hours and costs	-0.18	
Museums	-0.11	-5.00
Employment and Skills	-0.24	-2.00
Income - Fees & Charges		
Asset Management additional fees and charges	-2.40	
Planning Services fees and charges	-0.40	
Sport and Active Lifestyles increased activity	-0.28	
Economic Development - further fees and charges	-0.26	
Culture - additional income across functions	-0.16	
Museums income generation	-0.11	
Highways - income from developers	-0.05	
Income - Traded Services, Partner and Other Income		
Building Control - increased trading	-0.16	
Yeadon Tarn - increased trading and partnership working to reduce net cost	-0.10	
Total Savings	-6.92	13.00
Net Managed Budget 2017/18	34.99	16.00

LEEDS CITY COUNCIL 2017/18 BUDGET REPORT

Directorate: Resources and Housing

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2017/18 financial year.
- 1.2 As a result of the Council's new organisational shape with fewer Directorates taking effect from April 2017, the 2016/17 budget has been restated to allow for a more meaningful comparison of the year on year changes. The new Resources and Housing Directorate comprises the previous Strategy and Resources, Civic Enterprise Leeds and Strategic Housing functions.

2 Service Context

- 2.1 The Directorate contains the Council's key professional support services; Finance, HR, Technology, Legal Services, Project Management and Procurement, Shared Services, Democratic Services and Strategy and Improvement and Intelligence. These services support the strategic direction of the Council and provide essential support to Members and managers to improve outcomes and deliver change.
- 2.2 The Directorate is also responsible for delivering Catering and Cleaning, Corporate Property Management, Fleet Services, Facilities Management and Passenger Transport. Some of these services are provided on a trading basis to Council Directorates and schools as well as external customers and suppliers.
- 2.3 The Directorate, beyond its universal duties, also serves some of the most vulnerable in the city. As well as providing advice to the many thousands in housing need, the Directorate supports many others to sustain their tenancies. The Directorate intervenes in the private sector to tackle some of the worst housing conditions in the city.
- 2.4 Within the context of the Best Council Plan, the Directorate has a number of key priorities which this budget is designed to support. They are as follows:
- Preventing homelessness;
 - Ensuring that air quality standards are met across the city.
- 2.5 The Directorate is actively engaged in leading the delivery of the Council's breakthrough projects in respect of cutting carbon in Leeds and promoting Housing growth to meet the challenge of a growing population.
- 2.6 Given this context and against a background of a significant reduction in resources, the Directorate's budget submission for 2017/18 will seek to protect services and initiatives which advance these priorities. The Directorate will also seek to consolidate the major efficiencies that were incorporated into the 2016/17 budget.

3 **Budget Proposals**

- 3.1.1 This budget represents a decrease of £5.5m (7%) when compared to the 2016/17 restated base budget, summarised in the table attached to this report.
- 3.1.2 On 17th January the government announced that Local Authorities will receive a further £48m in funding to help deliver new and expanded services to prevent and reduce homelessness. Following determination of the amount to be received by each local authority the amount receivable by Leeds City Council will be incorporated into the Resources and Housing Directorate budget.
- 3.2 **Changes in prices - net pressure of £1,390k.**
- 3.2.1 The budget proposals include allowance of £1,690k for the 2017/18 pay award.
- 3.2.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The main provision for price inflation is £650k.
- 3.2.3 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £950k.
- 3.3 **Leeds CC Minimum pay rate – pressure of £260k.**
- 3.3.1 Executive Board reaffirmed its commitment to becoming a real Living Wage employer by implementing a minimum rate of £8.25 per hour from January 2017. The impact in 2017/18 is estimated at an additional cost of £260k.
- 3.4 **Actuarial Review – pressure of £870k.**
- 3.4.1 The triennial review of the West Yorkshire Pension Fund has been undertaken. The actuary has advised that councils in the scheme should budget for an employers' contribution rate of 15.6%, currently 14.65%. This increase is estimated to cost £870k.
- 3.5 **Apprentice Levy – pressure of £570k.**
- 3.5.1 The Government has introduced a new apprentice levy, based on 0.5% of payroll costs. This is estimated to cost £570k in 2017/18. The levy is paid over to Government and the Council will be able to access its contribution, via a digital account, which will enable it to fund the costs of apprentice training.
- 3.6 **Full year effects – pressure of £210k**
- 3.6.1 The fall out of pension contributions for staff who have left the Authority in previous years will save £210k.
- 3.7 **Other budget pressures – net pressure of £2,040k**
- 3.7.1 In order to facilitate staff exiting the Authority through the Early Leaver's Initiative budgetary provision of £1,260k has been made to resource the estimated level of contributions to the West Yorkshire Pension Fund.

- 3.7.2 Based on activity levels the contribution to the Council's insurance provision will reduce by £350k whilst Business Rates costs will decrease by £100k as a result of re-valuations of property.
- 3.7.3 Increased expenditure at Travellers Sites (£50k) relates to the provision of toilet and shower facilities and the hire of skips.
- 3.7.4 The impact of both a reduction in capitalisation of costs and the contribution from the HRA in Housing Partnerships is £40k.
- 3.7.5 A reduction in income from Schools and Academies in respect of the HR services in 2016/17 is expected to continue in 2017/18, creating a pressure of £200k.
- 3.7.6 The volume of court summonses raised in 2016/17 is down compared to estimates and this trend is expected to continue in 2017/18 which will mean a reduction in income of £200k.
- 3.7.7 Other base budget pressures in the Directorate amount to £740k; mainly in relation to Financial Services (Revenues) and Strategy and Improvement.

3.8 **Savings and funding - £10,420k**

3.8.1 **Efficiencies - £9,200k**

3.8.1.1 A comprehensive review of the Council's support services has been in progress and further changes generating gross efficiency savings of £6,000k will be implemented across the following services:

- Following the first phase of Better Business Management where all 'core' business administration staff were transferred into the central service, the main initiative in progress is to achieve further efficiencies by consolidating 'specialist' admin staff under one professional lead. Gross efficiency savings of £1,430k are planned for 2017/18, including further savings within existing budgets in the Business Support Centre.
- Introduce a new operating model for coordinated, shared cross Council digital and intelligence services. Establish two Hubs for IM&T and IG complemented by Business Partners will be established who will work with Council services. In addition the existing ICT service will continue to deliver staffing and running cost savings meaning the total efficiency saving will be £1,090k.
- The new Intelligence function will be brought alongside the corporate policy and insight function to form a single lead through the Chief Officer, Strategy and Improvement. There will also be further staffing savings and efficiencies within Communications, Marketing and Emergency Planning meaning the overall saving in this area amounts to £580k.
- Financial Services will implement new operating model from September 2017 based on a centralised approach in one physical location. Finance Business Partner teams would continue to be aligned to specific directorates and organisational priorities and focus on supporting transformational change across the organisation. Target savings are £1,310k mainly to be achieved via early leavers.
- In the Programmes, Projects and Procurement Unit (PPPU) a review has sought to identify savings through the development of a portfolio approach which includes the development of a prioritisation tool. This will lead to greater efficiency, generating

savings of £420k, with more of the right projects/programmes being delivered to time, cost and quality.

- The Human Resources Service is underdoing further organisational change and new ways of working which will generate savings of £780k mainly achieved from early leavers.
- In April 2017 there will be a move to a single professional line of leadership model for Workforce Development. During 2017/18 it is proposed to consolidate all Council training budgets into one single pot combined with a comprehensive review of all Organisational/Workforce Development activity saving £30k.
- Staff turnover and leavers within Legal and Democratic Services are expected to fund the cost of the pay award (£90k)

3.8.2 Changes to the Corporate Leadership will mean savings of £150k in 2017/18.

3.8.3 In the area of Property Cleaning, there will be savings of £460k on building cleaning, mainly from changes to times and frequency of cleaning, and also £100k within Facilities Management from a planned realignment of the service to be delivered through a restructure resulting from a review of roles and responsibilities.

3.8.4 There will be a reduction in level of JNC management support in respect of the traded and operational services, delivered through reconfiguration of roles and responsibilities. This will save £200k in 2017/18.

3.8.5 Leeds Building Services will increase their contribution by £1,800k through both the realisation of efficiencies achieved by the more effective scheduling of jobs so that the use of the workforce is optimised and this will facilitate a planned reduction in the use of sub-contractors. A planned reduction in the number of staff combined with a reduction in running costs in areas such as the external hire of vehicles will also contribute towards this figure.

3.8.6 Within Housing Support and Housing Regulation opportunities are being explored for closer working between the various functions such as reducing visits by Housing Advisors and Housing Regulation inspectors when visiting the same premises. Closer working will require less staff and cost savings of £140k will be realised through the deletion of vacant posts.

3.8.7 Savings of £350k within Housing Related support will be realised through the re-negotiation and re-tendering of contracts.

3.9 **Service Changes - £560k**

3.9.1 Following a consultation and engagement process, plans have been approved by Executive Board to reduce the number of council-run residential homes and day centres. The impact on services within this Directorate is estimated savings of £560k in 2017/18 for a part-year effect of these proposals.

3.10 **Income- £660k**

3.10.1 A number of areas of additional income are expected in Financial Services totalling £310k, these include £100k for supporting the Regional Adoption Agency; savings on the bank contract £44k and grant funding of £45k.

- 3.10.2 Within Housing Support and Housing Partnerships a review of current activity levels support the requirement for increased capitalisation of staffing costs in respect of work undertaken adapting people's houses to meet their specific requirements (£150k).
- 3.10.3 A combination of attempting to maximise existing income streams whilst developing new ones in the Fleet Service is estimated to generate an additional £100k.
- 3.10.4 Based on internalising commercial catering for some of the services within the Civic quarter and expanding retail offer, additional income of £100k is targeted.

4 Risk Assessment

- 4.1 In determining the 2017/18 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2017/18 budget for Resources and Housing are:
 - 4.2 Further reduction in support services will reduce the capacity to support managers within the Council, and it will be important to ensure that this does not impact on the delivery of the 2017/18 budget proposals.
 - 4.3 Failure to provide up to date and resilient ICT. Priority has been given to adequately resourcing the service and also key ICT projects to take the Council into the future.
 - 4.4 Whilst a significant proportion of the staffing savings can be achieved via the early leavers' initiative, the scale of the reductions will mean further measures will be required. The speed of implementation will be crucial in order to realise the level of savings otherwise slippage could result in an overspend situation in 2017/18.
 - 4.5 That staff turnover and the number of vacant posts are less than assumed in the budget.
 - 4.6 That the level of homelessness increases across the City with the subsequent requirement for the City Council to support these individuals in temporary accommodation.
 - 4.7 That there are delays in the implementation of changes to business processes in Leeds Building Services which will delay the delivery of efficiency savings.

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Directorate: Resources and Housing

	2017/18 £m	FTEs
2016/17 Adjusted net managed budget (New Organisational Shape)	78.38	
Budget Pressures:		
Inflation		
Pay	1.69	
Price	0.65	
Income	-0.95	
Leeds CC minimum pay rate	0.26	
Employer's pension	0.87	
Apprenticeship Levy	0.57	
Other pressures:		
Fall-out of capitalised pensions	-0.21	
Additional ongoing capitalised pension costs	1.26	
Business Rates	-0.10	
Insurance	-0.35	
Housing Support - travellers	0.05	
Housing Partnership - loss of income (HRA/HIA)	0.04	
Human Resources - Schools/Academy income	0.20	
Reduction in court summons income	0.20	
Other	0.74	
Total Pressures	4.92	
Savings Proposals:		
Efficiencies		
Business Administration and Specialist Administration	-1.43	-37.00
ICT, Information Management and Technology (IM&T), Information Governance(IG) and Intelligence	-1.09	-26.00
Programme, Project and Portfolio Management	-0.42	-6.00
Workforce Development	-0.30	0.00
Financial Services	-1.31	-32.00
Human Resources	-0.78	-21.00
Strategy and Improvement	-0.58	-8.00
Legal and Democratic Services	-0.09	-3.00
Changes to the Corporate Leadership Team	-0.15	-1.00
Cleaning Civic Hall - changes to frequencies & delivery plans	-0.06	-2.90
Office accommodation cleaning - reduction in frequency	-0.40	-18.30
Facilities Management savings	-0.10	-4.00
Management staff reductions	-0.20	-2.00
Leeds Building Services - consolidation of Construction / Property Maintenance	-1.80	-21.90
Strategic Housing - integration of functions	-0.14	-7.00
Housing related support - reduction in contract payments	-0.35	
Service Changes		
ASC closure of residential homes & day care - impact on Civic Enterprise Leeds	-0.56	-24.10
Additional Income; Traded, Partner, Other income		
Financial services - additional external income	-0.31	
Strategic Housing - review of charging arrangements	-0.15	
Fleet - additional trading income	-0.10	
Commercial catering - additional income	-0.10	
Total Savings	-10.42	-214.20
Net managed budget 2017/18	72.88	-214.20

LEEDS CITY COUNCIL 2017/18 BUDGET REPORT

Directorate: Resources and Housing

Housing Revenue Account

1. Introduction

- 1.1 The purpose of this report is to inform members of the main variations and factors influencing the 2017/18 Housing Revenue Account (HRA) budget.
- 1.2 The 2017/18 budget has been prepared at outturn prices. This means that allowances for inflation have been included in the budget submission.

2. HRA Strategy 2017/18 – 2019/20

- 2.1 As outlined in 3.1 below the 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17 to 2019/20. The 2017/18 budget will therefore be the second year of the policy requiring the reduction.
- 2.2 Implementing this policy will, when compared to the level of resources assumed in the Financial Plan, equate to a loss of £20.5m in cash terms over the 4 year period, and assuming that from 2020/21 rent increases of CPI +1% will resume, a loss of £283m of rental income over the 10 year period (2016/17 to 2024/25).
- 2.3 Despite this reduction in income the Council remains committed to maintaining the amount provided to maintain homes, funding the investment strategy agreed by Executive Board in March 2015 and to replacing homes lost through Right To Buy (RTB) by the planned investment in new homes and buying up empty homes. The Investment Strategy will be refreshed as part of the HRA Business Plan which is due to be received at Executive Board in March 2017.
- 2.4 The reduction in resources will need to be managed in addition to other service, pay and price pressures. This will be achieved through a combination of efficiencies and improved targeting of resources together with the use of reserves and increased borrowing to fund the capital programme.
- 2.5 Consideration will be given each year to increasing charges where appropriate to reflect more closely the costs associated with providing services. This will generate additional income which will contribute towards offsetting the reduction in rental income.

3. Key Issues - 2017/18

3.1 Rent Policy

- 3.1.1 The 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17 to 2019/20. This change in Government policy is effectively a 4% pa reduction from that assumed within the Council's HRA Financial Plan for each of these 4 years. In cash terms this equates to a reduction of £20.5m in rental income over the four year period, of which £2.1m falls in 2017/18. The implementation of Universal Credit in June 2018 may impact on rent collection levels and hence available funding in future years.
- 3.1.2 In line with the Government's requirement it is proposed that rents are reduced by an average of 1% in 2017/18 for the majority of dwellings. See 4.1 for more details.
- 3.1.3 Whilst the 2016 Act requires that social rents have to reduce by 1% per annum until 2019/20, properties funded through PFI can be exempt from this requirement. An increase in accordance with the Government's rent formula of CPI (1% as at Sept 16) + 1% is therefore proposed. This overall 2% rise equates to approximately £0.35m.

3.2 Services Charges

- 3.2.1 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 and only pay a notional charge towards the cost of these services meaning other tenants are in effect subsidising the additional services received. It is proposed that an additional £2 per week increase on multi storey flats with an increase of £1 per week on low/medium rise flats in 2017/18. Further details are set out in 4.3.2.

3.3 Charges for Sheltered Support

- 3.3.1 Tenants living in sheltered housing schemes across Leeds receive housing related support provided by Sheltered Support Officers and are charged £13 per week for this service. As this charge fully recovers the costs it will not be increased in 2017/18. This charge is eligible for Housing Benefit. In 2016/17 a nominal charge of £2 per week was introduced for those tenants who benefited from the service but did not pay. It is proposed to increase this charge by a further £2 per week in 2017/18. See 4.3.3 for further details.

3.4 Capital investment and Council House Growth Programme

- 3.4.1 The Council remains committed to funding the investment strategy agreed by Executive Board in March 2015 and to replacing homes lost through RTB by the planned investment in new homes and buying empty homes despite the change in the Government's rent policy. Further details are set out in 5.13.

4. Key movements 2016/17 to 2017/18 - Income

4.1 Dwelling Rents

4.1.1 As detailed in 3.1, the Government's social rent policy will result in a reduction in income to the Council's HRA.

4.1.2 Reducing average rents by 1% equates to a reduction of 74p per week/£39 per year as shown in the table below, however, the impact of this on individual tenants will vary.

4.1.3 It should be noted that had rents been increased by 2% in line with Government's previous policy and in line with assumptions in the Council's HRA Financial Plan, based on the average rent for 2017/18, tenants would have received an average rent increase of £1.47 per week in 2017/18.

Average rent	2016/17	2017/18	Reduction
£ per week	73.65	72.91	0.74
£ per year	3,830	3,791	39

4.1.4 The budget for 2017/18 assumes that 350 properties will be sold under Right To Buy which is based upon the continuation of activity levels for the past couple of years. A void level of 0.9% has been assumed. The policy of re-letting properties at target rent (the rent which under Government policy should be charged for a property taking into account a number of factors such as the valuation of the property and the number of bedrooms) continues.

4.1.5 The budget also factors in additional income from new homes built or acquired during the year.

4.1.6 The impact of all these assumptions is a net reduction in income from dwelling rents of £3,168k in 2017/18.

4.2 Other rents

4.2.1 There is a proposed 2% rental income increase from shops and miscellaneous properties. Garage rents are currently £8.15 per week. It is proposed to increase these by 5% in 2017/18. This equates to an average increase of 41p per week (£21 per year), making the average garage rent for 2017/18 £8.56 per week. Shop and garage rents increases will generate additional income of £51k per year.

4.3 Service Charges

- 4.3.1 Net income from service charges is budgeted to increase by £454k in 2017/18. The main movements are detailed below
- 4.3.2 **Heat Lease** - income from heat lease charges is budgeted to reduce by £698k in 2017/18 due to a number of lease agreements coming to an end.
- 4.3.3 **Service charges for MSFs, medium and low rise properties** - As stated in 3.2 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 and only pay a notional charge towards the cost of these services meaning other tenants are in effect subsidising the additional services received. It is proposed that an additional £2 per week increase on multi storey flats with an increase of £1 per week on low/medium rise flats in 2017/18 would generate an additional £983k compared to 2016/17.
- 4.3.4 **Charges for Sheltered Support** - Tenants living in sheltered housing schemes across Leeds are supported by Sheltered Support Officers who provide housing related support. This support includes completing needs and risk assessments, developing and reviewing support plans, making referrals to other agencies and carrying out regular visits to enable tenants to live independently in a safe environment. Currently tenants in sheltered accommodation receiving such a service are charged £13 per week for this service. This charge is eligible for Housing Benefit. In 2016/17 a nominal charge of £2 per week was introduced for those tenants who benefited from the service but did not pay. It is proposed to increase this charge by a further £2 per week in 2017/18. This will generate an additional £142k compared to 2016/17.
- 4.3.5 **District Heating charges** - Housing Leeds manages a number of district heating schemes. The District Heating Account cumulatively operates in an overall deficit position with the deficit being met from the HRA which means tenants not benefiting from the schemes are subsidising the operating costs. It is proposed to increase charges by 2% for 2017/18 in order to reduce subsidisation. This will generate a small increase of £8k over 2016/17 levels.
- 4.3.6 **Contributions from leaseholders to capital works** - The 2017/18 budget reflects the requirement to budget for contributions from leaseholders where their properties have benefited from capital investment. The 2017/18 budget assumes income of £849k. This is an increase of £16k against the 2016/17 budget and reflects RPI

4.4 Impact on tenants of increased rents and charges

4.4.1 An analysis of the impact on tenants of the above charging proposals together with the 1% reduction in rents (see 4.1) has been undertaken. This shows that under these proposals 72% of tenants will pay 78p per week less in overall terms in 2017/18 than in 2016/17 and 4% will pay 70p per week less. Of those paying more, 11% will pay up to £1.35p more per week, 5% will pay 31p more with the remaining 8% paying between an additional 30p per week and £3.34 per week depending on the type of property they rent. These increases will be funded through Housing Benefit for eligible tenants.

4.4.2 The proposals in relation to service charges and charges for sheltered support (4.3.2 & 4.3.3 above) have been shared with the Voice of Involved Tenants Across Leeds (VITAL). Whilst VITAL identify that an increase has financial implications for those not entitled to welfare benefits, they understand the need to bring charges more in line with the cost of the services. For this reason VITAL requests that every effort is made in future to better communicate the need for the increase in charges, giving plenty of notice for tenants to plan for changes. VITAL also request that if service charges are increased then the service actively monitors the resulting increase in quality of the services provided.

4.5 PFI Grant

4.5.1 The 2017/18 budget assumes full year PFI grant of £6,097k for Swarcliffe PFI and £15,288k for Little London Beeston Hill & Holbeck (LLBH&H) PFI. This is the same as 2016/17.

4.6 Internal Income

4.6.1 The 2017/18 budget for internal income is £93k lower than 2016/17. This is largely due to revised accounting arrangements for Information Management and Technology staff and increased support to deliver the Council Housing Growth Programme.

4.7 External Income

4.7.1 The increase of £251k from 2016/17 to 2017/18 is due to a number of minor variations which include inflationary increases on tenant's insurance, District Heating income, and income from the placement of telecommunication masts upon multi-storey flats.

5. Key movements 2016/17 to 2017/18 - Expenditure

5.1 Employees

5.1.1 The 2017/18 budget for employees has decreased by £2,761k. The largest element of this is due to the £1,388k transfer of the budget for the Information, Management and Technology (IM&T) team so that it is now held in Strategic accounts. The Apprenticeship Levy is a new government training levy that will come into effect in May 2017. All employers with an annual wage bill of over £3m

will be required to pay a 0.5% tax which they can spend on training new apprentices or existing staff. The impact on this to the HRA is £103k.

5.1.2 The budget within Property and Contracts (P&C) has increased by £113k. This is mostly due to the pay award. The budget has been maintained to ensure the successful delivery of the capital programme. The costs of these posts will be charged against the capital programme. The budget for the Housing Management function has decreased by £253k from the 16/17 Original Estimate. This reflects efficiencies within the service delivered in 16/17 which are expected to continue into the 2017/18 financial year.

5.1.3 The triennial review of the West Yorkshire Pension Fund has been undertaken. The actuary has advised that councils in the scheme should budget for an employers' contribution rate of 15.6%, currently 14.65%. This increase is estimated to cost £105k in 2017/18.

5.2 Repairs to dwellings

5.2.1 The informed commissioning of more planned maintenance programmes which will mitigate the requirement to resource more expensive responsive repairs to properties has enabled the repairs to dwellings budget to remain at £43,548k despite the financial pressures upon the HRA budget occasioned by a reduction in rental income.

5.3 Premises

5.3.1 The premises budget reflects a net increase of £213k. This is primarily due to a combination of savings from utilities (£74k), National Non-Domestic Rates (£54k) offset by an increase £181k for premises related insurance and an increase of £96k in charges for cleaning. The cleaning agency recharge increase is due to the impact of the minimum pay rate. At its October 2016 meeting, the Executive Board agreed that the council would increase the minimum rate that all staff would be paid to £8.25 per hour (previously £8.01 per hour) from January 2017.

5.4 Supplies & Services- Payments to PFI contractor

5.4.1 The decrease in payments to the PFI contractors of £4,080k between 2016/17 and 2017/18 is consistent with the final PFI programme that was agreed and received at Executive Board.

5.5 Supplies & Services - Other

5.5.1 The budget reflects net decrease of £146k. This is largely as a result of an ongoing review of all areas of existing spend to deliver line by line savings.

5.6 Transport

5.6.1 The reduction of £85k is due to a combination of a reduction in expenditure on travel allowances and vehicle costs.

5.7 Charges for internal services

- 5.7.1 **Horticultural Maintenance** – The increase of £297k in the charges for 2017/18 is broadly due to the pay award plus a review of the allocation of horticultural maintenance costs associated with hard to access areas on estates.
- 5.7.2 **Environmental Services** - the increase of £385k in the charges for 2017/18 more accurately reflects the costs associated with the disposal of waste from void clearances and work undertaken to sustain environmental improvements on estates.
- 5.7.3 **Community Safety** – the increase of £100k relates to costs associated with CCTV at multi storey flats.
- 5.7.4 **Housing Services** – the increased charge of £878k reflects revised accounting arrangements whereby city-wide housing officers and the paralegal service are now budgeted for in the General Fund with appropriate charges to the HRA.
- 5.7.5 **Support Services** - the increase of £901k reflects the revised accountancy arrangements whereby the Information, Management and Technology function is now accounted for in the General Fund with appropriate recharges to the HRA.
- 5.7.6 **Legal Services** - has reduced by £20k as a result of revised activity levels.
- 5.7.7 **Corporate Governance/Other Services** – the increase of £78k on 2016/17 broadly relates to a property management recharge due to a revaluation of the council's housing stock.
- 5.8 **Payments to Belle Isle Tenant Management Organisation (BITMO), Housing Area Panels (HAPs) and other Organisations**
- 5.8.1 It is proposed that the Management Fee paid to BITMO in 2017/18 for the management and maintenance of the housing stock should continue to be based on the principles of driving efficiencies and redirecting resources to maintaining the housing stock .The management element of the payment reflects an increase of 1% in line with the agreed pay award followed by a 5% reduction as an efficiency target. The maintenance element has been kept to 2016/17 levels. The total fee payable to BITMO for 2017/18 is £3,162k which is a decrease of £55k from 2016/17.
- 5.8.2 The budget includes £450k for Housing Advisory Panels (HAPs) to enable the continuation of funding of projects which benefit tenants and residents in the community they represent. This is a reduction of £450k from 2016/17. The proposed budget reflects the requirement to balance the HRA within the constraints of a rent reduction and the need to continue to invest in and maintain the housing stock. Despite this reduction the proposed budget available to HAPs will still be greater than the level of resources that was provided prior to the housing management function being transferred back to the Council in 2013. An earmarked reserve remains available for HAPs projects. The proposals in relation to HAPs have been shared with the Voice of Involved Tenants Across Leeds (VITAL).VITAL requested that consideration be given to increasing the proposed level of resources for 2017/18 whilst there was an acknowledgement of the need

to reduce overall costs in the context of the 1% rent reduction. The request by HAPs to carry over any uncommitted funds between financial years will be actioned.

- 5.8.3 Payments to Leeds Credit Union have remained in line with 2016/17. The Leeds Tenants Federation contract has been renegotiated resulting in a saving of £61k from the 2016/17 budget.

5.9 Provisions

5.9.1 (a) Disrepair

Work has been continuing to streamline the case management process and reduced the number of disrepair claims being submitted. This budget has seen considerable pressure during 2016/17. Changes in processes and preventative work being undertaken should lead to both a reduction in cases and resources required in future.

As a result of the proactive approach taken in 2016/17 to limit the fees paid to legal firms the budgeted contribution to the disrepair provision will remain at £1000k in 2017/18.

5.9.2 (b) Bad debts

The budgeted contribution to the bad debt provision will reduce by £19k in line with the 1% reduction in rental income. The budget will therefore be £1,881k for 2017/18. The rollout of Universal Credit in Leeds, once fully implemented, will require the Council to collect rent directly from around 24,000 tenants who are in receipt of full or partial Housing Benefit. Although the financial impact of this is still difficult to quantify it is likely to have implications for the level of rental income receivable since the level of arrears is anticipated to increase. The provision for Bad Debts may therefore increase in future years.

5.10 Council Tax on Empty Homes

- 5.10.1 Provision of £757k has been included in the 2017/18 HRA budget to fund the requirement to pay council tax on empty homes. This is an increase of £94k in line with the proposed increase in council tax for 2017/18 and trends.

5.11 Discretionary Housing Payments

- 5.11.1 The Department for Communities and Local Government (CLG) has issued a direction allowing the Council to fund payments to its own tenants under the Discretionary Housing Payments (DHP) scheme. These payments are made to tenants facing a reduction in benefit and as a result of the Council making up this shortfall it enables the tenant to continue to reside in their own homes. The HRA budget for 2017/18 is £500k. This is to fund tenants with severe disabilities living in adapted properties who have been subject to a reduction in Housing Benefit. This is consistent with the amount provided in 2016/17.

5.12 Capital charges

5.12.1 There has been a net increase in capital charges of £1,870k. The costs associated with servicing the HRA's borrowing have increased due to a combination of Discounts that had previously been applied to the overall level of debt falling out and the planned increase in borrowing to support the Council's new build programme.

5.13 Revenue Contribution to Capital

5.13.1 The 2017/18 budget includes £71,000k to fund the housing capital programme/investment plan. This is £2,041k lower than the amount provided in 2016/17 and is due to less resource available from rental income. However, despite pressures in the HRA, the use of Right To Buy receipts and increased borrowing will mean that the overall capital programme will be £83,198k in 2017/18 and £81,720m in 2018/19.

5.14 Appropriation

5.14.1 The appropriation account reflects the budgeted contributions to/from the Swarcliffe & LLBH&H PFI sinking funds.

5.14.2 The sinking fund smoothes out the effect of the incidence of the payments to the PFI contractor so using these reserves will require additional resources to be identified in future financial years to fund the unitary charge payments. In 2017/18 the contribution to the Sinking Fund has decreased by £2,057k.

6. HRA Reserves

6.1 The HRA Reserves Statement which is attached reflects the projected movement in reserves between April 2017 and March 2018. The Capital Reserve is used to resource the HRA Capital programme which is subject to a separate report on this agenda.

6.2 The HRA General Reserve is projected to be £7,797k at the end of 2016/17. It is budgeted to use £100k of this for Local Initiatives in 2017/18. Local Initiatives are for small scale projects such as estate clean ups, clearances of illegal dumping etc.

6.3 £963k of the Environmental Works earmarked reserve is planned to be used for the 'Environmental Improvement Programme' capital works.

6.4 £497k of the Welfare Change earmarked reserve is planned to help manage welfare change and the introduction of universal credit.

6.5 £459k of the Housing Advisory Panels earmarked reserve is expected to be used for the funding of projects which benefit tenants and residents in the community they represent.

6.6 The PFI Reserves will be used to fund the Swarcliffe and LLBH&H PFI schemes over the life of the contracts. In 2017/18 it is budgeted to use £4,427k of reserves for the two schemes.

7. Risks

7.1 There are a number of risks which, should they materialise would have a significant impact upon the 2017/18 HRA budget. These risks are reviewed throughout the year and action taken to mitigate any impact wherever possible. The HRA maintains a level of reserves in order to meet the impacts of such risks should they occur. Key risks identified are as follows:

- The impact of the Government's Welfare Change Agenda may increase arrears more than anticipated as Universal Credit will have been implemented in the City by June 2017.
- Property numbers during the year may vary significantly from estimates due to fluctuations in the number of RTB sales and delays in the delivery of new homes which will impact on rental income.
- The number of disrepair claims against the Council may start to increase requiring additional contribution to the provision.

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Housing Revenue Account 2017/18 Budget

	Adjusted Original Estimate 2016/17	Original Estimate 2017/18	Variation
Budget Heads	£000	£000	£000
Income			
Dwelling Rents	-215,308	-212,141	3,167
Other Rents	-3,106	-3,156	-50
Service Charges	-6,403	-6,857	-454
PFI grant	-21,385	-21,385	0
Internal Income	-6,334	-6,240	94
External Income	-1,442	-1,693	-251
Total Income	-253,978	-251,472	2,506
Expenditure			
Employees	29,025	26,264	-2,761
Repairs to dwellings	43,548	43,548	0
Premises & repairs	7,055	7,268	213
Supplies & Services - Payments to PFI contractor	14,222	10,142	-4,080
Supplies & Services - Other	4,986	4,840	-146
Transport	497	409	-88
Horticultural Maintenance	3,805	4,102	297
Environmental Services	4,044	4,429	385
Community Safety	3,266	3,366	100
Supporting People in their own homes	3,546	3,546	0
Supporting troubled families with council tenancies	1,197	1,197	0
Housing Services	3,129	4,007	878
Customer Access	5,702	5,702	0
Support Services	7,859	8,767	908
Welfare Advice and Support	300	300	0
Legal Services	911	891	-20
Corporate Governance & Other Services	3,805	3,883	78
Payments to BITMO, Area Panels & Credit Union	4,388	4,186	-202
Provisions			
- Disrepair	1,000	1,000	0
- Bad Debts	1,900	1,881	-19
Council Tax on Empty Homes	663	757	94
Discretionary Housing Payments	500	500	0
Capital charges	43,235	45,105	1,870
Revenue Contribution to Capital (RCCO)	73,041	71,000	-2,041
Total Expenditure	261,624	257,090	-4,534
Appropriations			
General Reserve	-470	-100	370
Sinking Funds			
LLBH&H PFI	-3,719	-1,467	2,252
Swarcliffe PFI	-2,900	-3,095	-195
Earmarked Reserves -			
Welfare Change	-437	-497	-60
Housing Advisory Panels	-95	-459	-364
Swarcliffe Environmentals	-25		25
Net (surplus)/deficit	0	0	0

Housing Revenue Account 2017/18

Projected Financial Position on Reserves	Reserves b/f 1st April 2017	Projected use of Reserves	Projected contribution to Reserves	Projected Closing Reserves 31st March 2018
	£000	£000	£000	£000
HRA General Reserve	(7,797)	100	0	(7,697)
Earmarked Reserves				
Environmental Works	(999)	963	0	(36)
Insurance - large claims	(137)	0	0	(137)
Welfare Change	(1,563)	497	0	(1,066)
Housing Advisory Panels	(459)	459	0	0
Sheltered Housing	(3,238)	0	0	(3,238)
Holdforth Place - land purchase	(64)	0	0	(64)
Sub-total Earmarked Reserves	(6,460)	1,919	0	(4,541)
Total	(14,257)	2,019	0	(12,238)
PFI Reserves				
Swarcliffe PFI sinking Fund	(10,175)	3,147	0	(7,028)
LLBH&H PFI Sinking Fund	(3,822)	1,280	0	(2,542)
Total PFI Reserves	(13,997)	4,427	0	(9,570)
Capital Reserve				
MRR (General)	(8,858)	72,227	(73,041)	(9,672)
MRR (New Build)	(12,694)	7,558	0	(5,136)
Total Capital Reserve	(21,553)	79,785	(73,041)	(14,808)
Grand Total	(49,807)	86,231	(73,041)	(36,616)

LEEDS CITY COUNCIL 2017/18 BUDGET REPORT

Directorate: Communities and Environment

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2017/18 financial year.
- 1.2 As a result of the Council's new organisational shape with fewer Directorates taking effect from April 2017, the 2016/17 budget has been restated to allow for a more meaningful comparison of the year on year changes.

2 Service Context

- 2.1 The Directorate manages a diverse set of functions which, nevertheless, combine to form some of the key foundations of strong communities. Well managed green spaces for recreation, clean streets, safe neighbourhoods – these are marks of desirable places to live. At a time of significantly diminishing resources, priority has to be given to ensure that these services are maintained.
- 2.2 The Directorate, beyond its universal duties, also serves some of the most vulnerable by providing a range of front-line services for local people and local communities whilst taking the lead on actions to reduce poverty across the city. The Council is taking forward changes aimed at providing more integrated, responsive and accessible services for people with the ongoing development of community hubs and the localities review.
- 2.3 Within the context of the Best Council Plan, the Directorate has a number of key priorities which this budget is designed to support. They are as follows:
- Reducing crime and anti-social behaviour.
 - Providing a reliable refuse and recycling service.
 - Maximising the amount that can be re-used and recycled from the waste collected whilst at the same time actively undertaking and promoting energy recovery.
 - Clean neighbourhoods which reflect local needs.
 - Green spaces which people can enjoy.
 - Tackling poverty and reducing the inequalities that still exist.
 - Implementing innovative approaches developed with service users.
 - Supporting communities and raising aspirations.
 - Helping people adjust to welfare changes.
- 2.4 The Directorate is actively engaged in leading the delivery of the Council's breakthrough projects in respect of tackling domestic violence and abuse and supporting strong communities benefiting from a strong city.
- 2.5 Given this context and against a background of a significant reduction in resources, the Directorate's budget submission for 2017/18 will seek to protect services and initiatives which advance these priorities. The Directorate will also seek to consolidate the major efficiencies that were incorporated into the 2016/17 budget.

3 **Budget Proposals**

3.1 This budget represents a decrease of £6,960k (8.99%) when compared to the adjusted budget for 2016/17. The variations are summarised in the table attached to this report:

3.2 **Changes in prices – pressure of £1,170k**

3.2.1 The budget proposals include allowance of £920k for the 2017/18 pay award.

3.2.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The main provision for price inflation is £560k for 2017/18. These include £181k for Recycling and Energy Recovery Facility (RERF) gate fees and other disposal contracts, £48k for grounds maintenance, £92k for fuel, and £92k on equipment and materials largely in Parks and Countryside.

3.2.3 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £320k. These increases assume a 3% price increase in respect of charges within the Parks and Countryside service (£247k) of which £182k relates to Bereavement Services.

3.3 **Leeds CC minimum pay rate- pressure of £80k.**

3.3.1 At its October 2016 meeting, the Executive Board agreed that the council would increase the minimum rate that all staff would be paid to £8.25 per hour (previously £8.01 per hour) from January 2017. Provision of £80k has been made for this in the budget.

3.4 **Actuarial Review – pressure of £560k.**

3.4.1 The triennial review of the West Yorkshire Pension Fund has been undertaken. The actuary has advised that councils in the scheme should budget for an employers' contribution rate of 15.6%, currently 14.65%. This increase is estimated to cost £560k.

3.5 **Apprentice Levy – net pressure of £310k.**

3.5.1 The Government has introduced a new apprenticeship levy based on 0.5% of payroll costs. This is estimated to cost £310k in 2017/18. The levy is paid over to Government and the Council will be able to access its contribution via a digital account which will enable it to fund the costs of apprentice training.

3.6 **Full year effects – £120k**

3.6.1 The implementation from June 2016 of a 50p price increase at Woodhouse Lane Multi-Storey will result in an increased income of £120k in a full year.

3.7 **Demography and demand – net pressure of £90k**

3.7.1 After taking account of household growth, waste disposal costs are anticipated to reduce by £130k with volume savings at the RERF and gate fee savings on SORT (recycling) disposal offsetting the additional costs being incurred in respect of disposing waste collected at Household Waste sites.

3.7.2 Car parking income is forecast to reduce by £220k as a result of the proposed development at Cross Belgrave Street and the switch of car parking spaces within the Holbeck area from long stay to short stay.

3.8 **Grant Fall out - £290k**

3.8.1 There is a reduction in the grant in respect of the administration of Housing Benefit of £290k.

3.9 **Other budget pressures – net pressure of £810k**

3.9.1 The fall out of pension contributions for staff who have left the Authority in previous years will save £80k.

3.9.2 In order to facilitate staff exiting the Authority through the Early Leaver's Initiative budgetary provision of £200k has been made to resource the estimated level of contributions to the West Yorkshire Pension Fund.

3.9.3 The cost of maintaining Pay and Display machines across the city have increased by £40k following a recent re-tendering exercise.

3.9.4 Kirkstall Road Household Waste Site is due re-open following the capital investment to enhance the site and £40k is required to re-instate the staffing budget now that the site is fully operational again.

3.9.5 Legal costs in respect of Environmental Health prosecutions and review costs associated with Domestic Homicide cases will increase by £40k.

3.9.6 The cost of intervention work in respect of the identification of overpayments of Housing Benefits is estimated at an extra £270k.

3.9.7 Based on activity levels the contribution to the Council's insurance provision will increase by £60k whilst Business Rates will increase by £130k as a result of re-valuations of properties.

3.9.8 Other variations (£110k) reflect the impact of staff that have transferred as a part of the Support Services review.

3.10 **Savings Proposals - Efficiencies - £4,520k**

3.10.1 Following the successful implementation of alternate week collection city wide, a further review of refuse collection routes is being undertaken. This review will seek to realise cost efficiencies (£1,380k) through the re-design of collection routes which will lead to a reduction in the overall number of routes city wide and decreased management costs. There will also be a further £250k saving in respect of the Council's borrowing requirement as a result of the reduction in the number of refuse collection vehicles required to deliver the service.

3.10.2 In respect of the Environmental Action Service, staffing cost savings of £710k will be realised through a reduction in the number of both front line and managerial posts and a reduction in staff-related expenditure. These savings will be realised through freezing the current level of vacant posts so that there will be little change from the current level of activity. Deployment of cleansing and enforcement resources will be amended in accordance with the Council-wide review of Locality Working.

3.10.3 Whilst it is proposed to reduce the number of area co-ordinators within Community Safety with their responsibilities being absorbed within revised area working arrangements (£180k), one post will be retained for the City Centre.

- 3.10.4 Within the Parks and Countryside service grants to the Third Sector will reduce in accordance with the Council's reduction in funding (£20k).
- 3.10.5 The transfer of the nursery function from Redhall to Whinmoor will facilitate revised security arrangements for accessing the site and this will result in savings of £50k.
- 3.10.6 Implementation of transactional web services to support "channel shift" is being progressed within Customer Services and a further £300k of savings, on top of the £450k realised in the previous two years, are built into the 2017/18 budget.
- 3.10.7 Other savings in Customer Services amount to £480k and this comprises of changes to the out of hours service, help desk, merging functions and a reduction in the service failure target. A new operating model for dealing with all the Council's compliments and complaints is being led by the service and savings of £100k are targeted.
- 3.10.8 Savings of £400k are planned for the Libraries service and this will come from a combination of running cost and pay savings as well as additional income.
- 3.10.9 In respect of Benefits, Welfare and Poverty, a reduction in off-site processing costs of £200k is planned as well as a £150k saving from the integration of Council Tax/Benefits and the Contact Centre. A reduction of £50k in payment to the Advice Consortium is also proposed.
- 3.10.10 A cross directorate review of staffing and running costs and grants is projected to save £500k mainly within Communities.
- 3.11 **Service Changes - £1,790k**
- 3.11.1 There will be a reduction in the number of front line horticultural staff which will save £400k and this will be largely realised through freezing vacant posts. In order to accommodate this it will be necessary to adopt alternative management approaches to rationalise and reconfigure features in parks and green spaces delegated to community committees. The overall savings represent less than 5% of current resource need. The approach adopted must ensure that whilst there is less labour required, quality is sustained. There is the potential to enhance wildlife and conservation value whilst ensuring that parks remain an attractive place to visit. In practice this will also mean introducing relaxed mowing, native meadows, and managing graveyards with conservation in mind. Football posts could also be left up over the summer which alleviates what is a significant undertaking and yet benefits people who wish to use them over the summer months.
- 3.11.2 Similarly £90k will be saved primarily by reducing costs associated with traffic management on high speed arterial roads. This will mean less inconvenience to motorists due to lane closures (with resulting traffic queues) and that grass is generally longer in these areas with added benefits to biodiversity.
- 3.11.3 As there are no Council elections planned in 2017/18 this means a one off saving of £650k.
- 3.11.4 Following on from the reduction in the last three year's budgets, a further reduction of £180k will be applied to the Wellbeing and Youth Activities budgets.
- 3.11.5 In the light of the development of the Community Hub network, it is proposed to re-provide the Mobile Library service, saving £120k, to meet the new demand and deliver the service more efficiently and effectively given that the Hub approach is creating more physical sites for citizens to access a broader range of Council Services.

- 3.11.6 The 'initiatives' element of the existing Local Welfare Support Scheme will be ceased in 2017/18 saving £300k which was the element of the budget for 'initiatives'. It is expected that income that the Council will receive from the Casino via the Social Inclusion Fund will still enable some of these projects to proceed.
- 3.11.7 Discussions are already in place with the Credit Union to implement a £50k reduction in the contribution that will have minimal impact on the delivery of services to citizens.
- 3.12 Income – Fees and Charges £2,040k**
- 3.12.1 Proposed increases of £1 in charges for Sunday and Evening car parking combined with implementing a charge for city centre parking for bank holidays and a 10p price increase on each on street car parking tariff will generate £380k in additional car parking income. It is also intended to increase the charge for parking at Woodhouse Lane Multi Storey car park from £6.50 to £7.00 which will realise a further £120k in income.
- 3.12.2 The budget submission assumes that the car parking income trends in 2016/17, which has seen an increase in income received above that assumed in the budget, will continue in 2017/18 (£200k).
- 3.12.3 Legislation which governs parking enforcement allows Local Authorities to carry out specified function using a vehicle fitted with CCTV. It is proposed to implement mobile parking enforcement in Leeds and the main use of the vehicle will be to counter illegal parking outside of schools and bus stops. It is anticipated that the net contribution from this initiative will be £60k.
- 3.12.4 Increases in the cost of car parking permits will generate a further £15k in additional income.
- 3.12.5 Bus lane cameras have been very successful in reducing the numbers of cars which contravene restrictions ensuring that the lanes are only used as they are intended at peak times by cyclists and buses. Additional income (£25k) is assumed from bus lane enforcement cameras.
- 3.12.6 In October 2016 Executive Board received the Parks and Countryside Attractions Development Plan. Following on from the experience of Tropical World, whereby capital investment to enhance the visitor experience led to increased income, the report detailed how proposed investment to deliver improvements at Temple Newsam Home Farm, Lotherton Hall and Tropical World (continued development of the attraction) would result in an increase in the level of income receivable from these attractions. In accordance with this report additional net income of £330k has been included in the 2017/18 budget.
- 3.12.7 The Council provides bereavement services at 24 cemeteries and 3 crematoria across the city. In order to remove the subsidy associated with this service it is proposed to increase charges by 2% above inflation assumptions in 2017/18 which will increase the overall level of income receivable by £120k.
- 3.12.8 Unlike many other Local Authorities, including all the ones in West Yorkshire, Leeds City Council does not currently charge for the replacement of damaged or lost wheeled bins. In 2017/18 it is proposed to implement a charge of £15.40 (per standard 240 litre bin) to residents for the cost of replacing black and brown wheeled bins. It is projected that that this will generate a contribution of £240k in 2017/18.

- 3.12.9 The cost of disposing of inert building waste, plasterboard waste and tyres deposited at Household Waste Sites is approximately £140k per annum. Since this type of waste is not defined as household waste, it is proposed to implement a charge of £2.60 (including VAT) for a 25kg bag of waste, £4.80 for a 25kg bag of plasterboard and £1.50 per tyre to households who wish to deposit this material. These charges are designed to cover the cost incurred by the Council in having to dispose of this type of waste.
- 3.12.10 The collection of bulky items of waste from households across the city is undertaken free of charge, unlike the vast majority of local authorities. Introducing a charge would significantly influence more residents to opt for free collections by local third sector organisations with the purpose of reusing the item rather than it being handled and disposed of as waste. The partners we work with closely are wholly supportive of actions the Council could take to increase the volume of items they handle and have recently confirmed their capacity to do much more. A charge would reduce the demand for collections by the Council, thus freeing up capacity amongst operational staff to undertake other cleansing work. A charge of £20 which will cover up to 4 items for removal is therefore proposed from 2017/18 for residents choosing this Council service over others which will remain free of charge, including third sector collections and the use of Household Waste Sort sites. It is further proposed that a proportion of the income is used to support third sector activity in this area. The introduction of a charge will make a net contribution of £150k.
- 3.12.11 The subsidy relating to pest control services will be reduced with a charge being introduced for the one service which is currently free, that of eradicating rats in owner-occupied properties (£50k).
- 3.12.12 As a part of the Localities review, it is proposed to restrict free lets in Community Centres to 75% of the present level and this will generate £80k in additional income. Income of £50k is also expected as a result of charging for events at Community Hubs.
- 3.12.13 A number of income and charging proposals will also be implemented in the Registrars service, for example passport checking and Saturday appointments and it is estimated that this will generate £80k in additional income.
- 3.13 Income - Other £1,810k**
- 3.13.1 The West Yorkshire Police and Crime Commissioner has made funds available for Councils to bid against. In order to sustain activities in priority areas such as tackling domestic violence, dealing with anti-social behaviour, reducing burglary and stopping re-offending, the Council will submit a bid and it is assumed that as a minimum a contribution of £390k will be received.
- 3.13.2 Charges to the Housing Revenue Account will increase to more accurately reflect the cost associated with the disposal of waste from void clearances and work undertaken to sustain environmental improvements on estates as well costs associated with CCTV at multi storey flats (£300k). In addition a review of the allocation of horticultural maintenance costs on grass verges and space about dwellings identified that housing assets are typically smaller with more access restrictions e.g. gates and fences resulting in smaller machines and more operators and therefore an increased contribution of £200k is required.
- 3.13.3 In respect of Parks and Countryside the partnership arrangement with Askham Bryan College in York will realise an increased contribution of £50k whilst increased activity levels in respect of landscape work will result in additional income of £100k.

- 3.13.4 The transfer of the nursery function from Redhall to Whinmoor will facilitate the opportunity to increase retail activity through the increased sale of surplus stock to the public (£50k).
- 3.13.5 Within the Waste Management function income largely relating to the sale of scrap metal and the rent receivable from the re-use shop at East Leeds and the brand new re-use shop at Kirkstall Road will increase by £150k.
- 3.13.6 Within Parks and Countryside additional sponsorship for events will be sought in 2017/18 (£30k).
- 3.13.7 Additional one off income in respect of Housing Benefits (£540k) is expected mainly in respect of measures to identify and recover overpayments of benefit.

4 **Risk Assessment**

- 4.1 In determining the 2017/18 budget, consideration has been given to all the risks which are managed within the Directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared.
- 4.2 The key risks in the 2017/18 budget for Communities and Environment Directorate are:
- 4.3 That assumptions in respect of waste growth and the level of recycling across the City are not realised and that there is a consequential increase, over and above the budgeted assumptions, in the amount of waste that has to be disposed of.
- 4.4 Assumptions in respect of income receivable from Bus Lane and Car Parking enforcement are impacted upon by a reduction in the number of offences assumed in the budget assumptions.
- 4.5 That increases in the amount of car parking income receivable from on street and off street parking in 2016/17 aren't sustained.
- 4.6 That activity levels from income generating activities within Parks and Countryside are less than anticipated.
- 4.7 That staff turnover and the number of vacant posts are less than assumed in the budget.
- 4.8 That there are delays in the implementation of the redesigned refuse collection routes which will impact upon the level of assumed savings in the budget.
- 4.9 The Council currently budgets to receive £9.1m from the recovery of Housing Benefit overpayments and increasingly there is pressure to achieve this income. Additional resources have been used to identify and recover the overpayments to achieve the budget. The ongoing roll out of Universal Credit will increase the pressure in this area over the next few years.

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Directorate: Communities & Environment

	2017/18 £m	FTEs
2016/17 Adjusted net managed budget (New Organisational Shape)	77.51	
Budget Pressures:		
Inflation		
Pay	0.92	
Price	0.56	
Income	-0.32	
Employer's Pension	0.56	
Leeds CC minimum pay rate	0.08	
Apprenticeship Levy	0.31	
Full Year Effects of previous decisions		
Car Parking - Woodhouse Lane car park price increase (50p increase from June 16)	-0.12	
Demographic and demand pressures		
Reduction in waste disposal costs	-0.13	
Car parking loss of income (sale of Cross Belgrave Street, change of use in Holbeck area)	0.22	
Grant Fallout		
Reduction in Housing Benefit Administration Grant	0.29	
Other		
Fallout of capitalised pensions	-0.08	
Capitalised pension costs for new leavers	0.20	
Car Parking - pay and display maintenance contract	0.04	
Kirkstall Road HWSS re-opening	0.04	
Environmental Health and Domestic Homicide - legal fees/review costs	0.04	
Housing benefits - cost of intervention work	0.27	
Insurance	0.06	
Business rates	0.13	
Other	0.11	
Total Pressures	3.20	
Savings Proposals:		
Efficiencies		
Refuse Collection - review of routes	-1.38	-38.00
Environmental Action - revision to street cleansing/enforcement resources, review of locality working	-0.71	-18.00
Community Safety - reduction in area co-ordinator posts	-0.18	-4.50
Parks & Countryside - reduce grants to 3rd sector	-0.02	
Parks & Countryside - revised security arrangements following move to new nursery	-0.05	-2.00
Communities teams and associated activity: review management & leadership; review grants & contributions to 3rd sector	-0.20	
Fewer calls due to channel shift (dependent on technology) and productivity improvements	-0.30	-10.00
Council Tax/Benefits/Contact Centre Integration (savings within Customer Access and Welfare and Benefits)	-0.15	-5.00
Reduce service failure: target to reduce by 25%	-0.13	-4.30
Review the Out of Hours Service allow contact to be directed straight to the relevant service	-0.10	-3.30
Reduce Helpdesk function through development of professional Tier 2 (rather than C1 Helpdesk CSO) support	-0.10	-3.30
Merge support and development functions	-0.15	-5.00
Reduction in off-site processing and overtime	-0.20	
Advice consortium	-0.05	
Other staffing and running cost savings across all services	-0.30	
Support Services Review: Compliments and Complaints	-0.10	
Libraries; savings in running costs and staffing plus additional income	-0.41	
Service Changes		
Parks & Countryside - reduction in front line horticultural staff	-0.40	-20.00
Parks & Countryside - reduction in grass/hedge cuts on highways assets	-0.09	
Well Being grants - further reductions	-0.18	
Reprovide delivery of mobile library service	-0.12	
Local Welfare Support Scheme - reduce budget by 30%	-0.30	
Credit Union - reduce grant funding	-0.05	
No local elections in 2017/18 & 2019/20	-0.65	
Income - Fees & Charges		
Car Parking - Sunday/evening increases; bank holiday charging; on street price increases	-0.38	
Car Parking - continuation of 2016/17 trends	-0.20	
Car Parking - additional 50p increase at Woodhouse Lane car park (to £7 per day)	-0.12	
Car parking - mobile enforcement, permit increases	-0.08	
Additional bus lane enforcement income	-0.03	
Parks & Countryside - review of charges at Lotherton	-0.06	
Parks & Countryside - review of charges at Tropical World	-0.27	
Bereavement Services - review of charges to eliminate subsidy	-0.12	
Waste management - introduce charges for replacement wheelie bins	-0.24	
Waste management - introduce charges for inert building waste/plasterboard/tyres	-0.14	
Environmental Action - introduce charges for bulky waste collections	-0.15	
Environmental Health - introduce new pest control fees	-0.05	
Community Centres: Restrict free lets to 75% of present level	-0.08	
Charge for events at Community Hubs	-0.05	
Registrars: charging/income proposals (Passport checking service; additional appointments; Saturday appointments; general fee increase)	-0.08	
Income - Traded Services, Partner and Other Income		
Community Safety - additional contribution from WYPCC	-0.39	
Parks & Countryside - review allocation of costs relating to grass areas in housing estates	-0.20	
Additional charges to HRA re disposed of waste/CCTV/Horticultural maintenance	-0.30	
Parks & Countryside - income from partnership with Askham Bryan college	-0.05	
Parks & Countryside - additional retail income from nursery	-0.05	
Parks & Countryside - additional landscaping income	-0.10	
Waste management income - recycling (scrap metal)/RERF penalty income/re-use shop rental income	-0.15	
Parks & Countryside - contribution from event income	-0.03	
Additional Housing Benefits grant income FERIS, RTI, New Burdens	-0.54	
Total Savings	-10.16	-113.40
Net Managed Budget 2017/18	70.54	-113.40

LEEDS CITY COUNCIL

2017/18 BUDGET REPORT

Directorate: Strategic & Central Accounts

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the central accounts budget for the 2017/18 financial year.

2 Service context

- 2.1 The central budget holds a variety of corporate budgets which do not relate directly to individual services, as well as council-wide budgets which largely for timing reasons have not been allocated to individual services. Generally these council-wide budgets will be allocated to services in year, once their impact is known. The strategic budget include the council's capital financing costs and associated entries relating to the complexities of the capital accounting requirements. In addition, in accordance with accounting requirements, the central budget includes those costs which are defined as the corporate and democratic core. Other budgets within the central budget include contributions to joint committees and levies.

3 Budget proposals

- 3.1.1 This budget represents a decrease of £2,193k (34%) when compared to the adjusted budget for 2016/17. The variations are summarised in the table attached to this report:

3.2 Grant fallout - £5,951k

- 3.2.1 The central accounts budget reflects the proposal in the provisional local government finance settlement to reduce the new homes bonus grant to local authorities from six years to five years, and to introduce a baseline growth threshold for the grant. This is projected to reduce the grant funding that the council receives by £5,916k. There have also been minor reductions in other grant budgets.

3.3 Other budget pressures - £450k Cr

- 3.3.1 The central budget includes a net increase of £860k reflecting the removal of corporate budgets for savings targets and initiatives, which are now reflected across the directorate budgets.

- 3.3.2 The 2017/18 central budget also includes £201k for the business rates tariff adjustment which was previously netted off the net revenue charge, and a reduction of £300k in the budgeted use of section 278 contributions, reflecting latest forecasts.

- 3.3.3 The central budget reflects a projected reduction of £1,276k in the business rates levy payable and a projected reduction of £340k in the cost of historic unfunded pensions payable.

- 3.3.4 Also included is a new budget of £250k Cr, which reflects that from April 2017 the council will be able to access around £1.6m of training funding through the new digital voucher scheme, relating to eligible apprentice training costs, which is funded by the new apprentice

levy. The £250k will be allocated to directorates during the year to reduce their training budgets as the digital account is accessed.

3.4 Changes to levies and other contributions – decrease of £311k

3.4.1 Contributions to joint committees and other bodies have decreased by a net £311k. Within this figure, the council's contribution to the West Yorkshire Combined Authority has decreased by £282k, reflecting planned reductions in its transport budgets. There has also been a decrease of £55k in the contribution to the West Yorkshire Joint Services Committee, reflecting continued efficiencies in its operation.

3.4.2 The following table gives details of the contributions and levies. In approving these contributions, members will note that they are not approving the individual budgets of the joint committees, but the estimated effect on the council's budget.

	Leeds' contribution			
	2016/17	2017/18	Variation	
	£m	£m	£m	%
Joint Committees				
Joint Services	1.438	1.384	-0.054	-4%
Other Bodies				
Flood Defence Levy	0.344	0.37	0.026	8%
Combined Authority and Transport Fund	34.328	34.046	-0.282	-1%
Coroners	1.295	1.295	0.000	0%
Probation Service (Debt only)	0.006	0.006	0	0%

3.5 Savings in debt costs £6,812k

3.5.1 The budget for debt costs included a net £5,562k increase in debt costs, reflecting new borrowing to fund the capital programme and due to projected reductions in the level of carrying reserves and balances available to offset borrowing. This was offset by a £2,750k increase in the level of prudential borrowing recharges to directorates.

3.5.2 The debt budget also reflects savings arising as a result of proposed changes to the council's Minimum Revenue Provision (MRP) policy. The effect of the change together with the ongoing policy of using capital receipts as an alternative means to fund the repayment of debt is to reduce the MRP charge borne by the revenue budget by £9,286k for conventional borrowing and a further £338k for PFI liabilities.

3.6 Other efficiencies – £2,017k

3.6.1 The central budget reflects an increase of £2,000k in the corporate target for capitalisation of eligible expenditure which would otherwise be charged to revenue.

3.6.2 There has also been a reduction of £17k in the agreed budget for council tax support grants to parishes.

3.7 Income – Grants £3,613k

- 3.7.1 The central budget includes an estimated increase of £1,500k for the improved Better Care Fund grant.
- 3.7.2 There is also a projected net increase of £2,113k in the grants which the council receives as compensation for various business rates reliefs granted by the government.

3.8 Income - Other £468k

- 3.8.1 The central budget includes an increase of £468k in the expected level of retained business rates income from the regional Enterprise Zone to repay the council for its up-front funding of Leeds City Region costs incurred in prior years.

3.9 Use of reserves - £5,527k reduction

- 3.9.1 The central budget budget reflects a reduction of £3,450k in the planned use of the general Fund reserve, setting the budgeted use of the reserve to nil.
- 3.9.2 The budgeted use of the earmarked capital reserve has reduced by £5,177k. However the budget does include the planned use of £3,100k of earmarked reserves, including a £2,000k reserve which was previously earmarked to fund transformation/severance costs in 2016/17, which reflects the proposal to fund these costs through the strategy for the flexible use of capital receipts.

4 Risk Assessment

- 4.1 In determining the 2017/18 budget, consideration has been given to all the risks which are managed within the overall risk management framework. Within this framework, a register of those items considered to be carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2017/18 financial year for the central budget are as follows:
- 4.2 The budgeted position on MRP assumes the availability of £15.3m of capital receipts as an alternative source of funding to repay debt. If the forecast level of capital receipts is not achieved, either as a result of worsening conditions in the property market or because of specific issues, then these savings in the revenue budget may not be achieved.
- 4.3 The budgeted capital financing costs are based on assumptions about market interest rates during 2017/18. If rates are greater than forecast then the actual borrowing costs incurred could be greater.
- 4.4 There is a budget of £4.9m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers.

Briefing note prepared by: Mary Hasnip (Principal Finance Manager)
Telephone: x74722

Directorate: Strategic and Central Budgets

	2017/18 £m	FTEs
2016/17 Adjusted net managed budget	-6.53	
Budget Pressures:		
Inflation	0.00	
Grant Fallout		
New Homes Bonus	5.92	
Other	0.03	
Other		
Business rates tariff adjustment	0.20	
Projected reduction in Section 278 income to revenue	0.30	
Remove corporate savings targets	0.86	
Charges to the Housing Revenue Account	0.06	
Projected reduction in business rates levy	-1.28	
Training entitlement from apprenticeship levy	-0.25	
Fall out of capitalised pensions	-0.34	
Total Pressures	5.50	0.00
Savings Proposals:		
Efficiencies		
Increase in capitalisation	-2.00	
Reduction in council tax support grants to parishes	-0.02	
Debt costs		
Increases in debt budget before MRP savings	5.56	
Additional prudential borrowing recharges to directorates	-2.74	
Additional use of capital receipts to fund PFI liabilities	-0.34	
Reduction in annual MRP due	-4.96	
Net savings from changes to MRP policy	-4.33	
Levies and other contributions	-0.31	
Income - Grants		
Business rates relief grants	-2.11	
Improved Better Care Fund	-1.50	
Income - Other		
Increased repayment from Enterprise Zone	-0.47	
Changes in use of reserves		
General reserve	3.45	
Earmarked reserves	2.08	
Total Savings	-7.69	0.00
Net Managed Budget 2017/18	-8.72	0.00

Strategy for the flexible use of capital receipts

1. Background

- 1.1 Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure, and the use of capital receipts to support revenue expenditure is not permitted by the regulations.
- 1.2 The Secretary of State is empowered to issue directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
- 1.3 The Secretary of State for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts could be utilised. This Direction allows for the following expenditure to be treated as capital;

“expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”
- 1.4 In order to take advantage of this freedom, the Council must act in accordance with the Statutory Guidance issued by the Secretary of State. This Guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy, with the initial strategy being effective from 1st April 2016 with future Strategies included within future Annual Budget documents.
- 1.5 There is no prescribed format for the Strategy, but the underlying principle is to support the delivery of more efficient and sustainable services by extending the use of capital receipts to finance costs of efficiency initiatives that deliver significant savings. A list of each project should be incorporated in the strategy along with the expected savings each project is expected to realise.
- 1.6 The Strategy should also include the impact of this flexibility on the affordability of borrowing by including updated Prudential Indicators.
- 1.7 The proposed Flexible Use of Capital Receipts Strategy is set out below

2. Flexible Use of Capital Receipts Strategy

2.1 Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

2.2 The Council intends to the use of capital receipts to fund the severance/redundancy costs associated with the transformation of the council implemented through the policy and service programme.

Project Description	2016/17 £m	2017/18 £m	2018/19 £m
Restructure costs as part of Service & Policy Programme	2.8	3.0	0.0

2.3 The savings generated directly through the reduction in staffing are estimated to be;

Project Description	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Service & Policy Review Programme	(1.4)	(6.8)	(11.0)	(11.2)
Less: Financing costs	0.04	0.18	0.27	0.27
Total	(1.36)	(6.62)	(10.73)	(10.93)

2.4 The indicators that will be impacted by this strategy are set out below;

- Estimates of capital expenditure indicator increased by £5.8m
- Capital financing requirement increased by £5.8m as these capital receipts were intended to support schemes within the existing capital programme that will now be financed by prudential borrowing.
- Financing costs as a percentage of net revenue stream (%), noting that the savings generated from the transformation program will meet the debt financing costs arising from the additional borrowing.
- Incremental Impact on Council Tax/Housing Rents of Capital Investment Decisions – not relevant as savings will meet the additional debt financing costs.

2.5 The prudential indicators show that the impact from this strategy marginal, is affordable and will not impact on the council’s operational and authorised borrowing limits.

List of subsidised services

Appendix 10

Directorate	Service	Directly Managed Expenditure	Total Income	Net Managed Budget	Relevant Overheads	Net Cost	Comments
		£000	£000	£000	£000	£000	
Children & Families	0 - 19 Learning Improvement	2,374	(1,901)	473	356	829	Net cost of core service. Services include evaluation of school data, identification of emerging trends and challenges and partnership working with schools. The Early Year Improvement service has a telephone/e-mail hotline and provides support to child-minders
Children & Families	Attendance Strategy	798	(310)	488	120	608	Net cost of 'Core' service. Services includes supporting families that are new to the city (and often new to the country) to find school places and ensure the children are safe and well and are the Council's response to the government's Children Missing Education Guidelines.
Children & Families	Education Psychology	807	(390)	417	121	538	Net cost of 'Core' service. Latter includes professional input into child protection conferences, children looked after planning meetings, training of foster carers and other preventative services.
Children & Families	ARTEMIS - Museum Service	210	(230)	(20)	32	12	
Children & Families	Music Support	2,172	(2,242)	(70)	156	86	
Children & Families	Health & Wellbeing	612	(655)	(43)	92	49	
Children & Families	Arts Development	131	(106)	25	20	45	
Children & Families	Active Schools	299	(299)	0	45	45	
Children & Families	Children's Centres	11,915	(11,853)	62	2,150	2,212	Overheads include £360K depreciation on buildings.
City Development	Sports Facilities	15,081	(13,071)	2,010	6,628	8,637	Budget action plans in place to reduce the subsidy by £1.35m by 2019/20
City Development	Museums and Galleries	5,278	(1,077)	4,201	763	4,964	Budget action plans in place to reduce the subsidy by £120k by 2019/20
City Development	Arts and Venues	2,944	(2,942)	2	769	771	Budget action plans in place to reduce the subsidy by £80k by 2019/20
City Development	Urban Traffic Management Control	1,346	1,346	588	143	732	Includes statutory functions which cannot be charged for
City Development	Road Safety	858	858	460	184	644	No current plans to reduce the service level due to current casualty statistics or to reduce the subsidy
City Development	Events	1,061	(702)	359	204	563	Budget action plans in place to reduce the subsidy by £30k by 2019/20
City Development	Building Control	1,591	(1,657)	(66)	234	168	Includes statutory functions which cannot be charged for
Communities & Environment	Medi waste	153	(23)	130	23	153	
Communities & Environment	East Leeds/Kirkstall Road HWSS weighbridge	714	(699)	15	107	122	
Communities & Environment	Bulky Waste collection	220	(210)	10	33	43	
Communities & Environment	Pest Control - Domestic Properties	169	(167)	2	25	27	
Communities & Environment	Allotments	127	(110)	17	19	36	
Communities & Environment	Bowling Greens	217	(46)	171	33	203	
Communities & Environment	Golf	479	(302)	177	72	249	
Communities & Environment	Major attractions - admissions & café/retail	3,980	(4,134)	(153)	597	444	
Communities & Environment	Entertainment Licensing	737	(858)	(121)	156	35	
Resources and Housing	Catering - Schools	14,472	(16,268)	(1,796)	1,882	86	
Resources and Housing	Presto	136	(131)	5	20	25	

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Report of the Deputy Chief Executive

ITEM 10(ii)

Report to Council

Date: 22nd February 2017

Subject: Council Tax 2017/18

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

Summary of main issues

1. Section 30 of the Local Government Act 1992 imposes on the City Council a duty to set council taxes within its area. This report sets out the background to the calculations, the various steps in the process and the proposed council taxes for 2017/18 including the precepts issued by the Police and Crime Commissioner for West Yorkshire, the West Yorkshire Fire & Rescue Authority and the parish and town councils within the Leeds area.
2. It is proposed that Leeds City Council's element of the Band D council tax charge be increased by 4.99% to £1,276.20, an increase of 1.99% to the Leeds element plus a 3% increase for the Adult Social Care precept.
3. The financial year 2017/18 is the fifth year since major changes to the funding arrangements for local government came into effect¹. The changes affected the way the council tax bases were calculated and removed certain discounts and exemptions, replacing them with discretionary powers to give discounts and charge a premium on long term empty properties.

Recommendations

4. Council is requested to adopt the resolutions set out in Section 5.

¹ Introduced in the Local Government Finance Act 2012

1 Introduction

- 1.1 This report sets out how the council tax is calculated and makes recommendations regarding Leeds' council tax requirement, the calculation of Leeds' and parish elements of council tax and the setting of the overall level of council tax for Leeds for 2017/18.

2 Context

- 2.1 Section 30 of the Local Government Finance Act 1992 requires the City Council to set the council tax within its area. The amounts paid are based upon the capital values of each dwelling and are calculated by reference to their values at 1st April 1991 prices.
- 2.2 Properties are placed in one of eight valuation bands by the Listing Officer of the Valuation Office Agency as follows:

Value at 1st April 1991	
Band A	Not exceeding £40,000
Band B	Over £ 40,000 but not exceeding £ 52,000
Band C	Over £ 52,000 but not exceeding £ 68,000
Band D	Over £ 68,000 but not exceeding £ 88,000
Band E	Over £ 88,000 but not exceeding £120,000
Band F	Over £120,000 but not exceeding £160,000
Band G	Over £160,000 but not exceeding £320,000
Band H	Exceeding £320,000

Table 1

- 2.3 When the consultation paper relating to council tax was first issued by the Government in April 1991, it was estimated that the average property value in England was about £80,000. Such a property would be in Band D and as a result, many of the calculations are carried out by reference to Band D. For example, when the level of council tax is calculated, a Band D Tax is calculated initially and the taxes for the other bands are then calculated as proportions of that. Amounts of council tax are calculated in the first instance for households with two or more adults; single adult households receive a 25% discount.

3. Main issues

3.1 Council Taxes and the Collection Fund

- 3.1.1 The City Council's net budget is funded through a combination of government grant, business rates income and council tax income. The latter comes via the Leeds Collection Fund, a separate account from the City Council's General Fund, set up in accordance with Section 89 of the Local Government Finance Act 1988. The Collection Fund collects council tax income and pays out the demands and precepts made upon it by the City Council, the Police and Crime Commissioner for West Yorkshire and the West Yorkshire Fire & Rescue Authority.

- 3.1.2 Leeds City Council is both a precepting and a billing authority. This means that the Council is responsible for maintaining the Collection Fund, setting the council tax, sending out council tax bills and collecting council tax. Leeds City Council, the Police and Crime Commissioner and the Fire & Rescue Authority each calculate their own element of council tax and Leeds as the billing authority then formally sets the overall tax by adding these elements together.
- 3.1.3 The 2015 Spending Review and Autumn Statement announced the introduction of a new power for local authorities with social care responsibilities to increase council tax by up to and including a further 2% per year until 2019-20, with a requirement that the extra money raised will be spent exclusively on adult social care. In the provisional 2017-18 Local Government Finance Settlement, local authorities were offered the flexibility to increase council tax by an additional 1% in 2017-18 and 2018-19, but not to exceed 6% in total over the three year period.
- 3.1.4 For 2017/18 the Secretary of State for Communities and Local Government has again determined “principles” that will require local authorities that wish to increase their council taxes beyond set limits to hold local referendums. The limit this year for Leeds is up to 2% plus the Adult Social Care precept of 3%.
- 3.1.5 The proposed council taxes (including Police and Fire elements) for a two-adult household in Leeds are shown below. A 1.99% council tax increase is proposed to the Leeds element of the tax plus an additional 3% increase in council tax for the Adult Social Care precept. The Police and Crime Commissioner has approved an increase of £5.00 per Band D property and **the Fire & Rescue Authority are expected to approve a precept increase of 1.99% at their meeting on 17th February 2017.**

	2016/17 £	2017/18 £
Band A	947.46	992.02
Band B	1,105.38	1,157.37
Band C	1,263.28	1,322.71
Band D	1,421.20	1,488.05
Band E	1,737.02	1,818.72
Band F	2,052.84	2,149.40
Band G	2,368.66	2,480.07
Band H	2,842.39	2,976.09

Table 2

- 3.1.6 Council will be assured that the council taxes proposed for the Leeds area as set out in Table 2 will not exceed the referendum limits set by the Secretary of State.

3.2 Calculation and Setting of Council Tax

- 3.2.1 The changes introduced in 2013/14 did not alter the actual process of calculating and setting council tax. The stages remain as follows:

- i) Calculate the “council tax requirement” following the steps set out in Section 31A of the Local Government Finance Act 1992. This takes the Council’s gross budget and gross income as a starting point and is shown in abbreviated form in Table 3.
- ii) Divide the council tax requirement by the tax base (as agreed by Council on 11th January 2017) to give a Band D Tax that includes amounts for parishes.
- iii) Calculate separately the Band D Taxes for non-parished areas (by removing parish precepts) and for each parish.
- iv) Calculate the taxes for each property band for non-parished areas and for parishes.

3.2.2 Table 3 includes the precept and Band D amount for the Police and Crime Commissioner **and the proposed precept for the Fire & Rescue Authority.**

3.2.3 Table 3 includes **the total of parish precepts, which is not yet finalised. Wetherby Town Council’s indicative precept is subject to final approval at their meeting on 15th February 2017 and no precept request has yet been received from Ledston Parish Council.**

	2016/17		2017/18	
	TOTAL £	Per Band D Equivalent £ p	TOTAL £	Per Band D Equivalent £ p
Leeds City Council				
Gross Expenditure (inc. trans. to reserves)	2,000,394,738		1,989,530,003	
<i>Less:</i>				
Gross Income (inc. trans. from reserves)	1,504,016,726		1,496,862,003	
Net Budget	496,378,012	2,274.18	492,668,000	2,219.85
<i>Add:</i>				
Parish Precepts	1,657,859	7.60	1,825,244	8.22
	498,035,871	2,281.78	494,493,244	2,228.07
<i>Less:</i>				
Leeds RSG	93,047,867	426.30	65,016,705	292.95
Leeds Business Rates	192,389,672	881.44	178,067,489	802.33
	212,598,332	974.04	251,409,050	1,132.79
<i>Add:</i>				
Tariff to Central Government	33,150,852	151.88	13,389,534	60.33
Basic amount needed from Council Tax	245,749,184	1,125.92	264,798,584	1,193.12
<i>Adjust for:</i>				
Business Rates Collection Fund (Surplus)/Deficit	23,035,065	105.53	21,763,376	98.06
Council Tax Collection Fund (Surplus)/Deficit	-1,814,000	-8.31	-1,500,000	-6.76
COUNCIL TAX REQUIREMENT (Including Parishes)	266,970,249	1,223.14	285,061,960	1,284.42
<i>Less:</i>				
Parish Precepts	1,657,859	7.60	1,825,244	8.22
COUNCIL TAX REQUIREMENT (Excluding Parishes)	265,312,390	1,215.54	283,236,716	1,276.20
<i>Add:</i>				
Police Precept	31,855,930	145.95	33,501,340	150.95
Fire Precept	13,032,078	59.71	13,514,939	60.90
TOTAL BAND D TAX (Non Parished Areas)	310,200,399	1,421.20	330,252,995	1,488.05
Total including parishes	311,858,258	1,428.80	332,078,239	1,496.27

Table 3

Notes:

- a) The council tax base for 2017/18 as agreed by Council on 11th January 2017 and expressed as the number of Band D equivalent properties is 221,937.7.
- b) The precepts for individual parish and town councils and their parish Band D council taxes are set out in Appendix I. **The total of parish precepts is not yet finalised.**
- c) "Per Band D equivalents" shown in the table may not add due to rounding.
- d) **The Fire precept is subject to final approval by the Fire & Rescue Authority at their meeting on 17th February 2017.**

4. Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The setting of council taxes is the final step in a budget setting process which has been underway for a number of months. Leeds City Council's initial budget proposals have been the subject of consultation with key stakeholders as set out in section 5 of the 2017/18 Revenue Budget and Council Tax report.

4.2 Equality and Diversity/Cohesion and Integration

4.2.1 The Council is fully committed to assessing and understanding the impact of its decisions on equality and diversity issues. In order to achieve this, the Council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes.

4.2.2 A specific Equality Impact Assessment of the budget at a strategic level has been carried out and this is attached to the 2017/18 Revenue Budget and Council Tax report included in the pack of papers available at this meeting. Separate equality impact assessments will be undertaken in respect to specific actions included in the budget where appropriate.

4.3 Council policies and Best Council Plan

4.3.1 The council tax recommendations detailed in this report have been developed to ensure that appropriate financial resources are provided to support Council policies and the Best Council Plan, as set out in the 2017/18 Revenue Budget and Council Tax report referred to earlier.

4.4 Resources and value for money

4.4.1 This is a financial report and the financial implications are outlined in the main body of the report and set out in detail in the 2017/18 Revenue Budget and Council Tax report.

4.5 Legal Implications, Access to Information and Call In

4.5.1 In accordance with the Council's Budget and Policy Framework decisions as to the Council's budget and council tax are reserved to Council. Agreement of the recommendations contained in this report implies the Council's agreement to the actions necessary to deliver the budget described in the 2017/18 Revenue Budget and Council Tax report.

4.6 Risk Management

4.6.1 A full assessment of budget risks both at directorate level and corporately has been made and is explained in paragraph 13.6 of the 2017/18 Revenue Budget and Council Tax report.

5. Recommendations

5.1. Council is asked to adopt the following resolutions.

5.2 That it be noted that at the meeting on 11th January 2017, Council agreed the following amounts for the year 2017/18, in accordance with regulations made under Sections 31B(3) and 34(4) of the Local Government Finance Act 1992:-

a) 221,937.7 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) as its council tax base for the year.

b)

PARISH OF	Taxbase Numbers 2017/18
Aberford and District	769.1
Allerton Bywater	1,382.9
Alwoodley	3,652.9
Arthington	285.2
Austhorpe	25.4
Bardsey cum Rigton	1,126.8
Barwick in Elmet and Scholes	1,983.1
Boston Spa	1,957.8
Bramham cum Oglethorpe	740.3
Bramhope and Carlton	1,816.1
Clifford	735.9
Collingham with Linton	1,706.4
Drighlington	1,851.3
East Keswick	587.5
Gildersome	1,809.1
Great and Little Preston	580.3
Harewood	1,829.4
Horsforth	7,077.6
Kippax	2,864.3
Ledsham	94.7
Ledston	157.2
Micklefield	499.4
Morley	10,460.1
Otley	4,929.2
Pool in Wharfedale	944.7
Rawdon	2,677.7
Scarcroft	814.2
Shadwell	972.8
Swillington	949.6
Thorner	748.2
Thorp Arch	375.1
Walton	115.9
Wetherby	4,645.7
Wothersome	9.7

being the amounts calculated by the Council in accordance with Regulation 6 of the Regulations, as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.

5.3 That the following amounts be now calculated by the Council for the year 2017/18 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:-

- a) **£2,026,508,157** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act.
- b) **£1,741,446,197** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act.
- c) **£285,061,960** being the amount by which the aggregate at 5.3(a) above exceeds the aggregate at 5.3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **council tax requirement** for the year.
- d) **£1,284.423330** being the amount at 5.3(c) above, divided by the amount at 5.2(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, as the **basic amount of its council tax for the year**.
- e) **£1,825,244.00** being the aggregate amount of all special items referred to in Section 34(1) of the Act.
- f) **£1,276.20** being the amount at 5.3(d) above, less the result given by dividing the amount at 5.3(e) above by the amount at 5.2(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the **basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates**.

The total of parish precepts, included in the figures above, is not yet finalised. Precepts to be confirmed are indicated in the table below.

g)

Parish	Band D £ p	
Aberford and District	1,296.68	
Allerton Bywater	1,302.96	
Alwoodley	1,288.20	
Arthington	1,284.09	
Bardsey cum Rigton	1,304.82	
Barwick in Elmet and Scholes	1,294.93	
Boston Spa	1,295.33	
Bramham cum Oglethorpe	1,308.94	
Bramhope and Carlton	1,306.99	
Clifford	1,307.45	
Collingham with Linton	1,320.74	
Drighlington	1,302.67	
East Keswick	1,306.84	
Gildersome	1,288.40	
Great and Little Preston	1,300.33	
Harewood	1,280.57	
Horsforth	1,291.73	
Kippax	1,310.07	
Ledsham	1,323.20	
Ledston	1,276.20	No precept received to date
Micklefield	1,371.08	
Morley	1,295.36	
Otley	1,358.90	
Pool in Wharfedale	1,316.88	
Rawdon	1,291.23	
Scarcroft	1,308.13	
Shadwell	1,312.90	
Swillington	1,306.21	
Thorner	1,315.63	
Thorp Arch	1,321.57	
Walton	1,326.35	
Wetherby	1,328.15	Indicative precept received

being the amounts given by adding to the amount at 5.3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 5.2(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

h)

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
LEEDS EXCEPT PARTS BELOW:	850.80	992.60	1,134.40	1,276.20	1,559.80	1,843.40	2,127.00	2,552.40
Parish of:								
Aberford and District	864.45	1,008.53	1,152.60	1,296.68	1,584.83	1,872.98	2,161.13	2,593.36
Allerton Bywater	868.64	1,013.41	1,158.19	1,302.96	1,592.51	1,882.05	2,171.60	2,605.92
Alwoodley	858.80	1,001.93	1,145.07	1,288.20	1,574.47	1,860.73	2,147.00	2,576.40
Arthington	856.06	998.74	1,141.41	1,284.09	1,569.44	1,854.80	2,140.15	2,568.18
Bardsey cum Rigton	869.88	1,014.86	1,159.84	1,304.82	1,594.78	1,884.74	2,174.70	2,609.64
Barwick in Elmet and Scholes	863.29	1,007.17	1,151.05	1,294.93	1,582.69	1,870.45	2,158.22	2,589.86
Boston Spa	863.55	1,007.48	1,151.40	1,295.33	1,583.18	1,871.03	2,158.88	2,590.66
Bramham cum Oglethorpe	872.63	1,018.06	1,163.50	1,308.94	1,599.82	1,890.69	2,181.57	2,617.88
Bramhope and Carlton	871.33	1,016.55	1,161.77	1,306.99	1,597.43	1,887.87	2,178.32	2,613.98
Clifford	871.63	1,016.91	1,162.18	1,307.45	1,597.99	1,888.54	2,179.08	2,614.90
Collingham with Linton	880.49	1,027.24	1,173.99	1,320.74	1,614.24	1,907.74	2,201.23	2,641.48
Drighlington	868.45	1,013.19	1,157.93	1,302.67	1,592.15	1,881.63	2,171.12	2,605.34
East Keswick	871.23	1,016.43	1,161.64	1,306.84	1,597.25	1,887.66	2,178.07	2,613.68
Gildersome	858.93	1,002.09	1,145.24	1,288.40	1,574.71	1,861.02	2,147.33	2,576.80
Great and Little Preston	866.89	1,011.37	1,155.85	1,300.33	1,589.29	1,878.25	2,167.22	2,600.66
Harewood	853.71	996.00	1,138.28	1,280.57	1,565.14	1,849.71	2,134.28	2,561.14
Horsforth	861.15	1,004.68	1,148.20	1,291.73	1,578.78	1,865.83	2,152.88	2,583.46
Kippax	873.38	1,018.94	1,164.51	1,310.07	1,601.20	1,892.32	2,183.45	2,620.14
Ledsham	882.13	1,029.16	1,176.18	1,323.20	1,617.24	1,911.29	2,205.33	2,646.40
Ledston	850.80	992.60	1,134.40	1,276.20	1,559.80	1,843.40	2,127.00	2,552.40
Micklefield	914.05	1,066.40	1,218.74	1,371.08	1,675.76	1,980.45	2,285.13	2,742.16
Morley	863.57	1,007.50	1,151.43	1,295.36	1,583.22	1,871.08	2,158.93	2,590.72
Otley	905.93	1,056.92	1,207.91	1,358.90	1,660.88	1,962.86	2,264.83	2,717.80
Pool in Wharfedale	877.92	1,024.24	1,170.56	1,316.88	1,609.52	1,902.16	2,194.80	2,633.76
Rawdon	860.82	1,004.29	1,147.76	1,291.23	1,578.17	1,865.11	2,152.05	2,582.46
Scarcroft	872.09	1,017.43	1,162.78	1,308.13	1,598.83	1,889.52	2,180.22	2,616.26
Shadwell	875.27	1,021.14	1,167.02	1,312.90	1,604.66	1,896.41	2,188.17	2,625.80
Swillington	870.81	1,015.94	1,161.08	1,306.21	1,596.48	1,886.75	2,177.02	2,612.42
Thomer	877.09	1,023.27	1,169.45	1,315.63	1,607.99	1,900.35	2,192.72	2,631.26
Thorp Arch	881.05	1,027.89	1,174.73	1,321.57	1,615.25	1,908.93	2,202.62	2,643.14
Walton	884.23	1,031.61	1,178.98	1,326.35	1,621.09	1,915.84	2,210.58	2,652.70
Wetherby	885.43	1,033.01	1,180.58	1,328.15	1,623.29	1,918.44	2,213.58	2,656.30

TBC

TBC

being the amounts given by multiplying the amounts at 5.3(f) and 5.3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

5.4 That it be noted for the year 2017/18 that the Police and Crime Commissioner has issued the following precept and the **Fire & Rescue Authority are expected to issue the following precept** to the Council in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below.

Precepting Authority	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
Police & Crime Commissioner West Yorkshire	100.6329	117.4050	134.1772	150.9493	184.4936	218.0379	251.5822	301.8986
West Yorkshire Fire and Rescue Authority	40.591795	47.362928	54.129060	60.895193	74.427458	87.959723	101.491988	121.790385

5.5 That, having calculated the aggregate in each case of the amounts at 5.3(h) and 5.4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, **and subject to the confirmation of the Fire & Rescue Authority precept**, hereby sets the following amounts as the amounts of council tax for the year 2017/18 for each of the categories of dwellings shown below:

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
LEEDS EXCEPT PARTS BELOW:	992.02	1,157.37	1,322.71	1,488.05	1,818.72	2,149.40	2,480.07	2,976.09
Parish of:								
Aberford and District	1,005.67	1,173.30	1,340.91	1,508.53	1,843.75	2,178.98	2,514.20	3,017.05
Allerton Bywater	1,009.86	1,178.18	1,346.50	1,514.81	1,851.43	2,188.05	2,524.67	3,029.61
Alwoodley	1,000.02	1,166.70	1,333.38	1,500.05	1,833.39	2,166.73	2,500.07	3,000.09
Arthington	997.28	1,163.51	1,329.72	1,495.94	1,828.36	2,160.80	2,493.22	2,991.87
Bardsey cum Rigton	1,011.10	1,179.63	1,348.15	1,516.67	1,853.70	2,190.74	2,527.77	3,033.33
Barwick in Elmet and Scholes	1,004.51	1,171.94	1,339.36	1,506.78	1,841.61	2,176.45	2,511.29	3,013.55
Boston Spa	1,004.77	1,172.25	1,339.71	1,507.18	1,842.10	2,177.03	2,511.95	3,014.35
Bramham cum Oglethorpe	1,013.85	1,182.83	1,351.81	1,520.79	1,858.74	2,196.69	2,534.64	3,041.57
Bramhope and Carlton	1,012.55	1,181.32	1,350.08	1,518.84	1,856.35	2,193.87	2,531.39	3,037.67
Clifford	1,012.85	1,181.68	1,350.49	1,519.30	1,856.91	2,194.54	2,532.15	3,038.59
Collingham with Linton	1,021.71	1,192.01	1,362.30	1,532.59	1,873.16	2,213.74	2,554.30	3,065.17
Drighlington	1,009.67	1,177.96	1,346.24	1,514.52	1,851.07	2,187.63	2,524.19	3,029.03
East Keswick	1,012.45	1,181.20	1,349.95	1,518.69	1,856.17	2,193.66	2,531.14	3,037.37
Gildersome	1,000.15	1,166.86	1,333.55	1,500.25	1,833.63	2,167.02	2,500.40	3,000.49
Great and Little Preston	1,008.11	1,176.14	1,344.16	1,512.18	1,848.21	2,184.25	2,520.29	3,024.35
Harewood	994.93	1,160.77	1,326.59	1,492.42	1,824.06	2,155.71	2,487.35	2,984.83
Horsforth	1,002.37	1,169.45	1,336.51	1,503.58	1,837.70	2,171.83	2,505.95	3,007.15
Kippax	1,014.60	1,183.71	1,352.82	1,521.92	1,860.12	2,198.32	2,536.52	3,043.83
Ledsham	1,023.35	1,193.93	1,364.49	1,535.05	1,876.16	2,217.29	2,558.40	3,070.09
Ledston	992.02	1,157.37	1,322.71	1,488.05	1,818.72	2,149.40	2,480.07	2,976.09
Micklefield	1,055.27	1,231.17	1,407.05	1,582.93	1,934.68	2,286.45	2,638.20	3,165.85
Morley	1,004.79	1,172.27	1,339.74	1,507.21	1,842.14	2,177.08	2,512.00	3,014.41
Otley	1,047.15	1,221.69	1,396.22	1,570.75	1,919.80	2,268.86	2,617.90	3,141.49
Pool in Wharfedale	1,019.14	1,189.01	1,358.87	1,528.73	1,868.44	2,208.16	2,547.87	3,057.45
Rawdon	1,002.04	1,169.06	1,336.07	1,503.08	1,837.09	2,171.11	2,505.12	3,006.15
Scarcroft	1,013.31	1,182.20	1,351.09	1,519.98	1,857.75	2,195.52	2,533.29	3,039.95
Shadwell	1,016.49	1,185.91	1,355.33	1,524.75	1,863.58	2,202.41	2,541.24	3,049.49
Swillington	1,012.03	1,180.71	1,349.39	1,518.06	1,855.40	2,192.75	2,530.09	3,036.11
Thornor	1,018.31	1,188.04	1,357.76	1,527.48	1,866.91	2,206.35	2,545.79	3,054.95
Thorp Arch	1,022.27	1,192.66	1,363.04	1,533.42	1,874.17	2,214.93	2,555.69	3,066.83
Walton	1,025.45	1,196.38	1,367.29	1,538.20	1,880.01	2,221.84	2,563.65	3,076.39
Wetherby	1,026.65	1,197.78	1,368.89	1,540.00	1,882.21	2,224.44	2,566.65	3,079.99

5.6 That, in accordance with section 52ZB of the Local Government Finance Act 1992, following the principles set out by the Secretary of State and in the Referendums Relating to Council Tax Increases (Principles) (England) Report 2017/18, it be determined that Leeds City Council's relevant basic amount of council tax for the year 2017/18 is not excessive.

5.7 That the schedule of instalments for 2017/18 for transfers to Leeds City Council and payments to the Police and Crime Commissioner and the Fire & Rescue Authority out of the Collection Fund be determined as set out in Appendix II of this report.

6. Background documents

6.1 There are no background documents associated with this report.

APPENDIX I

PARISH PRECEPTS & COUNCIL TAX BAND D CHARGES 2017/18

Parish	2016/17		2017/18		
	Parish Precept	Parish Band D Council Tax	Parish Precept	Parish Band D Council Tax	
	£	£ p	£	£ p	
Aberford and District	15,000.00	19.50	15,750.00	20.48	
Allerton Bywater	31,000.00	22.58	37,000.00	26.76	
Alwoodley	36,720.00	10.11	43,835.00	12.00	
Arthington	2,000.00	7.00	2,250.00	7.89	
Austhorpe	0.00	0.00	0.00	0.00	
Bardsey cum Rigton	32,250.00	28.83	32,250.00	28.62	
Barwick in Elmet and Scholes	37,148.00	18.94	37,148.00	18.73	
Boston Spa	36,720.00	18.78	37,450.00	19.13	
Bramham cum Oglethorpe	23,953.00	32.88	24,240.00	32.74	
Bramhope and Carlton	55,700.00	30.79	55,922.00	30.79	
Clifford	22,000.00	30.29	23,000.00	31.25	
Collingham with Linton	76,000.00	44.99	76,000.00	44.54	
Drighlington	41,000.00	22.47	49,000.00	26.47	
East Keswick	18,000.00	30.80	18,000.00	30.64	
Gildersome	21,630.00	12.06	22,063.00	12.20	
Great and Little Preston	12,000.00	21.44	14,000.00	24.13	
Harewood	1,000.00	0.54	8,000.00	4.37	
Horsforth	109,550.00	15.62	109,950.00	15.53	
Kippax	41,881.00	14.69	97,000.00	33.87	
Ledsham	4,050.00	42.14	4,451.00	47.00	
Ledston	3,296.00	21.11	0.00	0.00	TBC
Micklefield	44,869.00	91.51	47,385.00	94.88	
Morley	196,443.00	19.19	200,372.00	19.16	
Otley	340,854.00	71.19	407,627.00	82.70	
Pool in Wharfedale	38,426.00	41.00	38,426.00	40.68	
Rawdon	40,075.00	15.02	40,240.00	15.03	
Scarcroft	26,000.00	32.45	26,000.00	31.93	
Shadwell	35,000.00	36.43	35,700.00	36.70	
Swillington	28,101.00	29.72	28,500.00	30.01	
Thornor	28,000.00	37.45	29,500.00	39.43	
Thorp Arch	13,200.00	35.51	17,020.00	45.37	
Walton	5,720.00	49.44	5,812.00	50.15	
Wetherby	240,273.00	53.48	241,353.00	51.95	TBC
Wothersome	0.00	0.00	0.00	0.00	
TOTAL	1,657,859.00		1,825,244.00		

LEEDS COLLECTION FUND

SCHEDULE OF INSTALMENTS OF PAYMENTS OR TRANSFERS 2017/18

18th April 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th May 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th June 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
17th July 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th August 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th September 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
16th October 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th November 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th December 2017	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th January 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th February 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th March 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority

The amount of each instalment will be the amount of the billing authority's undischarged liability, divided by the number of instalments remaining to be paid or transferred.

Report of the Deputy Chief Executive

Item 10(iii)

Report to Executive Board

Date: 8th February 2017

Subject: Capital Programme Update 2017-2020

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? Except 6.1 (a to b)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report sets out the updated capital programme for 2017-2020 and includes an updated forecast of resources available over that period together with the current 2016/17 position. The Council continues to deliver significant capital investment across the city which will provide improved facilities and infrastructure and supports the Leeds economy, whilst ensuring the impact on debt costs within the revenue budget is managed.
2. In the period from 2017-2020, the council is seeking to deliver capital investment of £1,282.4m, of which £863.9m relates to the General Fund and £418.5m in the Housing Revenue Account (HRA). The Council will be committing £571.5m of its own funding over the four year period, including 2016/17 to deliver the Council's priorities and objectives. The council's borrowing includes £473.9m of capital expenditure that is funded by additional income, generates revenue savings or ensures that our assets are maintained to an acceptable standard. The remaining £97.6m supports the Best Council Plan objectives. The council is also reducing its borrowing by making debt repayments of £67.3m over the period.
3. Whilst the capital programme remains affordable in 2017-18, ongoing reviews will consider the continued affordability of debt costs in future years in the context of: planned expenditure and the Best Council Plan priorities; projections on interest rates; and the strength of the Council's balance sheet to fund capital spend. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.
4. There are a number of significant capital pressures and £136.5m is being injected as part of this programme, these are detailed in **Appendix A(iii)**. These pressures

have been contained within the existing funding envelope for 2017/18. There remains, however, a number of future pressures in 2017/18 and beyond that will be addressed as business cases for capital investment are developed throughout the coming year.

5. An update to the 2016/17 position shows projected spend of £401.7m. **Appendix A** outlines the objective analysis of this spend for the period 2016 to 2020, along with the capital resources required to finance this.
6. The HRA programme remains affordable over the next 3 years.
7. The Council has made a change to its' Minimum Revenue Provision (MRP) policy by calculating pre 2007/08 MRP on an annuity basis. The impact of this is that an overprovision of £93.4m has been made in previous years, that would now be recognised over a 3 year period.

Recommendations

8. Executive Board is asked to recommend to Council :
 - a) the capital programme for 2017- 2020 totalling £1,282.4m, including the revised projected position for 2016/17, as presented in **Appendix F**,
 - b) the revised MRP policy for 2017/18 as set out in **Appendix D**,
9. Executive Board are asked to approve:
 - a) that the list of land and property sites shown in **Appendix B** will be disposed of to generate capital receipts for use in accordance with the MRP policy
 - b) the following injections into the capital programme :
 - £116.2m, of annual programmes as set out in Appendix A(iii) funded by £37.2m LCC borrowing, £8.5m HRA Borrowing, £64.5m of HRA specific resources and £6.0m of general fund specific resources ;
 - £20.3m, of pressures as set out in Appendix A(iii) funded by £14.3m of net borrowing and £6.0m of general fund specific resources

The above decision to inject funding within this report of £136.5m will be implemented by the Chief Officer (Financial Services).
 - c) the delegation of the future injections and authority to spend of the acquisition of strategic assets in support of the Councils financial strategy, to the Director of Development and the Chief Finance Officer in consultation with the relevant Executive Board member for Regeneration, Transport and Planning and group leaders of Executive Board.

1. Purpose of this report

- 1.1. This report sets out the updated capital programme for 2017-2020 and includes details of forecast resources for that period. It also includes an update of the 2016/17 programme.
- 1.2. In accordance with the Council's Budget and Policy Framework, decisions as to the Council's capital programme are reserved to Council. In addition, statutory guidance requires that policies on Minimum Revenue Provision (see 3.5) are approved by Council. As such, the recommendations at 6.1 (a-b) are not subject to call in.

2. Background information

- 2.1. In preparing the capital programme update, ongoing reviews of the phasing of expenditure on existing capital schemes has been undertaken together with an up to date projection of capital resources. Where appropriate, scheme estimates have been revised.
- 2.2. This update of the capital programme has been prepared in the context of the overall resources available to the Council. The Government's spending review combined with the Autumn Statement and the provisional local government settlement in December set out the revenue funding local authorities can expect over the coming years and this capital programme is therefore constrained by these funding reductions and in line with the Medium Term Financial Strategy.
- 2.3. The capital programme outlined at **Appendix A**, is split between General Fund and HRA with **Appendix A(i), A(ii) and A(iii)** providing the details across the annual and major programmes and injections since the quarter 2 report. Appendix **F** provides a full list of schemes by objective analysis.

3. Capital Programme Update

3.1. Capital Programme Update 2016/17

- 3.1.1. The latest projected expenditure for 2016/17 is £401.7m and it is forecast that resources will be available to fund this level of expenditure both within the General Fund and HRA programmes. **Table 1** shows the latest position against previous updates to Executive Board.

Table 1 - Capital Resources Position

	February 2016 Capital Programme £m	Qtr 1 Jul 16 EB report £m	Qtr 2 Nov 16 EB report £m	This report £m	Variance this report to Qtr 2 Nov 2016 £m
Forecast Expenditure	347.3	441.3	425.5	401.7	(23.8)
Funded By					
Government Grants	112.4	124.8	121.8	104.2	(17.6)
Other Grants and Contributions	14.0	16.9	16.1	10.7	(5.4)
Borrowing	124.5	189.8	178.0	189.5	11.5
HRA Self Financing	86.2	98.3	97.9	83.3	(14.6)
HRA Other Receipts & Grants	10.2	11.5	11.7	14.0	2.3
Total Forecast Resources	347.3	441.3	425.5	401.7	(23.8)

- 3.1.2. A review of all capital schemes within the programme takes place on a monthly basis, with two quarterly reviews reported to Executive Board in July and November. These reviews ensure that where schemes are funded from borrowing, they are still an essential priority for the Council in supporting the delivery of the Council Plan. Table 1 shows that since the February 2016 capital programme, borrowing is projected to increase by a net £65m which mainly relates to £55m of acquisitions as part of the Strategic Investment Fund and £10m to support our annual programmes. Further individual major scheme updates are provided in **Appendix C(i)**.
- 3.1.3. Members are asked to note that there are other capital related reports elsewhere on the agenda. These include reports on Housing Growth, Leeds District Heating Network, a proposed property acquisition, East Leeds Orbital Road (ELOR), City Centre Cycle Superhighway (City Connect 2) and the Relocation of the Medical Needs Teaching Service. These are mainly for information only and those that do have financial implications are included within this capital programme update.

3.2. Capital Programme Resources 2016/17 onwards

- 3.2.1. **General Fund** - The Council's reducing revenue funding envelope over the medium term places constraints on the level of debt that Council can afford. As such only those schemes supported by a robust business case and that meet the Council's priorities will progress. However, the strategy allows for an additional increase in debt where the additional debt cost is met from schemes that generate greater savings, or avoid revenue costs, or provide income streams. The council will continue to explore and take advantage of investment opportunities as they arise and these will also be subject to robust business case review and Executive Board approval in line with financial procedure rules. Table 2 below shows the Council's level of annual programmes, corporate borrowing and borrowing supported by income streams and or cost savings.
- 3.2.2. The programme results in a borrowing requirement of £571.5m over the four year period, including 2016/17, to deliver the Council's priorities and objectives. Of this £280.9m is supported by a revenue income stream leaving £290.6m of corporate borrowing invested in major and annual schemes. The council is also reducing its borrowing by making debt repayments of £67.3m.

Table 2 - Capital Programme Net Borrowing Requirement 2016-2020

	2016/17	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m	£m
Corporate Borrowing					
Annual Programme in Year	39.5	43.4	40.2	52.0	175.1
Annual Programme C/F previous Year	10.7	6.6	0.6	0.0	17.9
Other corporate Borrowing	25.8	28.5	23.3	20.0	97.6
Total Corporate Borrowing	76.0	78.5	64.1	72.0	290.6
Borrowing supported by revenue	113.5	81.5	47.7	38.2	280.9
Total LCC Borrowing	189.5	160.0	111.8	110.2	571.5
Repayment of Debt (MRP)	17.3	12.7	21.9	15.4	67.3
Net Borrowing requirement	172.2	147.3	89.9	94.8	504.2

- 3.2.3. Resources of £1,282.4m are required to fund the City Council's capital programme from 2016/17 to 2019/20. These are summarised in **Appendix A**, divided into General Fund resources and HRA resources. **Appendix A(i) and (ii)** provides the details across the annual and major programmes. **Table 3** below shows the overall resources position including 2016/17;

Table 3: Total Capital Resources 2016/17 - 2019/20

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Specific Resources General Fund	114.9	114.4	64.8	36.7	330.8
Specific Resources HRA	97.3	106.1	98.7	77.9	380.1
* Corporate Resources	189.5	160.0	111.8	110.2	571.5
Total Resources	401.7	380.5	275.3	224.9	1,282.4

* Includes £38.5m of borrowing for the HRA programme. £30m for Council House Growth Programme and £8.5m for Housing Leeds.

- 3.2.4. **Specific Resources General Fund £330.8m** – This includes funding which has been secured for specific schemes in the form of government grants such as Learning Places (Basic Need), Section 31 transport grant, Local Transport Plan, other government departments and other contributions from external bodies including the Heritage Lottery Fund and private developers which is then passported to the relevant directorate programmes.

- 3.2.5. **Specific Resources HRA £380.1m** - In accordance with the HRA budget , HRA capital expenditure has been set assuming a 1% rent reduction for 2017/18. Despite a general reduction of 1%, the HRA capital programme has been prioritised to deliver investment of £82m in each of the 3 years for the Council House refurbishment programme.

- 3.2.6. **Corporate Resources £571.5m** - These represent resources which the Council has more freedom to allocate to its own policy priorities. The main sources are borrowing and capital receipts. Capital receipts are allocated firstly to fund the liabilities to be written down for the year in relation to PFI schemes and finance leases then the Council's statutory requirement to repay debt (MRP). In financing the overall capital programme, the Chief Finance Officer will use the optimum mix of funding sources available to achieve the best financial position for the Council.

- 3.2.7. In terms of forecast capital receipts, a list of land and property sites for disposal during the period is included in **Appendix B**.

3.3. Capital Expenditure 2016/17 onwards

- 3.3.1. A summary of the forecast capital programme by capital objective is set out below and the updated capital programme by individual scheme within these objectives is attached at **Appendix F**.

Table 4 - Capital Resources 2016/17 - 2019/20

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Improving Our Assets	245.9	227.7	189.2	145.2	807.9
Investing In Major Infrastructure	31.7	19.7	12.0	6.7	70.1
Supporting Service Provision	67.7	97.2	57.7	36.4	259.0
Investing in New Technology	7.4	8.9	5.5	6.2	27.9
Supporting the Leeds Economy	32.5	18.1	5.3	8.4	64.2
Central and Operational Expenditure	16.6	9.1	5.7	21.9	53.3
Total Resources	401.7	380.5	275.3	224.8	1,282.4

- 3.3.2. As can be seen from table 4 above, investment of £401.7m is taking place during 2016/17 with further investment of £880.7m planned from 2017/18 to 2019/20 onwards.
- 3.3.3. **Appendix A(iii)** details the injections that this report seeks and those that have taken place between the Quarter 2 update report and this report. This report seeks to inject £136.5m of which £116.2m relates to annual programmes and £20.3m other pressures and deletions.
- 3.3.4. Annual programme injections of £116.2m include £73.0m for the Housing Leeds and BITMO programmes, £12.5m of Local Transport Plan grant, £7.7m to maintain our Bridges and Structures infrastructure, £7.4m additional Highways and Schools capitalisations, £6.0m for planned Highways asset maintenance, £5.5m Section 278 developer contributions, £1.9m for the Digital Information essential services programme, £1.4m to maintain our Heritage assets and £0.7m of DfT grant for Pothole repairs in 2017/18.
- 3.3.5. The remaining £20.3m relates to current pressures and deletions which in the main are funded from borrowing which are supported by revenue.
- 3.3.6. Members will be aware that Executive Board approved the principle of a grant of £4m to YCCC as part funding towards the North South stand redevelopment at Headingley to enable the ground to maintain its Category A status with the England and Wales Cricket Board. This grant formed part of a wider funding package. Given recent developments it is proposed that the allocation of grant is taken out of the capital programme at this time, whilst officers continue to work with YCCC and Leeds Rugby with a view to identifying a new financial proposal for the stadium redevelopment.
- 3.3.7. The overall investment will deliver a number of council priorities and objectives. **Appendix C** lists the major schemes contained within each objective and **Appendix C(i)** gives a narrative update on these major schemes.

3.4. Economic Impact Analysis

- 3.4.1. An assessment of the economic impact of the Council's capital programme investment has been undertaken which makes use of the Regional Econometric Model (REM) which can estimate the wider economic impact of the capital programme through multiplier effects. The key points below estimate the economic impact for Leeds and the Leeds City Region from 2016/17 – 2019/20:

- An estimated peak of 4,938 net additional FTE job roles in Leeds will be created over the three years through the Council's capital expenditure generating over £1,016m Gross Value Added (GVA) for the Leeds economy.
- In addition a further net additional 200 jobs and £19.0m GVA will be created in the wider Leeds City Region by our capital expenditure
- In total, it is therefore estimated that Leeds City Council capital expenditure between 2016/17 and 2018/19 will create a peak of 5,138 FTE jobs and generate £1,035m GVA in the Leeds City Region.

3.4.2. In addition to the use of the REM to determine the effect on the economy, further analysis is ongoing to assess the impact of employment and skills obligations within Council contracts have on jobs and apprenticeships.

3.5. Capital Strategy - MRP

- 3.5.1. The MRP is an annual revenue charge for the repayment of borrowing and other capital financing liabilities. Local authorities are required by statute to determine each financial year what they consider to be a prudent amount of MRP, and are required by statutory guidance to approve an annual statement setting out their MRP policy. The policy should be approved by full council, and any subsequent revisions which are proposed to the approved policy should also be approved by full council.
- 3.5.2. In determining the level of a prudent MRP, local authorities are required to 'have regard' to statutory guidance issued by the government. This means that local authorities should not take a substantially different course from that set out in the guidance, but may deviate from its detailed requirements where they determine there is good reason to do so. The statutory guidance sets out that the broad aims of a prudent MRP policy should be to ensure that borrowing is repaid either over the life of the asset which the capital expenditure related to or, for supported borrowing, the period assumed in the grant determination. The guidance identifies four options for calculating MRP which would result in a prudent provision, but states that other approaches are not ruled out.
- 3.5.3. Local authorities therefore have a level of freedom in determining their MRP policies, provided that they are in line with the broad aims set out in the statutory guidance. It is proposed that the council makes changes to its MRP policy for 2017/18 and succeeding years. The overall aim of the changes is to more closely align the profile of debt repayments to the council's medium term financial strategy, whilst ensuring that there is no delay in the ultimate repayment of debt and therefore that the underlying principle set out in the Guidance is adhered to.
- 3.5.4. Recent years have seen many local authorities across the country revising their MRP policies, in particular to move away from the use of the old statutory calculation method for MRP on debt incurred up to 2007/08. The council made this change in its 2015/16 MRP policy, moving to an annuity based asset life method using an average asset life based on data from more recent years. The council could have made this change when the current MRP requirements were introduced in 2008/09. If the Council had changed its policy in 2008/09, the MRP on this tranche of debt would have been lower than was actually charged during the years between 2008/09 and 2014/15, but would now be at a higher level than currently and would be fully repaid seven years earlier than under the current approved MRP policy. Such an earlier repayment date would more closely reflect the principle set

out in the statutory guidance that borrowing should be repaid over the life of the assets which it has funded, as it takes into account that this tranche of borrowing originated in 2007/08 or earlier. It is therefore proposed that for its 2017/18 MRP policy the council calculates the MRP due on its pre 2007/08 debt on the basis of an annuity based asset life calculation applying from 2008/09, and treats the additional MRP set aside since 2008/09 as an overprovision. Under the current MRP policy, by the end of 2016/17 the overprovision of MRP set aside on this basis is £93.4m.

3.5.5. It is proposed that the overprovision would firstly be applied over a three year period in a way which smooths the impact of any timing variations in the availability of capital receipts and reduces the MRP charge to revenue to £1.0m. The remaining cumulative overprovision would then be applied evenly over the following three years.

3.5.6. It should be recognised that this change would reduce the rate of repayments of borrowing over the period during which the overprovision is being applied, which will lead to the council incurring additional interest costs in the meantime. However, in the current climate of low interest rates it is considered that this would be an acceptable cost given the benefits to be gained from the change.

3.5.7. The council has obtained Counsel's Advice confirming that these proposed changes to its MRP policy are lawful. It is recommended that Council approves the proposed revised MRP policy as prudent, on the grounds that :

- There would be no departure from the principles set out in the statutory Guidance.
- Pre 2007/08 debt would be fully provided for seven years earlier than is currently expected.
- The initial three year period of low MRP charges to revenue would allow the council the time needed to reconfigure services to put it in a financially sustainable position over the medium to longer term.
- Projections indicate that the forecast gradual MRP increases over subsequent years will be affordable.

3.5.8. It is not proposed to make any changes to the council's MRP policy for 2016/17. However, within the existing policy the MRP schedules for borrowing originating from 2008/09 to 2014/15 and prudential borrowing for 2007/08 have been recalculated, following an exercise to update the expected asset lives for the council's asset portfolio. This recalculation results in no further MRP being due in 2016/17 on borrowing originating from 2008/09, 2009/10 and on the 2007/08 prudential borrowing, with reductions on the MRP due in relation to borrowing from later years. At the end of 2016/17 there will be a remaining overprovision of £3.2m on 2008/09 borrowing and 2007/08 prudential borrowing. For the 2017/18 MRP policy it is proposed to include this figure with the £93.4m overprovision from pre 2008/09 debt referred to in paragraph 3.5.5 above.

3.6. It is proposed that the council's 2017/18 MRP policy should be :

- If capital receipts have been used to repay borrowing or to fund PFI liabilities for the year then the value of the MRP which would otherwise have been set

aside will be reduced by the amounts which have instead been repaid from capital receipts.

- MRP for borrowing on capital expenditure incurred between 2007/08 and 2016/17 will be calculated on an annuity basis over the expected useful life of the assets (option 3 in the statutory guidance). For expenditure capitalised under statute where there is no identifiable asset, the lifetimes used for calculating the MRP will be as recommended in the statutory guidance.
- For earlier borrowing, MRP will be calculated on an asset life annuity basis. As data is not available to identify the individual assets which this borrowing related to, an average asset life relating to more recent borrowing will be used. It is considered that this is prudent as prior to 2008/09, the Council's capital spend, being largely determined by Government approval, was more dominated by spend on long term assets, whilst since 2008/09, greater flexibility as allowed borrowing to support investment in assets with a shorter life. The annuity calculation will be based on the position which would have been reached if this approach had been in place since 2008/09.
- For all outstanding borrowing (both pre and post 2007/08), the MRP charged to revenue will be adjusted by offsetting an element of the cumulative overprovision on pre 2007/08 borrowing, until this overprovision has been fully utilised. For 2017/18, the calculated MRP will be reduced by the allocation of approximately £15.0m of the cumulative overprovision on pre 2007/08 borrowing. It will be further reduced by the remaining £2.3m overprovision on 2008/09 borrowing and 2007/08 prudential borrowing.
- For PFI liabilities, an MRP charge will be calculated on the basis of the expected life of the asset which has been acquired, using the same annuity basis as is used for borrowing.
- For finance lease liabilities, an MRP charge will be made to match the value of any liabilities written down during the year.

3.6.1. In deciding on the application of capital funding it is proposed that:

- Capital receipts are allocated firstly to the liabilities to be funded for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- For any remaining capital receipts, the Responsible Financial Officer (the Section 151 Officer) will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.
- Any other general capital income will be allocated to those capital schemes which relate to the shortest lived assets.

3.6.2. The proposed MRP Policy for 2017/18 is set out at **Appendix D**.

3.7. Prudential Indicators

- 3.7.1. Under the current self-regulatory financial framework, CIPFA's prudential code for capital finance¹, each authority is required to set a number of prudential indicators and limits for its capital plans which will include affordability, the impact of capital investment plans on council tax and housing rents, capital expenditure levels, external debt and treasury management indicators. A number of these indicators relate specifically to treasury management operations and for 2016/17 to 2019/20 these are included in the treasury management strategy report elsewhere on the agenda. In relation to capital expenditure, and in accordance with the prudential code, this report indicates future levels of capital expenditure, forecast resources and the resulting borrowing requirement (before providing for the statutory charge to revenue for past capital expenditure, known as minimum revenue provision). Details are set out in Appendix A of the Treasury Management Strategy Report elsewhere on the February agenda.
- 3.7.2. Any unsupported borrowing carried out must be affordable within the revenue budget (i.e. the cost of interest and debt repayments). For 2017/18, the debt cost of all schemes funded through borrowing have been provided for in the revenue budget, approval for which is contained within the revenue budget report elsewhere on this agenda.

4. Corporate Considerations

4.1. Consultation and Engagement

- 4.1.1. The Council's initial budget proposals, including capital programme, were set out in a report to Executive Board in December 2016.
- 4.1.2. The report was also used for wider consultation with the public through the Leeds City Council web-site, the results of this consultation are contained in the revenue budget report which is elsewhere on the agenda.

4.2. Equality, Diversity, Cohesion and Integration Screening

- 4.2.1. The capital programme sets out a plan of capital expenditure over future years and further spending decisions are taken, in accordance with capital approval processes, as projects are developed. This is when more detailed information will be available as to where in the city capital spending will be incurred and the impact on services, buildings and people. Service Directorates will include equality considerations as part of the rationale in determining specific projects from capital budgets.
- 4.2.2. In terms of the content of this report, an Equality Screening document has been prepared and is attached at **Appendix E**.

¹ CIPFA – The Prudential Code for Capital Finance in Local Authorities (amended 2011)

4.3. Council Policies and Best Council Plan

4.3.1. Capital objectives were set out and agreed in the initial budget proposals report considered by Executive Board in December 2013. The capital programme attached to this report is structured to show schemes under these objectives.

4.4. Resources and value for money

4.4.1. The resource implications of this report are detailed in section 3 above. For the capital programme to be sustainable, the Chief Finance Officer must be satisfied that spend in each year of the programme can be afforded. For 2017/18 the forecast of borrowing costs resulting from capital expenditure are budgeted for within the revenue budget. In the year following capital expenditure, as well as budgeting for interest costs, the revenue budget must make provision for the minimum revenue provision on borrowings which is accounted for over the life of the asset.

4.4.2. Forecasts for the debt budget beyond 2017/18 are dependent upon the interest rate assumptions, the likely level of capital spend and the Councils cash balances. The debt budget is currently forecast to increase by £2.8m in 2017/18 before MRP. The interest rate assumptions and the borrowing requirement arising from the capital programme will be kept under review throughout 2017/18, before establishing the 2018/19 debt budget. Significant capital pressures of £110.0m identified but not yet injected into the programme are building from 2017/18 onwards. A significant pressure still outside the programme is within the Learning Places programme.

4.4.3. Executive Board received an update report on this programme in December 2016, including the projected funding deficit at £84.6m. The deficit has since reduced by £16.9m to £67.7m primarily for the return of funding previously allocated to the Social Emotional Mental Health Programme. Work continues in identifying the demographic pressure, to be updated for information from the latest admissions round, and awaits the schools capital funding announcement expected in February for any changes to Basic Need Grant funding.

4.4.4. In order to ensure that schemes meet Council priorities and are value for money, the Chief Finance Officer will continue to ensure:

- the introduction of new schemes into the capital programme will only take place after completion and approval of a full business case and identification of the required resources; and
- the use of prudential borrowing by directorates is based on individual business cases and that revenue resources to meet the borrowing costs are identified.

4.5. Legal Implications, Access to Information and Call In

4.5.1. In accordance with the Council's Budget and Policy Framework, decisions as to the Council's capital programme are reserved to Council. In addition, statutory guidance requires that policies on Minimum Revenue Provision (see 3.5) are approved by Council. As such, the recommendations at 6.1 (a to b) are not subject to call in.

4.5.2. In accordance with the Budget and Policy Framework Rules, the Executive Board is required to make proposals to Council regarding the degree of in year changes which may be undertaken by the Executive. There are no proposed changes to these rules.

4.6. Risk Management

4.6.1. One of the main risks in developing and managing the capital programme is that insufficient resources are available to fund the programme. A number of measures are in place to ensure that this risk can be managed effectively:

- Monthly updates of capital receipt forecasts prepared, using a risk based approach, by the Director of City Development;
- Monthly monitoring of overall capital expenditure and resources forecasts alongside actual contractual commitments;
- Quarterly monitoring of the council's VAT partial exemption position to ensure that full eligibility to VAT reclaimed can be maintained;
- Ensuring written confirmation of external funding is received prior to contractual commitments being entered into;
- The capital programme includes a central contingency of £7.1m to cater for any unforeseen circumstances; £1m of this is allocated for specific emergencies. In addition individual programmes and schemes contain a risk provision for unexpected circumstances;
- Compliance with Financial Procedure rules, Financial Regulations and Contract Procedure Rules to ensure the Council's position is protected.

4.6.2. The Chief Finance Officer will continue to work with service directors to ensure that capital schemes are properly developed and that a rigorous business case process is operated to demonstrate investment is aligned to capital objectives, meets the needs of the public and will deliver best value.

4.6.3. In managing the overall funding for the programme particular emphasis is placed on ensuring that contractual commitments are only made when there is reasonable certainty that the appropriate resources are available. The Chief Finance Officer shall co-ordinate scheme reviews and the approval of schemes to ensure that they are brought forward in a timely way and can be afforded. Update reports on the overall capital programme will continue to be reported to Executive Board 3 times each year.

5. Conclusions

5.1. Over the four year period to 2019/20 the Council is seeking to deliver a total of £1,282.4m capital investment within the city.

5.2. This is funded through £710.9m specific or external funding and £571.5m of corporate resources.

5.3. Resources have been reprioritised and directed to pressures that have arisen and a number of schemes have been injected. These pressures have been contained within the existing funding envelope for 2017/18. There remain, however, a number of pressures in 2017/18 and beyond that will be addressed as the business cases for capital investment are developed.

- 5.4. Forecasts for the general fund debt budget beyond 2017/18 are dependent upon the interest rate assumptions, the likely level of capital spend and the Councils cash balances. These will be kept under review throughout 2017/18, before establishing the 2018/19 debt budget. Funding is available to meet the level of HRA investment.
- 5.5. The Chief Finance Officer will continue to ensure adequate resources are available to meet the planned level of investment through continued and regular review of profiling, priorities and resources within the programme.

6. Recommendations

6.1. Executive Board is asked to recommend to Council:

- a) the capital programme for 2017-20 totalling £1,282.4m including the revised projected position for 2016/17, as presented in **Appendix F** ;
- b) the revised MRP policy for 2017/18 as set out in **Appendix D**.

6.2. Executive Board are asked to approve:

- a) that the list of land and property sites shown in **Appendix B** will be disposed of to generate capital receipts for use in accordance with the MRP policy
- b) the following injections into the capital programme :

- £116.2m, of annual programmes as set out in Appendix A(iii) funded by £37.2m LCC borrowing, £8.5m HRA Borrowing, £64.5m of HRA specific resources and £6.0m of general fund specific resources ;
- £20.3m, of pressures as set out in Appendix A(iii) funded by £14.3m of net borrowing and £6.0m of general fund specific resources.

The above decision to inject funding within this report of £136.5m will be implemented by the Chief Officer (Financial Services).

- d) the delegation of the future injections and authority to spend of the acquisition of strategic assets in support of the Councils financial strategy, to the Director of Development and the Chief Finance Officer in consultation with the relevant Executive Board member for Regeneration, Transport and Planning and group leaders of Executive Board.

Appendices

A – Capital Programme Statement 2015/16-2018/19

A(i) & A(ii) – Annual Programmes & Major Programmes & other schemes

A(iii) – Net Injections Since Quarter 2 Executive Board Nov 2016 Update

B – Capital Receipts - Sites scheduled for disposal 2016/17 to 2020/on

C – Major Schemes by Objective 2017/18 – 2019/2020 (Pie Chart)

C(i) - Major schemes within each objective 2017/18–2019/2020 (narrative)

D – Statement of Policy on the Minimum Revenue Provision for 2017/18

E – Equality, Diversity, Cohesion and Integration Screening Document

F – Capital Programme – Scheme Details (Organised by Expenditure Objective)

Background documents² - None

² 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.

Capital Programme Statement 2016/17 to 2019/20

Appendix A

	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	Total £000s
EXPENDITURE					
GENERAL FUND (GF)					
IMPROVING OUR ASSETS	148,564.7	107,014.2	70,324.5	63,487.9	389,391.3
INVESTING IN MAJOR INFRASTRUCTURE	31,654.2	19,664.3	12,026.8	6,727.3	70,072.6
SUPPORTING SERVICE PROVISION	67,657.6	97,209.4	57,656.9	36,432.1	258,956.0
INVESTING IN NEW TECHNOLOGY	7,392.3	8,863.4	5,494.7	6,186.8	27,937.2
SUPPORTING THE LEEDS ECONOMY	32,529.7	18,060.9	5,255.3	8,368.1	64,214.0
CENTRAL & OPERATIONAL EXPENDITURE	16,627.7	9,052.9	5,700.0	21,882.0	53,262.6
TOTAL ESTIMATED SPEND ON GF	304,426.2	259,865.1	156,458.2	143,084.2	863,833.7
HOUSING REVENUE ACCOUNT (HRA)					
IMPROVING OUR ASSETS - COUNCIL HOUSING	97,321.0	120,644.8	118,871.0	81,720.0	418,556.8
TOTAL ESTIMATED SPEND ON HRA	97,321.0	120,644.8	118,871.0	81,720.0	418,556.8
TOTAL ESTIMATED SPEND	401,747.2	380,509.9	275,329.2	224,804.2	1,282,390.5
RESOURCES					
GENERAL FUND (GF)					
Specific Resources					
GOVERNMENT GRANTS	104,209.8	105,193.3	62,777.8	34,356.6	306,537.5
OTHER GRANTS/CONTRIBUTIONS	10,683.0	9,267.0	2,036.1	2,291.2	24,277.3
Corporate Resources					
BORROWING - Corporate	94,842.3	103,773.5	74,713.3	72,007.1	345,336.2
BORROWING - Departmental	94,691.1	41,631.3	16,931.0	34,429.3	187,682.7
CAP. RESOURCES REQD FOR GF	304,426.2	259,865.1	156,458.2	143,084.2	863,833.7
HOUSING REVENUE ACCOUNT (HRA)					
Specific Resources					
HRA SELF FINANCING	83,262.9	81,475.4	74,638.2	70,529.4	309,905.9
R.T.B. CAPITAL RECEIPTS	7,723.4	20,701.7	17,433.2	7,390.6	53,248.9
GOVERNMENT GRANTS & OTHER CONTRIBUTIONS	3,059.8	2,884.7	6,649.1	0.0	12,593.6
OTHER GRANTS/CONTRIBUTIONS					
RCCO / RESERVES	3,263.9	1,033.5	0.0	0.0	4,297.4
BORROWING - Departmental	11.0	14,549.5	20,150.5	3,800.0	38,511.0
CAP. RESOURCES REQD FOR HRA	97,321.0	120,644.8	118,871.0	81,720.0	418,556.8
TOTAL CAP. RESOURCES REQD	401,747.2	380,509.9	275,329.2	224,804.2	1,282,390.5
BORROWING REQUIRED TO FUND THIS PROGRAMME	189,544.4	159,954.3	111,794.8	110,236.4	571,529.9
Average Interest rate (subject to change)	0.50%	0.50%	0.75%	0.75%	

Appendix A(i)

Annual Programmes

	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	Total £000s
Improving Our Assets					
Highways Maintenance works	8,000.0	11,000.0	12,000.0	13,000.0	44,000.0
Highways maintenance capitalisations	4,000.0	4,000.0	4,000.0	4,000.0	16,000.0
Schools Capital expenditure	3,500.0	3,500.0	3,500.0	3,500.0	14,000.0
Heritage Assets	1,856.3	2,900.0	2,000.0	2,000.0	8,756.3
Corporate Property Management	1,500.0	1,500.0	1,500.0	1,500.0	6,000.0
Fire Risk Assessments	600.0	1,500.0	1,000.0	1,000.0	4,100.0
General Refurbishments	1,128.7	826.5	1,040.6	1,065.0	4,060.8
Demolitions in year	1,000.0	1,000.0	1,000.0	1,000.0	4,000.0
Library Books	750.0	700.0	700.0	700.0	2,850.0
Sports Maintenance	269.5	500.0	500.0	500.0	1,769.5
Civic Hall Backlog Maintenance	154.7	350.0	250.0	250.0	1,004.7
Traffic Management Programme	162.8	211.0	200.0	200.0	773.8
Improving our assets slippage adjustments	2,545.0	3,441.6	0.0	0.0	5,986.6
	25,467.0	31,429.1	27,690.6	28,715.0	113,301.7
Supporting Service Provision					
Adaptations - DFG LCC Funding	2,869.0	2,869.0	2,869.0	2,869.0	11,476.0
Telecare (ASC)	605.8	400.0	300.0	400.0	1,705.8
Adaptation to Private Homes outside of scope	397.6	400.0	400.0	400.0	1,597.6
	3,872.4	3,669.0	3,569.0	3,669.0	14,779.4
Investing In New Technology					
Essential Services Programme	3,189.7	4,500.0	2,500.0	3,000.0	13,189.7
Essential Services Programme Staffing	1,200.0	1,500.0	1,500.0	1,200.0	5,400.0
Investing in New Technology slippage adjustments	0.0	0.0	0.0	0.0	0.0
	4,389.7	6,000.0	4,000.0	4,200.0	18,589.7
Supporting The Leeds Economy					
Project Support Fund - Groundwork	70.0	70.0	70.0	70.0	280.0
Central & Operational Expenditure					
General Capitalisation	4,000.0	4,000.0	4,000.0	4,000.0	16,000.0
Vehicle Programme	2,587.6	0.0	0.0	10,465.4	13,053.0
Capital Programme Management	600.0	600.0	600.0	600.0	2,400.0
Capitalisation Interest	499.9	300.0	300.0	300.0	1,399.9
Central & Operational vehicle slippage adjustments	8,759.8	3,975.1	580.0	0.0	13,314.9
	16,447.3	8,875.1	5,480.0	15,365.4	46,167.8
Total Annual Programmes supported by borrowing	50,246.4	50,043.2	40,809.6	52,019.4	193,118.6
Annual Programmes supported by external funding	5,549.3	5,496.9	4,481.0	4,826.4	20,353.6
Total Annual Programmes	55,795.7	55,540.1	45,290.6	56,845.8	213,472.2

Major Programmes & Other Directorate Schemes

Appendix A(ii)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Improving our assets - Council Housing					
HRA Housing Leeds Refurbishment & BITMO	79,706.3	83,198.5	81,720.0	81,720.0	326,344.8
HRA Council Housing Growth	17,614.7	37,446.3	37,151.0	0.0	92,212.0
Improving our assets - General Fund					
Strategic Investment Fund	54,719.7	155.0	0.0	0.0	54,874.7
Changing the Workplace 1 & 2	18,872.3	25,264.9	10,645.0	0.0	54,782.2
Childrens - Capital Maintenance	8,606.0	9,001.7	8,919.1	14,716.6	41,243.4
Bridges and Structures	7,634.8	8,123.4	4,800.0	4,800.0	25,358.2
Highways Maintenance & Transport Package Local Transport Plan	6,467.9	6,237.0	5,000.0	5,000.0	22,704.9
Section 278 and Section 106 Highways schemes	5,467.9	6,102.6	4,500.0	4,000.0	20,070.5
Elland Road & Aire Valley Park and Ride	5,274.3	2,327.5	1,000.0	0.0	8,601.8
Childrens Devolved Formula Capital	1,674.1	1,826.0	1,626.0	1,126.0	6,252.1
Whinmoor Nursery	4,665.7	1,675.0	63.0	0.0	6,403.7
Parks & Countryside	2,855.3	1,873.2	0.0	0.0	4,728.5
Community Hubs Phase 2	1,017.4	1,500.0	1,500.0	0.0	4,017.4
East Leeds Orbital Ringroad Highways works	1,610.7	1,500.0	0.0	0.0	3,110.7
Conversion of Refuse Collection Vehicles	0.0	0.0	744.0	840.0	1,584.0
Highways Adoption of 32 Roads	360.2	1,069.8	70.0	0.0	1,500.0
Other smaller schemes within the objective	2,412.7	7,513.0	3,366.8	3,544.9	16,837.4
	218,960.0	194,813.9	161,104.9	115,747.5	690,626.3
Investing in Major Infrastructure					
Flood Alleviation Works	19,276.9	10,163.6	5,537.3	1,850.7	36,828.5
Cycle City Ambition	5,762.9	5,430.9	2,104.2	0.0	13,298.0
Leeds Public Transport Investment & NGT residual	674.8	1,000.0	4,000.0	4,640.6	10,315.4
East Leeds Extension	1,885.2	0.0	0.0	0.0	1,885.2
Inner Ring Road Tunnel	1,229.7	300.0	0.0	0.0	1,529.7
Highways Major Schemes	270.3	802.9	330.6	0.0	1,403.8
Energy Efficiency & Green Deal	617.0	436.5	80.0	0.0	1,133.5
Other smaller schemes within the objective	1,937.4	1,530.4	-25.3	236.0	3,678.5
	31,654.2	19,664.3	12,026.8	6,727.3	70,072.6
Supporting Service Provision					
Childrens - Learning Places (Basic Need)	36,812.5	45,022.8	36,238.9	1,415.8	119,490.0
Childrens - Social Emotional Mental Health (LCC borrowing)	13,615.1	28,752.5	1,040.8	272.8	43,681.2
Social Care and Health Fund	170.0	600.0	400.0	23,830.0	25,000.0
District Heating Network	250.0	9,750.0	11,000.0	0.0	21,000.0
Kirkstall Rd HWSS	4,247.2	0.0	0.0	0.0	4,247.2
Private sector Renewal - Equity Loans	1,014.8	639.6	790.4	889.0	3,333.8
Other smaller schemes within the objective	3,594.7	4,694.5	536.8	2,274.5	11,100.5
	59,704.3	89,459.4	50,006.9	28,682.1	227,852.7
Investing in New Technology					
Customer Access Phase 1 & 2	759.9	1,084.4	950.0	1,409.2	4,203.5
ASC Care Act Implementation	0.0	639.8	416.3	416.3	1,472.4
Integrated Digital Care Record	663.6	125.0	0.0	0.0	788.6
Other smaller schemes within the objective	1,579.1	1,014.2	128.4	161.3	2,883.0
	3,002.6	2,863.4	1,494.7	1,986.8	9,347.5
Supporting the Leeds Economy					
Aire Valley Enterprise Zone	11,882.1	0.0	0.0	5,760.0	17,642.1
Kirkgate Market Strategy	8,292.7	1,095.0	0.0	0.0	9,387.7
Broadband and Superconnected & ESIF	2,901.3	1,664.6	1,664.6	0.0	6,230.5
City Region Revolving Infrastructure	1,058.9	1,680.3	1,670.0	809.6	5,218.8
Town and District centres & Townscape Heritage Initiative	1,098.6	3,786.5	0.0	0.0	4,885.1
Sustainable Communities Investment Programme & Group Repair	156.0	3,544.0	0.0	0.0	3,700.0
Digital Business Incubators (LCC Tech Hub)	2,182.4	1,017.6	0.0	0.0	3,200.0
Sovereign Square Greenscape	492.1	1,100.0	0.0	0.0	1,592.1
Logic Leeds Spine road	500.0	460.0	0.0	0.0	960.0
West Yorkshire Playhouse	363.1	93.4	83.6	0.0	540.1
Other smaller schemes within the objective	3,532.5	3,549.5	1,767.1	1,728.5	10,577.6
	32,459.7	17,990.9	5,185.3	8,298.1	63,934.0
Central & Operational Expenditure					
Contingency General	0.0	300.0	300.0	5,516.6	6,116.6
Contingency Specific Emergencies	0.0	0.0	0.0	1,000.0	1,000.0
Other smaller schemes within the objective	170.7	-122.1	-80.0	0.0	-31.4
	170.7	177.9	220.0	6,516.6	7,085.2
Total Major Programmes & Other Directorate schemes	345,951.5	324,969.8	230,038.6	167,958.4	1,068,918.3
Annual Programmes (See Appendix A(i))	55,795.7	55,540.1	45,290.6	56,845.8	213,472.2
Total Annual & Major Programmes	401,747.2	380,509.9	275,329.2	224,804.2	1,282,390.5

Appendix A (iii)

Injections Since Quarter 2 Capital Programme Update Report				
	Borrowing			
	Corporate	Supported by	Specific	Total
	Borrowing	Revenue	Resources	Resources
	£000	£000	£000	£000
Annual Programmes				
Housing Leeds and BITMO programmes		8,500.0	64,508.7	73,008.7
Bridges and Structures	7,730.0			7,730.0
Local Transport Plan (LTP) Grant			12,500.0	12,500.0
Capitalisations Highways & Schools	7,400.0			7,400.0
Highways Maintenance	6,000.0			6,000.0
S278 Developer Contributions (2019/20 programme)	5,475.7			5,475.7
Essential Services Programme	1,900.0			1,900.0
Heritage Assets	1,425.0			1,425.0
DfT Pothole Repair Grant			711.0	711.0
Disabled Facilities Grant (matching revenue assumptions)	7,200.0		-7,200.0	0.0
Total Annual Programme related injections	37,130.7	8,500.0	70,519.7	116,150.4
Other Pressures				
SEMH - Dispensation to increase Prudential Borrowing	-13,530.8	28,530.8		15,000.0
Leeds Flood Alleviation Scheme			4,715.0	4,715.0
Yorkshire County Cricket Club	-4,000.0		0.0	-4,000.0
Southbank Connectivity & Public Realm	550.0		500.0	1,050.0
Childrens Homes strategy	626.3			626.3
Century Way Thorpe Park	500.0			500.0
ASC - Complex Day Centres & Comm Integrated Care Recovery +		610.0		610.0
Public Health - Residential Rehab & Detox Centre			577.1	577.1
Asset Management Future Accomodation	437.0			437.0
Warm Well Homes			280.0	280.0
ANPR (Automated Number Plate Rec) Data scheme			202.8	202.8
Highways - Road Safety General	160.0			160.0
Other	215.0	228.3	-295.4	147.9
Total Other injections	-15,042.5	29,369.1	5,979.5	20,306.1
Net Injections sought as part of this report	22,088.2	37,869.1	76,499.2	136,456.5
Net Injections Q2 - Feb 2017 approvals in place	573.0	2,358.5	5,152.6	8,084.1
Total Net Injections since Q2 Report	22,661.2	40,227.6	81,651.8	144,540.6

Capital Receipts - Sites scheduled for disposal 2016/17 to 2020/on

2016/17 Disposals Sites still to complete

Brown Lane West, North Site
Burley Liberal Club, Burley Road
Elland Road (Land for Planet Ice)
Gildersome Youth Club
Kippax Kabin, Cross Hills, Kippax
Millgarth Police Station, Strip of land
Musgrave Court, Pudsey
New Roscoe Public House, Bristol Street
Queenswood Drive 198/200, LS6 3ND
Ramshead Hill 53
Riverside Bridge Street, CPO Eastgate & Harewood
St Hilda's, Cross Green (Chevin)
Upper Town Street 277, Former Shop, Bramley
Upper Town Street 279, Former Shop, Bramley
Westholme HOP, Wortley
Wetherby Road 32, Flats A, B & C
Wray Building, Harewood Street

2017/18 Disposals

Acre Mount
All Saints Road, Rothwell (Self Build)
Ashfield Works, Otley
Back Lane, Stanningley (Self Build)
Bailey's House, Baileys Hill, LS14 6PS
Bodmin Road, Land at No. 2 & 4. Middleton
Bramham House, Bramham, Freely Lane, Phase 1
Broad Lane 275, Bramley (Q8), Kuwait Petroleum

Brooklands Avenue, Site A, Seacroft , DPP
Bruntcliffe Cemetery Lodge
Burley road Shops & Car Park
Calverley Library
Cartmell Drive (North), Halton Moor DPP
Chapelton Road 180
Chatsworth Road, Harehills (Self Build)
Easel Site 3, Bellway - Amberton Close
Gallows Hill, Land at, Pool Road, Otley
Grafton Centre
Grange Farm (Land)
Hedley Chase, New Wortley, Former Liberal Club site
Hill Crest 32, land adj, Swillington (self build)
Hill Top PH, land at Beckhill Grove
Holdforth Place, Wortley
Kippax Housing Office
Kirkland House, Queensway, Yeadon
Lea Park Road (Plot 1), Kirkstall (Self Build)
Leodis Way, Land adjoining Stourton Container base
Manor Farm Rise, Middleton
Manor Street Industrial Estate (Wisdom Coaches)
Merry Monk Public House, Kirkstall Hill, Leeds
Middleton Marauders Clubhouse
Middleton Park Avenue, Middleton
Otley LIDO, Farnley Lane
Park Court
Park Farm, Colton, Leeds, LS15 9AJ
Peel Street Community Centre, Melbourne Street
Primrose Hill HOP, Boston Spa
Ramshead Wood Day Centre
Rosemont Flats, Bramhope, Breary Lane
Rothwell One Stop Area Office, Marsh Street
Roundhay Road Area Office (Land to rear), School site
Roundhay Road Area Office, (Housing site)
Sovereign Street/Plot C, Overage Payment(final Payment)
Summerfield Gardens, Rodley (Self Build)

Swarcliffe Avenue
Thornes Farm, Land at, (Mercado)
Thorpe Square/Rd, Throstle Terrace, Middleton Phase 2
Towcester Avenue + Thorpe Lane East Phase 1
Wesley Street 114, Former Caretaker property
West Leeds Family Centre, Former, Whingate Road, Leeds
West Park, Leeds, LS16
Wetherby Fulfilling Lives Centre, Sandbeck Way
Woodland Grove, 3, Leeds 8
Woodland Grove, 4, Leeds 8
Woodland Grove, 5, Leeds 8
Woodland Grove, 8, Leeds 8
Wortley High School former, land at Swallow Crescent
Yew Tree Farm, Colton Road East
York Road Depot, Easel Site 8, DPP
York Road Library, Former, Land adjacent

2018/19 Disposals

Aire Street Workshops, 30-34 Aire Street
Arena Development Site
Armley Grange
Ash Tree Primary School, Kippax
Brooklands Avenue, Site B, Seacroft , DPP
Burley Willows Care Home
Butcher Lane, Land at, Sale of Rothwell Temperance Band
Cardigan Road Library
Eastgate & Harewood Quarter (land issues & property work)
Eastmoor School (Former)
Harehills Park Cottages & Development site.
Harley Green / Walk, Pudsey
Healey Croft Hostel, Westerton Road, Tingley
Holt Park District centre (residential sites)
Holt Park District Centre, car park, leisure centre site and site C
Kentmere Avenue, Seacroft, DPP

Land at Elland Road, Land at (disposal)
Ledston Luck Kippax
Leonardo/Thoresby/2 Great George Street Disposals
Lobb Cottage, Thorn Lane, Roundhay, LS8 1NF
Lower Wortley Road 163, Land at, TEAS
Micklefield House Annexe & Caretakers Lodge, New Rd Side, Rawdon
Miles Hill Primary School & The Beckhills
Mistress Lane, Armley
Newmarket Approach, Wholesale market (site A)
North Parade Depot, Otley
Oldfield Lane, Wortley (Sports Assoc Field)
Park Lees site, St Anthony's Road, Beeston, LS11
Pinfold Childrens Home - disposal
Quarry Hill (Plot 6)
Quarry Hill Car Parking Payment
Rumple Croft, Meagill Rise, Otley, Strip of land
Seacroft Hospital -access Strip
South Accommodation Road, Leeds
Sovereign Street/Plot B
St Gregory's Primary School
Tesco Seacroft
Thornes Farm co-ordination (Surrender & Regrant Gregory)
Well Lane, Land at, Yeadon
Windlesford Green Hostel, 126 Holmsley Lane, Woodlesford
Wykebeck Avenue, Seacroft DPP
Wykebeck Mount West, Osmondthorpe DPP

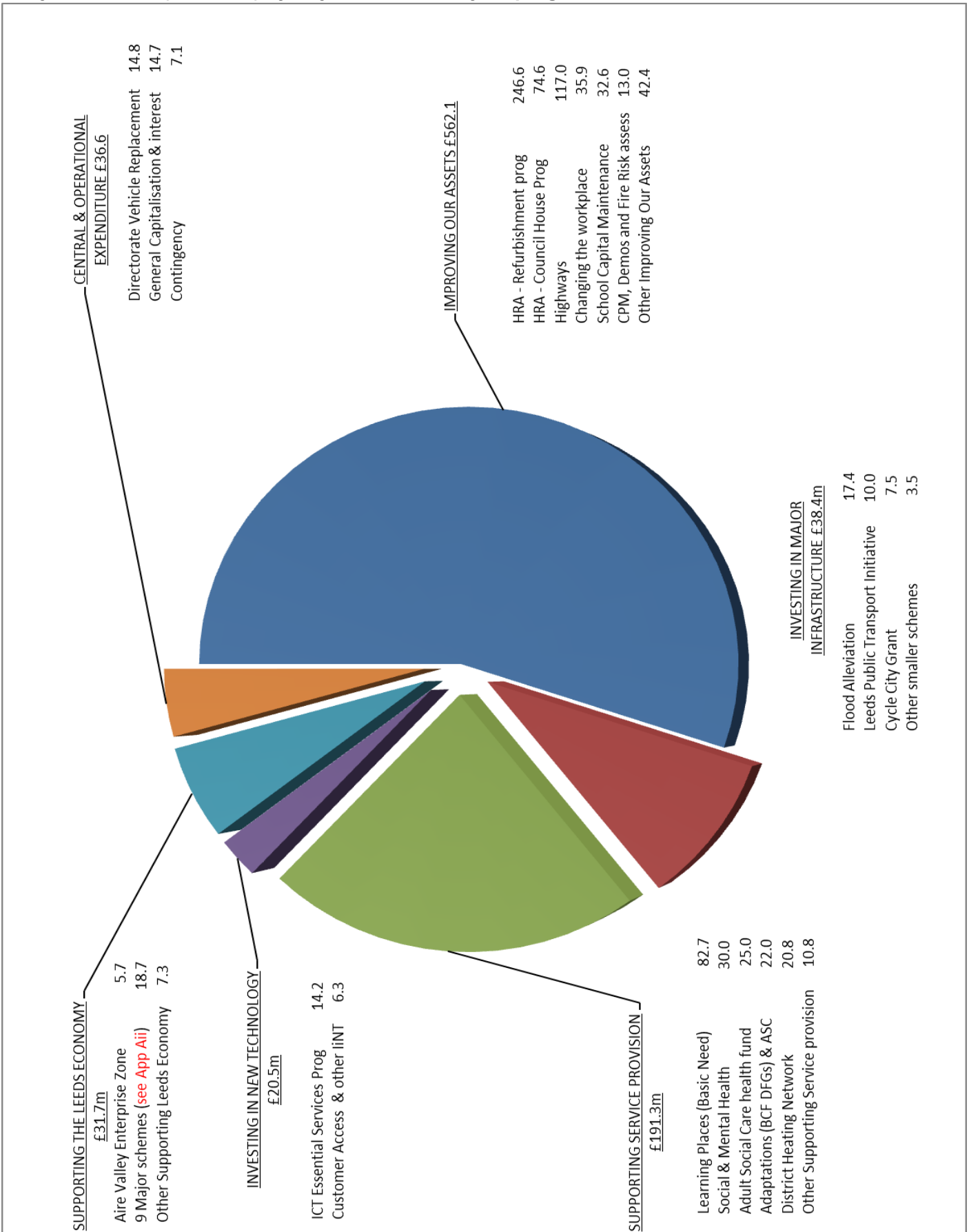
2019/20 Disposals

Abbey Mills, Kirkstall Road, LEEDS 4
Bath Road (site D)
Methley Library/Village Hall site
Redhall
Throstle Mout, Middleton (Wades)

2020 Onwards Disposals

Asket Hill Primary, Seacroft DPP
Bath Road/Derwent Place (Site B)
Bentley Lane Primary School (Park Lane College)
Bishop's Way, Seacroft DPP
Brooklands Drive, Seacroft DPP
Charles Street, Farsley
Clarence Road Industrial Units
Copperfields College
Elland Road (Site B Car Park), Leeds
Kendall Drive, Halton Moor DPP
Kenneth Street, Land at Holbeck
Leeds Bradford Airport (Coney Lodge Farm - Site 2)
Leeds Bradford Airport (Employment Land - Site 1)
Leeds Bradford Airport (Ransom Strip - Site 3)
Leeds International Pool
Matthew Murray High School
Micklefield School, Former, Micklefield
Moorend Training Site, Tulip Street, LS10
Parkway Close, Seacroft DPP
Peckfield Colliery, Plots 4, 5 and 6
Rathmell Road, Halton Moor, LS15, DPP
Seacroft Crescent North, Seacroft DPP
Seacroft Crescent South BLP
St Ann's Mills
Sweet Street 38/47 Marshall Street
Western Flatts Park, Cliff Cottage off Fawcett Lane

Major Schemes (over £5m) by Objective Future 3 year programme 2017/18 -2019/20



Major schemes contained within each objective 2017/18 - 2019/2020

1. Improving our Assets *General Fund*

Strategic Investment programme –The Council is seeking to build an investment portfolio that supports the aims of the Best Council Plan to enhance and strengthen economic growth and access to economic opportunities in Leeds. These opportunities can be unique and enable the Council to acquire strategic investments which will enhance the quality and performance of the Council’s Investment Portfolio. Executive Board at its meeting in June 2016 approved that the Director of City Development continues to investigate the acquisition of additional investment opportunities which will further enhance the strength and performance of the Council’s investment portfolio in supporting the Council’s budget and stimulating economic regeneration and confidence as part of a strategic investment fund. Any future acquisitions will provide the Council with a net surplus annual income after allowing for borrowing costs.

To facilitate this strategy it is proposed to delegate the future injections and authority to spend of the acquisition of strategic assets in support of the Councils financial strategy, to the Director of Development and the Chief Finance Officer in consultation with the relevant Executive Board member for Regeneration, Transport and Planning and group leaders of Executive Board.

Changing the Workplace – The programme continues to progress and £1.5m has been saved from the release of 6 properties. Merrion House has been vacated and over 1,600 staff have been through new ways of working so that services can work more effectively and improve outcomes for the citizens of Leeds. The next phase will see over 2,000 going through the process with Merrion House, St George House and Civic Hall refurbished and made fit for purpose. This will allow the city centre office accommodation to be reduced from 17 to 4 with the surplus properties being released. Works have commenced on site to refurbish and create the new Merrion House with an envisaged date for completion of the base build works (including the tenant enhancements) mid-December 2017. Post fit-out it is envisaged that staff would be able to commence a phased occupancy of the building in late spring / early summer 2018. Works have commenced to St George House with the first two phases scheduled to be completed by October 2017 and the final phase being completed once current occupiers have moved to Merrion in 2018. It is anticipated that a business case for the initial Phase 2 for Changing the Workplace projects will be presented to Executive Board in March 2017.

Planned Highways Maintenance – The Highways programme over the next 3 years provides for £118m and includes £51.2m of annual programme borrowing up to 2019/20 to address backlog maintenance on district roads/streets. It includes £18m for the maintenance of our Bridges and Structures, £14.6m of developer contributions through Section 278/106 funding and £9.2m on various other including park and ride schemes, East Leeds orbital road, DfT grant funded pothole repair works and Claypit Lane junction . A further £25m of Local Transport Plan government grant is provided for within the highways programme. Of the total

available £36.8m is injected within this report as annual highways maintenance programmes across the three years to 2019/20 as set out in appendix (iii).

Childrens Capital Maintenance and Devolved Formula Capital – These Programmes currently include estimated future grant allocations up to 18/19 of £7.4m and £1.7m respectively. The schools capital funding announcement is expected in February 2017 and these provisions will be updated, along with a further year of funding, as necessary. Balances have been accumulated within the Capital Maintenance Programme to undertake more substantial refurbishment at prioritised sites

Housing Revenue Account (HRA)

Council Housing Growth Programme – The programme is estimating to spend £33.7m by the end of March 2017 with future spend profiled as £37.4m in 2017/18 and £37.2m in 2018/19. The Council is targeting c£30.0m of council housing growth funding from within the overall programme to support the delivery of extra care housing. A further report will be brought to the Executive Board setting out options for investment and a finance package in early 2017. More detail on this and the overall Housing Growth breakthrough project are covered on a report elsewhere on the agenda at item12.

Council Housing Investment Programme – Housing Leeds and BITMO are projecting to spend £246.6m over the coming 3 year period 2017-20, as set out in the HRA Financial Plan November 2016. This investment will allow an average of £82+m in each of the next 3 years which will fulfil a number of LCCs key priorities; improving housing conditions and energy efficiency, improvements to the environment through reduced carbon emissions and supporting more people to live safely in their own homes.

2. Investing in Major Infrastructure

Flood Alleviation – A £3.8m bid to the Leeds City Region Enterprise Partnership was recently approved and funding injected. This funding will increase the level of protection for Phase 1 (Leeds City Centre) to a 1 in 100 year flood event, allow the implementation of some surface water flooding protection measures (in addition to the fluvial flooding measures), increase the resilience of emergency responses and provide enhancements to connectivity, environment and public realm. £0.9m of additional contributions from other third parties have also been secured and injected. With these additional works, Phase 1 is now due to complete by September 2017. In April 2016, Executive Board approved a £3m scheme to develop proposals for a Phase 2 (flood defences upstream of the City Centre) following the announcement by Government of an additional £35m up to 2021 to further enhance flood protection in Leeds. A Feasibility and Business Case Contract commenced in September 2016 and is due to report back in October 2017. A further £4.1m for other flood alleviation schemes is included in this programme.

Cycle City Ambition - This programme is fully funded by the West Yorkshire Combined Authority (WYCA). Construction works for the CityConnect1 scheme, Cycle Superhighway 1 linking Leeds to Bradford City Centre and Cycle Superhighway 2 linking Leeds to Seacroft, have completed. Final account issues are currently being progressed. The proposals for CityConnect2 are the subject of a report elsewhere on this agenda on item 20 and include an extension of Cycle

Superhighway 1 from Canal Street into the City Centre and for a Cycle Superhighway 3 from the City Centre to Elland Road. Subject to approval, detailed design and procurement is due to complete in March 2017 with construction work completed by April 2018.

Leeds Public Transport Investment programme – At December 2016 Executive Board a report set out the interim strategy for Leeds Public Transport Investment Programme and the next steps for the development of a longer term strategy to be published next year that will support our ambition for transport to create a prosperous, healthy and liveable city. Based on the £173.5m made available from the DfT, Leeds City Council capital funding, land and property acquired for NGT, the potential investment from Bus companies and anticipated private sector developer contributions, the total investment package could ultimately be in the region of £270m which represents a significant leverage on government funding. In order to advance the delivery of these improvements the Council and WYCA are having discussions with bus operators around a package of proposals involving investment by them in vehicles, fares, ticketing and route network which will complement capital investment in bus infrastructure by the Council. A Strategic Outline Business Case will be submitted to the DfT to set out the programme and governance to secure the £173.5m based on the proposals set out in the December EB report. The residual NGT contributions of £9.6m less a contribution to Claypit Lane junction within the current capital programme will be transferred to this programme.

East Leeds Orbital Road - The Council has made good progress in bringing forward the package of transport measures that will be essential to support the development of the East Leeds Extension strategic growth area. Central to these is the East Leeds Orbital Road, which has now reached a design freeze enabling submission of a planning application in February. The 7km road would unlock the potential to build up to 5000 new homes in the East Leeds Extension and support the wider housing and economic growth of East Leeds. A business case for part funding of the scheme through the West Yorkshire Transport Fund has Gateway 1 approval from WYCA, with a Gateway 2 Business Case to be submitted by the year-end, seeking support to move through to the tender stage of works procurement. The Council is continuing to assume prudential borrowing to meet the initial gap between the available funding and capital cost of the scheme, to be eventually reimbursed through roof tax contributions from house builders. Alternative investment funding sources for this gap are also being explored but on a clear basis of VFM to the Council than its base case.

3. Supporting Service Provision

Learning Places (Basic Need) – In December 2016, Executive Board received a Programme update report. It provided ATS approval of £40.5m for the next tranche of schemes, reset the programme risk fund to £6.7m and noted a projected funding deficit of £84.6m. The deficit has reduced by £16.9m to £67.7m primarily for the return of £15m of funding previously allocated to the Social Emotional Mental Health Programme (see comments below). Basic Need Grant allocations for 2017/18 and 2018/19 have previously been confirmed at £33.1m and £21.0m respectively. The schools capital funding announcement is expected in February 2017 and the allocation for 2019/20 and any adjustments to previously announced allocations will be updated as necessary.

Social Emotional Mental Health – In July 2016, Executive Board approved capital investment of £45m to provide facilities across 3 schools for children and young people with social, emotional and mental health issues within the city. Build contracts for each school have been awarded and works are progressing on site with the schools due to open between January and September 2018. The original funding streams incorporated £15m of Basic Need Grant and £13.5m of LCC Borrowing in lieu of dispensation to increase prudential borrowing costs in the High Needs Block of the Dedicated Schools Grant (to be funded from savings from reduced placements costs). The Education Funding Agency have recently confirmed their 'intention to approve' this dispensation. As such, the funding streams have been swapped so that this programme is fully funded from Borrowing Supported by Revenue. The £15m of Basic Need Grant has been returned to the Learning Places Programme, reducing the projected deficit.

Social Care and Health Fund – Work continues with colleagues from the Health sector the city to bring forward schemes designed to fulfil requirements and £25m has been set aside to further develop initiatives at the local level.

District Heating Network - the Annual Cutting Carbon Breakthrough Projects report included an update on the DHN which continues to make good progress towards its short term aim to construct the first phase of a citywide district heating network, to pipe lower cost and lower carbon heat from the perimeter of the city to businesses and residents in dense urban areas. In order to turn this opportunity into a reality, the Council is working to secure sufficient heat load to justify the construction of a c6.4km Spine to the city centre with a spur to Lincoln Green. This spur will connect into almost 2,000 Council flats as well as corporate buildings and other public and private sector businesses. The general fund scheme amounts to £21m which is supported by a £7m grant/loan package from the LEP. A further £4m has been applied for from Heat Network Investment Programme. The Council Housing scheme has £10.3m with a further £5.8m being secured from European Regional Development fund (ERDF). A report will be brought to a future Executive Board setting out the funding package and delivery timescales.

Adaptations to Private Homes - Grants of £6.8m per year are provided for in the programme (partly funded by government). This supports in the region of 1,000 grants per year. A further £400k is provided as an annual programme for adaptations to private homes to support more people to remain independently in their own homes.

4. Investing in New Technology

ICT Infrastructure – There are a number of major essential IT investments and associated programmes of work that are required over the next few years. The council will upgrade the entire estate of PC's and laptops to Windows 10, continuing the rollout of the new collaboration and telephony platform based on Microsoft Skype alongside decommissioning the Ericsson and Cisco telephony systems. There is also a requirement to replace hundreds of very old PC's and laptops. Major investment is also required to implement a range of cyber measures as computer crime continues to escalate across all organisations that hold sensitive and personal information. A significant refresh is required of our ageing server and storage estate, and this will be replaced by a future proofed capability that has the potential to also host other organisations' computer systems as we continue to work on a city first basis with a range of partners, particularly across health and care Investment is also required to ensure our citizens and staff

are digitally enfranchised in order that they can be part of a prosperous and inclusive city. An injection of £1.9m is included within this report and set out in Appendix A(iii).

5. Supporting the Leeds Economy

Aire Valley Leeds Enterprise Zone - Logic Leeds Building One 80,000 sq.ft is complete and occupied. The 50,000 sqft distribution centre for John Lewis Partnership is complete and fully operational. Construction of additional van parking is also complete and now in use. As development progresses, the Spine Road continues to be built and is on track to be completed by the end of 2017. On Connex 45 both 50,000 and 30,000 sq.ft. units are complete and now occupied. A further three 50, 20, and 27,000 sq. ft units completed at Thornes Farm with all three now fully operational. The Council has sold a further plot of land on Thornes Farm with a scheme currently under construction and agreed sale of land, application for planning submitted which will deliver a further 79,000 sq.ft. of floorspace. A further 40,000 sq ft of land being put forward by developer. Newmarket Lane – Energy Recovery and Recycling Facility now operational and officially opened Nov 16. Construction nearing completion on Kinetic 45, brought forward by the developer for 60, 12 and 11,000 sq ft units, with strong interest.

Broadband and Super Connected Cities – West Yorkshire Broadband scheme Phase 1 of the scheme was completed on 30 Sep 2015 with 65,000+ additional homes and premises across the region now able to gain access to Superfast Broadband. We are now in Phase 2 of the project which sees WYCA as the lead body and LCC as delivery partner. Apart from our partnership contribution there will be no further spend on the project.

Superconnected Cities - The voucher scheme applications ended in September 2016 and all grants for vouchers have now been paid and there will be no further charges to capital. This was a very successful project which allowed many SME's to gain access to better broadband.

The project also delivered wi-fi into many buildings across the city including libraries, leisure centres, children's homes and our own offices. It was also installed on trains and buses running between Leeds and Bradford.

First White Cloth Hall – The scheme is estimated to cost £2.6m and in October 2016 it received support from the City Centre Plans Panel. The £2.6m funding is made up by prudentially borrowing £1.85m that is supported by the income generated from the refurbishment. The redevelopment also has a commitment from Heritage Lottery Fund (£0.5m secured funding), Historic England (£0.25m unsecured funding) making a total budget of £2.6m. The property has very recently been acquired by a property development company. The Council is in dialogue with the new owner to understand their proposals for the building. Subject to the outcome of those discussions a report will be brought to Executive Board later in the year to outline the Council's support for the scheme proposed"

Digital Business Incubator (Leeds Tech Hub) – The Spring Budget 2015 highlighted Government support for the development of innovative businesses across the North through investment in tech incubators in Leeds £3.7m, Manchester £4m and Sheffield £3.5m, which would nurture start-ups, foster collaboration, and provide mentoring, learning and business support. The £3.7m

grant was injected into the capital programme as part of the 2016/17 budget process, and has since been the topic of two Executive Board papers in June and October 2016. Decisions on how to best achieve the objectives of the funding in response to an open bidding process are now being made by the Executive Member Strategy and Resources in consultation with the Director of City Development and the fund is expected to be disbursed in 2017/18.

Sovereign Street - The new green space at Sovereign Square was formally opened in July 2016 and provides a new addition to the city's public realm offer. The site consists of a new, fully landscaped area with raised lawns, tree groves, a rain garden and a water feature consisting of a fountain and a rill. The green space works to the front of and around Plot C were completed in December 2016, following the formal opening of 3 Sovereign Square the month before. At ground level, 3 Sovereign Square now has a new café and supermarket in operation which are adding to the vibrancy of this new space. A report is due in the summer to outline the full extent of the refurbishment and the method of securing the property.

Statement of Policy on the Minimum Revenue Provision for 2017/18

1. Introduction

- 1.1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
- 1.2. Since 2008/09, the legislation has simply required local authorities to make a prudent level of MRP provision, and the government has issued statutory guidance, which local authorities are should 'have regard to' when setting a prudent level of MRP. The guidance says that the broad aim of a prudent MRP policy should be to ensure that debt is repaid over the life of the asset which the capital expenditure related to (or, for supported borrowing, the period assumed in the original grant determination). Within this overall aim, the guidance gives local authorities considerable freedom to determine what would be a prudent level of MRP.
- 1.3. The statutory guidance recommends that local authorities draw up a statement of their policy on the MRP, for approval by full council in advance of the year to which it applies.

2. Details of DCLG Guidance on MRP

- 2.1. The statutory guidance identifies four options for calculating MRP and recommends the circumstances in which each option should be used, but states that other approaches are not ruled out.
- 2.2. The first two options are based on the old statutory method of a 4% reducing balance, and the third and fourth options are based on asset lives. For capital schemes acquiring new assets which take more than one year to complete, application of Options 3 and 4 allows councils to delay charging MRP until the year after the new asset becomes operational. Under the statutory guidance, it is recommended that local authorities do not use Options 1 or 2 for prudential borrowing, or for borrowing to fund capitalised expenditure (such as capital grants to other bodies and capital expenditure on IT developments).
- 2.3. For balance sheet liabilities relating to finance leases and PFI schemes, the guidance recommends that one prudent approach would be for local authorities to make an MRP charge equal to the element of the annual rental which goes to write down the balance sheet liability. This would have the effect that the total impact on the bottom line would be equal to the actual rentals paid for the year. However the guidance also states that Option 3 could be used for this type of debt.

3. Implications for the application of capital receipts

- 3.1. One of the implications of the more flexible arrangements for MRP is that it is now necessary to identify which individual schemes have been funded by borrowing and which have been funded by non-specific capital income (e.g. capital receipts and grants), rather than treating the balance of the capital funding requirement after specific capital funding has been applied as being met from a general receipts and borrowing pool.
- 3.2. In the case of capital receipts, statute gives local authorities the option to apply these to fund the payment of any liabilities relating to finance leases and PFI schemes. This is a reflection of the fact that such schemes are being treated in accounting terms as the acquisition of fixed assets, and the liability represents the amount being paid towards the purchase of the asset itself, rather than interest or service charges payable.
- 3.3. Local authorities may also use capital receipts to repay any borrowing that was incurred to fund capital expenditure in previous years. Applying capital receipts to redeem borrowing would reduce the level of MRP which the council needs to set aside from revenue as a prudent provision.
- 3.4. The general principle adopted will be to allocate capital receipts firstly to fund the liabilities to be written down for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- 3.5. For any remaining capital receipts, the options are for these to be retained in the Usable Capital Receipts Reserve, used to redeem debt, or used to fund capital expenditure on short life assets. The Responsible Financial Officer (the Section 151 Officer) will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.

4. 2017/18 MRP Policy

- 4.1. In its 2017/18 MRP policy, the council is required to decide how MRP will be calculated for borrowing undertaken for the 2016/17 capital programme and earlier years. It is proposed that Leeds adopts the following MRP policies for 2017/18 :
 - If capital receipts have been used to repay borrowing or to fund PFI liabilities for the year then the value of the MRP which would otherwise have been set aside will be reduced by the amounts which have instead been repaid from capital receipts.
 - MRP for borrowing on capital expenditure incurred between 2007/08 and 2016/17 will be calculated on an annuity basis over the expected useful life of the assets (option 3 in the statutory guidance). For expenditure capitalised under statute where there is no identifiable asset, the lifetimes used for calculating the MRP will be as recommended in the statutory Guidance.
 - For earlier borrowing, MRP will be calculated on an asset life annuity basis. As data is not available to identify the individual assets which this borrowing related to, an average asset life relating to more recent borrowing will be used. The annuity calculation will be based on the position which would have been reached if this approach had been in place since 2008/09.

- For all outstanding borrowing (both pre and post 2007/08), the MRP charged to revenue will be adjusted by offsetting an element of the cumulative overprovision on pre 2007/08 debt, until this overprovision has been fully utilised. For 2017/18, the calculated MRP will be reduced by the allocation of £15m of the cumulative overprovision on pre 2007/08 debt. It will be further reduced by the remaining £2.3m overprovision on 2008/09 borrowing and 2007/08 prudential borrowing.
- For PFI liabilities, an MRP charge will be calculated on the basis of the expected life of the asset which has been acquired, using the same annuity basis as is used for borrowing.
- For finance lease liabilities, an MRP charge will be made to match the value of any liabilities written down during the year.

4.2 These policies will ensure that the council satisfies the requirement to set aside a prudent level of MRP. The arrangements for allocating capital funding set out in paragraphs 3.3 to 3.5 above will help to ensure that the level of MRP is not excessive.

Appendix E

As a public authority we need to ensure that all our strategies, policies, service and
**Equality, Diversity, Cohesion and
 Integration Screening**

functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Resources	Service area: Audit and Investment
Lead person: Bhupinder Chana	Contact number: 51332

1. Title: Capital Programme Update
Is this a:
<input checked="" type="checkbox"/> Strategy / Policy <input type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Please provide a brief description of what you are screening
The report presents an updated capital programme including the overall financial position and a progress report on major schemes and programmes.

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3. Relevance to equality, diversity, cohesion and integration

All the council’s strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		X X X

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration	
If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.	
Please provide specific details for all three areas below (use the prompts for guidance).	
<ul style="list-style-type: none"> • How have you considered equality, diversity, cohesion and integration? (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected) 	
<ul style="list-style-type: none"> • Key findings (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another) 	
<ul style="list-style-type: none"> • Actions (think about how you will promote positive impact and remove/ reduce negative impact) 	

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.	
Date to scope and plan your impact assessment:	
Date to complete your impact assessment	

Lead person for your impact assessment (Include name and job title)	
--	--

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Bhupinder Chana	Head of Finance (Acting) Capital, Insurance and Treasury Management	20 th January 2017
Date screening completed		

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent: 20 th January 2017
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Capital Programme – Scheme Details (Organised by Expenditure Objective)

SEE ATTACHED PDF

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Leeds City Council Capital Programme - Whole Authority

All Figures are in £000's

Page 1

		Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 31 Mar 20
					2017/18	2018/19	2019/20	
Improving Our Assets								
1	Highways Network & Structures	211,570.1	50,506.2	43,066.4	49,141.2	34,756.8	34,099.5	0.0
2	Service Delivery Assets	55,446.4	9,175.3	13,826.2	14,227.1	9,537.0	8,680.8	0.0
3	Local & Community Assets (IA)	2,921.4	1,029.2	246.7	1,045.5	300.0	300.0	0.0
4	Council Housing	571,071.7	152,514.9	97,321.0	120,644.8	118,871.0	81,720.0	0.0
5	School Building Improvements	84,763.1	18,731.1	15,384.5	15,154.2	15,085.7	20,407.6	0.0
6	Office Buildings & Support Services	133,704.0	25,168.2	72,457.0	25,433.8	10,645.0	0.0	0.0
7	Recreational Assets	14,442.1	8,845.8	3,583.9	2,012.4	0.0	0.0	0.0
Investing In Major Infrastructure								
8	Highways	124,692.9	103,766.0	10,667.9	7,824.2	2,434.8	0.0	0.0
9	Transport	33,904.3	22,845.4	1,158.3	1,260.0	4,000.0	4,640.6	0.0
10	Flood Alleviation	62,040.2	25,422.4	19,211.0	10,143.6	5,512.0	1,751.2	0.0
11	Energy Efficiency & Carbon Reduction Initiatives	8,081.6	6,612.6	617.0	436.5	80.0	335.5	0.0
Supporting Service Provision								
12	Schools	255,428.2	134,530.2	37,254.3	46,386.8	34,595.7	2,661.2	0.0
13	Supporting Children & Young People	63,842.7	15,471.4	14,276.3	29,862.4	3,584.8	647.8	0.0
14	Supporting Older People	130,553.8	73,238.6	9,315.0	9,145.2	7,650.0	31,205.0	0.0
15	Environment & Waste	73,502.7	44,565.0	5,697.2	11,175.4	11,036.0	1,029.1	0.0
16	Affordable Housing	5,940.6	2,506.8	1,114.8	639.6	790.4	889.0	0.0
Investing In New Technology								
17	Client Management Systems	7,918.7	2,542.0	1,670.1	1,335.4	962.0	1,409.2	0.0
18	Core ICT Infrastructure	30,091.8	8,287.6	5,200.9	7,323.3	4,532.7	4,747.3	0.0
19	Business Efficiency / Spend to Save Schemes	486.0	0.0	486.0	0.0	0.0	0.0	0.0
20	New Technology in Schools	8,384.4	8,114.1	35.3	204.7	0.0	30.3	0.0
Supporting The Leeds Economy								
21	Cultural Infrastructure	22,422.3	16,954.7	2,964.0	2,494.5	9.1	0.0	0.0
22	City Centre Infrastructure	86,305.6	47,684.6	23,763.2	7,524.2	1,043.6	6,290.0	0.0
23	Community Regeneration Schemes	23,409.0	12,483.7	2,226.0	5,476.3	1,816.0	1,407.0	0.0
24	Local & Community Assets (SLE)	2,771.8	147.6	603.8	677.3	672.0	671.1	0.0
25	Small Business Support	9.6	0.0	9.6	0.0	0.0	0.0	0.0
26	Strategic Priorities	7,074.0	507.7	2,963.1	1,888.6	1,714.6	0.0	0.0
Central & Operational Expenditure								
27	Vehicles/Equipment	28,766.8	2,420.7	11,527.8	3,852.9	500.0	10,465.4	0.0

Leeds City Council Capital Programme - Whole Authority

All Figures are in £000's

Page 2

		Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 31 Mar 20
					2017/18	2018/19	2019/20	
Central & Operational Expenditure								
28	General Capitalisation	19,799.9	0.0	5,099.9	4,900.0	4,900.0	4,900.0	0.0
29	Contingency	7,116.6	0.0	0.0	300.0	300.0	6,516.6	0.0
Gross Payments		2,076,462.3	794,071.8	401,747.2	380,509.9	275,329.2	224,804.2	0.0
Programmed Schemes		2,076,462.3	794,071.8	401,747.2	380,509.9	275,329.2	224,804.2	0.0

Leeds City Council Capital Programme - Improving Our Assets

Highways Network & Structures

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	All Figures are in £000's				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
Highways									
A	1093	Burley Road Int Transport Corridor	2,972.3	2,956.2	0.0	0.0	16.1	0.0	0.0
A	12208	Sharpe Lane Middleton Dev S106	4.0	0.0	0.0	4.0	0.0	0.0	0.0
B	12234	Bridges Asset Management	2,841.7	2,706.8	134.9	0.0	0.0	0.0	0.0
A	12570	Middleton Ln South Site Towcester Ave106	160.0	10.4	10.0	139.6	0.0	0.0	0.0
A	12573	Bradford Rd A650 Thorpe Ln Widening S106	396.0	390.1	0.0	5.9	0.0	0.0	0.0
A	13450	A653 Dewsbury Rd-Qbi Tommy Wass Junction	2,896.4	2,844.6	0.0	51.8	0.0	0.0	0.0
B	13454	Bridges Asset Valuation	35.4	30.4	5.0	0.0	0.0	0.0	0.0
A	14236	ALW O11 Alwoodley Ward 20mph Zone	30.0	0.0	30.0	0.0	0.0	0.0	0.0
A	14236	BUR OO3 Rookwood Road Street Lighting	8.5	0.0	8.5	0.0	0.0	0.0	0.0
A	14236	FAR OI9 Whitehall Rd Parking Prevention	14.6	0.0	14.6	0.0	0.0	0.0	0.0
A	14236	KIR OO6 Speed Indicator Devices	5.8	0.0	5.8	0.0	0.0	0.0	0.0
A	14236	MID OI3 Speed Indicator Devices	8.6	0.0	8.6	0.0	0.0	0.0	0.0
B	14236	MOO OO9 Queenshill Drive Parking	11.2	0.0	11.2	0.0	0.0	0.0	0.0
A	14236	WEE OO9 Weetwood Sids	5.7	0.0	5.7	0.0	0.0	0.0	0.0
C	14967	Portland Crescent New Hotel - Minor S278	26.0	16.4	0.0	9.6	0.0	0.0	0.0
C	15391	Aberford Road Garforth S278 Newhold	921.3	67.6	0.0	0.0	853.7	0.0	0.0
A	15435	St James Hospital Parking Review	87.5	76.1	0.0	11.4	0.0	0.0	0.0
A	15469	Horsforth Roundabout Signalisation	1,970.0	1,504.6	165.4	300.0	0.0	0.0	0.0
A	15482	A653 Dewsbury Rd JW Linden Rd -Crossing	113.5	112.5	1.0	0.0	0.0	0.0	0.0
A	15618	Harehills Lane - Ltp Traffic Works	198.1	198.1	0.0	0.0	0.0	0.0	0.0
A	15687	Bayswater Estate Residents Permit Zone	38.0	33.5	0.0	4.5	0.0	0.0	0.0
A	15739	Valley Road Morley Culvert Improvement	100.0	0.5	0.0	0.0	0.0	99.5	0.0
C	16111	Echo Central Tro'S	15.5	11.8	0.0	3.7	0.0	0.0	0.0
A	16134	Fleet Lane - Methley - Traffic Reg Order	15.0	0.0	0.0	15.0	0.0	0.0	0.0
B	16140	Leeds And Bradford B6157 Retaining Wall	376.9	354.4	22.5	0.0	0.0	0.0	0.0
C	16149	Headingley Stadium St Michaels Ln Tro'S	24.0	22.9	1.1	0.0	0.0	0.0	0.0
A	16166	Cookridge Street Cycle Route City C Ph3	338.8	338.8	0.0	0.0	0.0	0.0	0.0
B	16221	Balm Road Bridge Net Rail Tjc3/253	3.4	2.4	1.0	0.0	0.0	0.0	0.0
A	16290	Disabled Access Improvements	400.0	305.4	70.0	24.6	0.0	0.0	0.0
A	16302	Headingley & Kirkstall Road - Rss	69.9	66.9	3.0	0.0	0.0	0.0	0.0
A	16335	Street Lighting Energy Efficiency	376.6	151.2	10.0	100.0	115.4	0.0	0.0
C	16375	Lower Albion Street Refurbishment	232.0	232.0	0.0	0.0	0.0	0.0	0.0
C	16390	Manston Ln Xgates Vickers Tank Factory	157.1	141.9	0.0	15.2	0.0	0.0	0.0
C	16406	Grimes Dyke Whinmoor Section 278	3,297.0	3,287.1	9.9	0.0	0.0	0.0	0.0
C	16437	Holt Park Well Being Centre - S.278	42.0	31.9	0.0	10.1	0.0	0.0	0.0
A	16438	Dawsons Corner Egress - New Pudsey	146.9	115.3	31.6	0.0	0.0	0.0	0.0
B	16439	Carr Crofts Bridge Phase 2	44.8	44.7	0.1	0.0	0.0	0.0	0.0
C	16457	Church St/ Croft Hse Rd - Morley S.278	17.5	0.0	0.0	17.5	0.0	0.0	0.0
C	16467	Aldi Bradford Road Guiseley	175.2	24.6	132.6	18.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Highways Network & Structures

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	All Figures are in £000's				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
A	16484	Elland Road Tro & Rpp Re New Police Hq	230.0	39.6	10.4	180.0	0.0	0.0	0.0
A	16500	BEI HIS Cross Green Lane Highways Imps	224.0	0.0	215.5	8.5	0.0	0.0	0.0
A	16500	BEI HMR Halton Moor Road - Improvements	28.0	0.0	28.0	0.0	0.0	0.0	0.0
C	16559	The Printworks - Hunslet Road - Sect 278	6.5	5.9	0.6	0.0	0.0	0.0	0.0
A	16590	M621 Junct 2 Roundabout Signalisation	243.9	233.9	0.0	10.0	0.0	0.0	0.0
B	16603	Valley Farm Bridge Phase 2	329.0	329.0	0.0	0.0	0.0	0.0	0.0
B	16610	Howley Beck Culvert Weight Restrict	124.3	124.3	0.0	0.0	0.0	0.0	0.0
B	16611	Fall Lane Railway Bridge	871.8	8.8	15.0	848.0	0.0	0.0	0.0
B	16614	Leeds Bridge Repairs And Painting	425.8	425.8	0.0	0.0	0.0	0.0	0.0
B	16616	Wellington St Viaduct Ph.2 - Repairs	275.0	275.0	0.0	0.0	0.0	0.0	0.0
A	16643	Dynamic Signing Phase 2	328.5	320.9	7.6	0.0	0.0	0.0	0.0
C	16648	Bridge Road Kirkstall - S.278 & S.106	589.4	437.0	27.4	125.0	0.0	0.0	0.0
C	16660	Calverley Lane North S.278 Roadworks	1,023.8	1,021.4	2.4	0.0	0.0	0.0	0.0
A	16682	20 Mph Speed Limits - Phase 3	498.0	496.2	1.8	0.0	0.0	0.0	0.0
A	16709	A6120 Rodley Roundabout Signalisation	3,475.0	3,058.7	0.0	416.3	0.0	0.0	0.0
A	16710	Aberford Footbridge - Timber Decking	41.0	41.0	0.0	0.0	0.0	0.0	0.0
A	16713	Barrowby Lane - Colton - Sect 278	5.0	0.4	4.6	0.0	0.0	0.0	0.0
A	16715	Gibraltar Rd / Waterloo Rd Pudsey S.278	6.0	0.1	5.9	0.0	0.0	0.0	0.0
A	16721	Uppermoor / Waterloo Road Pudsey	50.0	40.0	10.0	0.0	0.0	0.0	0.0
B	16732	Oatland Lane Bridge Cathodic Protection	33.2	33.1	0.1	0.0	0.0	0.0	0.0
B	16734	Standard Retaining Wall Designs	9.9	8.6	1.3	0.0	0.0	0.0	0.0
A	16741	East Street Pedestrian Improvements	230.0	188.2	41.8	0.0	0.0	0.0	0.0
A	16822	Bridgewater Place Hgv Ban & Diversions	110.0	107.5	2.5	0.0	0.0	0.0	0.0
C	16825	Aldi Store - Evanston Ave - Kirkstall	11.6	9.5	2.1	0.0	0.0	0.0	0.0
C	16826	Land Off Bruntcliffe Rd-Morley-S.278	363.3	344.7	14.6	4.0	0.0	0.0	0.0
A	16886	Easterley Road / Dib Lane Junct - Rss	108.3	107.4	0.9	0.0	0.0	0.0	0.0
A	16888	Colton Lane - Colton - Rss	66.8	66.7	0.1	0.0	0.0	0.0	0.0
A	16899	Morley Integrated Transport Hub	33.2	23.3	9.9	0.0	0.0	0.0	0.0
B	16904	Burley Street Viaduct Arch Repairs	34.6	34.6	0.0	0.0	0.0	0.0	0.0
B	16906	Water Lane Cantilever Strengthening	1.3	1.2	0.1	0.0	0.0	0.0	0.0
C	16911	Sovereign St - New Kprng Bldg Minor S.278	9.0	6.8	2.2	0.0	0.0	0.0	0.0
A	16923	Pudsey Parking Scheme	4.8	4.7	0.1	0.0	0.0	0.0	0.0
A	16924	Wetherby Parking Scheme	10.0	0.0	0.0	10.0	0.0	0.0	0.0
C	16927	Newmarket Approach - Cross Green - S.278	459.7	388.1	15.8	55.8	0.0	0.0	0.0
C	16930	Middleton Ring Road - Aldi Store - S.278	10.3	7.1	3.2	0.0	0.0	0.0	0.0
A	16952	A647 Thornbury Roundabout Junct Imp	3,433.0	3,162.7	170.3	100.0	0.0	0.0	0.0
C	16954	King Lane - Alwoodley - New Tesco Xpress	57.7	57.7	0.0	0.0	0.0	0.0	0.0
A	16957	Leeds University Tro'S	6.0	4.0	2.0	0.0	0.0	0.0	0.0
A	16961	A61 Wakefield Road Stourton - Bus Lane	114.0	80.7	33.3	0.0	0.0	0.0	0.0
A	16966	Queen St - Allerton Bywater - Fld Alevn	20.0	7.7	0.0	0.0	12.3	0.0	0.0

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All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
A	16978	Oxford Rd/ A65 Guiseley - Ped Facility	44.7	44.7	0.0	0.0	0.0	0.0	0.0
C	16984	Killingbeck Fire Station - Sect 278	308.0	237.9	5.0	65.1	0.0	0.0	0.0
C	16988	Hook Moor Wind Farm - A1/M1 Junct S.278	131.4	128.3	3.1	0.0	0.0	0.0	0.0
B	16994	Spofforth Hill Bridge	24.1	23.6	0.5	0.0	0.0	0.0	0.0
B	28901	Monitoring Of Sub Standard Bridges	1,018.0	971.7	46.3	0.0	0.0	0.0	0.0
B	32007	Highways Maintnce Capitalisation 2016/17	4,000.0	0.0	4,000.0	0.0	0.0	0.0	0.0
A	32017	City Centre Cycle Parking	98.5	97.4	1.1	0.0	0.0	0.0	0.0
A	32018	Kirkstall Forge Towpath Access	211.0	167.8	43.2	0.0	0.0	0.0	0.0
A	32081	A65 Leeds Bradford Airport Link Road	1,050.0	218.7	300.0	531.3	0.0	0.0	0.0
A	32082	Temple Green Park & Ride - Des & Constr	7,121.0	546.7	3,574.3	2,000.0	1,000.0	0.0	0.0
A	32083	Leeds City Centre Network Imps - Phase 1	1,889.0	350.3	250.0	1,288.7	0.0	0.0	0.0
C	32084	Asda - Old Lane - Beeston - Sect 278	326.2	275.1	8.1	43.0	0.0	0.0	0.0
A	32086	Otley Rd/ Farrar Ln/ Church Ln - Adel	35.0	34.7	0.3	0.0	0.0	0.0	0.0
C	32087	Build College - Black Bull St - S.278	138.9	131.7	7.2	0.0	0.0	0.0	0.0
A	32088	Calverley Lane Tro	7.0	1.3	5.7	0.0	0.0	0.0	0.0
C	32097	St Luke'S Green - Beeston - Minor S.278	4.0	1.7	2.3	0.0	0.0	0.0	0.0
C	32100	Fleet Lane - Oulton - Sect 278	2.0	1.3	0.7	0.0	0.0	0.0	0.0
C	32102	Burras Lane - Otley - Zebra Crossing	16.8	9.0	7.8	0.0	0.0	0.0	0.0
C	32103	Cardigan Fields Kfc - Minor S.278	10.8	8.1	2.7	0.0	0.0	0.0	0.0
C	32104	Newall Carr Road - Otley - Zebra Xing	22.2	22.2	0.0	0.0	0.0	0.0	0.0
C	32109	Royal Park Rd - Hyde Park - Minor S.278	12.3	2.1	10.2	0.0	0.0	0.0	0.0
C	32110	Coupland Road - Beeston - Minor S.278	6.3	0.0	6.3	0.0	0.0	0.0	0.0
B	32120	Barnsdale Road	423.0	406.0	17.0	0.0	0.0	0.0	0.0
B	32127	Urban Distributor Roads Minor Works	399.5	393.5	6.0	0.0	0.0	0.0	0.0
B	32141	Ivy Street Footbridge	47.4	46.9	0.5	0.0	0.0	0.0	0.0
B	32142	Linton Bridge Scour Protection	33.1	33.1	0.0	0.0	0.0	0.0	0.0
B	32143	Leeds Bridge Strengthening	1,080.7	733.6	347.1	0.0	0.0	0.0	0.0
B	32144	Northern Street Service Tunnel (L5266)	43.7	43.7	0.0	0.0	0.0	0.0	0.0
A	32149	Roundhay Rd/ Barrack Rd Jct - Mini R/Ab	48.0	15.7	0.0	32.3	0.0	0.0	0.0
A	32150	Westerton & Blackgates 20 Mph Zone	26.0	12.7	13.3	0.0	0.0	0.0	0.0
A	32151	Thorpe 20 Mph Zone	18.0	6.2	11.8	0.0	0.0	0.0	0.0
A	32153	Harehills Road	385.0	38.6	160.4	186.0	0.0	0.0	0.0
A	32154	Potternewton Ln Harrogate Rd - Ped Xing	68.3	67.3	1.0	0.0	0.0	0.0	0.0
A	32155	A660 Otley Road Adel - Ped Refuge	22.0	2.4	0.0	19.6	0.0	0.0	0.0
A	32157	Beckett Estate Headingley 20mph Zone	26.2	26.1	0.1	0.0	0.0	0.0	0.0
A	32158	Ivesons Estate Weetwood 20mph Zone	24.1	23.6	0.5	0.0	0.0	0.0	0.0
A	32159	Featherbank Estate Horsforth 20mph Zone	25.9	25.2	0.7	0.0	0.0	0.0	0.0
A	32160	Kippax (East) 20mph Zone	25.8	23.6	2.2	0.0	0.0	0.0	0.0
A	32164	Littlemoor Bowling Club-S.106-Tro	5.5	5.3	0.2	0.0	0.0	0.0	0.0
C	32167	Former Agnes Stewart Sch - S278	16.0	1.2	14.8	0.0	0.0	0.0	0.0

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Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20
						2017/18	2018/19	2019/20	
A	32169	Town Street-Farsely Pedestrian Crossing	18.0	17.9	0.1	0.0	0.0	0.0	0.0
B	32179	COM M1 Junction 44 Hw (Committed)	2,244.8	2,195.5	49.3	0.0	0.0	0.0	0.0
A	32180	A64 York Road Pss Phase 1	170.5	169.5	1.0	0.0	0.0	0.0	0.0
A	32182	Pudsey District Centre - Rss	10.0	8.7	1.3	0.0	0.0	0.0	0.0
A	32184	Headingley District Centre	10.0	7.4	0.3	2.3	0.0	0.0	0.0
C	32186	Gelderd Rd / Beeston Ring Rd Sect 278	836.6	601.4	35.2	200.0	0.0	0.0	0.0
B	32189	Highways Maintenance Works 2017/18	11,000.0	0.0	0.0	11,000.0	0.0	0.0	0.0
B	32190	Hwys Maintenance Capitalisation 2017/18	4,000.0	0.0	0.0	4,000.0	0.0	0.0	0.0
A	32191	Traffic Management 2017/18	200.0	0.0	0.0	200.0	0.0	0.0	0.0
C	32203	Greek St / Russell St - Minor S.278	40.0	9.6	30.4	0.0	0.0	0.0	0.0
C	32206	Thorn Walk Gipton - Minor Sect 278	16.0	9.6	6.4	0.0	0.0	0.0	0.0
A	32208	Leeds Dock To City Centre Cycle Route	25.0	2.3	0.0	22.7	0.0	0.0	0.0
A	32209	Pool And Otley Cycle Parking	8.0	0.0	2.0	6.0	0.0	0.0	0.0
A	32211	Royds Lane - Wortley - Sect 106	400.0	81.6	258.4	60.0	0.0	0.0	0.0
A	32214	Clay Pit Ln / Woodhouse Ln - Junct Imprv	1,871.2	45.2	0.0	1,826.0	0.0	0.0	0.0
A	32214	HWY Clay Pit Lane / Woodhouse Lane Junct Imp	300.3	12.7	287.6	0.0	0.0	0.0	0.0
A	32215	City Centre 20mph Zone	6.1	1.2	4.9	0.0	0.0	0.0	0.0
A	32227	Whitehall Rd / Northern St Junct Improve	2,610.0	226.5	560.3	1,323.2	500.0	0.0	0.0
A	32228	Aldi Beeston S278	193.8	182.1	11.7	0.0	0.0	0.0	0.0
B	32233	Laverack Bridge	58.5	5.7	52.8	0.0	0.0	0.0	0.0
A	32235	Crossgates District Cent - Austhorpe Rd	145.5	83.0	62.5	0.0	0.0	0.0	0.0
A	32257	Hawthorne Terrace Flood Allev Works	80.0	46.5	0.5	20.0	13.0	0.0	0.0
C	32261	Merrion Way - Minor Sect 278	16.0	0.0	2.0	14.0	0.0	0.0	0.0
C	32262	Bridgewater Place Section 278	92.3	72.3	20.0	0.0	0.0	0.0	0.0
A	32263	Guiseley And Rawdon Tro'S - Sect 106	10.0	10.0	0.0	0.0	0.0	0.0	0.0
A	32265	Little Neville Street (Re Lsse) - S.106	498.1	108.9	384.2	5.0	0.0	0.0	0.0
A	32270	PED BRO Ped Xing - Broadway - Horsforth	125.0	8.5	6.5	110.0	0.0	0.0	0.0
A	32270	PED COA Ped Xing - Coal Road - Whinmoor	23.6	23.6	0.0	0.0	0.0	0.0	0.0
A	32270	PED HAR Ped Xing - Harehills Ave - Chapel Allrtn	26.2	26.2	0.0	0.0	0.0	0.0	0.0
A	32270	PED HEN Ped Xing - Henconner Lane - Farnley	32.5	29.1	3.4	0.0	0.0	0.0	0.0
A	32270	PED HIG High Street Boston Spa Ped Crossing	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32270	PED LEE Ped Xing - A639 Leeds Road - Oulton	102.1	91.5	10.6	0.0	0.0	0.0	0.0
A	32270	PED NEW Ped Xing - A65 New Road Side - Rawdon	116.2	74.2	42.0	0.0	0.0	0.0	0.0
A	32270	PED PRI Princes Ave Roundhay - Ped Xing 2015/16	34.8	34.5	0.3	0.0	0.0	0.0	0.0
A	32270	PED WAK A642 Wakefield Rd Oulton Ped Xing 15/16	54.1	52.7	1.4	0.0	0.0	0.0	0.0
A	32272	20mph Zone Hunslet Carr Primary School	9.0	5.8	3.2	0.0	0.0	0.0	0.0
B	32275	Principal Underwater Inspections 2015/16	107.7	85.2	22.5	0.0	0.0	0.0	0.0
B	32278	Principal Bridge Inspections 2015/16	317.0	298.9	18.1	0.0	0.0	0.0	0.0
B	32286	Owlcotes Bridge (L456)	75.4	70.3	5.1	0.0	0.0	0.0	0.0
B	32288	Scour Assessments 2015/16	93.0	19.7	73.3	0.0	0.0	0.0	0.0

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Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
A	32294	Utrmc Puffin Technology Trial - Middleton	11.2	11.1	0.1	0.0	0.0	0.0	0.0
A	32300	Utrmc Site Interfaces 2015/16	124.1	120.8	3.3	0.0	0.0	0.0	0.0
B	32302	Highways Maintenance Ims 2015/16	10,000.0	9,030.0	970.0	0.0	0.0	0.0	0.0
B	32303	Stanningley Road	116.9	6.2	110.7	0.0	0.0	0.0	0.0
B	32305	York Road	524.2	0.0	524.2	0.0	0.0	0.0	0.0
B	32306	Rodley Lane	185.4	39.2	146.2	0.0	0.0	0.0	0.0
B	32307	Great Wilson Street	154.6	150.1	4.5	0.0	0.0	0.0	0.0
B	32309	Dewsbury Road- Tingley Roundabt	121.7	121.2	0.5	0.0	0.0	0.0	0.0
B	32310	Dewsbury Road- Lowry Road	107.1	0.4	106.7	0.0	0.0	0.0	0.0
B	32311	Leeds Road - Rothwell	581.6	579.2	2.4	0.0	0.0	0.0	0.0
B	32312	Principal Road Minor Works	64.2	64.2	0.0	0.0	0.0	0.0	0.0
B	32314	Principal Road Machine Surveys	20.8	20.8	0.0	0.0	0.0	0.0	0.0
B	32315	Principal & Local Road Cvi Surveys	4.0	4.0	0.0	0.0	0.0	0.0	0.0
B	32316	Principal Road Drainage Schemes	53.1	28.1	25.0	0.0	0.0	0.0	0.0
B	32317	Harehills Lane	284.0	126.2	157.8	0.0	0.0	0.0	0.0
B	32319	Scotchman Lane	129.3	128.8	0.5	0.0	0.0	0.0	0.0
B	32320	Church Lane	154.5	0.0	154.5	0.0	0.0	0.0	0.0
B	32321	Church Causeway	442.7	121.8	320.9	0.0	0.0	0.0	0.0
B	32322	Walton Road	200.3	0.0	200.3	0.0	0.0	0.0	0.0
B	32323	High Street	272.4	0.0	272.4	0.0	0.0	0.0	0.0
B	32324	North Street	108.0	1.5	106.5	0.0	0.0	0.0	0.0
B	32327	Beckett Street	150.6	150.6	0.0	0.0	0.0	0.0	0.0
B	32328	Lincoln Green Road	121.3	121.3	0.0	0.0	0.0	0.0	0.0
B	32330	Park Lane	40.5	0.0	40.5	0.0	0.0	0.0	0.0
B	32331	Tong Road	81.6	76.8	4.8	0.0	0.0	0.0	0.0
B	32332	Stainbeck Lane	713.4	185.1	528.3	0.0	0.0	0.0	0.0
B	32333	Street Lane	336.1	129.4	206.7	0.0	0.0	0.0	0.0
B	32334	Unclassified Distributor Minor Works	236.2	232.3	3.9	0.0	0.0	0.0	0.0
A	32337	Elland Road Park & Ride Phase 2	2,220.0	192.5	1,700.0	327.5	0.0	0.0	0.0
A	32338	A64 York Road Pss Phase 2	71.6	71.0	0.6	0.0	0.0	0.0	0.0
A	32339	A642 Wakefield Road Swillington Rss	25.0	8.9	16.1	0.0	0.0	0.0	0.0
A	32340	Middleton Park Avenue - Rss Improvements	143.3	19.5	123.8	0.0	0.0	0.0	0.0
A	32341	Sherburn Road Chicane Amendments	30.7	30.7	0.0	0.0	0.0	0.0	0.0
A	32342	Spring Road Jw A660 Cycle Casualty Reduc	28.0	9.0	19.0	0.0	0.0	0.0	0.0
A	32343	Horsforth Alexandra - 20mph Scheme	36.6	9.1	27.5	0.0	0.0	0.0	0.0
C	32344	Wellington Place - Minor S278	16.0	0.0	2.0	14.0	0.0	0.0	0.0
A	32346	Tranmere Park- 20mph Scheme	21.5	21.0	0.5	0.0	0.0	0.0	0.0
A	32347	Garforth Sturton 20 Mph Scheme	39.1	16.6	22.5	0.0	0.0	0.0	0.0
A	32348	Methley -20mph Scheme	18.0	5.1	12.9	0.0	0.0	0.0	0.0
A	32349	Middleton Acre- 20mph Scheme	48.7	47.4	1.3	0.0	0.0	0.0	0.0

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A	32350	Meanwood Park- 20mph Scheme	30.0	9.8	20.2	0.0	0.0	0.0	0.0
A	32351	East Ardsley - 20mph Scheme	31.9	24.9	7.0	0.0	0.0	0.0	0.0
A	32352	Roundhay Brackenwood - 20mph Scheme	3.7	3.7	0.0	0.0	0.0	0.0	0.0
A	32353	Woodhouse Hill, Belle Isle -20mph Scheme	13.8	13.6	0.2	0.0	0.0	0.0	0.0
A	32354	Great Preston - 20mph Scheme	18.0	5.7	12.3	0.0	0.0	0.0	0.0
A	32356	Halton Portage - 20mph Scheme	18.0	5.8	12.2	0.0	0.0	0.0	0.0
A	32357	Rothwell 1 & 3 - 20mph Scheme	20.5	5.0	15.5	0.0	0.0	0.0	0.0
A	32358	Penny Hill - 20mph Scheme	7.0	6.8	0.2	0.0	0.0	0.0	0.0
A	32359	Astons, Bramley- Motorcycle Cas Reduction	5.0	1.1	0.0	3.9	0.0	0.0	0.0
A	32366	Harrogate Road /Stainbeck Rss	15.6	12.3	3.3	0.0	0.0	0.0	0.0
A	32367	Dewsbury Road Town Centre Rss	600.0	10.6	215.1	374.3	0.0	0.0	0.0
C	32368	A6120 Ring Rd Jw Coal Rd S278	193.2	11.5	181.7	0.0	0.0	0.0	0.0
A	32369	A65 Cycle Safety Measures At Minor Junct	245.0	15.4	104.6	125.0	0.0	0.0	0.0
A	32370	Red Surfacing At Junctions - Phase 2	12.0	0.0	0.0	12.0	0.0	0.0	0.0
A	32372	Roundhay Road Jw Copgrove Rss	36.0	0.0	36.0	0.0	0.0	0.0	0.0
A	32373	Leeds Ev Charging - Public Car Parks	9.4	7.2	2.2	0.0	0.0	0.0	0.0
C	32377	Victoriagate (Eastgate) S278	387.4	120.5	266.9	0.0	0.0	0.0	0.0
B	32378	Road Vehicle Incursion Inspections	24.4	24.4	0.0	0.0	0.0	0.0	0.0
B	32379	Armley Road Footbridge Pip	126.1	6.6	119.5	0.0	0.0	0.0	0.0
B	32380	Alpha Street C Footbridge Pip	227.6	4.1	223.5	0.0	0.0	0.0	0.0
C	32381	Highways Sect 278 Parent Scheme	6,850.3	0.0	0.0	0.0	2,850.3	4,000.0	0.0
C	32383	Moseley Wood Rise S278 Highway Works	70.0	14.7	54.3	1.0	0.0	0.0	0.0
C	32390	Calverley Lane/Ring Road, Farsley	177.5	16.1	152.9	8.5	0.0	0.0	0.0
C	32399	Town St, Stanningley (New Lidl & Shops)	396.5	17.8	344.7	34.0	0.0	0.0	0.0
C	32402	North Street Minor S278 Magnet Kitchens	16.0	5.6	10.4	0.0	0.0	0.0	0.0
C	32404	Middleton Ring Road - Ped Improvements	370.2	126.3	240.0	3.9	0.0	0.0	0.0
A	32405	Woodlea, Meanwood 20 Mph	44.8	4.6	40.2	0.0	0.0	0.0	0.0
C	32406	Seacroft Hospital Site Re New Housing	1,430.0	78.7	470.0	831.3	50.0	0.0	0.0
A	32407	Capital Scheme Development	5.0	2.8	0.0	2.2	0.0	0.0	0.0
A	32410	Talbot Road / North Pk Dr Junct Imp	25.0	20.0	5.0	0.0	0.0	0.0	0.0
A	32411	Edward St/Templar St Car Parks S278	20.0	0.0	20.0	0.0	0.0	0.0	0.0
C	32414	Aldi - Tong Road - Wortley - Sect 278	162.0	4.0	12.0	146.0	0.0	0.0	0.0
C	32420	Central Square - Minor Sect 278	16.0	0.1	7.9	8.0	0.0	0.0	0.0
C	32422	Ruth Gorse Academy, Black Bull Street	482.2	24.3	262.9	195.0	0.0	0.0	0.0
A	32428	Traffic Management 2018/19	200.0	0.0	0.0	0.0	200.0	0.0	0.0
B	32429	Highways Maint Capitalisation 2018/19	4,000.0	0.0	0.0	0.0	4,000.0	0.0	0.0
B	32430	Highways Maintenance Works 2018/19	12,000.0	0.0	0.0	0.0	12,000.0	0.0	0.0
A	32439	Stoney Rock Lane	22.7	2.4	20.3	0.0	0.0	0.0	0.0
A	32440	Flood Risk Management Minor Works 15/16	158.0	149.6	8.4	0.0	0.0	0.0	0.0
B	32444	Hways Works To Llbh&H Area 2016-18	1,500.0	0.0	360.2	1,069.8	70.0	0.0	0.0

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All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
B	32445	Meanwood/Green/Stonegate Rd Junct	79.6	9.2	3.8	66.6	0.0	0.0	0.0
A	32446	Bagley Lane Farsley - Traffic Management	32.5	3.0	29.5	0.0	0.0	0.0	0.0
A	32448	ALL Elor - Outer Ring Rd Junction Imps	264.0	11.9	127.1	125.0	0.0	0.0	0.0
A	32448	HAR Elor - Outer Ring Rd - Harrogate Rd Junc	264.0	12.5	126.5	125.0	0.0	0.0	0.0
A	32448	KIN Elor - Outer Ring Rd - King Ln Junct Imp	264.0	4.6	134.4	125.0	0.0	0.0	0.0
A	32448	ROU Elor - Outer Ring Rd - Roundhay Park Ln	264.0	12.5	126.5	125.0	0.0	0.0	0.0
A	32451	Dynamic Signing Phase 3 - Vms	330.0	1.4	328.6	0.0	0.0	0.0	0.0
A	32452	St Michaels Lane Traffic Reg Order Work	5.0	3.2	1.8	0.0	0.0	0.0	0.0
B	32459	Linton Bridge (L34)	4,500.0	324.6	2,500.0	1,675.4	0.0	0.0	0.0
C	32460	Regent St/Skinner Lane S278 Works	174.0	1.9	138.0	13.1	21.0	0.0	0.0
C	32461	Station Road, Methley - Minor S278	21.0	0.2	13.8	7.0	0.0	0.0	0.0
A	32464	Moseley Wood Gardens 20 Mph-S278	65.0	1.0	24.0	40.0	0.0	0.0	0.0
C	32473	Armley Road New Lidl S278 Works	31.0	1.2	24.8	5.0	0.0	0.0	0.0
C	32486	Aldi Rothwell S278 Works	10.0	2.3	7.7	0.0	0.0	0.0	0.0
C	32488	Gelderd Road / Asquith Ave, Gildersome	810.0	1.9	275.1	433.0	100.0	0.0	0.0
C	32489	Arlington Roundabout S278	354.0	0.2	173.0	70.8	110.0	0.0	0.0
B	32491	Leeds Inner Ring Road Rw Repairs	558.0	0.5	557.5	0.0	0.0	0.0	0.0
B	32495	Victoria Road - Morley	185.0	0.0	185.0	0.0	0.0	0.0	0.0
B	32496	Easterley Road - Harehills	436.6	0.0	436.6	0.0	0.0	0.0	0.0
B	32498	Outer Ring Road - Weetwood	87.0	0.0	87.0	0.0	0.0	0.0	0.0
B	32499	Principal Road Minor Works	236.0	0.0	0.0	236.0	0.0	0.0	0.0
A	32516	Cherry Row Traffic Mgt	26.0	0.0	26.0	0.0	0.0	0.0	0.0
C	32517	Lidl Halton Minor Sect 278	19.3	0.0	13.3	6.0	0.0	0.0	0.0
B	32520	New York Road Viaduct East L228	105.5	0.0	105.5	0.0	0.0	0.0	0.0
A	32521	Little Woodhouse Street - New Bridge	1,043.0	0.0	1,043.0	0.0	0.0	0.0	0.0
B	32522	Ivy Street Footbridge L2237	43.7	0.0	43.7	0.0	0.0	0.0	0.0
B	32523	2016/17 Structural Assessments	241.8	0.0	241.8	0.0	0.0	0.0	0.0
B	32525	Leeds Core Cycle Network	45.0	0.0	5.1	39.9	0.0	0.0	0.0
B	32526	2016/17 Minor Works	286.5	0.0	286.5	0.0	0.0	0.0	0.0
B	32527	2016/17 Planned Maintenance	205.0	0.0	205.0	0.0	0.0	0.0	0.0
B	32528	2016/17 Principal Inspections	297.1	0.0	297.1	0.0	0.0	0.0	0.0
B	32529	Principal Underwater Inspections 16/17	114.0	0.0	114.0	0.0	0.0	0.0	0.0
B	32530	2016/17 Principal Wall Inspections	14.9	0.0	14.9	0.0	0.0	0.0	0.0
B	32531	2016/17 Retaining Wall Data Collection	1.6	0.0	1.6	0.0	0.0	0.0	0.0
B	32532	2016/17 Special Inspections	402.6	0.0	402.6	0.0	0.0	0.0	0.0
B	32533	2016/17 Scour Assessments	135.5	0.0	135.5	0.0	0.0	0.0	0.0
A	32536	New Market Street / Vicar Lane - Rss	55.0	0.0	55.0	0.0	0.0	0.0	0.0
C	32539	Whitehall Road Premier Inn S278	403.4	0.0	270.0	133.4	0.0	0.0	0.0
B	32540	Highways Maintenance Ims 2016/17	10,000.0	0.0	8,150.0	1,850.0	0.0	0.0	0.0
A	32541	Utc General Traffic Signal Refurb 16/17	484.0	0.0	379.0	105.0	0.0	0.0	0.0

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All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
A	32542	Utc Site Interfaces 2016/17	124.0	0.0	124.0	0.0	0.0	0.0	0.0
A	32543	Utc Network Monitoring 2016/17	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	32544	Utc Electrical Supply Upgrade 2016/17	18.9	0.0	18.9	0.0	0.0	0.0	0.0
B	32547	Water Lane Cantilever (L2541)	67.8	0.0	67.8	0.0	0.0	0.0	0.0
B	32548	Wellington Road North Footbridge (L2336)	8.0	0.0	8.0	0.0	0.0	0.0	0.0
A	32553	Anpr Data Collection (Defra)	292.7	0.0	89.9	202.8	0.0	0.0	0.0
B	32555	Principal Road Surface Treatments	1,181.5	0.0	1,181.5	0.0	0.0	0.0	0.0
B	32557	Pm Roads Drainage Works 2016/17	2.5	0.0	2.5	0.0	0.0	0.0	0.0
B	32558	Calverley Street - Resurfacing	112.1	0.0	112.1	0.0	0.0	0.0	0.0
B	32559	Portland Street - Resurfacing	35.4	0.0	35.4	0.0	0.0	0.0	0.0
A	32560	PED BRA Bradford Road Otley - Ped Crossing	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	32560	PED CAR Carlton Ln / Jumbles Ln - Ped Crossing	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32560	PED CAV Calverley Road - Oulton - Ped Crossing	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32560	PED COM Commercial Street Ped Crossing	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	32560	PED GRO Grove Lane Ped Crossing	30.6	0.0	30.6	0.0	0.0	0.0	0.0
A	32560	PED HAR Harehills Ln / Hov Ave - Ped Crossing	80.0	0.0	80.0	0.0	0.0	0.0	0.0
A	32560	PED NIN Ninelands Lane Ped Crossing	15.0	0.0	15.0	0.0	0.0	0.0	0.0
A	32560	PED PAR Park Lane - Ped Crossing	12.0	0.0	12.0	0.0	0.0	0.0	0.0
A	32560	PED QUE Queenswood Drive Ped Crossing	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	32560	PED STA Stainburn Dr / Harr Rd - Ped Crossing	13.0	0.0	13.0	0.0	0.0	0.0	0.0
A	32560	PED STY Styebank Lane Ped Crossing	11.0	0.0	11.0	0.0	0.0	0.0	0.0
A	32560	PED WES Westerton Road - Ped Crossing	15.0	0.0	15.0	0.0	0.0	0.0	0.0
A	32562	Ped Xing Gt George St / Cookridge St	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32564	Highways Pot Hole Repairs 2016/17	475.0	0.0	475.0	0.0	0.0	0.0	0.0
B	32568	Traffic Management Capital Prog 2016/17	348.3	0.0	348.3	0.0	0.0	0.0	0.0
A	32571	Oak Tree Dr J/W North Farm Rd Gipton Rss	15.0	0.0	15.0	0.0	0.0	0.0	0.0
A	32572	Cragg Hill 20mph Zone	1.9	0.0	1.9	0.0	0.0	0.0	0.0
A	32573	Henconners 20mph Zone - Chapel Allerton	7.5	0.0	7.5	0.0	0.0	0.0	0.0
A	32574	20mph Zone - Rothwell Area 2016/17	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32575	Ledston 20mph Zone	7.5	0.0	7.5	0.0	0.0	0.0	0.0
A	32576	Pease Hill 20mph Zone - Rawdon	21.0	0.0	21.0	0.0	0.0	0.0	0.0
A	32577	Alwoodley Area 20mph Zone	54.0	0.0	54.0	0.0	0.0	0.0	0.0
A	32578	Bramhope Area 20mph Zone	54.3	0.0	54.3	0.0	0.0	0.0	0.0
A	32579	South Leeds Cockburn School 20mph	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32580	Asquith 20mph Zone & Morley Central	33.0	0.0	33.0	0.0	0.0	0.0	0.0
B	32581	Pm Roads Machine & Cvi Surveys 2016/17	24.3	0.0	24.3	0.0	0.0	0.0	0.0
B	32582	Gildersome Lane	306.8	0.0	306.8	0.0	0.0	0.0	0.0
B	32583	Park Road - Guiseley	177.0	0.0	177.0	0.0	0.0	0.0	0.0
B	32584	Stonegate Road - Meanwood	236.0	0.0	236.0	0.0	0.0	0.0	0.0
B	32585	Town Street - Gildersome	177.0	0.0	0.0	177.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20
						2017/18	2018/19	2019/20	
B	32586	Middleton Road - Morley	177.0	0.0	0.0	177.0	0.0	0.0	0.0
B	32587	Wide Lane - Morley	177.0	0.0	0.0	177.0	0.0	0.0	0.0
B	32588	Littlemoor Road - Pudsey	88.5	0.0	88.5	0.0	0.0	0.0	0.0
B	32589	Robin Lane - Pudsey	177.0	0.0	177.0	0.0	0.0	0.0	0.0
B	32590	Ud Roads - Minor Works	233.0	0.0	0.0	233.0	0.0	0.0	0.0
B	32591	Ud Roads - Surface Treatments 2016/17	295.0	0.0	295.0	0.0	0.0	0.0	0.0
B	32592	Belgrave Street - City Centre	53.1	0.0	53.1	0.0	0.0	0.0	0.0
B	32593	Britannia Street - City Centre	23.6	0.0	23.6	0.0	0.0	0.0	0.0
B	32594	Park Place - City Centre	53.1	0.0	53.1	0.0	0.0	0.0	0.0
B	32595	The Headrow - City Centre	53.1	0.0	53.1	0.0	0.0	0.0	0.0
C	32598	Sweet Street - Minor Sect 278	26.0	0.0	5.0	16.0	5.0	0.0	0.0
A	32603	Holt Park 20mph Zone	51.8	0.0	51.8	0.0	0.0	0.0	0.0
A	32604	Drighlington 20mph Zone	27.6	0.0	27.6	0.0	0.0	0.0	0.0
C	32605	West End Lane 20mph Zone Horsforth	10.0	0.0	10.0	0.0	0.0	0.0	0.0
C	32607	King Lane Area - Alwoodley - Tro'S	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32608	Kedleston Area 20mph Zone - Moortown	24.0	0.0	24.0	0.0	0.0	0.0	0.0
C	32611	Cavendish Street Minor S278	11.0	0.0	0.5	10.5	0.0	0.0	0.0
C	32613	Lidl Foodstore Aberford Road - Garforth	855.0	0.0	20.0	835.0	0.0	0.0	0.0
C	32616	Eastgate / Vicar Lane (Victoriagate)	70.0	0.0	70.0	0.0	0.0	0.0	0.0
B	32620	Highways Maintenance Ims - 2019/20	13,000.0	0.0	0.0	0.0	0.0	13,000.0	0.0
B	32621	Highways Maint Capitalisation 2019/20	4,000.0	0.0	0.0	0.0	0.0	4,000.0	0.0
A	32622	Traffic Management 2019/20	200.0	0.0	0.0	0.0	0.0	200.0	0.0
C	32641	Aldi - Chapel Allerton - Sect 278	10.0	0.0	10.0	0.0	0.0	0.0	0.0
C	32642	Aldi Sandbeck Lane Wetherby - Minor S278	11.0	0.0	11.0	0.0	0.0	0.0	0.0
C	32644	Spofforth Hill Wetherby	156.5	0.0	10.0	146.5	0.0	0.0	0.0
A	32651	St Peters St. Ped Crossing	31.7	0.0	31.7	0.0	0.0	0.0	0.0
C	32653	Former Yorkshire Post Site Minor S278	20.0	0.0	0.0	10.0	10.0	0.0	0.0
A	32656	Calverley & Farsley Tro'S Phase 3	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32665	Century Way - Thorpe Park	500.0	0.0	0.0	500.0	0.0	0.0	0.0
A	32674	Road Safety Works General	160.0	0.0	0.0	160.0	0.0	0.0	0.0
B	32675	Highways Pot Hole Repairs 2017/18	711.0	0.0	0.0	711.0	0.0	0.0	0.0
B	99508	Bridges & Structures	15,200.0	0.0	0.0	5,600.0	4,800.0	4,800.0	0.0
B	99509	Ltp Road Maintenance Refurbishment	15,237.0	0.0	0.0	5,237.0	5,000.0	5,000.0	0.0
A	99609	Tpp Integrated Transport Package	7,203.3	0.0	6.2	1,167.1	3,030.0	3,000.0	0.0
Total Highways			211,561.7	50,506.2	43,058.0	49,141.2	34,756.8	34,099.5	0.0
Parks & Countryside									
A	14236	MID O15 Ww1 Benches	0.9	0.0	0.9	0.0	0.0	0.0	0.0

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Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20	
						2017/18	2018/19	2019/20		
Total	Parks & Countryside		0.9	0.0	0.9	0.0	0.0	0.0	0.0	
Communities										
A	16935	NLG	Ninelands Lane Zebra Crossing		7.5	0.0	7.5	0.0	0.0	0.0
Total	Communities		7.5	0.0	7.5	0.0	0.0	0.0	0.0	

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
						Estimated Costs			
Asset Management Services									
A	16442	COM	Famley Hall Coach House Refurbishment	869.4	835.4	0.0	34.0	0.0	0.0
A	16442	DEL	Demolition Of Depot Shed At Whinmoor	53.0	45.6	0.0	7.4	0.0	0.0
A	16442	EXT	Redhall Relocation External Fees	308.8	299.5	9.3	0.0	0.0	0.0
A	16501		Derelict & Nuisance Sites	196.3	0.0	0.0	96.3	100.0	0.0
A	16501	APH	Ancestor Public House D&N - Demolition	0.0	11.0	-11.0	0.0	0.0	0.0
A	16501	CHA	D&N Sites - 146 Chapeltown Rd	28.5	0.4	0.0	28.1	0.0	0.0
A	16501	CLH	First White Cloth Hall Urgent Wks	12.1	0.0	12.1	0.0	0.0	0.0
A	16501	FDS	D&N 2 Low Grange View Belle Isle	39.7	0.0	0.0	39.7	0.0	0.0
A	16501	FWC	First White Cloth Hall Legal Fees	20.0	0.0	20.0	0.0	0.0	0.0
A	16501	GRA	D&N - Grand Theatre Qtr	9.0	0.0	9.0	0.0	0.0	0.0
A	16501	HUN	D & N - Hunslet Mills	59.3	0.0	59.3	0.0	0.0	0.0
A	16501	MGD	D&N Mansion Gate Drive	65.8	0.0	0.0	65.8	0.0	0.0
A	16501	SUR	D&N Sites-Fees/Surveys	10.9	5.3	5.6	0.0	0.0	0.0
B	16996		Heritage Asset Annual Programme	5,530.6	0.0	205.6	1,325.0	2,000.0	2,000.0
B	16996	AGW	Art Gallery Lighting/Heating	100.0	0.0	0.0	100.0	0.0	0.0
B	16996	GLR	Art Gallery And Library Roof	3,232.0	164.4	1,592.6	1,475.0	0.0	0.0
B	16996	LPL	Lotherton Hall Lift And Gallery Refurb	735.6	727.7	7.9	0.0	0.0	0.0
B	16996	THR	Leeds Town Hall Roof	65.7	47.4	18.3	0.0	0.0	0.0
B	16996	THS	Town Hall Roof 2nd Opinion	31.9	0.0	31.9	0.0	0.0	0.0
A	32537		Land At Grange Farm - Rebuild Of Barn	35.0	0.0	0.0	35.0	0.0	0.0
Total Asset Management Services			11,403.6	2,136.7	1,960.6	3,206.3	2,100.0	2,000.0	0.0
Libraries, Arts & Heritage									
A	16374		External Signage - Cent Lib & Art Gall	69.6	65.1	0.0	4.5	0.0	0.0
A	32006		Library Books Capitalisation 2016/17	750.0	0.0	750.0	0.0	0.0	0.0
B	32196		Library Book Capitalisation 2017-18	700.0	0.0	0.0	700.0	0.0	0.0
A	32434		Library Books Capitalisation 2018.19	700.0	0.0	0.0	0.0	700.0	0.0
A	32474		Victoria Gardens Ramp & Imps	80.0	0.0	0.0	80.0	0.0	0.0
A	32475		Town Hall External Lights	50.0	0.0	50.0	0.0	0.0	0.0
B	32629		Library Book Capitalisation 2019/20	700.0	0.0	0.0	0.0	0.0	700.0
Total Libraries, Arts & Heritage			3,049.6	65.1	800.0	784.5	700.0	700.0	0.0
Recreation									
A	15692	FEA	Vision For Leisure Ctres - Feasibility	150.0	0.0	150.0	0.0	0.0	0.0
B	32039		Sports Maintenance	50.0	0.0	0.0	50.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
B	32039	AIR Aireborough Sport Centre Maintenance	1,450.0	0.0	60.0	1,290.0	100.0	0.0	0.0
B	32039	COM Sport Maintenance Committed Projects	536.3	444.5	91.8	0.0	0.0	0.0	0.0
B	32039	LCM Sport Maintenance Committed Projects	199.2	81.5	117.7	0.0	0.0	0.0	0.0
B	32197	Sports Maintenance 2017/18	500.0	0.0	0.0	0.0	500.0	0.0	0.0
A	32476	Cctv Cameras 3 Leisure Centre	50.8	0.0	50.8	0.0	0.0	0.0	0.0
B	32628	Sport Maintenance Annual Prog 2019/20	500.0	0.0	0.0	0.0	0.0	500.0	0.0
Total Recreation			3,436.3	526.0	470.3	1,340.0	600.0	500.0	0.0
Waste Management									
A	32389	Conversion Of Rcv Vehicles	1,584.0	0.0	0.0	0.0	744.0	840.0	0.0
Total Waste Management			1,584.0	0.0	0.0	0.0	744.0	840.0	0.0
Parks & Countryside									
A	32415	EXT Whinmoor Nursery Ground & Services Wks	1,800.0	94.1	1,430.9	275.0	0.0	0.0	0.0
A	32415	GLA Whinmoor Nursery Glasshouse	4,200.0	2.2	3,134.8	1,000.0	63.0	0.0	0.0
A	32415	REL Relocation Of Parks Staff To New Nursery	500.0	0.0	100.0	400.0	0.0	0.0	0.0
A	32494	Cottingley Crem Car Park Ext & Resurface	60.0	0.0	60.0	0.0	0.0	0.0	0.0
A	32561	Garforth Cemetery New Water Supply	12.0	0.0	12.0	0.0	0.0	0.0	0.0
A	32617	Lawnswood Mercury Abatement Feasibility	26.0	0.0	26.0	0.0	0.0	0.0	0.0
Total Parks & Countryside			6,598.0	96.3	4,763.7	1,675.0	63.0	0.0	0.0
Social Care/Youth/Early Years									
A	14236	ALW OIO Lingfield Childrens Home Works	0.5	0.0	0.5	0.0	0.0	0.0	0.0
Total Social Care/Youth/Early Years			0.5	0.0	0.5	0.0	0.0	0.0	0.0
Strategy And Improvement									
B	32535	Emergency Control Centre Cctv	12.9	0.0	12.9	0.0	0.0	0.0	0.0
Total Strategy And Improvement			12.9	0.0	12.9	0.0	0.0	0.0	0.0
Commercial Services									

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	All Figures are in £000's				After 2019/20
					2016/17	Estimated Costs		2019/20	
					2017/18	2018/19	2019/20		
B	32384	Asset Replacement Fleet Services	290.0	72.8	15.0	122.2	80.0	0.0	0.0
Total Commercial Services			290.0	72.8	15.0	122.2	80.0	0.0	0.0
Corporate Property Management									
B	316	St George House - Platform Lift	15.0	0.0	0.0	15.0	0.0	0.0	0.0
B	1818	One Stop Centres: Imps To Public Signs	50.0	30.2	4.8	15.0	0.0	0.0	0.0
B	14197	LHC Lotherton Hall Lightning Conductors	22.7	19.6	3.1	0.0	0.0	0.0	0.0
B	14197	LPW Lightning Protection	123.7	116.5	7.2	0.0	0.0	0.0	0.0
B	14268	Corporate Property Mangmnt Amp	4,589.9	0.0	89.9	1,500.0	1,500.0	1,500.0	0.0
B	14268	AGF Leeds City Art Gallery Fire Alarm	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	14268	AHM Abbey House Museum Fire Alarm	13.5	0.0	13.5	0.0	0.0	0.0	0.0
B	14268	ALB Aireborough Lc Boiler	9.9	0.0	9.9	0.0	0.0	0.0	0.0
B	14268	ALP Aireborough Lc Circulation Pumps	6.2	0.0	6.2	0.0	0.0	0.0	0.0
B	14268	APF Aireborough Lc Pool Filtration	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	ARS Asbestos Remedial Works 2016-17	95.0	0.0	95.0	0.0	0.0	0.0	0.0
B	14268	BIW Belle Isle Workshops Fire Alarm	18.2	0.0	18.2	0.0	0.0	0.0	0.0
B	14268	BPF Beeston, Pudsey And Farsley Library Roof	66.6	39.2	27.4	0.0	0.0	0.0	0.0
B	14268	CML City Museum Lift	10.3	0.0	10.3	0.0	0.0	0.0	0.0
B	14268	CPS Cottingley Springs Refurbishment	11.2	0.3	10.9	0.0	0.0	0.0	0.0
B	14268	CSJ Civic Hall Cathodic Protection	50.0	30.9	0.0	19.1	0.0	0.0	0.0
B	14268	CTW Civic Hall Backlog Maintenance Ctw	206.0	0.0	0.0	206.0	0.0	0.0	0.0
B	14268	DAW Dda Access And Other Dda Works	80.0	25.7	0.0	54.3	0.0	0.0	0.0
B	14268	DOR Door Access System Upgrade	1.8	0.0	1.8	0.0	0.0	0.0	0.0
B	14268	ELL Legionella Remedial Works	175.0	79.9	95.1	0.0	0.0	0.0	0.0
B	14268	ELR Electrical Remedial Works 2015/16	190.0	156.7	33.3	0.0	0.0	0.0	0.0
B	14268	EWC Continuation Of Electrical Rem Works	495.0	424.8	70.2	0.0	0.0	0.0	0.0
B	14268	FBM Fearville Sports Centre Bems	5.5	0.0	5.5	0.0	0.0	0.0	0.0
B	14268	FRA Fire Risk Assessments	16.5	1.5	15.0	0.0	0.0	0.0	0.0
B	14268	FRB Sports Hall Floor Refurbishment	26.1	0.0	26.1	0.0	0.0	0.0	0.0
B	14268	FRR Fire Risk Assessments	95.0	0.0	95.0	0.0	0.0	0.0	0.0
B	14268	FRW Fall Arrest And Lightning Protection	18.8	0.0	18.8	0.0	0.0	0.0	0.0
B	14268	FSC Temple Newsam Study Ctr Boiler	6.8	0.0	6.8	0.0	0.0	0.0	0.0
B	14268	GGS Great George Street Fire Alarm	50.0	0.0	0.0	50.0	0.0	0.0	0.0
B	14268	GMF Gotts Park Mansion Fans	7.0	0.0	7.0	0.0	0.0	0.0	0.0
B	14268	GOW Garforth Osc /Library Windows	26.0	0.0	26.0	0.0	0.0	0.0	0.0
B	14268	GPH Gotts Park Heating	12.2	0.0	12.2	0.0	0.0	0.0	0.0
B	14268	GPW Gotts Park Wall	7.0	0.0	7.0	0.0	0.0	0.0	0.0
B	14268	HFA Herd Farm Fire Alarm	8.5	0.0	8.5	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20	
						2017/18	2018/19	2019/20		
B	14268	JCT	J Charles Ctr Pool Transducers	9.9	0.0	9.9	0.0	0.0	0.0	0.0
B	14268	JCX	John Charles Lighting Replacement	105.0	93.4	11.6	0.0	0.0	0.0	0.0
B	14268	JLL	Jack Lane And Ledston Luck Roof Repairs	107.7	29.1	78.6	0.0	0.0	0.0	0.0
B	14268	JSP	John Smeaton Lc Retiling	138.2	0.0	138.2	0.0	0.0	0.0	0.0
B	14268	KAR	Kirkstall Lc Gas Fired Tube Heaters	20.0	3.8	16.2	0.0	0.0	0.0	0.0
B	14268	KIL	Kildare Terrace Asbestos	12.4	0.0	12.4	0.0	0.0	0.0	0.0
B	14268	KNW	Knowsthorpe Way Drainage	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	14268	KTB	Kirkstall Leisure Centre Boilers	65.0	62.7	2.3	0.0	0.0	0.0	0.0
B	14268	LCL	Lawnswood Cremators Liners	78.0	0.0	78.0	0.0	0.0	0.0	0.0
B	14268	LEW	Lotherton Hall Summerhouse Renovation	10.0	3.6	6.4	0.0	0.0	0.0	0.0
B	14268	LIM	Limewood Approach Backlog Mtce	55.5	0.8	0.0	54.7	0.0	0.0	0.0
B	14268	LLW	Ledston Luck Windows	15.8	0.0	15.8	0.0	0.0	0.0	0.0
B	14268	LRW	Legionella Remedial Works	701.5	686.5	15.0	0.0	0.0	0.0	0.0
B	14268	LVD	Lawnswood Crem Venturi Duct	12.2	0.0	12.2	0.0	0.0	0.0	0.0
B	14268	LYH	South Leeds Youth Hub Boiler	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	14268	MCC	Merrion House Concrete Cladding	33.3	31.6	1.7	0.0	0.0	0.0	0.0
B	14268	MCW	Mandela Centre Windows	9.0	0.0	9.0	0.0	0.0	0.0	0.0
B	14268	MHP	Morley Town Hall Plaster Wks	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	14268	MTA	Middleton Water Tank Alterations	25.0	1.4	23.6	0.0	0.0	0.0	0.0
B	14268	MTH	Morley Town Hall Heating Pumps	20.7	0.0	20.7	0.0	0.0	0.0	0.0
B	14268	OAK	Oakwood Clock Tower Restoration	83.4	81.5	1.9	0.0	0.0	0.0	0.0
B	14268	PAS	Pudsey Leisure Centre Air Handling	8.0	0.0	8.0	0.0	0.0	0.0	0.0
B	14268	POT	Potternewton Pk Fulfilling Lives	200.0	0.0	200.0	0.0	0.0	0.0	0.0
B	14268	PPC	Prince Phillip Centre Aiw	29.5	28.5	1.0	0.0	0.0	0.0	0.0
B	14268	PTH	Pudsey Town Hall Backlog Mtce	252.0	3.0	40.0	209.0	0.0	0.0	0.0
B	14268	RAC	R22 Air Conditioning	242.0	93.5	148.5	0.0	0.0	0.0	0.0
B	14268	RLC	Rothwell Leisure Centre Calorifier	16.9	0.0	16.9	0.0	0.0	0.0	0.0
B	14268	RLP	Rothwell Lc Pipeworks	17.2	3.6	13.6	0.0	0.0	0.0	0.0
B	14268	SCB	Garforth, Sh, Jcs Backlog Mtce	29.9	19.8	10.1	0.0	0.0	0.0	0.0
B	14268	SCH	Suffolk Court Boiler	20.0	17.7	2.3	0.0	0.0	0.0	0.0
B	14268	SGC	St George Car Park Lighting	12.0	0.0	0.0	12.0	0.0	0.0	0.0
B	14268	SGH	Dda Access St George House	45.0	0.0	0.0	45.0	0.0	0.0	0.0
B	14268	SHF	Shippenham Farm And East Ardsley Cc Roof	31.4	1.2	30.2	0.0	0.0	0.0	0.0
B	14268	SHL	Seacroft Hways Depot Led Lighting	13.0	0.0	13.0	0.0	0.0	0.0	0.0
B	14268	SIE	Small Industrial Units Electrical Rw	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	14268	SPB	Scott Hall Sports Centre Bems	5.5	0.0	5.5	0.0	0.0	0.0	0.0
B	14268	TCU	Technorth Chiller Units	75.0	44.6	30.4	0.0	0.0	0.0	0.0
B	14268	TEM	Temple Newsam Roof	50.0	5.5	0.0	44.5	0.0	0.0	0.0
B	14268	TGB	Temple Newsam Great Barn Roof	76.0	0.0	76.0	0.0	0.0	0.0	0.0
B	14268	THS	Leeds Town Hall	35.8	13.3	22.5	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20	
						2017/18	2018/19	2019/20		
B	14268	TNT	Technorth Toilets Refurbishment	10.0	0.0	10.0	0.0	0.0	0.0	0.0
B	14268	TRR	Torre Road Depot Roof Repairs	121.0	4.0	0.0	117.0	0.0	0.0	0.0
B	14268	TSF	Tropical World Shop Strat Fans	4.4	0.0	4.4	0.0	0.0	0.0	0.0
B	14268	TWC	Two Willows Nursery Boilers	41.5	36.1	5.4	0.0	0.0	0.0	0.0
B	14268	UAD	Upgrade Of Automatic Electric Doors	85.0	66.5	18.5	0.0	0.0	0.0	0.0
B	14268	VCF	The Vales Circle Fire Alarm	9.8	0.0	9.8	0.0	0.0	0.0	0.0
B	14268	WLW	Woodhouse Lane Mscp Windows	12.3	0.0	0.0	12.3	0.0	0.0	0.0
B	14268	YET	Yeadon Tam Renovation Works	28.4	0.0	28.4	0.0	0.0	0.0	0.0
B	15620	TLT	Demolition At 3 Sites	61.3	37.6	0.0	23.7	0.0	0.0	0.0
B	16129		Public Convenience Refurbishment	64.4	16.9	0.0	47.5	0.0	0.0	0.0
B	16463		Demolition Of 4 Properties	159.5	0.0	0.0	159.5	0.0	0.0	0.0
A	16669		Re-Fit Phase 2	890.8	0.0	0.0	0.0	0.0	890.8	0.0
A	16669	TWO	Tropical World Energy Efficiency	378.4	378.4	0.0	0.0	0.0	0.0	0.0
B	16765	BOD	Demolition Of 2-4 Bodmin Road	109.7	24.7	85.0	0.0	0.0	0.0	0.0
B	16765	GEN	Demolition Asbestos And Bat Surveys	45.0	14.9	30.1	0.0	0.0	0.0	0.0
B	16765	MUS	Musgrave Court Demolition	179.9	12.2	167.7	0.0	0.0	0.0	0.0
B	16765	RAW	Rothwell Atc And Windlesford Green	363.8	326.7	37.1	0.0	0.0	0.0	0.0
B	16765	SCR	Stonegate Changing Rooms Demolition	23.5	11.9	11.6	0.0	0.0	0.0	0.0
B	16765	TLT	Theaker Lane Public Convenience	7.6	0.8	6.8	0.0	0.0	0.0	0.0
B	16765	WAC	West Ardsley Day Centre	354.6	271.3	83.3	0.0	0.0	0.0	0.0
B	16765	WLS	West Leeds Flc Demolition	188.7	174.4	14.3	0.0	0.0	0.0	0.0
B	16766		Demolition & Asbestos Removal	144.5	0.0	0.0	144.5	0.0	0.0	0.0
B	16766	ETL	Eastmoor Tile Lane	35.5	0.0	35.5	0.0	0.0	0.0	0.0
B	16766	RHR	Demolition Of 79 Roundhay Road	1,116.0	285.0	831.0	0.0	0.0	0.0	0.0
B	16768		Herd Farm Biomass	143.2	123.0	20.2	0.0	0.0	0.0	0.0
B	16769		Lotherton Hall Biomass	209.0	209.0	0.0	0.0	0.0	0.0	0.0
B	16932		Shire View Refurbishment	453.3	453.3	0.0	0.0	0.0	0.0	0.0
B	16995	CBM	Civic Hall Backlog Maintenance	1,250.0	245.3	154.7	350.0	250.0	250.0	0.0
B	16995	CHC	Civic Hall Committe Rooms	550.0	548.7	1.3	0.0	0.0	0.0	0.0
A	32010	BRC	Burton Road Centre	443.7	0.0	75.1	368.6	0.0	0.0	0.0
A	32010	MAT	Moorend Atc	236.0	0.0	130.0	106.0	0.0	0.0	0.0
A	32010	MPG	100 Middleton Park Grove	48.1	0.0	30.0	18.1	0.0	0.0	0.0
A	32010	MSS	Matthew Murray Elec Sub Station	5.2	0.0	5.2	0.0	0.0	0.0	0.0
A	32010	NEY	Nesfield Early Years Centre	85.8	0.0	50.0	35.8	0.0	0.0	0.0
A	32010	PPB	Potternewton Park Bowls	29.7	0.0	29.7	0.0	0.0	0.0	0.0
A	32010	SGS	Seacroft Green Social Club	178.8	0.0	100.0	78.8	0.0	0.0	0.0
A	32010	WAT	Wetherby Atc	167.3	0.0	80.0	87.3	0.0	0.0	0.0
B	32193		Demolition & Asbestos Removal 2017/18	305.4	0.0	0.0	305.4	0.0	0.0	0.0
B	32412		St George Centre Cctv Upgrade	24.0	20.0	4.0	0.0	0.0	0.0	0.0
B	32432		Demolition And Asbestos 2018/19	1,000.0	0.0	0.0	0.0	1,000.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
			Estimated Costs						
B	32626	Demolition And Asbestos 2019/20	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0
B	32627	Fire Risk Assessment Remedials	4,100.0	0.0	600.0	1,500.0	1,000.0	1,000.0	0.0
Total Corporate Property Management			24,101.3	5,411.1	4,720.3	5,579.1	3,750.0	4,640.8	0.0
Communities									
A	16934	DBB Drighlington Bottle Bins	3.0	0.0	3.0	0.0	0.0	0.0	0.0
A	16934	SPG Springhead Park Dementia Garden	10.0	0.0	0.0	10.0	0.0	0.0	0.0
A	16935	SCB Southwood Crescent Bollards	2.5	0.0	2.5	0.0	0.0	0.0	0.0
A	16938	VPP Victoria Park Improvements	10.0	0.0	0.0	10.0	0.0	0.0	0.0
A	16939	TPI Tamfield Park Improvements	17.0	0.0	17.0	0.0	0.0	0.0	0.0
A	32140	COM Little London Community Centre	750.9	709.7	41.2	0.0	0.0	0.0	0.0
A	32550	Community Hubs Phase 2	3,462.2	0.0	462.2	1,500.0	1,500.0	0.0	0.0
A	32550	NOR North Seacroft Community Hub	555.2	0.0	555.2	0.0	0.0	0.0	0.0
Total Communities			4,810.8	709.7	1,081.1	1,520.0	1,500.0	0.0	0.0
Public Health									
B	32241	St Annes Ashton House- Ground Floor	159.4	157.6	1.8	0.0	0.0	0.0	0.0
Total Public Health			159.4	157.6	1.8	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Local & Community Assets (IA)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
			Estimated Costs						
Ward Based Initiatives									
A	14236	MOS OI2 Shire Road Fencing	1.8	0.0	1.8	0.0	0.0	0.0	0.0
A	14236	RTH OO7 All Saints View Footpath And Parking	1.9	0.0	1.9	0.0	0.0	0.0	0.0
Total Ward Based Initiatives			3.7	0.0	3.7	0.0	0.0	0.0	0.0
Asset Management Services									
A	16982	Brownfield Land Programme	1,100.0	0.0	0.0	500.0	300.0	300.0	0.0
A	16982	SUR Brownfield Land Programme-Surveys	420.0	316.2	50.0	53.8	0.0	0.0	0.0
C	32057	Hallfield Lane Car Park	680.5	632.1	48.4	0.0	0.0	0.0	0.0
A	32204	Station Gardens Car Park Wetherby	66.6	65.9	0.7	0.0	0.0	0.0	0.0
A	32567	Bath Road - Holbeck - Site Remediation	575.0	0.0	85.0	490.0	0.0	0.0	0.0
Total Asset Management Services			2,842.1	1,014.2	184.1	1,043.8	300.0	300.0	0.0
Highways									
A	14236	ALW OO8 King Drive Parking Bays	20.0	3.6	16.4	0.0	0.0	0.0	0.0
A	14236	WEE OI0 Otley Old Road Parking Scheme	7.0	0.0	7.0	0.0	0.0	0.0	0.0
Total Highways			27.0	3.6	23.4	0.0	0.0	0.0	0.0
Recreation									
B	14236	KIR OO5 Kirkstall Leisure Centre Improvements	12.3	10.6	1.7	0.0	0.0	0.0	0.0
Total Recreation			12.3	10.6	1.7	0.0	0.0	0.0	0.0
Communities									
E	1874	WEO OT3 Additional 15 Grit Bins	2.5	0.8	0.0	1.7	0.0	0.0	0.0
A	16933	BBH Litter Bins For Beeston & Holbeck Ward	3.1	0.0	3.1	0.0	0.0	0.0	0.0
A	16933	BMP Bins For Middleton Park Ward	4.6	0.0	4.6	0.0	0.0	0.0	0.0
A	16935	SCC Swarcliffe Community Centre	0.9	0.0	0.9	0.0	0.0	0.0	0.0
A	16936	KPP Kirkstall Pocket Park	9.8	0.0	9.8	0.0	0.0	0.0	0.0
A	16937	WIC Welcome In Centre Renovation	6.3	0.0	6.3	0.0	0.0	0.0	0.0
A	16938	PWC Pudsey Wellbeing Centre	4.1	0.0	4.1	0.0	0.0	0.0	0.0
A	16942	SVP Scarcroft Village Playground	5.0	0.0	5.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Local & Community Assets (IA)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs			After 2019/20
					2016/17	2017/18	2018/19	
	Total	Communities	36.3	0.8	33.8	1.7	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

After
2019/20

Cat	Scheme		Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Hra									
A	16692	Hra Housing Investment Programme	14,490.1	0.0	0.0	0.0	14,490.1	0.0	0.0
A	16692	AMM Acre Mount Middleton Newbuild	3,022.2	8.0	0.0	0.0	3,014.2	0.0	0.0
A	16692	APH Ancestor Public House Aquisition	86.0	75.0	11.0	0.0	0.0	0.0	0.0
A	16692	BAR Barncroft Newbuild	4,307.0	8.1	3.9	0.0	4,295.0	0.0	0.0
A	16692	BMG Beech Mount Gipton Newbuild	881.1	47.4	113.4	720.3	0.0	0.0	0.0
A	16692	BRO Broadleas Site 3 Newbuild	4,313.3	221.9	2,023.5	2,067.9	0.0	0.0	0.0
A	16692	BRS Brooklands Seacroft Newbuild	2,373.8	0.0	0.0	0.0	2,373.8	0.0	0.0
A	16692	BWG Beech Walk Gipton Newbuild	3,083.9	35.3	291.9	2,756.7	0.0	0.0	0.0
A	16692	COM Chgp Fees & Capitalisations	867.8	267.8	200.0	200.0	200.0	0.0	0.0
A	16692	EH2 Empty Homes Prog 100 Acquisitions	9,208.7	2,336.2	3,440.0	3,432.5	0.0	0.0	0.0
B	16692	EHP Chg Empty Homes Prog 20 Acquisitions	1,676.5	1,676.5	0.0	0.0	0.0	0.0	0.0
A	16692	EHP WPC Chg Wyther Park Community House	101.3	101.3	0.0	0.0	0.0	0.0	0.0
A	16692	EPR East Park Road Site 1 Newbuild	3,344.2	2,891.6	452.6	0.0	0.0	0.0	0.0
A	16692	GAR Gamets Site 2 Newbuild	4,132.3	272.1	1,000.0	2,860.2	0.0	0.0	0.0
A	16692	HAR Harley Green Site	1,120.0	0.0	0.0	0.0	1,120.0	0.0	0.0
A	16692	HOW Haworth Court Site 4 Newbuild	8,599.4	3,923.8	4,675.6	0.0	0.0	0.0	0.0
A	16692	LCS Acquisition 8 Properties Bramley	1,144.2	227.0	917.2	0.0	0.0	0.0	0.0
A	16692	MEY Meynall Approach	3,600.0	0.0	0.0	3,600.0	0.0	0.0	0.0
A	16692	MPA Middleton Park Ave Newbuild	4,457.9	0.0	0.0	0.0	4,457.9	0.0	0.0
A	16692	NEV Nevilles 3 Sites	4,500.0	0.3	716.0	3,783.7	0.0	0.0	0.0
A	16692	OLD Oldfield Lane	2,200.0	0.0	0.0	0.0	2,200.0	0.0	0.0
A	16692	ROR Chgp Repurchase Policy (Rofr)	2,000.0	0.0	300.0	1,700.0	0.0	0.0	0.0
A	16692	ROS Rosemont Newbuild	150.0	38.9	111.1	0.0	0.0	0.0	0.0
A	16692	RTB Right To Buy Grant Programme Chgp	7,031.6	0.0	0.0	7,031.6	0.0	0.0	0.0
A	16692	RTB PH1 Rtb Phase 1 Grant Programme	2,262.0	181.0	1,304.8	776.2	0.0	0.0	0.0
A	16692	SQU Squinting Cat Site 5	2,275.7	802.3	1,397.7	75.7	0.0	0.0	0.0
A	16692	WPV Whinmoor Pub House Newbuild	3,601.4	153.2	171.7	3,276.5	0.0	0.0	0.0
A	16692	WWT Westerton Walk Tingley Ech	10,665.6	35.9	464.7	5,165.0	5,000.0	0.0	0.0
A	16692	YTS Town Street Yeadon Newbuild	10.7	10.7	0.0	0.0	0.0	0.0	0.0
A	32090	SW1 Swarcliffe Penwell Dean & Gate Parking	149.0	137.1	11.9	0.0	0.0	0.0	0.0
A	32174	25% Equity Share 38 Atha Cres	26.5	18.8	7.7	0.0	0.0	0.0	0.0
Total Hra			105,682.2	13,470.2	17,614.7	37,446.3	37,151.0	0.0	0.0
Housing Leeds Service									
B	1994	AZ7 Sheltered Housing Farrar Lane	1,668.5	1,668.5	0.0	0.0	0.0	0.0	0.0
B	12483	BD1 Demolitions - Blencarn & Brooklands	4,935.9	4,935.9	0.0	0.0	0.0	0.0	0.0
A	13173	AG7 Rewires South	575.7	575.7	0.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Cat	Scheme			Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
B	13935	AZ6	Defective Housing - Reema External	1,144.1	1,144.1	0.0	0.0	0.0	0.0	0.0
B	13937	BD1	Rewires West	341.5	341.5	0.0	0.0	0.0	0.0	0.0
B	13941	BC2	K&B Decant Homes Failures	1,018.4	1,018.4	0.0	0.0	0.0	0.0	0.0
A	14219	AM5	Environmentals East	44.9	44.9	0.0	0.0	0.0	0.0	0.0
B	14895	AVH	Misc Props - Avhl (7 Garnets Props)	378.8	378.8	0.0	0.0	0.0	0.0	0.0
A	16086	AF4	Windows & Doors - South	310.1	310.1	0.0	0.0	0.0	0.0	0.0
A	16087	AH6	Hollins Grove Infrastructure Upgrade	238.4	238.4	0.0	0.0	0.0	0.0	0.0
A	16087	AH7	Eco Match Funding	349.9	349.9	0.0	0.0	0.0	0.0	0.0
B	16087	AI2	Manor Farm Enveloping Scheme	851.5	851.4	0.1	0.0	0.0	0.0	0.0
A	16090	AI3	Scooter Stores & Fire Safety	310.5	290.5	20.0	0.0	0.0	0.0	0.0
A	16090	AJ4	Cctv Wireless Infrastructure	220.1	220.1	0.0	0.0	0.0	0.0	0.0
B	16095	AH4	Malvern Rise & Waverley Garth	3,308.2	3,308.2	0.0	0.0	0.0	0.0	0.0
A	16205	AL2	Passive Fire Protection Works	169.7	169.7	0.0	0.0	0.0	0.0	0.0
A	16205	AL4	Multi-Storey Construction Assessments	305.2	305.2	0.0	0.0	0.0	0.0	0.0
A	16205	AN6	Wimpey High Rise Panels	11.5	11.5	0.0	0.0	0.0	0.0	0.0
B	16376	BD8	Clydes Biomass District Heating	2,444.4	2,424.4	20.0	0.0	0.0	0.0	0.0
B	16393	AM1	Moorhaven Court Conversion	122.8	122.8	0.0	0.0	0.0	0.0	0.0
B	16517	ACT	Hra Self Financing Funding	144,838.0	0.0	0.0	0.0	64,838.0	80,000.0	0.0
B	32021		Windows & Doors	2,244.5	0.0	0.0	2,000.0	244.5	0.0	0.0
B	32021	CF2	W&D Existing	369.4	369.4	0.0	0.0	0.0	0.0	0.0
B	32021	CH2	W&D Upgrades	152.2	134.1	18.1	0.0	0.0	0.0	0.0
B	32021	CK3	W&D Fusion 21	268.5	267.8	0.7	0.0	0.0	0.0	0.0
B	32021	DA3	Windows & Doors - Cs	877.3	871.8	5.5	0.0	0.0	0.0	0.0
B	32021	DA4	Windows & Doors - Mears	1,267.3	1,056.8	210.5	0.0	0.0	0.0	0.0
B	32021	EA1	Windows & Doors - Mears	1,449.7	0.0	1,292.7	157.0	0.0	0.0	0.0
B	32021	EA2	Windows & Doors - Lbs	1,023.5	0.0	1,023.5	0.0	0.0	0.0	0.0
B	32022	ASB	Asbestos - Heating	758.6	0.0	218.6	540.0	0.0	0.0	0.0
B	32022	CG1	Boilers S&W	12,623.3	12,558.2	65.1	0.0	0.0	0.0	0.0
B	32022	CG2	Boilers Sheltered	376.9	376.9	0.0	0.0	0.0	0.0	0.0
B	32022	CG3	Boilers Liberty	2,739.3	2,739.3	0.0	0.0	0.0	0.0	0.0
B	32022	CG4	Boilers - Aqua	2,404.8	2,404.8	0.0	0.0	0.0	0.0	0.0
B	32022	CH1	Commercial Heating	329.3	329.3	0.0	0.0	0.0	0.0	0.0
B	32022	CH5	Heating - West Park Drive	250.0	0.0	0.0	250.0	0.0	0.0	0.0
B	32022	CK2	Ebor Gardens Prepay Meters	436.2	434.3	1.9	0.0	0.0	0.0	0.0
B	32022	CM6	Ebor Gardens M&E	16.0	16.0	0.0	0.0	0.0	0.0	0.0
B	32022	CM7	Solar Pv Installations	3,688.1	3,688.1	0.0	0.0	0.0	0.0	0.0
B	32022	DA5	Heating - Asbestos	368.7	368.7	0.0	0.0	0.0	0.0	0.0
B	32022	DA8	Heating - Liberty	2,177.5	2,177.5	0.0	0.0	0.0	0.0	0.0
B	32022	DA9	Commercial Heating	307.6	307.6	0.0	0.0	0.0	0.0	0.0
B	32022	DB3	Sheltered Heating - Halliday Court	1,145.0	67.3	895.9	181.8	0.0	0.0	0.0

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B	32022	DF1	Electrical Heating - The Crimbles	51.4	30.5	20.9	0.0	0.0	0.0	0.0
B	32022	DJ6	Heat Meters - Cel	71.7	71.7	0.0	0.0	0.0	0.0	0.0
B	32022	EB1	Boilers - South	1,980.5	0.0	1,980.5	0.0	0.0	0.0	0.0
B	32022	EB2	Boilers - West	2,045.6	0.0	2,045.6	0.0	0.0	0.0	0.0
B	32022	EB3	Boilers - East Liberty	537.6	0.0	537.6	0.0	0.0	0.0	0.0
B	32022	EB4	Boilers - East	1,722.2	0.0	1,722.2	0.0	0.0	0.0	0.0
B	32022	EB5	Sheltered & Communal Heating - Mears	308.0	0.0	308.0	0.0	0.0	0.0	0.0
B	32022	EB6	Sheltered & Communal Heating - Lbs	72.0	0.0	72.0	0.0	0.0	0.0	0.0
B	32022	FA1	HI District Heating	10,307.0	0.0	113.1	5,466.5	4,727.4	0.0	0.0
B	32022	FA2	Boiler Replacements&New Installatns-Sth	996.2	0.0	0.0	996.2	0.0	0.0	0.0
B	32022	FA3	Boiler Replacements&New Installatns-East	1,203.7	0.0	0.0	1,203.7	0.0	0.0	0.0
B	32022	FA4	Boiler Replacemts&New Installatns-West 1	913.1	0.0	0.0	913.1	0.0	0.0	0.0
B	32022	FA5	Boiler Replacemts&New Installatns-West 2	464.9	0.0	0.0	464.9	0.0	0.0	0.0
B	32022	FA6	Boiler Replacemt&New Installatns-Materts	2,811.2	0.0	0.0	2,811.2	0.0	0.0	0.0
B	32022	FA7	Electric Heating & Hot Water	140.0	0.0	0.0	140.0	0.0	0.0	0.0
B	32022	FA8	Haliday Court - Phase 2	365.0	0.0	0.0	365.0	0.0	0.0	0.0
B	32023	DB7	Middleton Park Porches	283.0	271.0	12.0	0.0	0.0	0.0	0.0
B	32023	EH7	The Rein Cctv	16.0	16.0	0.0	0.0	0.0	0.0	0.0
B	32024	ASB	Asbestos - Rewires	274.2	0.5	163.7	110.0	0.0	0.0	0.0
B	32024	CA5	Rewires S1 1002118	1,064.2	1,051.0	13.2	0.0	0.0	0.0	0.0
B	32024	CA7	Rewires Scheme 2	546.0	553.5	-7.5	0.0	0.0	0.0	0.0
B	32024	CE4	Rewires S2 1002117	319.3	319.3	0.0	0.0	0.0	0.0	0.0
B	32024	CI1	Controlled Entry	571.9	272.3	299.6	0.0	0.0	0.0	0.0
B	32024	CI5	Cctv Installation	1,331.7	61.7	420.0	850.0	0.0	0.0	0.0
B	32024	CI6	Fob Upgrades	67.7	67.7	0.0	0.0	0.0	0.0	0.0
B	32024	DB8	Rewires - Mears	462.8	452.8	10.0	0.0	0.0	0.0	0.0
B	32024	DB9	Rewires - Cs	332.6	329.9	2.7	0.0	0.0	0.0	0.0
B	32024	DC1	Rewires - Asbestos	72.5	72.5	0.0	0.0	0.0	0.0	0.0
B	32024	EA5	Rewires - Mears	949.5	0.0	949.5	0.0	0.0	0.0	0.0
B	32024	EA6	Rewires - Lbs	495.9	0.0	495.9	0.0	0.0	0.0	0.0
B	32024	FB6	Rewires - Mears	826.1	0.0	0.0	826.1	0.0	0.0	0.0
B	32024	FB7	Rewires - Lbs	445.9	0.0	0.0	445.9	0.0	0.0	0.0
B	32025		Re-Roofing	1,500.0	0.0	0.0	1,500.0	0.0	0.0	0.0
B	32025	ASB	Asbestos - Roofing	345.2	0.0	183.2	162.0	0.0	0.0	0.0
B	32025	CA4	Roofing W 1002117	1,541.7	1,541.7	0.0	0.0	0.0	0.0	0.0
B	32025	DC2	Roofs - Asbestos	191.1	161.4	29.7	0.0	0.0	0.0	0.0
B	32025	DC3	Roofs - Cs	150.0	133.3	16.7	0.0	0.0	0.0	0.0
B	32025	DC4	Roofs - Mears	5,121.1	5,121.1	0.0	0.0	0.0	0.0	0.0
B	32025	EC1	Roofing - Lbs	378.0	0.0	378.0	0.0	0.0	0.0	0.0
B	32025	EC2	Roofing - Mears	2,100.0	0.0	2,100.0	0.0	0.0	0.0	0.0

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B	32025	FC3	Roofs - MsfS	475.0	0.0	0.0	475.0	0.0	0.0
B	32026		Kitchens & Bathrooms	9,526.0	0.0	0.0	6,000.0	3,526.0	0.0
B	32026	ASB	Asbestos - K&B	833.8	15.2	818.6	0.0	0.0	0.0
B	32026	CA3	K&B Scheme 3 1002116	931.7	931.2	0.5	0.0	0.0	0.0
B	32026	CA6	K&B Scheme 4	1,395.2	1,404.2	-9.0	0.0	0.0	0.0
B	32026	CF9	K&B Existing	1,211.3	1,211.3	0.0	0.0	0.0	0.0
B	32026	CG5	K&B Scarcroft	981.0	981.0	0.0	0.0	0.0	0.0
B	32026	DC5	K&B - Asbestos	561.7	552.7	9.0	0.0	0.0	0.0
B	32026	DC6	K & B - S1 Mears	1,982.8	1,982.8	0.0	0.0	0.0	0.0
B	32026	DC7	K & B - S2 Mears	2,433.5	2,433.5	0.0	0.0	0.0	0.0
B	32026	DC8	K & B - S3 Mears	490.6	490.6	0.0	0.0	0.0	0.0
B	32026	DC9	K & B - S4 Mears	2,120.7	2,120.7	0.0	0.0	0.0	0.0
B	32026	DD1	K & B - S5 Cs	1,460.5	1,438.6	21.9	0.0	0.0	0.0
B	32026	DH2	K & B - Mears Scheme 5a	1,399.7	1,399.7	0.0	0.0	0.0	0.0
B	32026	EC5	K&B - Mears 1	2,653.1	0.1	2,653.0	0.0	0.0	0.0
B	32026	EC6	K&B - Lbs	1,570.3	0.0	1,570.3	0.0	0.0	0.0
B	32026	EC7	K&B - Mears 2	2,652.7	0.0	2,652.7	0.0	0.0	0.0
B	32026	EC8	K&B - Mears 3	2,652.7	0.0	2,652.7	0.0	0.0	0.0
B	32027	ASB	Asbestos Removals	990.0	0.0	0.0	990.0	0.0	0.0
B	32027	CB5	Garages	145.7	145.7	0.0	0.0	0.0	0.0
B	32027	CB9	Environmental Improvements Nevilles	699.9	678.3	21.6	0.0	0.0	0.0
B	32027	DD2	Garage Demolitions	10.2	10.2	0.0	0.0	0.0	0.0
B	32027	EG7	Estate Garages	504.0	0.0	82.7	421.3	0.0	0.0
B	32027	EH8	Shire Road	1.8	0.0	1.8	0.0	0.0	0.0
B	32027	EH9	Hap - All Saints View	1.9	0.0	1.9	0.0	0.0	0.0
B	32027	EI1	Seacroft Gardens Improvements	53.6	0.0	53.6	0.0	0.0	0.0
B	32028	DE3	Sanctuary	261.0	161.0	50.0	50.0	0.0	0.0
B	32030	CB6	Adaptations - Residual	5,758.8	5,758.8	0.0	0.0	0.0	0.0
B	32030	DE4	Adaptations 15/16	5,107.1	5,107.1	0.0	0.0	0.0	0.0
B	32030	ED1	Adaptations 16/17	12,000.0	0.0	7,000.0	5,000.0	0.0	0.0
B	32031	ASB	Asbestos - Responsive	2,552.8	0.0	1,432.8	1,120.0	0.0	0.0
B	32031	CB1	Capital Voids - Residual	6,755.8	6,755.8	0.0	0.0	0.0	0.0
B	32031	DE5	Voids 15/16	7,186.4	6,736.4	450.0	0.0	0.0	0.0
B	32031	ED3	Voids	11,673.0	0.0	5,740.0	5,933.0	0.0	0.0
B	32032	CB2	Repairs - Residual	2,458.5	2,458.5	0.0	0.0	0.0	0.0
B	32032	CM1	Repairs - Gamble Hill Footpaths	79.8	79.8	0.0	0.0	0.0	0.0
B	32032	DE6	Repairs 15/16	2,948.8	2,948.8	0.0	0.0	0.0	0.0
B	32032	DJ2	Repairs - Shakespeares Rendering	115.9	115.9	0.0	0.0	0.0	0.0
B	32032	ED5	Repairs	5,158.7	0.7	1,647.0	1,780.0	1,731.0	0.0
B	32032	ED6	Repairs - Walls	384.0	0.0	254.0	130.0	0.0	0.0

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B	32032	ED8	Disrepair	2,812.2	812.2	1,000.0	1,000.0	0.0	0.0	0.0
B	32032	ED9	Repairs - Prior To Painting Mears	150.0	0.0	150.0	0.0	0.0	0.0	0.0
B	32032	FI9	Prior To Painting Repairs	50.0	0.0	0.0	50.0	0.0	0.0	0.0
B	32033		Service Delivery Associated Costs	2,958.1	0.0	479.6	2,478.5	0.0	0.0	0.0
B	32033	ASB	Asbestos - Unallocated	29.5	0.0	29.5	0.0	0.0	0.0	0.0
B	32033	CG7	Asbestos For Fy Work	181.4	175.8	5.6	0.0	0.0	0.0	0.0
B	32033	CI8	Office Buildings	52.2	52.2	0.0	0.0	0.0	0.0	0.0
B	32033	CK8	Asbestos Outhouses	304.2	136.7	167.5	0.0	0.0	0.0	0.0
B	32033	CL2	Kirkstall Office	116.0	109.2	6.8	0.0	0.0	0.0	0.0
B	32033	DD4	Capitalisation Of Salaries	3,479.9	3,479.9	0.0	0.0	0.0	0.0	0.0
B	32033	DD5	Heatlease Termination Fees	2,217.3	1,291.2	689.2	236.9	0.0	0.0	0.0
D	32033	DD6	Housing Leeds Ict Solutions	5,565.2	175.6	934.2	3,114.3	1,341.1	0.0	0.0
B	32033	DD7	Mears Overheads	6,640.9	6,640.9	0.0	0.0	0.0	0.0	0.0
B	32033	DH4	Office Accommodation	30.0	30.0	0.0	0.0	0.0	0.0	0.0
D	32033	DJ8	It Equipment For New Posts	9.2	9.2	0.0	0.0	0.0	0.0	0.0
B	32033	DJ9	Mears Overheads For Accelerated Work	700.9	700.9	0.0	0.0	0.0	0.0	0.0
B	32033	EH1	Capitalisation Of Salaries	4,706.8	0.0	4,706.8	0.0	0.0	0.0	0.0
B	32033	EH2	Mears Overheads	6,744.5	0.0	6,744.5	0.0	0.0	0.0	0.0
B	32033	FH1	Capitalisation Of Salaries	4,664.1	0.0	0.0	4,664.1	0.0	0.0	0.0
B	32033	FH2	Mears Overheads	5,700.0	0.0	0.0	5,700.0	0.0	0.0	0.0
B	32034	ASB	Asbestos - Structural	268.0	0.0	72.0	196.0	0.0	0.0	0.0
B	32034	CH3	Highways Msf	5,480.4	11.3	47.0	2,830.1	2,592.0	0.0	0.0
B	32034	CH4	Green Deal	1,815.7	1,815.7	0.0	0.0	0.0	0.0	0.0
B	32034	CH7	Msf Structural Repairs	40.0	40.0	0.0	0.0	0.0	0.0	0.0
B	32034	CK9	Airborough Concrete	85.6	85.6	0.0	0.0	0.0	0.0	0.0
B	32034	CL1	Tingley Bungalow	144.4	144.4	0.0	0.0	0.0	0.0	0.0
B	32034	CL8	External Wall Insulation	681.0	681.0	0.0	0.0	0.0	0.0	0.0
B	32034	CM9	Throstle Rd North Refurb	125.6	125.6	0.0	0.0	0.0	0.0	0.0
B	32034	DD8	Airey A1f Properties	668.0	25.0	200.4	442.6	0.0	0.0	0.0
B	32034	DD9	Cavity & Loft Insulation	110.5	105.0	5.5	0.0	0.0	0.0	0.0
B	32034	DG8	Msf Panel Repairs - Phase 1	244.4	244.4	0.0	0.0	0.0	0.0	0.0
B	32034	DG9	Msf Structural Repairs Phase 2	4,150.0	48.8	2,128.9	1,972.3	0.0	0.0	0.0
B	32034	EE1	Cavity & Loft Insulation	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	32034	EE3	Cornish Properties Ewi & Enveloping	2,000.0	0.0	200.0	1,800.0	0.0	0.0	0.0
B	32034	EE4	Shakespeare Concrete Repairs & Ins	2,000.0	0.0	0.0	1,000.0	1,000.0	0.0	0.0
B	32034	FE1	Cavity & Loft Insulation	80.0	0.0	0.0	80.0	0.0	0.0	0.0
B	32034	FE2	Crosshills Court Subsidence & Roof	500.0	0.0	0.0	500.0	0.0	0.0	0.0
B	32035		Communal Replacements	445.4	0.0	445.4	0.0	0.0	0.0	0.0
B	32035	ASB	Asbestos - Communal	245.2	0.0	97.2	148.0	0.0	0.0	0.0
B	32035	CH8	Lifts Msf	4,039.2	667.8	3,371.4	0.0	0.0	0.0	0.0

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B	32035	CH9	Lifts Low Rise	969.6	612.3	357.3	0.0	0.0	0.0
B	32035	CL3	Drying Room Louvre Screens	503.7	503.7	0.0	0.0	0.0	0.0
B	32035	DB6	Msf Improvements - Claytons	2,810.1	1,839.1	971.0	0.0	0.0	0.0
B	32035	EE5	Msf Heat & Hot Water	85.3	0.0	85.3	0.0	0.0	0.0
B	32035	EE6	Communal Electrical Package	2,144.9	0.0	1,846.7	298.2	0.0	0.0
B	32035	EH3	Lovell Park Ext Improvements	128.0	0.0	128.0	0.0	0.0	0.0
B	32035	FG1	Msf Lift Replacements	1,249.0	0.0	0.0	1,249.0	0.0	0.0
B	32035	FG2	Low Rise Lift Replacements	225.0	0.0	0.0	225.0	0.0	0.0
B	32035	FG3	Communal Rewires & Lighting	1,664.5	0.0	0.0	1,664.5	0.0	0.0
B	32035	FG4	Controlled Entry	260.0	0.0	0.0	260.0	0.0	0.0
B	32035	FG5	Communal Facilities&Equip-Medim/Low Rise	300.0	0.0	0.0	300.0	0.0	0.0
B	32035	FG6	Communal Facilities&Equip-Sheltered	100.0	0.0	0.0	100.0	0.0	0.0
B	32035	FG7	Family Friendly Blocks	1,500.0	0.0	0.0	1,500.0	0.0	0.0
B	32036	ASB	Asbestos - Conversion & Regen	240.4	0.0	98.4	142.0	0.0	0.0
B	32036	CC4	3 Bawn Vale Refurb/Rebuild	60.7	10.7	50.0	0.0	0.0	0.0
B	32036	CE6	Beckhills Block Demo	725.3	685.3	40.0	0.0	0.0	0.0
B	32036	CJ3	Housing Office Little London Hub	291.5	272.5	19.0	0.0	0.0	0.0
B	32036	CL5	Cross Green Group Repair	1,538.9	1,348.0	190.9	0.0	0.0	0.0
B	32036	CN1	Bennett Court Refurbishment	2,437.4	120.0	1,460.0	857.4	0.0	0.0
B	32036	DE1	Shepherds Lane Conversion	12.0	2.4	9.6	0.0	0.0	0.0
B	32036	DE2	Wharfedale Court	424.5	424.5	0.0	0.0	0.0	0.0
B	32036	DG7	Union Court	2,200.8	7.3	117.9	2,075.6	0.0	0.0
B	32036	DH1	Whatting Properties - Throstle Lane	547.5	139.0	408.5	0.0	0.0	0.0
B	32036	DH5	Misc Props - 52 Oak Road	65.9	64.6	1.3	0.0	0.0	0.0
B	32036	DH6	Misc Properties - 23a The Towers	156.0	158.4	-2.4	0.0	0.0	0.0
B	32036	DH7	Misc Props - 89-91 Fairfield Hill	42.1	42.1	0.0	0.0	0.0	0.0
B	32036	DH8	Presbytery Bungalow	282.8	257.8	25.0	0.0	0.0	0.0
B	32036	EG1	Sheltered Priorities	1,250.0	0.8	1,249.2	0.0	0.0	0.0
B	32036	EG2	Misc Properties	231.4	0.0	0.0	231.4	0.0	0.0
B	32036	EG3	Wetherby Bedsit Conversion	17.0	0.0	17.0	0.0	0.0	0.0
B	32036	EG4	Batter Lane	35.0	0.0	35.0	0.0	0.0	0.0
B	32036	EG5	Crimbles Landslip	15.8	0.0	15.8	0.0	0.0	0.0
B	32036	EG9	Misc Props - Potternewton Park Lodge	18.0	0.0	18.0	0.0	0.0	0.0
B	32036	EH4	Preventative Measures	806.7	0.0	0.0	806.7	0.0	0.0
B	32036	FE7	Holbeck - Group Repair	850.0	0.0	0.0	850.0	0.0	0.0
B	32037		Fire Safety Works	1,537.0	0.0	0.0	1,537.0	0.0	0.0
B	32037	ASB	Asbestos - Fire Safety	104.8	0.0	39.8	65.0	0.0	0.0
B	32037	CA9	Fire Doors Cottingley	265.2	265.2	0.0	0.0	0.0	0.0
B	32037	CB3	Fire Doors Leaseholders	20.9	20.9	0.0	0.0	0.0	0.0
B	32037	CB4	Fire Doors Tenants	442.5	442.5	0.0	0.0	0.0	0.0

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B	32037	CC3	Fire Safety W	368.8	368.8	0.0	0.0	0.0	0.0
B	32037	CC6	Fs - Emergency Led Lighting Msfs Mears	332.6	332.6	0.0	0.0	0.0	0.0
B	32037	CC7	Fs - Sheltered Sprinklers Msf	859.8	859.8	0.0	0.0	0.0	0.0
B	32037	CC8	Fire Safety - Care Ring	1,506.7	1,499.7	7.0	0.0	0.0	0.0
B	32037	CC9	Fs - Fire Stopping	2,313.2	2,118.3	194.9	0.0	0.0	0.0
B	32037	CD1	Fs - Signage Msf	216.3	146.3	70.0	0.0	0.0	0.0
B	32037	CD3	Fs - Scooter Stores	632.7	612.7	20.0	0.0	0.0	0.0
B	32037	CD5	Fs - Meter & Service Covers	137.3	137.3	0.0	0.0	0.0	0.0
B	32037	CD9	Fire Detection S	28.8	28.8	0.0	0.0	0.0	0.0
B	32037	CE2	Fs - Ventilation & Glazing	952.4	932.4	20.0	0.0	0.0	0.0
B	32037	CE3	Fs - Cable Entanglement	73.6	18.6	55.0	0.0	0.0	0.0
B	32037	DF2	Fs - Wetherby Road Remodel	118.7	118.7	0.0	0.0	0.0	0.0
B	32037	DF6	Fs - Communal Access	713.1	484.9	228.2	0.0	0.0	0.0
B	32037	DH9	Fs - Victorian Properties	115.5	91.1	24.4	0.0	0.0	0.0
B	32037	DJ1	Fs - Sheltered Fire Alarms	600.0	0.0	600.0	0.0	0.0	0.0
B	32037	DJ3	Fs - Emergency Lighting Msfs - Cel	316.3	195.6	120.7	0.0	0.0	0.0
B	32037	DJ4	Fs - Refuse Hopper Lids	60.0	29.4	30.6	0.0	0.0	0.0
B	32037	EE9	Fs - High Rises Mears	190.9	0.0	190.9	0.0	0.0	0.0
B	32037	EF1	Fs - Msf Sprinklers Ph 2	587.5	0.0	547.4	40.1	0.0	0.0
B	32037	EF2	Fs - Smoke Detection	140.0	0.0	140.0	0.0	0.0	0.0
B	32037	EF3	Fs - Victorian Properties Mears	168.0	0.0	168.0	0.0	0.0	0.0
B	32037	EF4	Fs - Victorian Properties Lbs	250.0	0.0	190.0	60.0	0.0	0.0
B	32037	EF5	Fs - Fire Stopping Tfs	350.0	0.0	350.0	0.0	0.0	0.0
B	32037	EF6	Fs - Fire Stopping Gunite	400.4	0.0	400.4	0.0	0.0	0.0
B	32037	EF9	Fs - Hopper Replacement	83.0	0.0	83.0	0.0	0.0	0.0
B	32038	ASB	Asbestos - Non Standard Referrals	15.0	0.0	0.0	15.0	0.0	0.0
B	32038	CJ2	Hra Assets	78.7	78.7	0.0	0.0	0.0	0.0
B	32038	DG6	Commercial & Leased Assets	307.8	307.8	0.0	0.0	0.0	0.0
B	32038	EH6	Commercial & Leased Hra Assets	215.0	0.0	65.0	150.0	0.0	0.0
B	32038	F11	Misc Props&Work-Non Standards Referrals	200.0	0.0	0.0	200.0	0.0	0.0
B	32393		Environmental Improvement Programme	340.3	0.0	60.4	279.9	0.0	0.0
B	32393	SA5	Hl Eip - Salaries	296.1	92.5	162.3	41.3	0.0	0.0
B	32394		Env Improvement Prog - Parking Schemes	38.7	0.0	8.7	30.0	0.0	0.0
B	32394	DES	Eip - Parking Design Scheme	73.2	35.2	38.0	0.0	0.0	0.0
B	32394	PI0	Eip Pkg - Alderton Heights	45.0	0.0	45.0	0.0	0.0	0.0
B	32394	PI1	Eip Pkg - Keswick Lane	30.0	0.0	0.0	30.0	0.0	0.0
B	32394	PI2	Eip Pkg - Queensway	55.4	0.0	55.4	0.0	0.0	0.0
B	32394	PI3	Eip Pkg - Jarvis Square	57.7	0.0	57.7	0.0	0.0	0.0
B	32394	PI4	Eip Pkg - The Crescent, Tingley	21.0	0.0	21.0	0.0	0.0	0.0
B	32394	PI5	Eip Pkg - Fairfax Avenue	95.0	0.0	95.0	0.0	0.0	0.0

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B	32394	PI6	Eip Pkg - Glen Road N	35.0	0.0	35.0	0.0	0.0	0.0
B	32394	PI8	Eip Pkg - Tong Way	16.0	0.0	2.5	13.5	0.0	0.0
B	32394	PO1	Eip Pkg - King Alfreds Drive	46.0	0.0	0.0	46.0	0.0	0.0
B	32394	PO2	Eip Pkg - Potternewton Heights	35.0	0.0	35.0	0.0	0.0	0.0
B	32394	PO3	Eip Pkg - Silk Mill Avenue	60.0	0.0	60.0	0.0	0.0	0.0
B	32394	PO6	Eip Pkg - Fernbank Drive	50.0	0.0	50.0	0.0	0.0	0.0
B	32394	PO7	Eip Pkg - York Road & Inglewoods	80.0	0.0	80.0	0.0	0.0	0.0
B	32394	PO8	Eip Pkg - Tynwald Green And Gardens	15.0	0.0	15.0	0.0	0.0	0.0
B	32394	PO9	Eip Pkg - Tynwald Drive	25.0	0.0	25.0	0.0	0.0	0.0
B	32394	PS1	Eip Pkg - Meadowhurst Gardens	70.1	0.5	69.6	0.0	0.0	0.0
B	32394	PS2	Eip Pkg - Holtdales	18.1	0.0	18.1	0.0	0.0	0.0
B	32395	YO1	Eip Ply - Kippax Wheeled Sports Facility	10.0	0.0	10.0	0.0	0.0	0.0
B	32395	YO2	Eip Ply - Wood Lane Play Scheme	28.0	12.0	16.0	0.0	0.0	0.0
B	32395	YO5	Eip Ply - Hall Park Skatepark	40.0	0.0	40.0	0.0	0.0	0.0
B	32396		Env Improvement Prog - Landscaping	5.0	0.0	5.0	0.0	0.0	0.0
B	32396	LI0	Eip Lnd - Millshaw Road Masterplan	85.0	0.0	85.0	0.0	0.0	0.0
B	32396	LI1	Eip Lnd - Middleton Cinderpath	40.0	0.0	40.0	0.0	0.0	0.0
B	32396	LO2	Eip Lnd - Sth Gipton Env Improvments	80.0	0.0	80.0	0.0	0.0	0.0
B	32396	LO3	Eip Lnd - Whinmoor Garage Improvements	10.0	0.0	10.0	0.0	0.0	0.0
B	32396	LO6	Eip Lnd - St James Estate Footpaths	49.2	0.0	49.2	0.0	0.0	0.0
B	32396	LO7	Eip Lnd - Well Court Handrails Project	45.0	0.0	45.0	0.0	0.0	0.0
B	32396	LO8	Eip Lnd - Hillside Block External Works	10.0	0.0	10.0	0.0	0.0	0.0
B	32396	LO9	Eip Lnd - Leopold Grove Environmentals	10.0	0.0	10.0	0.0	0.0	0.0
B	32397		Env Improvement Prog - Comm Safety	171.3	0.0	0.0	171.3	0.0	0.0
B	32397	CI0	Eip Cs - Regents Doors	56.2	0.0	56.2	0.0	0.0	0.0
B	32397	CI1	Eip Cs - Hemmingway Glazing	88.7	4.8	83.9	0.0	0.0	0.0
B	32397	CI5	Eip Cs - John O'Gaunts Fencing	140.0	0.0	140.0	0.0	0.0	0.0
B	32397	CI6	Eip Cs - Beckhills Fencing	400.0	0.0	0.0	400.0	0.0	0.0
B	32397	CI7	Eip Cs - Harrops & Askeys Fencing/Gates	40.0	0.0	40.0	0.0	0.0	0.0
B	32397	CI9	Eip Cs - Fairfields Fencing	45.0	0.0	45.0	0.0	0.0	0.0
B	32397	CO1	Eip Cs - Fewston Cctv	22.6	22.6	0.0	0.0	0.0	0.0
B	32397	CO2	Eip Cs - Lincoln Green Road Cctv	38.7	38.7	0.0	0.0	0.0	0.0
B	32397	CO3	Eip Cs - Stanks Parade Cctv	42.3	42.3	0.0	0.0	0.0	0.0
B	32397	CO4	Eip Cs - Sholebroke Mount / Street Cctv	38.3	38.3	0.0	0.0	0.0	0.0
B	32397	CO5	Eip Cs - Middleton Cctv	45.1	45.1	0.0	0.0	0.0	0.0
B	32397	CO6	Eip Cs - Osmondthorpe / Nevilles Cctv	60.6	60.6	0.0	0.0	0.0	0.0
B	32397	CO7	Eip Cs - St James' Close Doors	70.0	0.0	70.0	0.0	0.0	0.0
B	32397	CS1	Eip Cs - Naburn Fold Security Lighting	9.5	9.5	0.0	0.0	0.0	0.0
B	32397	CS3	Eip Cs - Jarvis Sq, Dusk Til Dawn Light	2.1	2.1	0.0	0.0	0.0	0.0
B	32398		Env Improvement Prog - Waste Schemes	147.9	0.0	0.0	147.9	0.0	0.0

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B	32398	WI0	Eip Wst - Woodbridge Place	27.0	0.0	0.1	26.9	0.0	0.0	
B	32398	WI2	Eip Wst - Iveson Drive	30.0	0.0	30.0	0.0	0.0	0.0	
B	32398	WI3	Eip Wst - Tinshill Flats	85.5	0.0	85.5	0.0	0.0	0.0	
B	32398	WI4	Eip Wst - Leasowe Avenue	105.0	0.0	105.0	0.0	0.0	0.0	
B	32398	WI6	Eip Wst - Burton Street	3.1	0.0	3.1	0.0	0.0	0.0	
B	32398	WI7	Eip Wst - Valley Road	15.5	0.0	15.5	0.0	0.0	0.0	
B	32398	WI8	Eip Wst - Rutland Court	3.8	0.0	3.8	0.0	0.0	0.0	
B	32398	WI9	Eip Wst - Acres Hall Avenue	20.9	0.0	20.9	0.0	0.0	0.0	
B	32398	WO2	Eip Wst - Ganners Way	16.3	16.3	0.0	0.0	0.0	0.0	
B	32398	WO3	Eip Wst - Beckhills	90.0	0.0	0.0	90.0	0.0	0.0	
B	32398	WO4	Eip Wst - Hemmingway Phase 2	95.0	42.6	2.1	50.3	0.0	0.0	
B	32398	WO5	Eip Wst - Tong Way	17.2	0.0	17.2	0.0	0.0	0.0	
B	32398	WO6	Eip Wst - Tong Drive	5.2	0.0	5.2	0.0	0.0	0.0	
B	32398	WO7	Eip Wst - Heights Drive	5.4	0.0	0.0	5.4	0.0	0.0	
B	32398	WO8	Eip Wst - Farrow Vale/Hill	8.0	0.0	0.0	8.0	0.0	0.0	
B	32398	WO9	Eip Wst - Minster Flats	15.6	0.0	0.0	15.6	0.0	0.0	
Total Housing Leeds Service				455,453.0	136,974.5	77,000.0	81,478.5	80,000.0	80,000.0	0.0
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Belle Isle										
B	16517	BIT	Hra Bitmo Self Financing	5,160.0	0.0	0.0	1,720.0	1,720.0	1,720.0	0.0
B	32041		Conversions Belle Isle Circus	52.0	17.7	34.3	0.0	0.0	0.0	0.0
B	32049		Re-Roofing - Aberfields	497.0	486.0	11.0	0.0	0.0	0.0	0.0
B	32079		Structural Repairs Flat Balconies	129.3	27.0	102.3	0.0	0.0	0.0	0.0
A	32175		External Fencing	803.8	97.6	706.2	0.0	0.0	0.0	0.0
B	32245		15/16 Electric Upgrades	21.4	21.4	0.0	0.0	0.0	0.0	0.0
B	32246		15/16 Works To Tenanted Properties	185.1	139.6	45.5	0.0	0.0	0.0	0.0
B	32247		15/16 Adaptations	151.4	151.4	0.0	0.0	0.0	0.0	0.0
B	32248		15/16 Bitmo Void Refurbs	69.8	69.8	0.0	0.0	0.0	0.0	0.0
B	32249		15/16 Misc Decency Failures	103.2	103.2	0.0	0.0	0.0	0.0	0.0
B	32250		15/16 Re-Roofing - Nesfields	126.8	123.1	3.7	0.0	0.0	0.0	0.0
B	32251		15/16 External Ins - Rosedales	790.5	753.7	36.8	0.0	0.0	0.0	0.0
B	32253		15/16 Footpath Renewal	85.0	69.0	16.0	0.0	0.0	0.0	0.0
B	32382		15/16 Estate Parking	52.5	10.7	41.8	0.0	0.0	0.0	0.0
B	32501		16/17 Reactive Boiler Reps	130.0	0.0	130.0	0.0	0.0	0.0	0.0
B	32502		16/17 Electric Upgrades	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	32503		16/17 Works To Tenanted Properties	138.4	0.0	138.4	0.0	0.0	0.0	0.0
B	32504		16/17 Adaptations	135.0	0.0	135.0	0.0	0.0	0.0	0.0
B	32505		16/17 Bitmo Void Refurbs	100.0	0.0	100.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

After
2019/20

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
B	32506	16/17 Misc Decency Failures	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	32507	16/17 Total Heat Lease - Estate	40.3	0.0	40.3	0.0	0.0	0.0	0.0
B	32508	16/17 Planned Boiler Reps	130.0	0.0	130.0	0.0	0.0	0.0	0.0
B	32509	16/17 Footpath Renewal	160.0	0.0	160.0	0.0	0.0	0.0	0.0
B	32510	16/17 Re-Roofing - Tiled Properties	340.0	0.0	340.0	0.0	0.0	0.0	0.0
B	32511	16/17 Re-Roofing - Blocks Of Flats	165.0	0.0	165.0	0.0	0.0	0.0	0.0
B	32512	16/17 Re-Pointing - Brooms	180.0	0.0	180.0	0.0	0.0	0.0	0.0
B	32513	16/17 Water Supplies -Flats	45.0	0.0	45.0	0.0	0.0	0.0	0.0
B	32514	16/17 Asbestos Removal To Schemes	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32515	16/17 Air Conditioning	10.0	0.0	10.0	0.0	0.0	0.0	0.0
Total Belle Isle			9,936.5	2,070.2	2,706.3	1,720.0	1,720.0	1,720.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

School Building Improvements

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
						Estimated Costs			
Capital Maintenance									
B	16270	BLR ARM	Armley Ps - Mechanical Works	62.9	60.4	2.5	0.0	0.0	0.0
B	16270	BLR RAY	Raynville Ps - Mechanical Works	185.6	178.5	7.1	0.0	0.0	0.0
B	16270	BLR TNR	Thomer Ce Ps - Boiler Replacement	42.0	37.8	4.2	0.0	0.0	0.0
B	16270	BLR WES	Westwood Ps - Mechanical Works	133.8	112.7	0.0	21.1	0.0	0.0
B	16470	BLR BPC	Burley Park Centre Mechanical Works	116.7	107.9	8.8	0.0	0.0	0.0
B	16470	KIT ABE	Aberford Ce Ps - Kitchen Ventilation	45.0	44.8	0.2	0.0	0.0	0.0
B	16470	KIT ARM	Armley Primary - Kitchen Ventilation	81.1	76.0	5.1	0.0	0.0	0.0
B	16470	KIT BEE	Beeston Primary - Kitchen Ventilation	51.9	51.7	0.2	0.0	0.0	0.0
B	16470	KIT BLN	Blenheim Primary - Kitchen Ventilation	43.7	43.5	0.2	0.0	0.0	0.0
B	16470	KIT COL	Colton Primary - Kitchen Ventilation	44.7	44.5	0.2	0.0	0.0	0.0
B	16470	KIT HAR	Harehills Primary - Kitchen Ventilation	40.8	40.6	0.2	0.0	0.0	0.0
B	16470	KIT ING	Ingram Road Ps - Kitchen Ventilation	44.5	44.3	0.2	0.0	0.0	0.0
B	16470	KIT KER	Kerr Mackie Primary-Kitchen Ventilation	44.7	44.5	0.2	0.0	0.0	0.0
B	16470	KIT LAW	Lawns Park Primary-Kitchen Ventilation	78.2	71.9	6.3	0.0	0.0	0.0
B	16470	KIT ROB	Robin Hood Primary-Kitchen Ventilation	47.4	47.2	0.2	0.0	0.0	0.0
B	16470	KIT ROT	Rothwell Ce Primary- Kitchen Ventilation	35.6	35.4	0.2	0.0	0.0	0.0
B	16470	KIT STA	Stanningley Ps - Kitchen Ventilation	41.5	41.3	0.2	0.0	0.0	0.0
B	16470	KIT STH	Southroyd Primary-Kitchen Ventilation	82.3	76.6	5.7	0.0	0.0	0.0
B	16471	KIT ALW	Alwoodley Ps Kitchen Ventilation	111.4	101.9	9.5	0.0	0.0	0.0
B	16471	KIT HIG	Highfield Ps Kitchen Ventilation	98.1	88.4	9.7	0.0	0.0	0.0
B	16471	KIT IRE	Ireland Wood Ps Kitchen Ventilation	106.3	92.5	13.8	0.0	0.0	0.0
B	16471	KIT STB	St Bartholomew'S Ce Ps Kitchen Vent	111.8	110.2	1.6	0.0	0.0	0.0
B	16471	KIT VAL	Valley View Ps Kitchen Ventilation	5.8	5.8	0.0	0.0	0.0	0.0
B	16471	KIT WHI	Whitkirk Ps Kitchen Ventilation	87.9	83.2	4.7	0.0	0.0	0.0
B	16471	KIT WST	Wetherby St James Ce Ps Kitchen Vent	83.1	73.1	5.0	5.0	0.0	0.0
B	16471	RFG RSP	Rawdon St Peter'S Ce Ps Re Roofing	45.2	39.0	6.2	0.0	0.0	0.0
B	16471	RFG TRP	Tranmere Park Ps Re Roofing	206.9	200.7	6.2	0.0	0.0	0.0
B	16774		Schools Condition Allocation-Future Yrs	14,716.6	0.0	0.0	0.0	0.0	14,716.6
A	32014		Universal Infant Free School Meals	265.5	0.0	0.0	165.5	100.0	0.0
A	32014	EQT	Free School Meals Eq't Provision	607.0	601.2	5.8	0.0	0.0	0.0
A	32014	EXP SCH	Scholes Ps Kitchen Works	184.8	177.7	7.1	0.0	0.0	0.0
A	32014	EXP TAL	Talbot Ps Kitchen Works	125.0	85.8	2.2	37.0	0.0	0.0
A	32014	EXP TNR	Thomer Ce Ps Kitchen Works	200.2	0.0	191.7	8.5	0.0	0.0
A	32014	EXP WOO	Woodlesford Ps Kitchen Works	205.1	178.7	25.8	0.6	0.0	0.0
B	32232		Capital Maintenance Programme 2014-15	240.4	0.0	0.0	100.0	140.4	0.0
B	32232	COM	Capital Maintenance Combined Schemes 14/	758.0	708.9	40.0	9.1	0.0	0.0
B	32232	KIT	Capital Maintenance Kitchen Ventilation	210.7	192.7	8.3	9.7	0.0	0.0
B	32232	LEP	Capital Maintenance (By Leeds Lep)	1,731.1	1,728.5	2.6	0.0	0.0	0.0
B	32232	MEC	Capital Maintenance Mechanical Works	701.5	645.9	35.2	20.4	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

School Building Improvements

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20	
			Estimated Costs							
B	32232	RFG	Capital Maintenance Roofing Works	1,977.7	1,794.1	93.3	90.3	0.0	0.0	0.0
B	32232	SEM BRU	Semh Works - Brudenell	200.1	0.0	200.1	0.0	0.0	0.0	0.0
B	32232	SEM MEA	Semh Works - Meanwood Centre	282.8	0.0	282.8	0.0	0.0	0.0	0.0
B	32232	WIN	Capital Maintenance Window Replacement	177.6	167.2	10.4	0.0	0.0	0.0	0.0
B	32458		Sca Programme 2016/17	3,282.7	0.0	41.2	1,741.5	1,500.0	0.0	0.0
B	32458	COM	Capital Maintenance Combined Works	521.5	3.6	511.7	6.2	0.0	0.0	0.0
B	32458	DEM	Demolition Works	57.6	0.0	57.6	0.0	0.0	0.0	0.0
B	32458	FEE	Cm Programme Management Pppu Fees	84.1	23.6	60.5	0.0	0.0	0.0	0.0
B	32458	KIT	Capital Maintenance Kitchen Vent Works	561.1	5.6	521.5	34.0	0.0	0.0	0.0
B	32458	LEP	Capital Maintenance Works By The Lep	3,094.9	0.0	3,064.9	30.0	0.0	0.0	0.0
B	32458	MEC	Capital Maintenance Mechanical Works	556.6	2.1	481.5	73.0	0.0	0.0	0.0
B	32458	RFG	Capital Maintenance Roofing Works	3,060.1	17.0	2,793.1	250.0	0.0	0.0	0.0
B	32458	WIN	Capital Maintenance Window Replacement	81.3	0.0	70.3	11.0	0.0	0.0	0.0
B	32565		School Condition Allocation 2016/17	5,342.5	0.0	0.0	0.0	5,342.5	0.0	0.0
B	32654		Sca Works Programme 2017/18	8,225.0	0.0	0.0	6,388.8	1,836.2	0.0	0.0
Total Capital Maintenance				49,530.4	8,287.0	8,606.0	9,001.7	8,919.1	14,716.6	0.0
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Health & Safety										
B	16748	COM	Schools Asbestos Removal Works	491.9	462.3	0.8	0.0	28.8	0.0	0.0
B	16818	ELE	Electrical Testing/Remedial Works	238.0	233.0	4.5	0.0	0.5	0.0	0.0
B	32205		Leeds City Academy: Boundary Works	82.2	17.2	0.0	0.0	0.0	65.0	0.0
B	32260	ASB	Asbestos Removal Programme 15/16	260.0	190.0	70.0	0.0	0.0	0.0	0.0
B	32260	ELE	Electrical Remedial Wks Programme 15/16	200.0	105.2	64.8	30.0	0.0	0.0	0.0
B	32260	FIR ALB	Allerton Bywater-Fire Safety Works	3.3	0.0	3.3	0.0	0.0	0.0	0.0
B	32260	FIR BEE	Beeston-Fire Safety Works	3.3	0.0	3.3	0.0	0.0	0.0	0.0
B	32260	FIR BRA	Bramham Ps-Fire Safety Works	7.5	0.8	6.7	0.0	0.0	0.0	0.0
B	32260	FIR BSP	Bramley St Peter'S Ps Fire Safety Wks	3.0	2.5	0.5	0.0	0.0	0.0	0.0
B	32260	FIR CPS	Calverley Parkside Ps Fire Stopping	18.5	0.0	18.5	0.0	0.0	0.0	0.0
B	32260	FIR DRI	Drighlington Ps Fire Safety Works	3.3	0.0	3.3	0.0	0.0	0.0	0.0
B	32260	FIR ESC	East Silc - John Jamieson-Fire Safety	8.1	1.0	7.1	0.0	0.0	0.0	0.0
B	32260	FIR ING	Ingram Rd Ps Fire Safety Works	125.4	3.3	107.6	3.2	11.3	0.0	0.0
B	32260	FIR NWS	Ne Silc - Green Meadows-Fire Safety	7.2	0.0	7.2	0.0	0.0	0.0	0.0
B	32260	FIR OAK	Ne Silc - Oakwood Fire Safety Works	19.0	10.6	8.4	0.0	0.0	0.0	0.0
B	32260	FIR PEN	Nw Silc - Pennyfields-Fire Safety	7.3	0.8	6.5	0.0	0.0	0.0	0.0
B	32260	FIR QUA	Quarry Mount Ps Fire Safety Works	3.5	0.1	3.4	0.0	0.0	0.0	0.0
B	32260	FIR RVP	Rothwell Victoria Ps Fire Safety Wks	3.4	0.5	2.9	0.0	0.0	0.0	0.0
B	32260	FIR SBT	St Bartholomews Ce Ps-Fire Safety	14.5	1.5	13.0	0.0	0.0	0.0	0.0
B	32260	FIR SUM	Summerfield Ps Fire Safety Works	99.3	95.4	3.9	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

School Building Improvements

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20	
						2017/18	2018/19	2019/20		
B	32260	REA	Health & Safety Emergency Works	155.6	126.8	9.3	19.5	0.0	0.0	0.0
B	32487	ASB	Asbestos Removal Programme 16/17	200.0	0.0	104.3	95.7	0.0	0.0	0.0
B	32487	CON	Schools Condition Surveys	129.0	0.0	0.0	129.0	0.0	0.0	0.0
B	32487	ELE	Electrical Remedial Works Prog.16/17	150.0	0.0	0.0	150.0	0.0	0.0	0.0
B	32487	FIR	FLD Fieldhead Carr Ps-Fire Stopping Works	260.4	0.0	60.2	200.2	0.0	0.0	0.0
B	32487	FIR	HUG Hugh Gaitskell Ps- Fire Safety Works	1.4	0.0	1.4	0.0	0.0	0.0	0.0
B	32487	FIR	MIL Millfield Ps - Fire Safety Works	3.3	0.0	3.3	0.0	0.0	0.0	0.0
B	32487	FIR	OAK Ne Silc (Oakwood Site)-Fs,Ceilings&Elec.	890.4	0.0	886.2	4.2	0.0	0.0	0.0
B	32487	FIR	QUA Quarry Mount Ps-Fire Stopping	20.9	0.0	20.9	0.0	0.0	0.0	0.0
B	32487	FIR	RVC Rothwell Victoria Junior-Fire Stopping	143.8	0.0	19.1	124.7	0.0	0.0	0.0
B	32487	REA	H&S Emergency Works 16/17	234.0	0.0	164.0	70.0	0.0	0.0	0.0
B	98000		Major Refurbish & General Building Works	2,000.0	0.0	0.0	0.0	1,000.0	1,000.0	0.0
Total Health & Safety				5,787.5	1,251.0	1,604.4	826.5	1,040.6	1,065.0	0.0
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Devolved Formula Capital Grant (Dfc)										
B	16773		Devolved Formula Capital - Future Years	3,281.8	0.0	0.0	529.8	1,626.0	1,126.0	0.0
A	16951	WV1	Wave 1 Leeds Schools Re:Fit Programme	277.1	273.6	3.5	0.0	0.0	0.0	0.0
B	32386		Devolved Formula Capital Grant 2015/16	1,429.6	103.7	1,325.9	0.0	0.0	0.0	0.0
B	32566		Devolved Formula Capital Grant 16/17	1,640.9	0.0	344.7	1,296.2	0.0	0.0	0.0
Total Devolved Formula Capital Grant (Dfc)				6,629.4	377.3	1,674.1	1,826.0	1,626.0	1,126.0	0.0
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Other Education Schemes										
A	32240		Schools Capital Expenditure	22,815.8	8,815.8	3,500.0	3,500.0	3,500.0	3,500.0	0.0
Total Other Education Schemes				22,815.8	8,815.8	3,500.0	3,500.0	3,500.0	3,500.0	0.0

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Leeds City Council Capital Programme - Improving Our Assets

Office Buildings & Support Services

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20
						2017/18	2018/19	2019/20	
Changing The Workplace									
A	16256	Changing The Workplace G 1 & 2	12,915.9	0.0	51.4	2,940.2	9,924.3	0.0	0.0
A	16256	CIU Croydon Industrial Units	30.0	13.9	16.1	0.0	0.0	0.0	0.0
A	16256	DEC APX Apex House Enabling Works	22.6	0.0	22.6	0.0	0.0	0.0	0.0
A	16256	DEC ENT Enterprise House (Asc)	1,459.4	1,424.4	35.0	0.0	0.0	0.0	0.0
A	16256	DEC PMA Pinsent Mason Legal Fees	20.0	12.5	7.5	0.0	0.0	0.0	0.0
A	16256	DEC SEM Small Enabling Moves Across All Services	250.0	90.5	0.0	159.5	0.0	0.0	0.0
A	16256	DEC SFW Ict Equipment Civic Hall 2nd Floor	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	16256	DEC TFS Tribeca House 1st & 2nd Floor Refurb	277.6	262.6	15.0	0.0	0.0	0.0	0.0
A	16256	DEC THO Thoresby House Env & Neigh	937.3	804.7	0.0	132.6	0.0	0.0	0.0
A	16256	DEC TOH Town Hall Childrens	143.2	120.0	0.0	23.2	0.0	0.0	0.0
A	16256	DEC TRB Childrens Services To Tribeca House	205.3	156.5	0.0	48.8	0.0	0.0	0.0
A	16256	FTM Fast Track Merrion	667.4	351.6	0.0	315.8	0.0	0.0	0.0
A	16256	LLP FEE Tenant Enhancement Fees	486.0	0.0	486.0	0.0	0.0	0.0	0.0
A	16256	MER AMF Asset Management Fees - Merrion Refurb	176.1	96.8	79.3	0.0	0.0	0.0	0.0
A	16256	MER DDP Fitout Works -Detailed Design Phase	82.0	0.0	82.0	0.0	0.0	0.0	0.0
A	16256	MER PFP Merrion House Purchase 50% Interest	29,198.0	10,416.5	11,389.0	7,392.5	0.0	0.0	0.0
D84	16256	NPC Non Property Costs To G 1 & 2 Technology	1,737.2	1,616.9	47.7	72.6	0.0	0.0	0.0
A	16256	NPS APC Nps Advice Post Contract	50.0	0.0	50.0	0.0	0.0	0.0	0.0
A	16256	NPS CSA Pre Contract Survey Advice	10.0	2.5	7.5	0.0	0.0	0.0	0.0
A	16256	NPS FDC Nps Fees For Work To Civic Hall	75.0	37.1	37.9	0.0	0.0	0.0	0.0
A	16256	NPS PTA Nps Technical Advisor	79.8	75.9	3.9	0.0	0.0	0.0	0.0
A	16256	OPM DTR Dedicated Telecoms Resource	153.3	103.3	50.0	0.0	0.0	0.0	0.0
A	16256	OPM MTR Meeting Room Technology Requirements	6.7	5.4	1.3	0.0	0.0	0.0	0.0
A	16256	PC1 Property Costs 1	654.5	650.1	4.4	0.0	0.0	0.0	0.0
A	16256	SGH ENB St George House Enabling Moves	112.3	35.4	76.9	0.0	0.0	0.0	0.0
A	16256	SGH FEA St George House Feasibility	299.5	65.0	234.5	0.0	0.0	0.0	0.0
A	16256	SGH GEN St George House General	251.1	125.0	126.1	0.0	0.0	0.0	0.0
A	16256	SGH STR St George House Strip Out	132.5	0.0	132.5	0.0	0.0	0.0	0.0
A	16256	STG APX Apex House Ict Equipment	1.4	0.0	1.4	0.0	0.0	0.0	0.0
A	16256	STG BSC Bsc / Ict (1st,3rd (Part), & 4th Floor)	141.9	15.6	126.3	0.0	0.0	0.0	0.0
A	16256	STG CFS Civic Hall Feasibility Study	127.0	60.1	66.9	0.0	0.0	0.0	0.0
A	16256	STG CGE Civic Hall General	26.6	9.2	17.4	0.0	0.0	0.0	0.0
A	16256	STG CVF Civic Hall 1st Floor West	237.8	168.5	69.3	0.0	0.0	0.0	0.0
A	16256	STG CVT Civic Hall 2nd And 3rd Floor East	189.6	183.3	6.3	0.0	0.0	0.0	0.0
A	16256	STG ENH Merrion Tenant Enhancement Works	10,865.0	0.0	2,933.0	7,932.0	0.0	0.0	0.0
A	16256	STG KNG Knowsthorpe Gate	76.8	46.3	30.5	0.0	0.0	0.0	0.0
A	16256	STG LEG Facilities Management 4th To 2nd Floor	331.3	176.8	154.5	0.0	0.0	0.0	0.0
A	16256	STG LEO Leonardo & Thoresby Stage 2	576.3	39.5	536.8	0.0	0.0	0.0	0.0
A	16256	STG MID Middleton Complex	75.6	38.8	36.8	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Office Buildings & Support Services

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20	
			Estimated Costs							
A	16256	STG MPU	Middleton Fixed And Pppu Costs	76.2	0.0	76.2	0.0	0.0	0.0	0.0
A	16256	STG PRM	Programme Management	366.3	230.5	135.8	0.0	0.0	0.0	0.0
A	16256	STG PRO	Procurement - Office Furniture	21.4	21.2	0.2	0.0	0.0	0.0	0.0
A	16256	STG QAA	Queue And Appointment System	75.0	0.0	35.0	40.0	0.0	0.0	0.0
A	16256	STG SCC	Scd Distribution Of Ict Equipment	28.2	0.9	27.3	0.0	0.0	0.0	0.0
A	16256	STG SGH	St George House Refurbishment	5,406.3	0.0	884.9	3,800.7	720.7	0.0	0.0
A	16256	STG SHA	Shannon House Refurbishment	49.5	0.0	49.5	0.0	0.0	0.0	0.0
A	32376	FEE	Merrion House Generator Fees	213.0	5.4	87.6	120.0	0.0	0.0	0.0
A	32376	GEN	Merrion House New Generator	2,887.0	0.0	600.0	2,287.0	0.0	0.0	0.0
Total Changing The Workplace				72,244.9	17,462.7	18,872.3	25,264.9	10,645.0	0.0	0.0
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Asset Management Services										
A	32441		Acquisition Of Tribeca House	1,375.4	1,282.3	93.1	0.0	0.0	0.0	0.0
A	32442		Acquisition Of Deacon House, Seacroft	1,734.7	1,231.5	428.2	75.0	0.0	0.0	0.0
A	32443		Acquisition Of Unit 2 Killingbeck Court	856.5	520.1	256.4	80.0	0.0	0.0	0.0
A	32554	SOV	Purchase Of 3 Sovereign Square	45,256.1	0.0	45,256.1	0.0	0.0	0.0	0.0
A	32554	THO	Acquisition Of Thorpe Park	7,550.9	0.0	7,550.9	0.0	0.0	0.0	0.0
Total Asset Management Services				56,773.6	3,033.9	53,584.7	155.0	0.0	0.0	0.0
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Libraries, Arts & Heritage										
A	433	REF	Town Hall Refurbishment	4,685.5	4,671.6	0.0	13.9	0.0	0.0	0.0
Total Libraries, Arts & Heritage				4,685.5	4,671.6	0.0	13.9	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
			Estimated Costs						
Asset Management Services									
A	32218	Woodhall Lane Playing Pitches & Land	289.1	0.0	0.0	289.1	0.0	0.0	0.0
A	32610	Acquisition Of Land Cabbage Hill Wortley	51.5	0.0	51.5	0.0	0.0	0.0	0.0
Total Asset Management Services			340.6	0.0	51.5	289.1	0.0	0.0	0.0
Highways									
A	32609	Glebelands Rec Garforth - Frm Works	57.0	0.0	57.0	0.0	0.0	0.0	0.0
Total Highways			57.0	0.0	57.0	0.0	0.0	0.0	0.0
Planning & Sustainable Development									
A	16902	Skelton Bridges & Bridleways	24.8	0.0	0.0	24.8	0.0	0.0	0.0
A	16902	BRI Skelton Cycleway Stage 1 & Bridge	411.9	49.8	312.1	50.0	0.0	0.0	0.0
Total Planning & Sustainable Development			436.7	49.8	312.1	74.8	0.0	0.0	0.0
Libraries, Arts & Heritage									
A	32538	Lotherton Christmas Experience	48.8	0.0	48.8	0.0	0.0	0.0	0.0
Total Libraries, Arts & Heritage			48.8	0.0	48.8	0.0	0.0	0.0	0.0
Recreation									
B	14236	PUD OO9 Pudsey Leisure Centre Flooring	1.6	0.0	1.6	0.0	0.0	0.0	0.0
D	15608	EQP Sport For The Future	390.2	382.6	7.6	0.0	0.0	0.0	0.0
A	32003	SPT COM Sport Equipment - Bodyline	300.0	251.0	4.0	45.0	0.0	0.0	0.0
A	32601	JSM John Smeaton Sport Bodyline Eqpt 2016/17	115.0	0.0	115.0	0.0	0.0	0.0	0.0
A	32601	MOR Morley Sport Bodyline Eqpt 2016/17	245.0	0.0	245.0	0.0	0.0	0.0	0.0
A	32601	ROT Rothwell Sport Bodyline Eqpt 2016/17	199.0	0.0	199.0	0.0	0.0	0.0	0.0
A	32671	Lock Replacements Leisure Centres	50.0	0.0	0.0	50.0	0.0	0.0	0.0
Total Recreation			1,300.8	633.6	572.2	95.0	0.0	0.0	0.0
Parks & Countryside									
A	637	BMX Bmx, Teen Shelters & Skateparks	219.2	198.0	0.0	21.2	0.0	0.0	0.0

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Leeds City Council Capital Programme - Improving Our Assets

Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20	
			Estimated Costs							
A	1050	RES	Parks & C: Residential Property Works	78.7	66.3	0.0	12.4	0.0	0.0	0.0
A	1358		Cemetery Extensions - Citywide	255.1	0.0	0.0	255.1	0.0	0.0	0.0
A	1358	FAR	Farnley Cemetery Extension	29.0	4.5	0.0	24.5	0.0	0.0	0.0
A	1358	HOR	Horsforth Cemetery Extension	40.0	6.6	0.0	33.4	0.0	0.0	0.0
A	1358	WDR	Whinmoor Cem - Surface Drainage Wks	4.1	0.0	0.0	4.1	0.0	0.0	0.0
A	1873		Tinshill Recreation Ground	784.0	739.0	0.0	45.0	0.0	0.0	0.0
A	1877	NWI	OE8 Sparrow Park Cpo	10.8	5.4	0.0	5.4	0.0	0.0	0.0
A	1880	EAO	OZ1 Floodlights To Fieldhead Carr Pitch	6.5	0.2	0.0	6.3	0.0	0.0	0.0
A	12028	HAV	Replacement Hand Arm Vibration Eq	135.0	134.5	0.0	0.5	0.0	0.0	0.0
A	12462	PH2	Mansion House Phase 2 (Internal Wks)	1,890.9	1,890.2	0.0	0.7	0.0	0.0	0.0
A	12549		Farnley Hall Accommodation	300.0	299.5	0.5	0.0	0.0	0.0	0.0
A	13428		Fleet Lane Woodland Improvements	84.4	65.4	0.0	19.0	0.0	0.0	0.0
A	13600	MTB	Middleton Mountain Bike	240.3	0.0	0.0	240.3	0.0	0.0	0.0
B	13740	TNW	Open Water Safety Wks - Temple Newsam	29.0	26.8	0.0	2.2	0.0	0.0	0.0
A	14050		Water Safety In Parks	160.1	0.0	0.0	160.1	0.0	0.0	0.0
A	14236	ARD	OO7 South Leeds Landscaping Project	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	14236	ARM	OO6 Jailey Fields	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	14236	MID	OI4 Stouton Grange Pos Goal Posts	0.7	0.0	0.7	0.0	0.0	0.0	0.0
A	14236	MID	OO9 Ring Road Railings	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	14236	ROU	OI0 Roundhay Park Outdoor Gym	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	14236	ROU	OI1 Roundhay Skate Park	9.7	0.0	9.7	0.0	0.0	0.0	0.0
A	14236	WEE	OI1 Weetwood Lane Bollards	5.7	0.0	5.7	0.0	0.0	0.0	0.0
A	14839		Morley North / South Greenspace	209.1	197.6	11.5	0.0	0.0	0.0	0.0
A	14995	WES	West Leeds Country Park	151.8	138.1	13.7	0.0	0.0	0.0	0.0
A	16194	COT	Cottingley Cremator Mercury Abatement	1,678.8	1,538.8	20.0	120.0	0.0	0.0	0.0
A	16194	RAW	Rawdon Mercury Abatement	1,646.2	1,618.2	28.0	0.0	0.0	0.0	0.0
A	16767		S106 Grsp Bramley, Rodley, Stanningley	97.5	30.2	67.3	0.0	0.0	0.0	0.0
A	16828		Methley Sports Project Ph2-Chg Rooms	168.4	167.4	1.0	0.0	0.0	0.0	0.0
A	16874		Prince Philips Changing Room Extension	171.8	171.8	0.0	0.0	0.0	0.0	0.0
A	16940	CMF	Carr Manor Fields Play Area	3.0	0.0	3.0	0.0	0.0	0.0	0.0
B	16940	RSP	Roundhay Skate Park	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16972		Western Flatts Pk, New Wortley Rec Grd	83.5	65.4	18.1	0.0	0.0	0.0	0.0
B	32003	PKS	COM Parks Equipment 2015/16	930.7	473.7	457.0	0.0	0.0	0.0	0.0
A	32181		Nunroyd Park Flood Lighting	50.0	40.6	9.4	0.0	0.0	0.0	0.0
A	32225		New Pavilion Horsforth Comm Sports Assc	124.5	83.9	40.6	0.0	0.0	0.0	0.0
A	32230		Middleton Skate Park	71.1	66.0	5.1	0.0	0.0	0.0	0.0
A	32416		Seacroft Green Imp.& Ramshead Fencing	121.0	0.0	121.0	0.0	0.0	0.0	0.0
A	32421		Scatcherd Park Bowling Club Upgrade	47.1	31.4	15.7	0.0	0.0	0.0	0.0
A	32424		Weston Lane Football Pitch	10.0	9.8	0.2	0.0	0.0	0.0	0.0
A	32437		Churwell Park Play Area Refurb	121.0	0.0	121.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
A	32456	Hovingham Park Hub Facility Fencing	11.0	1.0	10.0	0.0	0.0	0.0	0.0
A	32467	Magpie Lane Play Area	119.1	0.0	109.1	10.0	0.0	0.0	0.0
A	32468	Woodhouse Moor Improvements	19.3	0.0	19.3	0.0	0.0	0.0	0.0
B	32470	Hartley Avenue Park Play Area Removal	13.8	0.0	13.8	0.0	0.0	0.0	0.0
A	32471	Nunroyd Park Improvements	56.6	0.0	56.6	0.0	0.0	0.0	0.0
A	32478	Barley Hill Depot	250.0	0.0	0.0	250.0	0.0	0.0	0.0
A	32482	Temple Newsam Courtyard Cafe & Entrance	290.0	0.0	110.0	180.0	0.0	0.0	0.0
A	32485	Firthfields Recreation Ground	78.5	74.5	4.0	0.0	0.0	0.0	0.0
A	32492	Tropical World Cafe Kitchen Extension	100.0	0.0	50.0	50.0	0.0	0.0	0.0
A	32493	Middleton Park Landscape Imps	74.0	0.0	0.0	74.0	0.0	0.0	0.0
A	32518	Improvements To Tyersal Park	37.6	0.0	37.6	0.0	0.0	0.0	0.0
A	32519	Kirkstall Abbey Entrance Improvements	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32524	Adwalton Moor Improvements	41.5	0.0	41.5	0.0	0.0	0.0	0.0
B	32546	Lines Way Signage	7.3	0.0	7.3	0.0	0.0	0.0	0.0
A	32556	Sandon Mount Pocket Park Fencing	6.0	0.0	6.0	0.0	0.0	0.0	0.0
A	32596	Scarcroft Play Area	68.2	0.0	68.2	0.0	0.0	0.0	0.0
A	32600	Repair Of Paul'S Pond Dam	156.0	0.0	151.0	5.0	0.0	0.0	0.0
A	32606	Sandon Mount Community Park S106	9.6	0.0	9.6	0.0	0.0	0.0	0.0
A	32614	Seacroft Pos Security Works	79.8	0.0	79.8	0.0	0.0	0.0	0.0
A	32630	Hartley Ave Park Boundary Improvements	15.2	0.0	15.2	0.0	0.0	0.0	0.0
A	32632	Footpath Link Walton Wetherby	66.9	0.0	66.9	0.0	0.0	0.0	0.0
A	32633	Nunroyd Park - Rucf Improvements	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32634	Nunroyd Park -Commemorative Garden	42.9	0.0	42.9	0.0	0.0	0.0	0.0
A	32635	Dartmouth Park Play Area Refurbishment	122.7	0.0	122.7	0.0	0.0	0.0	0.0
A	32636	Wesley St Memorial Garden	3.4	0.0	3.4	0.0	0.0	0.0	0.0
A	32637	Aireborough Footpath Refurbishment	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32638	Horsforth Footpath Refurbishment	47.4	0.0	47.4	0.0	0.0	0.0	0.0
A	32639	Roundhay Park Green Gym	22.0	0.0	22.0	0.0	0.0	0.0	0.0
A	32640	Refurb Of East End Park Playground	46.7	0.0	46.7	0.0	0.0	0.0	0.0
A	32643	Gledhow Playing Fields S106	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32645	Carr Manor Fields New Play Area	64.8	0.0	64.8	0.0	0.0	0.0	0.0
A	32646	Woodlesford Play Play Area	56.8	0.0	56.8	0.0	0.0	0.0	0.0
A	32647	Middleton Park Landscape & Viewing Plat	44.0	0.0	44.0	0.0	0.0	0.0	0.0
A	32648	Tropical World Waterfall & Creature Corn	193.6	0.0	183.6	10.0	0.0	0.0	0.0
A	32650	King Lane Recreation Ground S106	2.5	0.0	2.5	0.0	0.0	0.0	0.0
A	32657	Scholes Lodge Farm S106	8.5	0.0	8.5	0.0	0.0	0.0	0.0
A	32658	Knowlesthorpe Quays S106	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32659	Garforth Cemetery Foopath S106	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	32660	Jailey Fields Pocket Park	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32661	Sandon Mount Pocket Park Improvements	10.0	0.0	10.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20	
						2017/18	2018/19	2019/20		
Total	Parks & Countryside		12,214.4	8,144.8	2,540.4	1,529.2	0.0	0.0	0.0	
Corporate Property Management										
B	1812	VAR	Cemeteries: Various Dda Works	41.9	17.6	0.0	24.3	0.0	0.0	0.0
A	14236	CAL OZ8	Calverley Victoria Park Benches	1.9	0.0	1.9	0.0	0.0	0.0	0.0
Total	Corporate Property Management		43.8	17.6	1.9	24.3	0.0	0.0	0.0	

Leeds City Council Capital Programme - Investing In Major Infrastructure

Highways		All Figures are in £000's							
Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
			Estimated Costs						
Asset Management Services									
A	32418	East Leeds Extension - Land Aquisition	2,096.0	139.0	1,957.0	0.0	0.0	0.0	0.0
Total Asset Management Services			2,096.0	139.0	1,957.0	0.0	0.0	0.0	0.0
Highways									
A	13184	A65 Quality Bus Initiative	21,140.7	20,754.1	100.0	286.6	0.0	0.0	0.0
C	13220	High Royds S278 Junction G	921.0	117.1	0.0	803.9	0.0	0.0	0.0
C	14013	High Royds Junction A C E F S278	2,350.8	2,348.0	0.0	2.8	0.0	0.0	0.0
C	14971	Reginald Ter Reginald St Chapeltown S278	455.3	454.3	1.0	0.0	0.0	0.0	0.0
A	16443	Irr Lovell Park Road Bridge Phase 2	1,568.1	1,554.5	13.6	0.0	0.0	0.0	0.0
B	16444	Irr Woodhouse Tunnel Phase 2	21,686.4	20,195.8	1,190.6	300.0	0.0	0.0	0.0
A	16445	Irr New York Road Viaduct Phase 3	966.9	941.4	25.5	0.0	0.0	0.0	0.0
A	16747	East Leeds Orbital Road (Elor)	4,004.0	1,907.8	1,096.2	1,000.0	0.0	0.0	0.0
A	16787	Bridgewater Place Wind Mitigation	400.4	400.4	0.0	0.0	0.0	0.0	0.0
A	16969	Highways To Health 1 East To West	2,385.1	0.0	0.0	780.9	1,604.2	0.0	0.0
A	16969	CCA Cycle City Ambition 1 East To West	26,000.0	21,347.5	4,502.5	150.0	0.0	0.0	0.0
A	16969	MON Cycle City Ambition 1 Monitoring & Eval	69.0	37.7	31.3	0.0	0.0	0.0	0.0
A	28950	East Leeds Link M1-A1 Motorway Link	31,461.9	31,131.3	0.0	0.0	330.6	0.0	0.0
B	32059	Principal Bridge Inspections Residual	354.3	354.3	0.0	0.0	0.0	0.0	0.0
B	32060	Principal Underwater Inspections	136.4	131.4	5.0	0.0	0.0	0.0	0.0
B	32061	Bridges Assessments Rseidual	152.3	152.3	0.0	0.0	0.0	0.0	0.0
B	32062	Principal Ret Wall Inspections	12.8	12.8	0.0	0.0	0.0	0.0	0.0
B	32064	Milford Place Footbridge (L2041)	76.3	76.3	0.0	0.0	0.0	0.0	0.0
B	32065	Thorpe Arch Bridge	54.5	54.5	0.0	0.0	0.0	0.0	0.0
B	32066	Otley Bridge Footway Cantilever (L90)	84.6	22.4	62.2	0.0	0.0	0.0	0.0
B	32071	Abbey Road Retaining Wall (3013-292)	217.6	210.2	7.4	0.0	0.0	0.0	0.0
B	32074	Pool Bank Culvert (L1051)	185.2	144.0	41.2	0.0	0.0	0.0	0.0
B	32276	Principal (Ret Wall) Inspections 2015/16	46.5	42.8	3.7	0.0	0.0	0.0	0.0
B	32277	Special Bridge Inspections 2015/16	117.6	108.8	8.8	0.0	0.0	0.0	0.0
B	32279	Structural Assessments 2015/16	166.1	135.6	30.5	0.0	0.0	0.0	0.0
B	32280	Retaining Wall Data Collection 2015/16	10.8	10.5	0.3	0.0	0.0	0.0	0.0
B	32281	Planned Bridges Maintenance 2015/16	200.7	199.5	1.2	0.0	0.0	0.0	0.0
B	32282	Woodhouse Lane Bridge (L214)	132.9	108.4	24.5	0.0	0.0	0.0	0.0
B	32287	Methley Bridge (L146)	393.3	250.7	142.6	0.0	0.0	0.0	0.0
B	32290	Minor Works 2015/16	124.0	123.1	0.9	0.0	0.0	0.0	0.0
B	32292	Hansbygate Subway (L2013) Strengthening	110.0	0.2	109.8	0.0	0.0	0.0	0.0
B	32293	Regent St Flyover (L223) Structural Repa	104.4	21.4	83.0	0.0	0.0	0.0	0.0
A	32408	CCA Cycle City Ambition 2 City Centre & Er	6,497.0	277.9	1,219.1	4,500.0	500.0	0.0	0.0

Leeds City Council Capital Programme - Investing In Major Infrastructure

Highways

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs			After 2019/20
					2016/17	2017/18	2018/19	
A	32408 MON	Cycle City Ambition 2 Monitoring & Eval	10.0	0.0	10.0	0.0	0.0	0.0
Total Highways			122,596.9	103,627.0	8,710.9	7,824.2	2,434.8	0.0

Leeds City Council Capital Programme - Investing In Major Infrastructure

Transport

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	Estimated Costs			After 2019/20	
						2017/18	2018/19	2019/20		
Highways										
A	14201	NGT	New Generation Transport (Ngt)	13,910.7	13,595.9	314.8	0.0	0.0	0.0	0.0
A	16914		Kirkstall Forge Leeds Rail Growth	9,993.0	9,249.5	483.5	260.0	0.0	0.0	0.0
A	32673		Leeds Public Transport Investment	9,640.6	0.0	0.0	1,000.0	4,000.0	4,640.6	0.0
A	32673	BUS	Leeds Bus Station Exit Improvements	360.0	0.0	360.0	0.0	0.0	0.0	0.0
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Total	Highways			33,904.3	22,845.4	1,158.3	1,260.0	4,000.0	4,640.6	0.0
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Leeds City Council Capital Programme - Investing In Major Infrastructure

Flood Alleviation
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

After
2019/20

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Highways									
A	16328	Ramsden Street Kippax Flood Alleviation	285.0	205.8	15.7	13.5	50.0	0.0	0.0
A	16557	Flood Alleviation - Parent Scheme	4,210.0	0.0	0.0	0.0	4,210.0	0.0	0.0
A	16557	CON Flood Alleviation - Principle Contract	41,646.0	17,440.2	17,490.8	6,715.0	0.0	0.0	0.0
A	16557	INI Flood Alleviation Internal Hdc Fees	2,299.0	1,899.0	250.0	150.0	0.0	0.0	0.0
A	16557	INI FEA Flood Alleviation External Consult Fees	3,744.3	2,844.3	400.0	500.0	0.0	0.0	0.0
A	16557	WOC Woodlesford Mitigation Works	2,159.6	2,159.5	0.0	0.1	0.0	0.0	0.0
A	16736	Lowther Road - Garforth - Flood Allev	104.3	82.8	1.5	0.0	20.0	0.0	0.0
A	16737	Wortley Beck Flood Alleviation Scheme	750.0	0.0	0.0	0.0	0.0	750.0	0.0
A	16979	Farnley Wood Beck Balancing Lake Ph 2	701.2	0.0	0.0	0.0	0.0	701.2	0.0
A	16982	NFM Seacroft & Halton Moor (Nfm)	1,600.0	0.0	125.0	75.0	1,100.0	300.0	0.0
A	32234	Flood Risk Management Minor Works	750.0	0.0	118.0	500.0	132.0	0.0	0.0
C	32336	Kirkstall Forge Riverbank Walls & Other	790.8	790.8	0.0	0.0	0.0	0.0	0.0
A	32500	DES Flood Alleviation Scheme 2 - Design	3,000.0	0.0	810.0	2,190.0	0.0	0.0	0.0
Total Highways			62,040.2	25,422.4	19,211.0	10,143.6	5,512.0	1,751.2	0.0

Leeds City Council Capital Programme - Investing In Major Infrastructure

Energy Efficiency & Carbon Reduction Initiatives

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
						Estimated Costs			
Environmental Health									
B	16196	Free Home Insulation Programme	154.8	0.0	0.0	154.8	0.0	0.0	0.0
B	16196	COM Free Home Insulation - Committed	405.0	405.0	0.0	0.0	0.0	0.0	0.0
B	16196	DEV Energy Efficiency Proj Dev	75.0	75.0	0.0	0.0	0.0	0.0	0.0
B	16196	ERL Energy Repayment Loans Grant	150.0	0.0	150.0	0.0	0.0	0.0	0.0
B	16196	FPF Fuel Poverty Fund	650.0	428.3	100.0	121.7	0.0	0.0	0.0
B	16196	WWH Warm Well Homes	280.0	0.0	40.0	160.0	80.0	0.0	0.0
E	16698	Green Deal Parent	5.1	0.0	5.1	0.0	0.0	0.0	0.0
E	16698	ITG Green Deal Cf Installer Training Grants	56.1	56.1	0.0	0.0	0.0	0.0	0.0
E	16698	KEE Gd Installation & Asses Cont 1	710.9	695.3	15.6	0.0	0.0	0.0	0.0
E	16698	LCR Green Deal Leeds City Region Conts	26.7	26.7	0.0	0.0	0.0	0.0	0.0
E	16698	LCR OLA Gdcf Lcr & Other Local Authority	2,309.9	2,003.6	306.3	0.0	0.0	0.0	0.0
E	16698	PMM Green Deal Project Mgt	40.8	40.8	0.0	0.0	0.0	0.0	0.0
E	16698	SHO Green Deal Show Homes	25.0	25.0	0.0	0.0	0.0	0.0	0.0
E	16698	SSE Gd Installation & Asses Cont 2	628.4	628.4	0.0	0.0	0.0	0.0	0.0
E	16698	WDI Gd Installation & Asses Cont 3	553.9	553.9	0.0	0.0	0.0	0.0	0.0
Total Environmental Health			6,071.6	4,938.1	617.0	436.5	80.0	0.0	0.0
Pppu And Procurement									
A	16389	Solar Photovoltaic Panels Corporate	335.5	0.0	0.0	0.0	0.0	335.5	0.0
A	16389	COM Photovoltaic Panels - Committed	1,674.5	1,674.5	0.0	0.0	0.0	0.0	0.0
Total Pppu And Procurement			2,010.0	1,674.5	0.0	0.0	0.0	335.5	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Cat	Scheme	Schools		Total Scheme Cost	Actual To 31 Mar 16	All Figures are in £000's					
						Estimated Costs					
		Scheme Title				2016/17	2017/18	2018/19	2019/20	After 2019/20	
Basic Need											
A	15822	ROU		Bn - Roundhay Sch - Prim Provision 2012	7,246.3	7,067.0	147.2	0.0	0.0	32.1	0.0
A	16505	ALP		Allerton Ce Ps - Add. Accommodation	317.9	314.9	3.0	0.0	0.0	0.0	0.0
A	16505	ALP	HIG	Allerton Ce Ps - Highways Works	24.3	21.8	2.5	0.0	0.0	0.0	0.0
A	16505	BEE		Beeston Ps 2014 P2	1,340.2	1,330.0	10.2	0.0	0.0	0.0	0.0
A	16505	FLS		Nightingale Ps 2014 P2	7,575.5	7,574.5	1.0	0.0	0.0	0.0	0.0
A	16505	NEW		Morley Newlands Ps 2014	6,932.5	6,925.3	3.5	0.0	0.0	3.7	0.0
A	16585	ALB		Allerton Bywater Ps 2014 Ph2 Tbn	2,114.7	2,042.3	46.3	26.1	0.0	0.0	0.0
A	16585	ASQ		Asquith Primary Ps 2014 Tbn	2,914.2	2,712.0	190.7	11.5	0.0	0.0	0.0
B	16585	BGE	GRI	2014 Bn Bulge Works - Grimes Dyke Ps	41.4	26.4	0.0	15.0	0.0	0.0	0.0
B	16585	BGE	GUI	2014 Bn Bulge Works - Guiseley Infants	62.5	37.5	25.0	0.0	0.0	0.0	0.0
B	16585	BGE	HWE	2014 Bn Bulge Works - Horsforth West End	227.0	227.0	0.0	0.0	0.0	0.0	0.0
B	16585	ETA	PH3	East Ardsley Ps 2014 Tbn	884.2	827.1	2.0	13.2	0.0	41.9	0.0
A	16585	LIT		Little London Ps 2014 Ph3 Tbn	6,661.0	6,498.3	103.6	0.0	0.0	59.1	0.0
B	16585	MAL		Moor Allerton Hall Ps 2014 Ph2	344.8	340.0	0.5	0.0	0.0	4.3	0.0
A	16585	ROB		Robin Hood Ps Basic Need 2014	1,287.1	1,266.0	21.1	0.0	0.0	0.0	0.0
A	16585	RUF	PH2	Rufford Park Ps 2014 Ph2 Tbn	1,198.4	1,145.4	19.5	0.0	0.0	33.5	0.0
A	16585	SHL		Sharp Lane Ps Basic Need 2014	1,820.4	1,490.1	145.9	0.0	0.0	184.4	0.0
A	16585	SLE		Lane End Ps Basic Need 2014	7,205.1	6,745.8	73.8	88.0	0.0	297.5	0.0
A	16981	BGE	BPS	2015-16 Bn Bulge Works - Bramley Ps	245.9	245.3	0.6	0.0	0.0	0.0	0.0
A	16981	BGE	BRU	2015-16 Bn Bulge Works - Brudenell Ps	102.2	79.4	2.2	20.6	0.0	0.0	0.0
A	16981	BGE	BSC	2015-16 Bn Bulge Works - Bramley/Scholes	232.2	213.5	5.0	13.7	0.0	0.0	0.0
A	16981	BGE	FUR	2015-16 Bn Bulge Works - F&E Provision	105.6	65.6	10.0	30.0	0.0	0.0	0.0
A	16981	BGE	GDP	2015-16 Bn Bulge Works - Grimes Dyke Ps	265.6	264.5	1.1	0.0	0.0	0.0	0.0
A	16981	BGE	GPS	2015-16 Bn Bulge Works - Gledhow Ps	212.6	150.5	22.5	39.6	0.0	0.0	0.0
A	16981	BGE	HIG	2015-16 Bn Bulge Works - Highfield Ps	383.7	372.5	11.2	0.0	0.0	0.0	0.0
A	16981	BGE	HWY	2015-16 Bn Bulge Works - Highways Works	137.7	31.6	81.1	25.0	0.0	0.0	0.0
A	16981	BGE	MSP	2015-16 Bn Bulge Works - Midd St Philips	125.8	119.8	0.0	6.0	0.0	0.0	0.0
A	16981	BGE	PPS	2015-16 Bn Bulge Works - Parklands Ps	28.2	24.9	3.3	0.0	0.0	0.0	0.0
A	16981	BGE	PSP	2015-16 Bn Bulge Works - Park Spring	94.7	94.2	0.5	0.0	0.0	0.0	0.0
A	16981	BGE	RPS	2015-16 Bn Bulge Works - Raynville Ps	100.3	82.5	17.8	0.0	0.0	0.0	0.0
A	16981	BGE	SBP	2015-16 Bn Bulge Works - St Bartholomew	71.1	41.6	0.1	29.4	0.0	0.0	0.0
A	16981	BGE	WMP	2015-16 Bn Bulge Works - Wigton Moor Ps	256.5	245.4	11.1	0.0	0.0	0.0	0.0
A	16981	BRO		Broadgate Ps - Basic Need 2015	2,786.4	2,522.3	264.1	0.0	0.0	0.0	0.0
A	16981	CAL		Calverley Ce Ps - Basic Need 2015	2,634.4	2,056.0	543.2	35.2	0.0	0.0	0.0
A	16981	FSP		Farsley Springbank Ps Bn 2015	4,462.8	3,100.5	1,288.4	73.9	0.0	0.0	0.0
A	16981	FWR		Farsley Westroyd Ps Bn 2015	2,294.5	1,986.4	279.2	28.9	0.0	0.0	0.0
A	16981	GUI		Guiseley Ps Bn 2015	5,423.5	2,192.7	3,018.2	212.6	0.0	0.0	0.0
A	16981	NES		North East Silc West Oak 2015 Tbn	10,311.0	9,910.2	279.6	0.0	0.0	121.2	0.0
A	16981	OSW		St. Oswald S Js Ph2 Bn 2015	1,900.0	1,525.8	48.4	5.0	0.0	320.8	0.0

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Cat	Scheme	Schools		Total Scheme Cost	Actual To 31 Mar 16	All Figures are in £000's				
						Estimated Costs				
		Scheme Title				2016/17	2017/18	2018/19	2019/20	After 2019/20
A	16981	PPH	Pudsey Primrose Hill Ps Bn 2015	2,814.7	3,030.8	-292.5	76.4	0.0	0.0	0.0
A	16981	PSJ	Pudsey St Joseph'S Rc Ps Bn 2015	1,960.0	1,856.5	76.3	27.2	0.0	0.0	0.0
A	16981	RYE	Ryecroft Ps - Basic Need 2015	45.1	0.1	45.0	0.0	0.0	0.0	0.0
A	16981	SLS	South Silc Broomfield 2015 Tbn	4,132.0	4,062.1	69.9	0.0	0.0	0.0	0.0
A	32200		Basic Need Grant Future Years Estimates	28,094.4	0.0	2.2	6,920.5	20,994.4	177.3	0.0
A	32201		Basic Need Programme Risk Fund	6,700.0	0.0	0.0	0.0	6,700.0	0.0	0.0
A	32274	BGE ALL	2016 Bn Bulge Prog - Allerton Ce Ps	489.4	0.0	437.9	51.5	0.0	0.0	0.0
A	32274	BGE AUM	2016 Bn Bulge Prog - St Augustine'S Ps 1	460.8	0.0	395.0	65.8	0.0	0.0	0.0
A	32274	BGE AUR	2016 Bn Bulge Prog - St Augustine'S Ps 2	80.8	0.0	70.8	10.0	0.0	0.0	0.0
A	32274	BGE BRA	2016 Bn Bulge Prog - Bramham Ps	470.4	0.0	453.1	17.3	0.0	0.0	0.0
A	32274	BGE BRM	2016 Bn Bulge Prog - Bramley Ps	221.5	0.0	221.5	0.0	0.0	0.0	0.0
A	32274	BGE BRU	2016 Bn Bulge Prog - Brudenell Ps	346.5	0.0	296.5	50.0	0.0	0.0	0.0
A	32274	BGE CAR	2016 Bn Bulge Prog - Carr Manor School	774.8	0.0	714.8	60.0	0.0	0.0	0.0
A	32274	BGE CHA	2016 Bn Bulge Prog - Chap Allerton Ps	404.9	0.0	354.9	50.0	0.0	0.0	0.0
A	32274	BGE EAR	2016 Bn Bulge Prog - Early Works	120.0	39.7	55.3	25.0	0.0	0.0	0.0
A	32274	BGE FUR	2016 Bn Bulge Prog - F&E Provision	207.4	0.0	77.4	130.0	0.0	0.0	0.0
A	32274	BGE GRI	2016 Bn Bulge Prog - Grimes Dyke Ps	204.5	0.0	194.5	10.0	0.0	0.0	0.0
A	32274	BGE HAW	2016 Bn Bulge Prog - Hawks Wood Ps	60.5	0.0	50.5	10.0	0.0	0.0	0.0
A	32274	BGE HIG	2016 Bn Bulge Prog - Highfield Ps	496.7	0.0	486.7	10.0	0.0	0.0	0.0
A	32274	BGE HOV	2016 Bn Bulge Prog - Hovingham Ps	1,262.9	0.0	1,170.9	92.0	0.0	0.0	0.0
A	32274	BGE HUN	2016 Bn Bulge Prog - St Mary'S Ps	463.9	0.0	408.9	55.0	0.0	0.0	0.0
A	32274	BGE IVE	2016 Bn Bulge Prog - Iveson Ps	99.0	0.0	83.2	15.8	0.0	0.0	0.0
A	32274	BGE LOW	2016 Bn Bulge Prog - Low Road Ps	412.2	0.0	412.2	0.0	0.0	0.0	0.0
A	32274	BGE MID	2016 Bn Bulge Prog - Middleton Ps	499.9	0.0	464.4	35.5	0.0	0.0	0.0
A	32274	BGE PAR	2016 Bn Bulge Prog - Parklands Ps	224.1	0.0	192.3	31.8	0.0	0.0	0.0
A	32274	BGE PPH	2016 Bn Bulge Prog - Primrose Hill Ps	268.8	0.0	268.8	0.0	0.0	0.0	0.0
A	32274	BGE STB	2016 Bn Bulge Prog - St Bartholomews Ps	486.5	0.0	400.1	86.4	0.0	0.0	0.0
A	32274	BGE STO	2016 Bn Bulge Prog - St Oswald'S Ps	99.4	0.0	86.4	13.0	0.0	0.0	0.0
A	32274	BGE TAL	2016 Bn Bulge Prog - Talbot Ps	808.5	0.0	768.6	39.9	0.0	0.0	0.0
A	32274	BGE WIN	2016 Bn Bulge Prog - Windmill Ps	341.4	0.0	321.4	20.0	0.0	0.0	0.0
A	32274	BGE WMA	2016 Bn Bulge Prog - Wigton Moor Ps	150.9	0.0	130.9	20.0	0.0	0.0	0.0
A	32274	BGE WMB	2016 Bn Bulge Prog - Wigton Moor Ph2	850.0	0.0	690.0	160.0	0.0	0.0	0.0
A	32274	CAS	Castleton Ps - Basic Need 2016	5,636.5	382.8	4,055.6	1,096.9	101.2	0.0	0.0
A	32274	GLE	Gledhow Ps - Basic Need 2016	5,300.0	683.5	4,207.7	408.8	0.0	0.0	0.0
A	32274	HOL	Hollybush Ps - Basic Need 2016	4,000.0	358.7	2,059.0	1,427.3	155.0	0.0	0.0
A	32274	HWY	2016-17 Basic Need - Highways Works	100.0	53.5	26.5	20.0	0.0	0.0	0.0
A	32274	STN	St Nicholas Rcp - Basic Need 2016	90.0	0.0	90.0	0.0	0.0	0.0	0.0
A	32450	BEE	Beecroft Ps - Basic Need 2017	1,200.0	0.0	50.0	1,050.0	100.0	0.0	0.0
A	32450	BRA	Bramley Ps - Basic Need 2017	3,250.0	0.0	175.0	2,875.0	200.0	0.0	0.0
A	32450	BRU	Brudenell Ps - Basic Need 2017	2,350.0	0.0	100.0	2,100.0	150.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

				All Figures are in £000's						
Cat	Scheme	Schools		Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
			Scheme Title			2016/17	2017/18	2018/19	2019/20	
A	32450	GRE	Greenside Ps - Basic Need 2017	2,500.0	0.0	65.0	2,360.0	75.0	0.0	0.0
A	32450	HAW	Hawthorn Wood Ps - Basic Need 2017	4,000.0	0.0	140.0	3,610.0	250.0	0.0	0.0
A	32450	HOV	Hovingham Ps - Basic Need 2017	5,000.0	0.0	250.0	4,450.0	300.0	0.0	0.0
A	32450	HSM	Hunslet St Mary'S Ps - Basic Need 2017	1,600.0	0.0	150.0	1,250.0	200.0	0.0	0.0
A	32450	LOW	Low Road Ps - Basic Need 2017	1,700.0	0.0	150.0	1,350.0	200.0	0.0	0.0
A	32450	PAR	Park Spring Ps - Basic Need 2017	4,900.0	68.8	1,106.7	3,649.5	75.0	0.0	0.0
A	32450	ROU PH1	Roundhay School Ph1 - Bn 2017	1,600.0	211.7	1,349.8	38.5	0.0	0.0	0.0
A	32450	ROU PH2	Roundhay School Ph2 - Bn 2017	12,150.0	1,174.1	6,845.9	3,980.0	150.0	0.0	0.0
A	32655	SHA	Shakespeare Primary - Basic Need 2018	11,585.1	0.0	200.0	6,600.0	4,645.1	140.0	0.0
Total Basic Need				201,385.7	83,838.9	36,812.5	45,022.8	34,295.7	1,415.8	0.0
Other Education Schemes										
A	12137	DEV	Bsf Development	6,990.8	6,979.2	0.0	11.6	0.0	0.0	0.0
A	13372	FAR	Farnley Park Bsf Ph2	22,766.5	22,762.1	0.0	4.4	0.0	0.0	0.0
A	13372	WKS	Authority Works Bsf Ph2	142.0	0.0	0.0	142.0	0.0	0.0	0.0
A	13373	MSM	Mount St Mary'S Bsf Ph3	14,619.1	14,611.8	0.0	7.3	0.0	0.0	0.0
A	13373	MSM FIR	Mt St Mary'S Fire Strategy Works	6.7	0.0	6.7	0.0	0.0	0.0	0.0
A	13373	WKS	Authority Works Bsf Ph3	1,281.8	0.0	0.0	781.8	0.0	500.0	0.0
A	13373	WKS DES	Design Development Bsf Ph3	40.0	37.7	0.0	2.3	0.0	0.0	0.0
A	15178	OUL RFG	Oulton Primary - Roofing Works	62.0	44.9	8.0	9.1	0.0	0.0	0.0
A	15178	SWI	Swillington Primary Pcp	4,346.9	4,346.9	0.0	0.0	0.0	0.0	0.0
A	32401	APP BLA	Blackgates Ps Access Works	10.9	2.9	8.0	0.0	0.0	0.0	0.0
A	32401	APP COR	Corpus Christi Rc Ps Access Works	41.3	0.0	41.3	0.0	0.0	0.0	0.0
A	32401	APP HUC	Hunslet Carr Ps Access Works	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32401	APP WST	Whinmoor St Paul'S Access Works	8.3	0.0	8.3	0.0	0.0	0.0	0.0
A	32569		Schools Access Works Programme 16/17	105.8	0.0	0.3	105.5	0.0	0.0	0.0
A	32569	APP BAR	Barwick Ce Ps Access Works	11.0	0.0	11.0	0.0	0.0	0.0	0.0
A	32569	APP BEE	Beeston Ps Access Works	2.3	0.0	2.3	0.0	0.0	0.0	0.0
A	32569	APP BRA	Bramham Ps Access Works	3.5	0.0	3.5	0.0	0.0	0.0	0.0
A	32569	APP BUR	Burley Children'S Centre Access Works	4.6	0.0	4.6	0.0	0.0	0.0	0.0
A	32569	APP GRE	Greenhill Ps Access Works	0.7	0.0	0.7	0.0	0.0	0.0	0.0
A	32569	APP HRD	Herd Farm Access Works	3.6	0.0	3.6	0.0	0.0	0.0	0.0
A	32569	APP MAR	St Margaret'S Ce Ps Access Works	6.0	0.0	6.0	0.0	0.0	0.0	0.0
A	32569	APP PBR	Pudsey Bolton Royd Access Works	2.9	0.0	2.9	0.0	0.0	0.0	0.0
A	32569	APP RSP	Rawdon St Peter'S Ce Ps Access Works	3.6	0.0	3.6	0.0	0.0	0.0	0.0
A	32569	APP STH	St Theresa'S Rc Ps Access Works	1.7	0.0	1.7	0.0	0.0	0.0	0.0
A	32569	APP TRA	Tranmere Park Ps Access Works	4.3	0.0	4.3	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Schools
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

After
2019/20

Cat	Scheme	Schools Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Total	Other Education Schemes		50,471.3	48,785.5	121.8	1,064.0	0.0	500.0	0.0
Support Services									
E	16518	Cs Capital Programme Management	3,571.2	1,905.8	320.0	300.0	300.0	745.4	0.0
Total	Support Services		3,571.2	1,905.8	320.0	300.0	300.0	745.4	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Supporting Children & Young People

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
			Estimated Costs						
Recreation									
A	16777 SPT COM	Equipment Sport (Cttd)	389.9	356.6	33.3	0.0	0.0	0.0	0.0
Total Recreation			389.9	356.6	33.3	0.0	0.0	0.0	0.0
Basic Need									
A	1371 PBN	Primary Bn & Children'S Services	1,943.2	0.0	0.0	0.0	1,943.2	0.0	0.0
Total Basic Need			1,943.2	0.0	0.0	0.0	1,943.2	0.0	0.0
Other Education Schemes									
A	32457	Semh Reconfiguration Programme	524.4	0.0	0.0	524.4	0.0	0.0	0.0
A	32457 EAS	Semh - East Leeds	12,897.1	0.0	5,951.1	6,768.0	178.0	0.0	0.0
A	32457 EAS HIG	Semh - East Leeds - Highways Works	656.1	0.0	235.7	420.4	0.0	0.0	0.0
A	32457 FEA	Semh Feasibility Works	2,689.9	1,318.8	1,371.1	0.0	0.0	0.0	0.0
A	32457 NOR	Semh - North Leeds	13,983.4	0.0	1,517.0	11,529.1	664.5	272.8	0.0
A	32457 SOU	Semh - South Leeds	14,249.1	0.0	4,540.2	9,510.6	198.3	0.0	0.0
Total Other Education Schemes			45,000.0	1,318.8	13,615.1	28,752.5	1,040.8	272.8	0.0
Social Care/Youth/Early Years									
D	15381 EQP	Integrated Youth Support Services	45.9	39.3	6.6	0.0	0.0	0.0	0.0
A	15629 NEW	Adel Beck Secure Home (Eastmoor)	13,207.2	12,952.2	255.0	0.0	0.0	0.0	0.0
A	16487	Armley Lazer Centre Remodelling Works	155.0	116.4	5.0	33.6	0.0	0.0	0.0
A	16778	Early Learning For 2 Year Olds	81.7	0.0	0.0	61.7	20.0	0.0	0.0
A	16778 BAN	Bankside Nursery (2 Yr Olds)	79.5	0.0	79.5	0.0	0.0	0.0	0.0
A	16778 BUR	Burmantofts Community Nursery 2yo	417.6	414.7	2.9	0.0	0.0	0.0	0.0
A	16778 DAI	Daisy Chain Nursery - 2yo Provision	134.5	0.0	69.5	65.0	0.0	0.0	0.0
A	16778 GIG	Gipton Giggles Nursery (2 Yr Olds)	76.5	0.0	40.0	36.5	0.0	0.0	0.0
A	16778 MIK	Micklefield Nursery (2 Year Olds)	54.0	19.6	34.4	0.0	0.0	0.0	0.0
B	32210 TOC	Tracking Outcomes For Children Sc&H	1,300.0	0.0	125.0	400.0	400.0	375.0	0.0
B	32453	Children'S Homes Refurbishment 2016/17	680.8	0.0	0.0	500.0	180.8	0.0	0.0
B	32453 CRA	Cranmer Bank Children'S Home Refurb.	246.9	225.3	10.0	11.6	0.0	0.0	0.0
B	32453 DEV	Children'S Homes Refurb - Devnt Works	30.0	28.5	0.0	1.5	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Supporting Children & Young People

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs			After 2019/20	
					2016/17	2017/18	2018/19		2019/20
Total	Social Care/Youth/Early Years		16,509.6	13,796.0	627.9	1,109.9	600.8	375.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Supporting Older People

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Adult Social Care									
A	14997	Learning Disabilities	4.8	0.0	0.0	4.8	0.0	0.0	0.0
A	14997	CRO Cross Gates Community Ld Centre	153.4	123.1	30.3	0.0	0.0	0.0	0.0
A	14997	PTN Potternewton Fulfilling Lives Ctre	670.0	4.8	553.2	112.0	0.0	0.0	0.0
A	14997	RIC Refurb Of Richmond Hill Ld Base	77.4	3.6	70.3	3.5	0.0	0.0	0.0
A	14997	ROT Rothwell Fulfilling Lives Ctre Spec Care	2,386.3	2,352.9	33.4	0.0	0.0	0.0	0.0
A	14997	TEC Tech North Phase 2 - Extension	35.9	35.5	0.4	0.0	0.0	0.0	0.0
A	15989	Telecare Adult Social Care Parent	300.0	0.0	0.0	0.0	300.0	0.0	0.0
A	15989	TEL O16 Telecare Equipment 2016/17	605.8	0.0	605.8	0.0	0.0	0.0	0.0
A	15989	TEL O17 Telecare Equipment 2017/18	400.0	0.0	0.0	400.0	0.0	0.0	0.0
A	15989	TEL O19 Telecare 2019/20	400.0	0.0	0.0	0.0	0.0	400.0	0.0
A	16460	Assisted Living Leeds - Formerly At Hub	2,338.0	2,294.0	44.0	0.0	0.0	0.0	0.0
A	16771	Asc Community Capacity Grant	514.9	0.0	0.0	514.9	0.0	0.0	0.0
B	32210	Social Care & Health Fund	23,455.0	0.0	0.0	0.0	0.0	23,455.0	0.0
B	32210	BCD Business Case Development Sc&H	100.0	0.0	0.0	100.0	0.0	0.0	0.0
B	32210	NIC Public Service Network Connection	50.0	0.0	0.0	50.0	0.0	0.0	0.0
B	32269	ADP Adaptations 2015/16	423.2	423.2	0.0	0.0	0.0	0.0	0.0
A	32433	Adaptations To Private Homes 2018/19	400.0	0.0	0.0	0.0	400.0	0.0	0.0
A	32479	Adaptations To Private Homes 2016/17	397.6	0.0	397.6	0.0	0.0	0.0	0.0
A	32480	Adaptations To Private Homes 2017/18	400.0	0.0	0.0	400.0	0.0	0.0	0.0
A	32612	TRI Integration With Health - Tribeca House	53.0	0.0	53.0	0.0	0.0	0.0	0.0
A	32625	Adaptations To Private Homes 2019/20	400.0	0.0	0.0	0.0	0.0	400.0	0.0
A	32666	Day Centres Upgrade	360.0	0.0	0.0	360.0	0.0	0.0	0.0
A	32667	Cic Homes	250.0	0.0	0.0	250.0	0.0	0.0	0.0
Total Adult Social Care			34,175.3	5,237.1	1,788.0	2,195.2	700.0	24,255.0	0.0
Environmental Health									
E	1486	Disabled Facilities Grants	74,951.4	68,001.5	6,949.9	0.0	0.0	0.0	0.0
B	98040	Disabled Facilities Grants	20,850.0	0.0	0.0	6,950.0	6,950.0	6,950.0	0.0
Total Environmental Health			95,801.4	68,001.5	6,949.9	6,950.0	6,950.0	6,950.0	0.0
Public Health									
B	32662	Residential Rehab & Detox Services	577.1	0.0	577.1	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Supporting Older People

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

2016/17

2017/18

2018/19

2019/20

After
2019/20

Cat Scheme

Total Public Health

577.1

0.0

577.1

0.0

0.0

0.0

0.0

Leeds City Council Capital Programme - Supporting Service Provision

Environment & Waste

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	All Figures are in £000's				
					2016/17	2017/18	2018/19	2019/20	After 2019/20
Planning & Sustainable Development									
A	16324	Land Upgrade: Former Wyther Park School	460.0	429.7	0.0	30.3	0.0	0.0	0.0
Total Planning & Sustainable Development			460.0	429.7	0.0	30.3	0.0	0.0	0.0
Environmental Health									
A	32463	District Heating Network	20,750.0	0.0	0.0	9,750.0	11,000.0	0.0	0.0
A	32463	FEE District Heating Network - Fees	250.0	0.0	250.0	0.0	0.0	0.0	0.0
Total Environmental Health			21,000.0	0.0	250.0	9,750.0	11,000.0	0.0	0.0
Strategy & Commissioning									
A	16807	Travellers Site Grant Uncommitted	939.6	0.0	0.0	0.0	0.0	939.6	0.0
A	16807	KID Kidacre Travellers Site	918.3	0.0	68.3	850.0	0.0	0.0	0.0
A	16807	MOD Cottingley G&T Site Modernisation	1,034.5	1,034.5	0.0	0.0	0.0	0.0	0.0
Total Strategy & Commissioning			2,892.4	1,034.5	68.3	850.0	0.0	939.6	0.0
Streetscene Environmental Services									
B	12594	LIT Street Litter Bins	143.8	122.8	0.0	0.0	0.0	21.0	0.0
B	12594	LIT CTY Litter Bins City	67.1	31.1	9.0	9.0	9.0	9.0	0.0
B	12594	LIT EAS Litter Bins East	101.3	65.3	9.0	9.0	9.0	9.0	0.0
B	12594	LIT SOU Litter Bins South	121.2	85.2	9.0	9.0	9.0	9.0	0.0
B	12594	LIT WES Litter Bins West	123.0	69.3	9.0	9.0	9.0	26.7	0.0
A	14236	WEE OO7 Litter Bins	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Total Streetscene Environmental Services			557.4	374.7	36.0	36.0	36.0	74.7	0.0
Waste Management									
A	12079	East Leeds Household Waste Site	1,723.8	1,682.4	41.4	0.0	0.0	0.0	0.0
A	12160	Middleton Broom Landfill Site	130.3	115.5	0.0	0.0	0.0	14.8	0.0
B	12594	COM Bin Replacement Programme	7,348.6	6,239.5	600.0	509.1	0.0	0.0	0.0
B	12594	RIP Recycling Imp Plan - Sort	472.6	302.5	170.1	0.0	0.0	0.0	0.0
B	14261	Roll Out Of Garden Expansion	3,527.0	3,270.3	256.7	0.0	0.0	0.0	0.0
B	15602	Food Waste Bin Pilot	205.4	182.8	22.6	0.0	0.0	0.0	0.0
A	16169	COM Kirkstall Hwss Tfl & Refurbishment	5,180.3	933.1	4,247.2	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Environment & Waste

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

2016/17

2017/18

2018/19

2019/20

After
2019/20

Cat Scheme

A	32223	Energy From Waste Plant Contributions	30,000.0	30,000.0	0.0	0.0	0.0	0.0	0.0
Total Waste Management			48,588.0	42,726.1	5,338.0	509.1	0.0	14.8	0.0
Communities									
E	16939 RCL	Rawdon Community Library	4.9	0.0	4.9	0.0	0.0	0.0	0.0
Total Communities			4.9	0.0	4.9	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Affordable Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's
Estimated Costs

2016/17

2017/18

2018/19

2019/20

After
2019/20

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Regeneration Management									
A	16745	Canopy Loan Refurbishment Of Empty Props	200.0	100.0	100.0	0.0	0.0	0.0	0.0
Total Regeneration Management			200.0	100.0	100.0	0.0	0.0	0.0	0.0
Environmental Health									
A	15727	Energy Efficiency - Rhb	29.7	0.0	0.0	0.0	0.0	29.7	0.0
A	16043	CP1 Cpo 5 Sholebroke Ave	220.5	203.6	0.0	0.0	0.0	16.9	0.0
A	16043	CP2 Cpo 19 Fewston Avenue	60.5	2.8	0.0	0.0	0.0	57.7	0.0
A	16043	CP3 Cpo 11 Lowther Street	59.1	46.1	0.0	0.0	0.0	13.0	0.0
A	16043	ES1 Enforced Sale - 36 Richardson Rd	30.0	28.2	0.0	0.0	0.0	1.8	0.0
E	16796	Equity Loan To Vulnerable Households	2,000.0	296.9	250.0	250.0	603.1	600.0	0.0
A	16962	CPO Leeds Empty Properties Cpos	388.3	1.0	150.0	150.0	87.3	0.0	0.0
A	16962	CPO OO1 Cpo 89 Cross Green Lane	39.6	39.6	0.0	0.0	0.0	0.0	0.0
A	16962	CPO OO2 Cpo 40 Hillcrest View	68.0	65.3	2.7	0.0	0.0	0.0	0.0
A	16962	LEH Leeds Empty Homes Loans	540.0	70.0	100.1	100.0	100.0	169.9	0.0
A	16962	LEH CRE Leeds Empty Homes Lcu Loans	200.0	200.0	0.0	0.0	0.0	0.0	0.0
A	16962	LEP Empty Homes Leeds Empties Partnership	375.0	275.0	100.0	0.0	0.0	0.0	0.0
A	16962	LTC Localities Team Capitalisation	1,636.0	1,084.4	412.0	139.6	0.0	0.0	0.0
Total Environmental Health			5,646.7	2,312.9	1,014.8	639.6	790.4	889.0	0.0
Strategy & Commissioning									
A	13199	DEM Holbeck Ph2 Site Clearance	93.9	93.9	0.0	0.0	0.0	0.0	0.0
Total Strategy & Commissioning			93.9	93.9	0.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

Client Management Systems

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
Highways									
A	32183	Traffic Counting Equipment Residual	38.0	24.5	13.5	0.0	0.0	0.0	0.0
Total Highways			38.0	24.5	13.5	0.0	0.0	0.0	0.0
Streetscene Environmental Services									
D	32139	Parking Services Hardware And Software P	357.5	0.0	357.5	0.0	0.0	0.0	0.0
Total Streetscene Environmental Services			357.5	0.0	357.5	0.0	0.0	0.0	0.0
Parks & Countryside									
D	32145	Grounds Maintenance It System	378.0	166.3	161.7	50.0	0.0	0.0	0.0
Total Parks & Countryside			378.0	166.3	161.7	50.0	0.0	0.0	0.0
Equipment/Ict/Vehicles									
A	32602	Cs Case Management System Phase 2	488.0	0.0	325.0	151.0	120.0	0.0	0.0
Total Equipment/Ict/Vehicles			488.0	0.0	325.0	151.0	120.0	0.0	0.0
Corporate Property Management									
A	16817	Property Maintenance Software Package	750.0	742.5	7.5	0.0	0.0	0.0	0.0
Total Corporate Property Management			750.0	742.5	7.5	0.0	0.0	0.0	0.0
Customer Access									
D	16499	WMS Integrated Waste Management System	946.0	801.7	109.9	34.4	0.0	0.0	0.0
D	32202	Customer Access Programme Ph.2	4,866.2	807.0	650.0	1,050.0	950.0	1,409.2	0.0
Total Customer Access			5,812.2	1,608.7	759.9	1,084.4	950.0	1,409.2	0.0
Public Health									
D	32210	BIS Bi Solution Development - Public Health	95.0	0.0	45.0	50.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

Client Management Systems

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs			After 2019/20
					2016/17	2017/18	2018/19	
Total	Public Health		95.0	0.0	45.0	50.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

Core ICT Infrastructure

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	All Figures are in £000's				After 2019/20	
					2016/17	2017/18	2018/19	2019/20		
Adult Social Care										
A	32003	ASC	Asc It Equipment- Tablets & Smartphones	132.4	53.4	0.0	79.0	0.0	0.0	0.0
D	32176		Asc - Digital Transformation	1,348.8	0.0	0.0	516.2	416.3	416.3	0.0
D	32176	SCS	Asc - Digital Transformation Staff Costs	303.2	179.6	0.0	123.6	0.0	0.0	0.0
A	32551		Asc Reablement Staff Rostering Sys	78.0	0.0	78.0	0.0	0.0	0.0	0.0
Total Adult Social Care				1,862.4	233.0	78.0	718.8	416.3	416.3	0.0
Parks & Countryside										
A	32003	PKS VEH	Parks Vehicles 2017/18	294.0	0.0	0.0	294.0	0.0	0.0	0.0
Total Parks & Countryside				294.0	0.0	0.0	294.0	0.0	0.0	0.0
Technology										
A	12090		Ict Developments Equipment Fund	31.0	0.0	0.0	0.0	0.0	31.0	0.0
D	14201	ESS	Essmss Employee Managers Self Service	1,877.0	1,828.7	43.3	5.0	0.0	0.0	0.0
D	16268	CON	Ict Data Centre - Construction	682.5	662.0	0.0	20.5	0.0	0.0	0.0
D	16755	COM	Y&H Psn Wan Managed - Committed	1,214.9	1,205.4	9.5	0.0	0.0	0.0	0.0
D	16976	INS	Insite Development	254.5	94.7	0.0	50.0	59.8	50.0	0.0
D	16976	WEB	Website Development	475.3	283.7	25.0	60.0	56.6	50.0	0.0
D	16998		Ict Essential Services Prog 2015/16	3,600.0	3,310.3	289.7	0.0	0.0	0.0	0.0
D	16999		Ict Essential Services Prog 2016/17	3,950.0	0.0	3,950.0	0.0	0.0	0.0	0.0
D	32194		Ict Essential Services Prog 2017/18	5,900.0	0.0	0.0	5,900.0	0.0	0.0	0.0
D	32268		Integrated Digital Care Record	1,350.0	561.4	613.6	175.0	0.0	0.0	0.0
D	32427		Ict Essential Services Prog 2018/19	3,900.0	0.0	0.0	0.0	3,900.0	0.0	0.0
D	32552		Esp Discovery & Cleanse Edrm	450.0	0.0	150.0	100.0	100.0	100.0	0.0
D	32623		Ict Essential Services Prog 2019/20	4,100.0	0.0	0.0	0.0	0.0	4,100.0	0.0
Total Technology				27,785.2	7,946.2	5,081.1	6,310.5	4,116.4	4,331.0	0.0
Commercial Services										
A	32156		Passengers Mobile Data Terminals	75.0	62.9	12.1	0.0	0.0	0.0	0.0
Total Commercial Services				75.0	62.9	12.1	0.0	0.0	0.0	0.0
Facilities Management										

Leeds City Council Capital Programme - Investing In New Technology

Core ICT Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
B	16191	Traded Services Equipment	75.2	45.5	29.7	0.0	0.0	0.0	0.0
Total Facilities Management			75.2	45.5	29.7	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

Business Efficiency / Spend to Save Schemes

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Leeds Building Services									
D	32624	Technology Suite Lbs Total Mobile	486.0	0.0	486.0	0.0	0.0	0.0	0.0
Total Leeds Building Services			486.0	0.0	486.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

New Technology in Schools

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20
					2016/17	2017/18	2018/19	2019/20	
Other Education Schemes									
A	14320	Bsf Wave 1 lct - D&B Schools	5,261.7	5,231.4	0.0	0.0	0.0	30.3	0.0
A	14320	COL Bsf Wave 1 lct - D&B Sch - City Of Leeds	661.7	658.3	0.0	3.4	0.0	0.0	0.0
A	14320	PRI Bsf Wave 1 lct - D&B Sch - Priesthorpe	562.9	506.4	35.3	21.2	0.0	0.0	0.0
A	15398	LWA Bsf Wave 1 lct - Leeds West Academy	1,898.1	1,718.0	0.0	180.1	0.0	0.0	0.0
<hr/>									
Total	Other Education Schemes		8,384.4	8,114.1	35.3	204.7	0.0	30.3	0.0
<hr/>									

Leeds City Council Capital Programme - Supporting The Leeds Economy

Cultural Infrastructure

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	All Figures are in £000's Estimated Costs			After 2019/20	
						2017/18	2018/19	2019/20		
Asset Management Services										
A	13307	OFF	Arena Off Site Works	1,257.0	1,247.9	0.0	0.0	9.1	0.0	0.0
A	13307	WHL	Woodhouse Lane Car Park (Arena)	5,660.0	5,652.3	7.7	0.0	0.0	0.0	0.0
E	32615		34- 40 New Briggate Regeneration	750.0	0.0	0.0	750.0	0.0	0.0	0.0
Total Asset Management Services				7,667.0	6,900.2	7.7	750.0	9.1	0.0	0.0
Libraries, Arts & Heritage										
A	1368	COM	City Varieties - Main Scheme	8,759.1	8,736.9	22.2	0.0	0.0	0.0	0.0
A	16456		Big Screen - Millennium Square	290.0	283.1	6.9	0.0	0.0	0.0	0.0
A	16547		Northern Ballet Ventilation	74.0	59.2	0.0	14.8	0.0	0.0	0.0
C	32019	DES	Wyp - Design Brief Stage 2	960.0	0.0	500.0	460.0	0.0	0.0	0.0
A	32238		Grand Theatre Shops	250.0	0.0	0.0	250.0	0.0	0.0	0.0
A	32438		Grand Theatre Disabled Access	221.0	0.0	221.0	0.0	0.0	0.0	0.0
A	32549		Grand Theatre Major Works	2,518.8	0.0	1,501.2	1,017.6	0.0	0.0	0.0
A	32549	COM	Grand Theatre Committed Works	681.2	0.0	681.2	0.0	0.0	0.0	0.0
Total Libraries, Arts & Heritage				13,754.1	9,079.2	2,932.5	1,742.4	0.0	0.0	0.0
Parks & Countryside										
A	16504	AQU	Refurbishment Of Aquarium	165.7	156.8	8.9	0.0	0.0	0.0	0.0
A	16504	PH2	Tropical World Phase 2	716.2	701.3	14.9	0.0	0.0	0.0	0.0
Total Parks & Countryside				881.9	858.1	23.8	0.0	0.0	0.0	0.0
Corporate Property Management										
B	13958	TNH	Temple Newsam House	119.3	117.2	0.0	2.1	0.0	0.0	0.0
Total Corporate Property Management				119.3	117.2	0.0	2.1	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

City Centre Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
			Estimated Costs						
Asset Management Services									
A	16386	Elland Road Grant	500.0	0.0	0.0	0.0	0.0	500.0	0.0
C	16685	ATC Acquisition Of Eastgate & Harewood Cpo	10,511.0	10,261.0	250.0	0.0	0.0	0.0	0.0
A	16686	Sovereign Square Greenscape	2,785.1	2,659.0	126.1	0.0	0.0	0.0	0.0
A	32216	Ncp Car Park Harper Street Leeds	10,604.5	10,528.6	75.9	0.0	0.0	0.0	0.0
A	32226	DSP David Street Pedestrian Crossing	10.0	7.7	2.3	0.0	0.0	0.0	0.0
A	32226	LWF Leeds Wayfinder Ledgibility	10.0	4.9	5.1	0.0	0.0	0.0	0.0
A	32226	MSE Marshall Street Entrance	5.0	2.6	2.4	0.0	0.0	0.0	0.0
A	32226	NRC Nineveh Rd Pedestrian Cross -Fees Only	15.0	9.2	5.8	0.0	0.0	0.0	0.0
A	32226	NRR Nineveh Rd Construction Of Ped Crossings	111.2	4.0	107.2	0.0	0.0	0.0	0.0
A	32226	WAA Water Lane Construction Ped Crossing	146.9	57.9	89.0	0.0	0.0	0.0	0.0
A	32226	WLC Water Lane Pedestrian Cross Fees Only	20.0	14.1	5.9	0.0	0.0	0.0	0.0
A	32226	WLE Water Lane Entrance -Fees Only	15.0	13.9	1.1	0.0	0.0	0.0	0.0
A	32258	Tower Works Site Holbeck	281.5	274.5	7.0	0.0	0.0	0.0	0.0
E	32449	Engine House Grant Agreement	150.0	0.0	0.0	150.0	0.0	0.0	0.0
A	32664	Asset Mgt Future Accomodation	437.0	0.0	0.0	437.0	0.0	0.0	0.0
A	32669	FEA Vg2 /Mabgate/ Qhill Connectivity	200.0	0.0	0.0	100.0	100.0	0.0	0.0
Total Asset Management Services			25,802.2	23,837.4	677.8	687.0	100.0	500.0	0.0
Highways									
C	32563	Leeds Bus Station (Wyca 100% Funded)	586.9	0.0	572.7	14.2	0.0	0.0	0.0
Total Highways			586.9	0.0	572.7	14.2	0.0	0.0	0.0
Economic Development									
A	14838	Kirkgate & Bond Street Pedestrian Areas	2,181.5	2,181.1	0.4	0.0	0.0	0.0	0.0
A	15588	City Centre Legibility (Committed)	571.6	563.7	7.9	0.0	0.0	0.0	0.0
A	16276	Kirkgate Market	400.0	356.1	43.9	0.0	0.0	0.0	0.0
A	16494	Logic Leeds Spine Road (Ent.Zone)	2,500.0	907.9	492.1	1,100.0	0.0	0.0	0.0
A	16500	EAS Eastgate Development	885.0	0.0	885.0	0.0	0.0	0.0	0.0
B	16662	Eii Broadband Projects	83.6	0.0	0.0	0.0	83.6	0.0	0.0
B	16662	BDU Broadband Delivery Uk Superfast	2,694.7	2,525.7	90.0	79.0	0.0	0.0	0.0
B	16662	SCC Super Connected Cities Broadband	2,772.4	2,733.9	24.1	14.4	0.0	0.0	0.0
B	16662	SCC PH2 Super Connected Cities Ph2 Voucher	1,246.8	997.8	249.0	0.0	0.0	0.0	0.0
A	16811	Kirkgate Market Strategy Parent	1,835.6	0.0	940.6	895.0	0.0	0.0	0.0
A	16811	COM Kirkgate Market -Main Refurbishment Work	12,620.6	6,004.0	6,616.6	0.0	0.0	0.0	0.0
A	16811	CPT Kirkgate Market Compensation Payments	265.7	311.5	-45.8	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

City Centre Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20	
			Estimated Costs							
A	16811	DES	Kirkgate Mkt Design Fees	1,059.1	1,012.7	46.4	0.0	0.0	0.0	0.0
A	16811	GRA	Kirkgate Market Grant Loan & Fitout	330.0	45.1	284.9	0.0	0.0	0.0	0.0
A	16812		George Street Strategy	300.0	0.0	100.0	200.0	0.0	0.0	0.0
A	16812	DES	George Street Design Fees	182.3	26.2	156.1	0.0	0.0	0.0	0.0
A	32020	APR	Aire Valley Park & Ride - Land Purchase	2,642.5	3.0	2,639.5	0.0	0.0	0.0	0.0
A	32020	CNX	Thomes Farm Connex 45	664.6	652.4	12.2	0.0	0.0	0.0	0.0
A	32020	LGC	Logic Leeds Aire Valley Ent Zone - Muse	9,214.5	2,520.0	6,694.5	0.0	0.0	0.0	0.0
A	32020	TEM	Temple Green	5,385.4	2,919.5	2,465.9	0.0	0.0	0.0	0.0
A	32056		Merrion Street East Pedestrianisation	90.0	85.6	4.4	0.0	0.0	0.0	0.0
A	32219		South Bank Connectivity Improvements	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32219	LEG	Legibility - Signage In Southbank Area	30.0	0.0	20.0	10.0	0.0	0.0	0.0
A	32236		City Centre Enhancements	250.6	0.0	0.0	150.6	100.0	0.0	0.0
A	32236	BON	Bond Court Enhancements	10.0	1.0	9.0	0.0	0.0	0.0	0.0
A	32236	CHA	Chancellor Court Seating Remodel	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32236	CKR	Pop Up Park Cookridge Street	26.0	0.0	26.0	0.0	0.0	0.0	0.0
A	32236	GKS	Greek Street - Temporary Street Cafe	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32236	LEG	Legibility - Various City Signage	118.4	0.0	118.4	0.0	0.0	0.0	0.0
A	32236	MER	Merrion St East Lighting	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32237		City Square Feasibility Study	100.0	0.0	50.0	50.0	0.0	0.0	0.0
A	32264		Aire Valley Ez Forward Funding Invest	5,760.0	0.0	0.0	0.0	0.0	5,760.0	0.0
A	32462		Digital Business Incubators (Tech Hub)	3,700.0	0.0	156.0	3,544.0	0.0	0.0	0.0
A	32469		European Structural Funds Projects	330.0	0.0	0.0	200.0	130.0	0.0	0.0
A	32472		City Centre Public Realm	290.0	0.0	0.0	190.0	100.0	0.0	0.0
A	32477		Outdoor Market Refurbishment	150.0	0.0	150.0	0.0	0.0	0.0	0.0
A	32649		Aire Valley Zone Power Supply Fees	70.0	0.0	70.0	0.0	0.0	0.0	0.0
A	32652		Bond Street Ph 2 Pedestrian Zone	85.6	0.0	75.6	10.0	0.0	0.0	0.0
A	32663	FEA	Feasibility City Ctre Vehicle Mitigation	75.0	0.0	75.0	0.0	0.0	0.0	0.0
A	32670		Light Neville Street	90.0	0.0	0.0	30.0	30.0	30.0	0.0
A	32672		Southbank Infrastructure Connectivity	250.0	0.0	0.0	250.0	0.0	0.0	0.0
Total Economic Development			59,316.5	23,847.2	22,512.7	6,723.0	443.6	5,790.0	0.0	
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Libraries, Arts & Heritage										
A	32668		Quarry Hill Public Realm	500.0	0.0	0.0	0.0	500.0	0.0	0.0
A	32668	FEA	Quarry Hill Feasibility	100.0	0.0	0.0	100.0	0.0	0.0	0.0
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Total Libraries, Arts & Heritage			600.0	0.0	0.0	100.0	500.0	0.0	0.0	

Leeds City Council Capital Programme - Supporting The Leeds Economy

Community Regeneration Schemes

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
			Estimated Costs						
Regeneration Management									
A	12154	Town & Districts Regeneration	32.3	0.0	32.3	0.0	0.0	0.0	0.0
A	12154	AND Andrews Street Farsley T&Dc	227.1	189.6	0.0	37.5	0.0	0.0	0.0
A	12154	ARM THI Armley Thi Committed Grants	1,335.5	1,140.5	195.0	0.0	0.0	0.0	0.0
A	12154	CHA THI Chapeltown Thi Committed Grants	1,302.7	1,018.7	284.0	0.0	0.0	0.0	0.0
A	12154	JSC Purchase Of Shops Chapeltown Rd	226.9	224.2	2.7	0.0	0.0	0.0	0.0
A	15451	Easel - Priv Prop Acq & Demolition Enehl	4,096.7	3,496.5	0.0	50.0	50.0	500.2	0.0
A	16275	FWC First White Cloth Hall (Thi)	2,600.0	0.0	246.0	750.0	1,250.0	354.0	0.0
A	16275	FWC DEV Fwch Development Phase 1	106.8	103.7	3.1	0.0	0.0	0.0	0.0
A	16275	GNT Lower Kirkgate - Grant Payments	1,243.1	110.0	55.0	437.2	220.0	420.9	0.0
A	16275	PUB Lower Kirkgate Thi Public Realm	69.7	0.0	0.0	0.0	35.0	34.7	0.0
A	16275	PUB STF Lwr Kirkgate Public Realm Staff Costs	257.2	29.8	36.7	25.7	165.0	0.0	0.0
A	16483	Purchase 146 Chapeltown Road	100.0	14.6	85.4	0.0	0.0	0.0	0.0
A	16663	Town & District Centres Phase 2	100.0	0.0	0.0	100.0	0.0	0.0	0.0
A	16663	DRD Dewsbury Road T&Dc2	200.0	57.1	8.3	134.6	0.0	0.0	0.0
A	16663	HLN Harehills Lane T&Dc2	135.9	0.0	36.7	99.2	0.0	0.0	0.0
A	16663	HLN BEL Bellbrooks Car Park Hln T&Dc2	64.1	58.3	0.0	5.8	0.0	0.0	0.0
A	16663	KIR Kirkstall Road T&Dc 2	200.0	36.0	73.7	90.3	0.0	0.0	0.0
Total Regeneration Management			12,298.0	6,479.0	1,058.9	1,730.3	1,720.0	1,309.8	0.0
Environmental Health									
A	16500	CGG Cross Green Group Repair Ph2&3	4,911.0	4,627.9	283.1	0.0	0.0	0.0	0.0
B	16500	CGG PH4 Cross Green Phase 4 Facelift & Eco	814.0	0.0	814.0	0.0	0.0	0.0	0.0
A	16500	HGR Holbeck Group Repair (Scip)	3,650.0	0.0	0.0	3,650.0	0.0	0.0	0.0
Total Environmental Health			9,375.0	4,627.9	1,097.1	3,650.0	0.0	0.0	0.0
Strategy & Commissioning									
B	83831	Project Support Fund (Groundwork)	1,376.8	1,376.8	0.0	0.0	0.0	0.0	0.0
B	92469	Project Support Fund Parent	280.0	0.0	70.0	70.0	70.0	70.0	0.0
Total Strategy & Commissioning			1,656.8	1,376.8	70.0	70.0	70.0	70.0	0.0
Communities									
A	16933	Cris Area Wellbeing Inner South	79.2	0.0	0.0	26.0	26.0	27.2	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20	
			Estimated Costs							
Ward Based Initiatives										
A	14236	ADL	Adel & Wharfedale Wbi2	22.7	0.0	0.0	8.0	8.0	6.7	0.0
A	14236	ALW	Alwoodley Wbi2	21.9	0.0	0.0	7.0	7.0	7.9	0.0
A	14236	ARD	Ardsley & Robin Hood Wbi2	33.7	0.0	0.0	11.0	11.0	11.7	0.0
A	14236	ARM	Armley Wbi2	43.6	0.0	0.0	15.0	15.0	13.6	0.0
A	14236	BEE	Beeston & Holbeck Wbi2	70.8	0.0	0.0	24.0	24.0	22.8	0.0
A	14236	BRA	Bramley & Stanningley Wbi2	81.5	0.0	0.0	27.0	27.0	27.5	0.0
A	14236	BUR	Burmantofts & Richmond Hill Wbi2	38.5	0.0	0.0	13.0	13.0	12.5	0.0
A	14236	CAL	Calverley & Farsley Wbi2	18.8	0.0	0.0	6.0	6.0	6.8	0.0
A	14236	CIT	City & Hunslet Wbi2	219.8	0.0	0.0	73.0	73.0	73.8	0.0
A	14236	CON	Wbi Contingency	0.8	0.0	0.0	0.8	0.0	0.0	0.0
A	14236	CRO	Crossgates & Whinmoor Wbi2	11.6	0.0	0.0	4.0	4.0	3.6	0.0
A	14236	FAR	Farnley & Wortley Wbi2	16.1	0.0	0.0	5.0	5.0	6.1	0.0
A	14236	GAR	Garforth & Swillington Wbi2	5.7	0.0	0.0	2.0	2.0	1.7	0.0
A	14236	GIP	Gipton & Harehills Wbi2	106.9	0.0	0.0	36.0	36.0	34.9	0.0
A	14236	HAR	Harewood Wbi2	56.2	0.0	0.0	19.0	19.0	18.2	0.0
A	14236	HDN	Headingley Wbi2	151.9	0.0	0.4	51.0	51.0	49.5	0.0
A	14236	HYD	Hyde Park & Woodhouse Wbi2	242.4	0.0	0.0	81.0	81.0	80.4	0.0
A	14236	KIP	Kippax & Methley Wbi2	12.1	0.0	0.0	4.0	4.0	4.1	0.0
A	14236	KIR	Kirkstall Wbi2	38.6	0.0	0.0	13.0	13.0	12.6	0.0
A	14236	MID	Middleton Park Wbi2	16.9	1.5	0.0	5.0	5.0	5.4	0.0
A	14236	MON	Morley North Wbi2 Schemes	12.3	0.0	0.0	4.0	4.0	4.3	0.0
A	14236	MOO	Moortown Wbi2	35.0	0.0	0.0	12.0	12.0	11.0	0.0
A	14236	MOS	Morley South Wbi2	27.8	0.0	0.0	9.0	9.0	9.8	0.0
A	14236	OTL	Otley & Yeadon Wbi2	19.3	0.1	0.0	6.0	6.0	7.2	0.0
A	14236	PUD	Pudsey Wbi2	110.0	0.0	0.0	37.0	37.0	36.0	0.0
A	14236	ROU	Roundhay Wbi2	0.1	0.0	0.0	0.1	0.0	0.0	0.0
A	14236	RTH	Rothwell Wbi2	60.6	0.0	0.0	20.0	20.0	20.6	0.0
A	14236	TEM	Temple Newsam Wbi2	65.1	0.0	0.0	22.0	22.0	21.1	0.0
A	14236	WEE	Weetwood Wbi2	66.1	0.0	0.0	22.0	22.0	22.1	0.0
Total Ward Based Initiatives				1,606.8	1.6	0.4	536.9	536.0	531.9	0.0
Highways										
A	14236	CAL	OZ7	Ornamental Barrier Rail	0.9	0.0	0.9	0.0	0.0	0.0
A	14236	HDN	OO4	Ash Road Traffic Regulation (Wbi)	35.6	24.2	11.4	0.0	0.0	0.0
A	14236	HDN	OO5	Ash Road Closure Tro And Barrier (Wbi)	12.5	4.7	7.8	0.0	0.0	0.0
B	32484			Clean Bus Technology (Dft Grant)	498.5	0.0	498.5	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Total Highways			547.5	28.9	518.6	0.0	0.0	0.0	0.0
Community Safety									
A	14236 CAL O16	Farfield Avenue Cctv	25.5	13.5	12.0	0.0	0.0	0.0	0.0
Total Community Safety			25.5	13.5	12.0	0.0	0.0	0.0	0.0
Streetscene Environmental Services									
A	14236 BEE OO1	Hard Standing For Waste Bins Ctgly	15.0	12.6	2.4	0.0	0.0	0.0	0.0
Total Streetscene Environmental Services			15.0	12.6	2.4	0.0	0.0	0.0	0.0
Parks & Countryside									
A	14236 CAL OZ3	Dog Bins & Signs The Fairway	0.7	0.0	0.7	0.0	0.0	0.0	0.0
B	14236 CAL OZ5	Boundary Wall	1.5	0.0	1.5	0.0	0.0	0.0	0.0
B	14236 GIP OO6	Hovingham Hub Portacabin - Catch Proect	103.4	86.0	17.4	0.0	0.0	0.0	0.0
A	14236 MID OO4	Community Garden Scheme	1.3	0.0	1.3	0.0	0.0	0.0	0.0
Total Parks & Countryside			106.9	86.0	20.9	0.0	0.0	0.0	0.0
Communities									
A	16934	Cris Area Wellbeing Outer South	70.1	0.0	0.0	23.0	23.0	24.1	0.0
A	16934 CHP	Churwell Park Cctv	2.8	0.0	2.8	0.0	0.0	0.0	0.0
A	16934 MKR	Morley Town Hall Kitchen	2.4	0.0	2.4	0.0	0.0	0.0	0.0
A	16934 RSP	Rothwell Skate Park	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	16935	Cris Area Wellbeing Outer East	50.1	0.0	0.0	17.0	17.0	16.1	0.0
A	16936	Cris Area Wellbeing Inner West	28.4	0.0	0.0	9.0	9.0	10.4	0.0
A	16937	Cris Area Wellbeing Inner Nth West	24.2	0.0	0.0	8.0	8.0	8.2	0.0
A	16937 HCT	Hindu Charitable Trust	4.4	0.0	0.0	4.4	0.0	0.0	0.0
A	16937 QDS	Step Queenswood Day Ctre Renovations	8.0	0.0	8.0	0.0	0.0	0.0	0.0
A	16938	Cris Area Wellbeing Outer West	40.3	0.0	0.0	13.0	13.0	14.3	0.0
A	16938 PSN	Park Springs Nature Club Grant	1.5	0.0	1.5	0.0	0.0	0.0	0.0
A	16939	Cris Area Wellbeing Outer Nth West	66.0	0.0	0.0	22.0	22.0	22.0	0.0
A	16939 RCC	Rawdon Cricket Club Scoreboard	3.5	0.0	3.5	0.0	0.0	0.0	0.0
A	16940	Cris Area Wellbeing Inner Nth East	32.1	0.0	0.0	11.0	11.0	10.1	0.0

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Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	Estimated Costs				After 2019/20	
					2016/17	2017/18	2018/19	2019/20		
A	16940	RJC	Rjc Dance Studio	7.0	0.0	7.0	0.0	0.0	0.0	0.0
B	16940	UMC	Refurb Works To Mandela Centre	3.5	0.0	3.5	0.0	0.0	0.0	0.0
A	16941		Cris Area Wellbeing Inner East	78.8	0.0	0.0	26.0	26.0	26.8	0.0
A	16941	DFW	It Installation Dame Fanny W/Man Ctre	5.8	5.0	0.8	0.0	0.0	0.0	0.0
A	16941	DHC	Denis Healey Centre Refurbishment	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16941	HHC	Catch Refurbishment	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16942		Cris Area Wellbeing Outer Nth East	21.2	0.0	0.0	7.0	7.0	7.2	0.0
Total Communities				470.1	5.0	49.5	140.4	136.0	139.2	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Small Business Support

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

After
2019/20

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Parks & Countryside									
A	32599	St John'S Church Yard Pop Up Playscape	9.6	0.0	9.6	0.0	0.0	0.0	0.0
Total Parks & Countryside			9.6	0.0	9.6	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Strategic Priorities
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's
Estimated Costs

2016/17

2017/18

2018/19

2019/20

After
2019/20

Cat	Scheme	Strategic Priorities		Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20	
Strategic Priorities											
A	16500	RIF	City Region Revolving Investment Fund		3,649.8	0.0	320.6	1,664.6	1,664.6	0.0	0.0
A	16500	RIF	COM	Revolving Investment Fund-Committed	2,790.2	209.5	2,580.7	0.0	0.0	0.0	0.0
Total Strategic Priorities					6,440.0	209.5	2,901.3	1,664.6	1,664.6	0.0	0.0
Economic Development											
A	16500	BAS	Lower Basinghall Street (Eii)		100.0	74.7	25.3	0.0	0.0	0.0	0.0
Total Economic Development					100.0	74.7	25.3	0.0	0.0	0.0	0.0
Libraries, Arts & Heritage											
B	16794	TDF	EVE	Tour De France Legacy	100.0	77.5	0.0	22.5	0.0	0.0	0.0
Total Libraries, Arts & Heritage					100.0	77.5	0.0	22.5	0.0	0.0	0.0
Streetscene Environmental Services											
A	16500	BEI	Sustainable Communities Inv Programme		136.5	0.0	0.0	136.5	0.0	0.0	0.0
A	16500	BEI	BCR	Back Cautley Rd Env Imps (Scip)	81.5	80.0	1.5	0.0	0.0	0.0	0.0
A	16500	BEI	CGL	Scip - Cross Green Lane Amenity Imps	66.0	66.0	0.0	0.0	0.0	0.0	0.0
Total Streetscene Environmental Services					284.0	146.0	1.5	136.5	0.0	0.0	0.0
Technology											
A	32231			Smart Cities - Project Development	150.0	0.0	35.0	65.0	50.0	0.0	0.0
Total Technology					150.0	0.0	35.0	65.0	50.0	0.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

Vehicles/Equipment

Cat	Scheme	Scheme Title		Total Scheme Cost	Actual To 31 Mar 16	All Figures are in £000's				After 2019/20	
						Estimated Costs					
						2016/17	2017/18	2018/19	2019/20		
Highways											
B	16946	HIG	Highways Vehicle Replacment		1,669.2	0.0	1,651.2	18.0	0.0	0.0	0.0
B	16990	HIG	Vehicle Replacement -Highways Department		89.1	0.0	89.1	0.0	0.0	0.0	0.0
Total Highways				1,758.3	0.0	1,740.3	18.0	0.0	0.0	0.0	
Libraries, Arts & Heritage											
B	16699	BRZ	Breeze Team Vehicle		52.0	0.0	52.0	0.0	0.0	0.0	0.0
B	16946	LIB	Library Services		8.6	0.0	8.6	0.0	0.0	0.0	0.0
Total Libraries, Arts & Heritage				60.6	0.0	60.6	0.0	0.0	0.0	0.0	
Strategy & Commissioning											
B	16946	TRA	Travellers Service		13.9	0.0	13.9	0.0	0.0	0.0	0.0
Total Strategy & Commissioning				13.9	0.0	13.9	0.0	0.0	0.0	0.0	
Community Safety											
B	16946	ENV	CSP	E&H Security-Leeds Watch	44.3	0.0	44.3	0.0	0.0	0.0	0.0
B	16990	ENV	SEC	E&H Security	19.5	0.0	19.5	0.0	0.0	0.0	0.0
Total Community Safety				63.8	0.0	63.8	0.0	0.0	0.0	0.0	
Streetscene Environmental Services											
A	32388	Parking Enforcement 10 Vehicles			160.0	0.0	160.0	0.0	0.0	0.0	0.0
Total Streetscene Environmental Services				160.0	0.0	160.0	0.0	0.0	0.0	0.0	
Waste Management											
B	16506	ENV	WAS	Household Waste Compactor	785.8	498.8	137.0	150.0	0.0	0.0	0.0
B	16945	ENV	WAS	Waste Management Replacement Vehicles	354.9	0.0	354.9	0.0	0.0	0.0	0.0
B	16946	ENV	REF	Refuse Vehicles	2,555.7	0.0	2,518.9	36.8	0.0	0.0	0.0
B	16990	ENV	REF	E&H Refuse Services	542.5	0.0	0.0	542.5	0.0	0.0	0.0
B	16990	ENV	WST	Waste Management	879.4	0.0	879.4	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

Vehicles/Equipment
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

After
2019/20

Cat	Scheme	Vehicles/Equipment Scheme Title		Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Total	Waste Management			5,118.3	498.8	3,890.2	729.3	0.0	0.0	0.0
Health & Environmental Action										
B	16946	ENV	ENA	Environment Action Team	1,137.9	0.0	1,137.9	0.0	0.0	0.0
Total	Health & Environmental Action			1,137.9	0.0	1,137.9	0.0	0.0	0.0	0.0
Parks & Countryside										
B	16946	ENV	PRK	Vehicle Replacement Parks & Countryside	575.9	0.0	575.9	0.0	0.0	0.0
B	16990	ENV	PRK	Parks & Countryside	15.1	0.0	15.1	0.0	0.0	0.0
Total	Parks & Countryside			591.0	0.0	591.0	0.0	0.0	0.0	0.0
Leeds Building Services										
B	16946	LBS		Leeds Building Services	279.4	0.0	279.4	0.0	0.0	0.0
B	16990	LBS		Leeds Building Services	161.1	0.0	161.1	0.0	0.0	0.0
A	32212			Construction Service - Vehicles	1,147.0	717.7	427.7	1.6	0.0	0.0
Total	Leeds Building Services			1,587.5	717.7	868.2	1.6	0.0	0.0	0.0
Equipment/Ict/Vehicles										
B	16946	ALC		Amley Lazer Centre Replacement Vehicle	24.0	0.0	24.0	0.0	0.0	0.0
B	16946	RNB		Rainbow House - Vehicle Replacement	49.3	0.0	49.3	0.0	0.0	0.0
B	32490			Blenheim Ps - 2 New Minibuses	54.0	0.0	54.0	0.0	0.0	0.0
Total	Equipment/Ict/Vehicles			127.3	0.0	127.3	0.0	0.0	0.0	0.0
Commercial Services										
B	16946			Vehicle Programme 2015/16	1,612.1	0.0	0.0	1,612.1	0.0	0.0
B	16946	CNS		Cleaning Services	97.6	0.0	97.6	0.0	0.0	0.0
B	16946	FLT		Fleet Services Replacement Vehicle	45.9	0.0	45.9	0.0	0.0	0.0
B	16946	PTS		Passenger Transport Vehicles	2,419.1	1,204.2	1,214.9	0.0	0.0	0.0
B	16990			Vehicle Programme 2016/17	991.9	0.0	0.0	991.9	0.0	0.0
B	16990	CNS		Cleaning Services	126.6	0.0	126.6	0.0	0.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

Vehicles/Equipment

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

After
2019/20

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
B	16990	PTS	1,288.2	0.0	1,288.2	0.0	0.0	0.0	0.0
A	32597	Vehicle Programme 2019/20	8,465.4	0.0	0.0	0.0	0.0	8,465.4	0.0
B	32631	Vehicle Eco Pro.2019/20-Hire Vehicles	3,000.0	0.0	0.0	500.0	500.0	2,000.0	0.0
Total Commercial Services			18,046.8	1,204.2	2,773.2	3,104.0	500.0	10,465.4	0.0
<hr/>									
Facilities Management									
B	16990	FAC	8.6	0.0	8.6	0.0	0.0	0.0	0.0
A	32466	Facilities Management Vehicles	75.7	0.0	75.7	0.0	0.0	0.0	0.0
Total Facilities Management			84.3	0.0	84.3	0.0	0.0	0.0	0.0
<hr/>									
Elections, Licensing And Registration									
A	32481	Taxi & Private Hire Licensing Section	17.1	0.0	17.1	0.0	0.0	0.0	0.0
Total Elections, Licensing And Registration			17.1	0.0	17.1	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

General Capitalisation
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's
Estimated Costs

2016/17

2017/18

2018/19

2019/20

After
2019/20

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 16	2016/17	2017/18	2018/19	2019/20	After 2019/20
Capital Expenditure From Revenue									
B	32185	General Capitalisations 2016/17	4,000.0	0.0	4,000.0	0.0	0.0	0.0	0.0
B	32198	General Capitalisations 2017/18	4,000.0	0.0	0.0	4,000.0	0.0	0.0	0.0
B	32435	General Capitalisations 2018/19	4,000.0	0.0	0.0	0.0	4,000.0	0.0	0.0
B	32618	General Capitalisations 2019/20	4,000.0	0.0	0.0	0.0	0.0	4,000.0	0.0
Total Capital Expenditure From Revenue			16,000.0	0.0	4,000.0	4,000.0	4,000.0	4,000.0	0.0
Finance									
B	32002	Capital Prog Management 2016/17	600.0	0.0	600.0	0.0	0.0	0.0	0.0
B	32199	Capital Prog Management 2017/18	600.0	0.0	0.0	600.0	0.0	0.0	0.0
B	32436	Capital Prog Management 2018/19	600.0	0.0	0.0	0.0	600.0	0.0	0.0
B	32619	Capital Prog Management 2019/20	600.0	0.0	0.0	0.0	0.0	600.0	0.0
Total Finance			2,400.0	0.0	600.0	600.0	600.0	600.0	0.0
Central Accounts									
A	16138	Capitalisation Of Interest	1,399.9	0.0	499.9	300.0	300.0	300.0	0.0
Total Central Accounts			1,399.9	0.0	499.9	300.0	300.0	300.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

Contingency
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 16

All Figures are in £000's

Estimated Costs

After
2019/20

Cat	Scheme				2016/17	2017/18	2018/19	2019/20		
Strategic										
A	1371	GEN	Capital Programme General Contingency	6,116.6	0.0	0.0	300.0	300.0	5,516.6	0.0
A	1371	SEM	Capital Programme Specific Emergencies	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0
Total Strategic				7,116.6	0.0	0.0	300.0	300.0	6,516.6	0.0

Deputy Chief Executive

ITEM 10(iv)

Report to Executive Board

Date: 8th February 2017

Subject: TREASURY MANAGEMENT STRATEGY 2017/18

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? Except recommendation 6.2 to 6.5	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report sets out for Members' approval the Treasury Management Strategy for 2017/18, and also provides an update on the implementation of the 2016/17 strategy.
2. The Council's level of net external debt is anticipated to be £1,877m by 31/03/17, £72m above expectations in November 2016 which is as a result of slippage and injections into the capital programme of £12m and a reduction in forecast MRP of £20m. A further provision for a reduction in the use of internal resources used to support borrowing of £40m has also been made.
3. The 2017/18 strategy continues to fund the borrowing requirement from short term low interest rates, balances and reserves whilst still allowing the Council to take advantage of longer term funding opportunities. The low rate funding environment is expected to continue to mid-2019 when the first bank rate increase is now forecast. The cost of debt is forecast to increase by £2.8m before MRP adjustments are taken into account. The impact of MRP adjustments will see an overall reduction in Debt costs of £4m in 2017/18 despite the increased the capital programme.
4. To reflect the increased capital programme, the borrowing requirement net of debt repayments and lower MRP charges, the Authorised Limits for both External Debt and Other Long Term Liabilities have been reviewed and increased to reflect the current forecast of debt and borrowing positions together with the decrease in revenue balances. The Operational Boundaries have also been reviewed and Increased to accommodate the above factors and anticipated cashflow variances. The Council's Authorised Limit is set below the Capital Financing Requirement reflecting that the

Council is using its balance sheet strength to fund a proportion of its borrowing requirement.

5. The strategy of defraying longer term funding will increase the amount of debt that the Council is funding from short terms loans and its balance sheet to £601m at 31/03/2017. This exposure is expected to increase if the low interest rate environment persists. The Council is mitigating this risk by acquiring longer term loans when market opportunities arise and looking at forward funding opportunities. Against this the Council has a stable long term loan portfolio of £1.466bn that has an average maturity of 38 years and is funded at less than 4.1%. An increase in the short term funding costs of 0.25% would add £1,247k to the interest costs in 2017/18.
6. The report also includes an updated Treasury Management Policy Statement for approval. The main change reflects updates to the officer delegation scheme and titles.

7. Recommendations

That the Executive Board:

- 7.1 Approve the treasury strategy for 2017/18 as set out in Section 3.3 and note the review of the 2016/17 strategy and operations set out in Sections 3.1 and 3.2.

That Executive Board recommend to full Council that:

- 7.2 The borrowing limits for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.4 and note the changes to both the Operational Boundary and the Authorised limits.
- 7.3 The treasury management indicators for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.5.
- 7.4 The investment limits for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.6.
- 7.5 The revised Treasury Management Policy Statement is adopted.

1 Purpose of this report

1.1 This report sets out for approval by Members the Treasury Management Strategy for 2017/18 and the revised affordable borrowing limits under the prudential framework. It also provides Members with a review of strategy and operations in 2016/17.

2 Background information

2.1 The operation of the Treasury Management function is governed by provisions set out under part 1 of the Local Government Act 2003 whereby the Council is required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities as amended 2011, in particular:

- The Prudential Code requires that full Council set certain limits on the level and type of borrowing before the start of the financial year together with a number of Prudential Indicators.
- Any in year revision of these limits must be set by Council.
- Policy statements are prepared for approval by the Council at least two times a year.

3 Main Issues

3.1 Review of Strategy and Borrowing Limits 2016/17

3.1.1 The current debt forecasts are given in Table 1 below, which shows that net external borrowing is now expected to be £1,877m by the end of 2016/17. This is £72m above expectations in November 2016. This is due to slippage and injections into the capital programme of £12m, a reduction in forecast MRP of £20m and further anticipated reduced internal resources £40m that are used in lieu of borrowing. The changes in the capital programme are included as a separate agenda item.

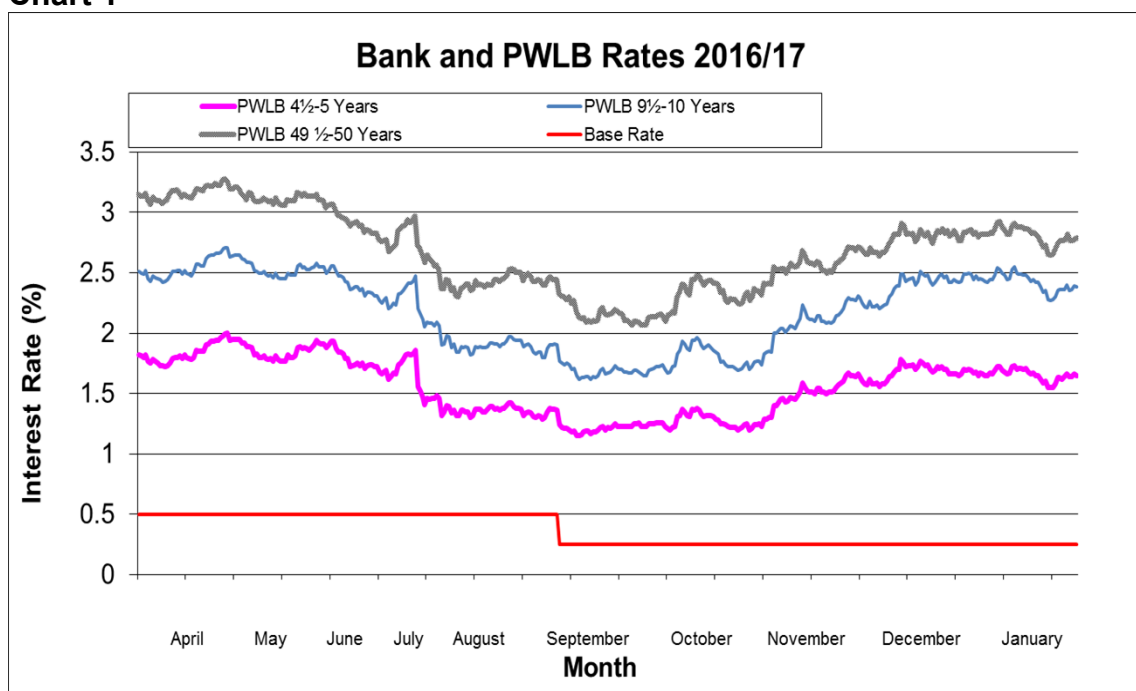
Table 1

	2016/17 Feb 16 Report	2016/17 Nov 16 Report	2016/17 This Report
	£m	£m	£m
ANALYSIS OF BORROWING 2014/15			
Net Borrowing at 1 April	1,526	1,620	1,620
New Borrowing for the Capital Programme – General Fund	124	174	190
New Borrowing for the Capital Programme – HRA	11	4	0
Debt redemption costs charged to Revenue (Incl HRA)	(38)	(38)	(18)
Reduced/(Increased) level of Revenue Balances	(18)	45	85
Net Borrowing at 31 March*	1,605	1,805	1,877
Capital Financing Requirement	2,067		
* Comprised as follows			
Long term borrowing			
Fixed	1,254	1,427	1,466
Variable (less than 1 Year)	80	40	0
New Borrowing	79	185	257
Short term Borrowing	202	181	182
Total External Borrowing	1,615	1,833	1,905
Less Investments	10	28	28
Net External Borrowing	1,605	1,805	1,877
% gross borrowing exposed to interest rate risk	22%	22%	23%

Note: The Capital Financing Requirement (CFR) is the maximum level of debt (i.e. borrowing and finance leasing) that the Council can hold for its current year capital purposes. The Council is also allowed to borrow in advance for up to two future years capital programmes.

- 3.1.2 Following the Brexit vote the MPC moved quickly to reduce rates at its meeting on 4th August from 0.5% to 0.25% as well as issuing a further £70bn in QE purchases along with providing £100bn for banks to lend to consumers and businesses. It is unlikely that further reductions will be seen but policy is poised to support growth. The autumn statement indicated that the timetable to balance the UK's borrowing deficit is likely to slip beyond 2020.
- 3.1.3 The UK Economy is expected to post 2.20% growth in 2016. Throughout 2016 employment continued to improve with unemployment now below 5%. Inflation was around 0% through most of 2015 but has risen during 2016 to stand at 1.2% in November. Sterling is down 18% against the dollar and 11% against Euro.
- 3.1.4 In the Eurozone, the ECB continues its Quantitative Easing (QE) programme but growth remains slow with GDP of 1.6% for 2016 expected and inflation anchored below 2%. The EU also faces significant challenges in 2017 with Greece being slow in achieving agreed reforms, undercapitalisation of banks particularly in Italy and some in Germany and a raft of post Brexit elections including France, Holland, Spain and Germany.
- 3.1.5 The US is heading towards strong growth (Q3: 2.90%), full employment and rising inflation and points towards further rate increases in 2017. The market's reaction to US elections points to significant infrastructure investment that will result in higher inflation. Bond yields have risen sharply since the election but have since stabilised. The dollar is likely to appreciate further and may impact upon emerging markets whose debt issuance is predominantly dollar based.
- 3.1.6 In Asia the Chinese economy continues to slow and the problem of rising credit in relation to the size of GDP is of growing concern. Japan's central bank has provided further monetary stimulus but growth remains slow with deflation still a possibility.
- 3.1.7 The Council's treasury advisors' latest forecasts for Quarter 1, 2017 are that PWLB rates for 25 to 50 year borrowing will be around 2.90%, 10 year borrowing around 2.30% and 5 Year at 1.60%. Yields are expected to rise although the path and timing remain very uncertain.

Chart 1



3.1.8 The 2016/17 borrowing strategy continues to fund the capital programme borrowing requirement from short dated loans and internal cash balances whilst looking for opportunities to lock into attractive longer dated funding. The debt budget outturn is projected to deliver a net saving in the region of £8m due to MRP savings. The ability to take longer term funding is discussed in the strategy for 2017/18 however table 2 below details the new borrowing taken during 2016/17.

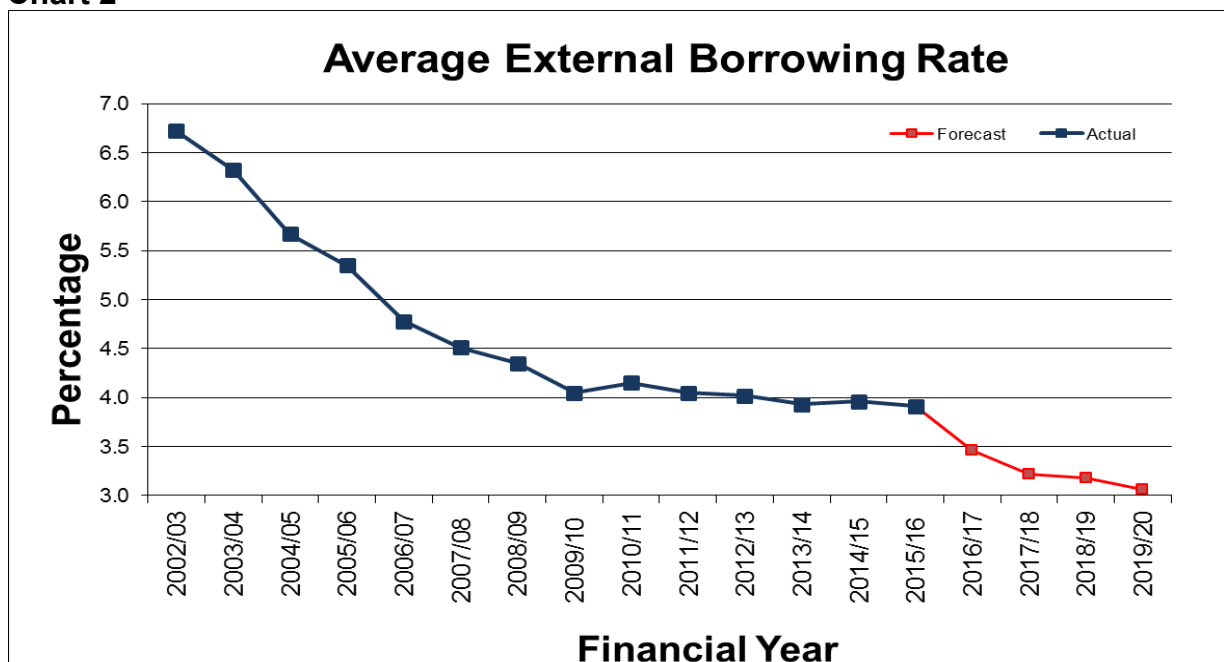
Table 2

Loan repayments and borrowing 2016/17							
Loan Repayments				New Borrowing			
Date	Amount (£m)	Original Rate (%)	Discount Rate	Date	Amount (£m)	Term (Years)	Interest Rate (%)
PWLB Loans				PWLB			
17/05/2016	8.9	0.98	n/a	03/06/2016	20.0	50	2.78
				08/06/2016	20.0	47	2.68
				17/06/2016	20.0	47½	2.55
				28/06/2016	20.0	49	2.49
				05/07/2016	20.0	46½	2.15
Sub Total	0				100.0		
Non PWLB Loans				Non PWLB Loans			
26/07/2016	5.0	2.02	n/a				
Sub Total	5.0				0.0		
Total	5.0			Total	100.0		

3.2 Interest Rate Review

3.2.1 The average rate of interest paid on the Council’s external debt for 2015/16 was 3.91% as reported in the Annual Treasury Management report 2015/16 to Executive Board on 22nd June 2016. This rate is forecast to fall to 3.46% for 2016/17 mainly due to the level of cheap short term borrowing that the Council has obtained. Chart 2 shows how the average, external borrowing rate has fallen from 6.72% in 2002/03. The longer term expectation is that the Councils average cost of borrowing will begin to rise as the cost of borrowing increases and short term funding is switched to more expensive longer term funding. The average rate may fall further if the rates currently available continue.

Chart 2



3.2.2 The projections for the first increase in the bank rate has moved from December 2016, as forecast in last year's strategy report to Q2 2019 as shown in Table 3. During August 2016 the UK had its first interest rate cut since 2009 when the bank rate was cut from 0.50% to 0.25%. This forecast is driven by the vote to leave the EU and on the belief that the MPC will be reluctant to increase rates during the 2 year exit period.

Table 3

	Bank Rate	PWLB Borrowing Rates (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Now	0.25	1.50	2.30	3.00	2.70
March 2017	0.25	1.60	2.30	2.90	2.70
June 2017	0.25	1.60	2.30	2.90	2.70
Sept 2017	0.25	1.60	2.30	2.90	2.70
Dec 2017	0.25	1.60	2.30	3.00	2.80
March 2018	0.25	1.70	2.30	3.00	2.80
June 2018	0.25	1.70	2.40	3.00	2.80
Sept 2018	0.25	1.70	2.40	3.10	2.90
Dec 2018	0.25	1.80	2.40	3.10	2.90
March 2019	0.25	1.80	2.50	3.20	3.00
June 2019	0.50	1.90	2.50	3.20	3.00
Sept 2019	0.50	1.90	2.60	3.30	3.10
Dec 2019	0.75	2.00	2.60	3.30	3.10
March 2020	0.75	2.00	2.70	3.40	3.20

Source Council's Treasury Advisors

3.2.3 The forecast path of longer term rates is clearly dependent upon Brexit negotiations and how the economy performs both here and abroad. If it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from a continuing and sustained US recovery, improvement in world economic activity or increase in inflation risks, then the strategy will be re-appraised with the likely outcome that longer term funding will be acquired. At that point the prospect of a higher debt cost would be viewed against whether:

- The forecast capital borrowing requirement had reduced or slipped into the following years,
- The levels of reserves/ balances were forecast to increase or reduce including whether the council had received up front funding for capital schemes.

3.3 Strategy for 2017/18

3.3.1 Table 4 shows that net borrowing is expected to rise by £142m to £2,019m during the course of 2017/18. This is a result of net new borrowing to fund the capital programme and a reduction in MRP chargeable in the year as a result of a review of MRP previously set aside. The Capital Programme report is presented elsewhere on this agenda.

Table 4

ANALYSIS OF BORROWING 2015/16 – 2018/19	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Net Borrowing at 1 April	1,620	1,877	2,019	2,103
New Borrowing for the Capital Programme – GF	190	145	92	106
New Borrowing for the Capital Programme - HRA	0	15	20	4
Debt redemption costs charged to Revenue(GF)	(18)	(13)	(22)	(16)
Reduced/(Increased) level of Revenue Balances	85	(5)	(6)	(7)
Net Borrowing at 31 March	1,877	2,019	2,103	2,190
* Comprised as follows				
Long term borrowing Existing Fixed	1,466	1,466	1,360	1,361
Existing Variable (Less than 1yr)	0	0	65	55
New Borrowing	257	142	84	87
Short term Borrowing	182	419	602	695
Total External Borrowing	1,905	2,027	2,111	2,198
Less Investments	28	8	8	8
Net External Borrowing	1,877	2,019	2,103	2,190
% gross borrowing exposed to interest rate risk	23%	28%	36%	38%

Note: Borrowing exposed to interest rate risk in any one year is made up of short term borrowing, new long term borrowing and existing variable loans (i.e. LOBOs with an option falling within the year).

- 3.3.2 Table 4 above shows that over the 4 year time horizon the proportion of the Council's book exposed to interest rate risk is expected to rise to a maximum of 38% in 2019/20. This level is reached only if no longer term borrowing is taken over this period to cover either new borrowing or to refinance maturities. The Prudential Code specifies that the Variable Interest Rate exposure Indicator should be set in relation to net external borrowing position. This limit has been set at 40% and is recommended to be maintained at this level in 3.5.4 below. Included within the net external borrowing are 2 elements that are by definition variable, these are short term loans and LOBO loans with an option which falls within 12 months. No LOBO options however are expected to be exercised during 2017/18.
- 3.3.3 However alongside the prudential code structure the Council's current policy of using its balance sheet strength, reserves, provisions etc. to defray long term borrowing presents an additional risk that needs to be recognised. The Council has a forecast need to borrow, its Capital Financing Requirement (CFR), at 31/03/2017 of £2,067m of which net external funding is expected to be £1,877m, the difference of £190m is the use of internal balance sheet strength to finance this need. The long term funding element of the external debt is forecast to be £1,466m and therefore, accepting that in current conditions LOBO options are unlikely to be exercised, the Council's gross exposure is the difference between its CFR and its current stock of long term external funding or £601m.
- 3.3.4 This exposure is considered manageable given historical capital programme slippage, the continued strength of the Council's balance sheet and the market for supplying short term funds remaining strong. These factors will continue to be monitored and should be considered in the context of the stability of the current debt maturity profile. Given that short term rates continue at historical lows the Council will continue to fund the remaining borrowing requirement, if required, at short term rates.
- 3.3.5 This strategy is prudent as investment returns are low and counterparty risk remains a concern. This strategy is expected to continue into 2017/18 as the outlook for the bank rate remains anchored at 0.25% with the first base rate rise not expected until 2019.
- 3.3.6 The 2016/17 budget strategy assumed that subject to market opportunities no longer term borrowing would be acquired. As rates were cut to 0.25% and expectations of rate increases have been pushed back, it remains prudent to continue with this

strategy in 2017/18, subject to taking advantage of market opportunities to take longer term funding at exceptionally cheap levels as has occurred in 2016/17. The 2017/18 debt budget allows for £80m of borrowing at 3%.

3.3.7 The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- It is possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. Counterparty risks therefore remain an ongoing concern.
- Effect of the US elections and the change in US economic direction.
- Impact in the UK of Brexit negotiations and implications for trade, growth and inflation
- Investment returns are likely to remain relatively low during 2017/18 and beyond as rate rises are pushed back and the rate of increase is expected to be slow.
- Borrowing interest rates although higher than recent lows continue to be relatively cheap historically.
- If longer term borrowing is acquired before it is needed the result could be an increase in investments resulting in a revenue loss between borrowing costs and investment returns.

3.3.8 The Council's current long term debt of £1,467bn has an average maturity of just over 38 years if all its debt runs to maturity. Approximately 30% of the Councils debt has options for repayment, in the unlikely event that all these options were exercised at the next option date then the average maturity would be lowered to a little over 23 years. This compares favourably with the average maturity of the UK Government debt portfolio of just over 14 years. The existing profile of the Council's debt provides considerable certainty of funding costs. Prudential indicator 16 in Appendix A shows the maturity profile of the Council's long term fixed debt and highlights that 58% or £818m matures in periods greater than 10 years.

3.3.9 The cost of debt is forecast to increase by £2.8m before MRP adjustments are taken into account. The impact of MRP adjustments will see an overall reduction in Debt costs of £4m in 2017/18 despite the increased the capital programme. Forecasts for the debt budget beyond 2017/18 are dependent upon the interest rate assumptions, the likely level of capital spend and the Councils cash balances. The debt budget is currently forecast to increase by a further £2.8m in 2018/19 before MRP costs. The interest rate assumptions and the borrowing requirement arising from the capital programme will be kept under review throughout 2017/18, before establishing the 2018/19 debt budget.

Table 5

	Average Interest Rate
2017/18	0.50%
2018/19	0.75%
2019/20	0.75%

3.3.10 These assumptions on borrowing rates have associated risks. For example in 2017/18, if the cost of borrowing was 0.25% higher than assumed, full year debt costs would increase by circa £1,247k.

3.4 Borrowing Limits for 2016/17, 2017/18, 2018/19 and 2019/20

- 3.4.1 The authorised limit represents the legislative limit on the Council's external debt under the Local Government Act 2003. It should be set with sufficient headroom above the operational boundary to allow flexibility for planned borrowing to be undertaken, in order for prudent treasury management decisions to be taken and temporary cash flow fluctuations to be managed. The operational boundary should reflect the maximum anticipated level of external debt consistent with budgets and cash flow forecasts. It should be seen as a management tool for on-going monitoring of external debt, and may be breached temporarily due to unusual cash flow movements.
- 3.4.2 Appendix B shows that the Council has kept within the operational boundary and authorised limit in 2016/17.
- 3.4.3 The Deputy Chief Executive has delegated responsibility to make adjustments between the two separate limits for borrowing and other long term liabilities, provided that the overall limit remains unchanged. Any such adjustments will be reported to the next available Council meeting following the change. It is recommended that Council approve the following authorised limits for its gross external debt and other long term liabilities for the next three years.
- 3.4.4 After reviewing the forecast debt and borrowing position together with the forecast reduction in revenue balances and effect of reduced MRP the Limit for borrowing is recommended to be increased for 2016/17 from £2,100m to £2,400m, 2017/18 from £2,100m to £2,450m and 2018/19 from £2,100m to £2,450m. For 2019/20, a new limit should be set at £2,500m. The limit for Other Long Term Liabilities is recommended to remain the same for the years 2016/17 to 2018/19 as detailed below. It is further recommended that a new limit be set for the year 2019/20 of £690m to reflect the forecast decline in PFI liabilities.

Recommended: Authorised Limits as follows

Authorised Limit	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Borrowing	2,400	2,450	2,450	2,500
Other Long Term Liabilities	760	740	720	690
Total	3,160	3,190	3,170	3,190

3.4.5 In line with the review of the authorised limits above it is proposed to amend the operational boundaries as detailed below. This limit will retain sufficient headroom to accommodate anticipated cashflow variances. It is recommended to Increase the current boundary for 2016/17 from £1,930m to £2,100m, for 2017/18 from £1,970m to £2,200m and for 2018/19 from £2,010m to £2,300m. For 2019/20, a new limit should be set at £2,350m. The limit for Other Long Term Liabilities is recommended to remain the same for the years 2016/17 to 2018/19 as detailed below. It is further recommended that a new limit be set for the year 2019/20 of £670m to reflect the forecast decline in PFI liabilities.

Recommended: Operational Boundaries as follows

Operational Boundary	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Borrowing	2,100	2,200	2,300	2,350
Other Long Term Liabilities	740	720	700	670
Total	2,840	2,920	3,000	3,020

3.4.6 Table 6 below details the borrowing element of the Authorised limit and compares this to the projected CFR for borrowing only and does not include Other Long term liabilities. The revised Authorised limit and the Operational boundary remain below the projected CFR. The CFR is the Councils actual need to borrow based on its historic capital programme and forecast future capital programme. The lower limits reflect the significant level of balances being used internally to fund the borrowing need. The increase in these limits and boundaries are therefore to reflect a prudent safety margin in light of actual and expected changes in both the level of the Councils revenue balances, its change of policy on charging MRP and its on-going capital programme as well as to leave headroom for future large injections into the programme.

Table 6

year	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
<u>Borrowing only</u>				
CFR Projection.	2,066	2,214	2,304	2,398
<u>Authorised Limit</u>				
Current	2,100	2,100	2,100	-
Proposed	2,400	2,450	2,450	2,500
Increase / (Decrease)	300	350	350	2,500 a
<u>Operational boundary</u>				
Current	1,930	1,970	2,010	-
Proposed	2,100	2,200	2,300	2,350
Increase / (Decrease)	170	230	290	2,350 a

a) Note 2019/20 has not been set previously as these limits are only set for the current +3 year time horizon

3.5 Treasury Management Indicators

- 3.5.1 Appendix A highlights the borrowing limits and other prudential indicators
- 3.5.2 The first prudential indicator in respect of treasury management is that the Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. This was adopted by the Council at the Executive Board meeting on the 13th March 2003.
- 3.5.3 The Council is required to set an upper limit on its fixed interest rate exposures that represents the maximum proportion of its net borrowing (i.e. measured as a percentage of its total borrowing less investments) which the Council will have at any given time during the period at fixed interest rates. The purpose of the limit is to ensure that the Council has the flexibility to take advantage of falling interest rates by ensuring a minimum level of variable rate debt. However setting a limit less than 100% can restrict the Council's ability to borrow in advance of need when long term

fixed interest rates are at their low point. (This is the case since in general amounts borrowed in advance are invested, meaning that the net borrowing figure on which the limit is based will be lower than the total fixed borrowing outstanding.) Therefore to provide the Council with maximum flexibility it is recommended that the limit of 115% remains unchanged and is rolled forward into 2019/20

Recommended: Upper limit on fixed interest rate exposures for of 115% (no change)

3.5.4 The Council is required to set an upper limit on its variable interest rate exposures that represents the maximum proportion of debt the Council will have at any given time during the period at variable interest rates and exposed to interest rate rises. In evaluating this figure, LOBOs are treated as being variable in the year in which an option occurs and fixed in other years. The limit should be set in order to maintain a balance between managing the risk of rate rises and allowing sufficient flexibility to take advantage of any fall in rates. It is therefore recommended that the limit of 40% of debt remains unchanged and is rolled forward into 2019/20. It is acknowledged that unless fixed rate long term borrowing is undertaken over the 4 year timescale that by 2019/20 this limit would be approached but not broken on current forecasts.

Recommended: Upper limit on variable interest rate exposures for 2016/17, 2017/18, 2018/19 and 2019/20 of 40% (no change)

3.5.5 The Council is required to set upper and lower limits for the maturity structure of its borrowings. This is designed to limit the risk of exposure to high interest rates by restricting the level of maturing debt in any given year. The limits represent the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. It is proposed that these limits remain unchanged.

Maturity structure of fixed rate borrowing	Lower Limit	Upper Limit
under 12 months	0%	15%
12 months and within 24 months	0%	20%
24 months and within 5 years	0%	35%
5 years and within 10 years	0%	40%
10 years and within 20 years	25%	90%
20 years and within 30 years		
30 years and within 40 years		
40 years and within 50 years		
50 years and above		

Recommended: Upper and Lower limits on fixed rate maturity structure remains unchanged as above.

3.6 Investment Strategy and Limits

3.6.1 The Council's actual external borrowing need is reduced by the availability of revenue balances. The Treasury policy allows for the external investment of these balances at

advantageous rates but with due regard for security of capital invested. Investment of surplus balances in general will be limited to cash flow and liquidity management although the interest rate outlook will be kept under review to identify any opportunities for longer term investment.

- 3.6.2 The approved lending list is based upon the assessment of the financial standing of counterparties as determined by international credit rating agencies and further refined and updated by the Council's advisors on a continual basis. The lending list is often further restricted based upon the Council's own view of the credit worthiness of counter-parties
- 3.6.3 The investment strategy allows for the Council to invest in the most highly rated financial institutions around the world. The Council will only lend up to a maximum of £15m to financial institutions that are rated as excellent. There is also a limit of £5m for financial institutions that are rated as very good.
- 3.6.4 Any changes in the investment environment are being monitored closely as is the effect on the credit list supplied by the Councils Treasury Advisors. Other factors are also used in determining potential counterparties for the investment of funds over and above credit ratings
- 3.6.5 The Council under its existing Treasury Management Policy Statement has the authorisation to use Money Market Funds which it has not utilised to date. The rates offered on Call accounts by both the Councils bankers and by other banks offering similar products continues to be at low levels. This is thought to reflect the cost of carrying such cash on the balance sheet of these organisations under Basel III rules. As a result the levels on offer are at or below rates available from Money Market Funds which carry a higher credit worthiness rating. A review of the utility of these funds is being undertaken for depositing short term cash balances and any decision to utilise these accounts will be made under delegations already in place to the Deputy Chief Executive.
- 3.6.6 The Prudential code requires that Councils set limits on investments for periods longer than 364 days. It is proposed to maintain the limits as outlined below and roll the limit forward into 2019/20

Recommended: Upper limit on sums invested for periods longer than 364 days (no change):

Total principal sum invested for a period longer than 364 days	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Upper limit	150	150	150	150

3.7 Treasury Management Policy Statement

- 3.7.1 The Treasury Management Policy Statement has been updated for changes made to the Councils officer delegation scheme. These are reflected in at Appendix D.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 This report sets the treasury management strategy and as such there is no need to consult the public. In establishing this strategy, consultation with the Council's treasury advisors has taken place.
- 4.1.2 The borrowing requirement is an outcome of the capital programme which has been the subject of consultation and engagement as outlined in the capital programme report elsewhere on this agenda.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Equality, diversity, cohesion and integration requirements are addressed as part of individual capital scheme and programme approvals. The borrowing to deliver these capital schemes is executed through treasury strategy and as such there are no further equality diversity cohesion and integration issues. An equality screening document is attached at Appendix C.

4.3 Council policies and Best Council Plan

- 4.3.1 Treasury Management strategy secures funding to support the Council's Policies and City Priorities as set out in the Council capital programme and is consistent with the Best Council Plan.

4.4 Resources and Value for Money

- 4.4.1 This treasury strategy recognises the borrowing necessary to fund the capital programme requirements of both General Fund and HRA. The revenue costs of borrowing are included within the revenue budgets of the general fund and HRA.
- 4.4.2 The updated strategy 2016/17 is forecast to be £8m below the budget mainly due to changes relating to historic MRP.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 In accordance with the Council's Budget and Policy Framework, decisions on borrowing limits, treasury management indicators, investment limits and the Treasury Management Policy Statement are approved by Council. As such, recommendations 6.2 to 6.5 are not subject to call in.

4.6 Risk Management

- 4.6.1 This report sets out the framework for the treasury strategy for the year ahead. The execution of strategy and associated risks are kept under regular review through:
- Monthly reports to the Finance Performance Group
 - Quarterly strategy meetings with the Deputy Chief Executive and the Council's treasury advisors
 - Regular market, economic and financial instrument updates and access to real time market information

5 Conclusions

- 5.1 The Council's level of external debt at 31st March 2017 is anticipated to be £1,877m, £72m higher than expected in November 2016, rising to £2,019m in 2017/18 and to £2,103m by 2018/19.
- 5.2 The cost of debt is forecast to increase by £2.8m before MRP adjustments are taken into account. The impact of MRP adjustments will see an overall reduction in Debt costs of £4m in 2017/18 despite the increased the capital programme.
- 5.3 The uncertainty and risks around economic forecasts will result in further caution being adopted in the management of debt and investments and the opportunity to secure longer term debt at the appropriate time will be kept under review.
- 5.4 The Treasury Management Policy Statement has been updated to reflect internal changes to the governance arrangements and officer delegations.

6 Recommendations

That the Executive Board:

- 6.1 Approve the treasury strategy for 2017/18 as set out in Section 3.3 and note the review of the 2016/17 strategy and operations set out in Sections 3.1 and 3.2.

That Executive Board recommend to full Council that:

- 6.2 The borrowing limits for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.4 and note the changes to both the Operational Boundary and the Authorised limits.
- 6.3 The treasury management indicators for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.5.
- 6.4 The investment limits for 2016/17, 2017/18, 2018/19 and 2019/20 be set as detailed in Section 3.6.
- 6.5 The revised Treasury Management Policy Statement is adopted.

7 Background documents ¹

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.

Leeds City Council - Prudential Indicators 2016/17 - 2019/20

No.	PRUDENTIAL INDICATOR	2016/17	2017/18	2018/19	2019/20
(1). EXTRACT FROM BUDGET AND RENT SETTING REPORTS					
1	Ratio of Financing Costs to Net Revenue Stream General Fund - Excluding DSG (Note 1)	10.37%	10.19%	12.58%	11.51%
2	HRA	10.48%	11.28%	11.38%	11.59%
3	Estimates of the Incremental Impact of new capital investment decisions increase in council tax B7(band D, per annum) (Note 2)	£ . P	£ . P	£ . P	£ . P
4	increase in housing rent per week	13.60	50.72	77.25	97.89
		0.00	0.08	0.35	0.58
5	Net external borrowing requirement (Net Debt and CFR) The Net Borrowing Requirement should not exceed the capital financing requirement (Note 3)	£'000 1,877,000 OK	£'000 2,019,000 OK	£'000 2,103,000 OK	£'000 2,190,000 OK
6	Estimate of total capital expenditure General Fund	£'000 304,426	£'000 259,154	£'000 156,458	£'000 143,084
7	HRA	113,356	120,645	118,871	81,720
	TOTAL	417,782	379,799	275,329	224,804
8	Capital Financing Requirement (as at 31 March) General Fund	£'000 1,882,790	£'000 1,996,815	£'000 2,048,582	£'000 2,121,072
9	HRA	821,327	829,962	844,239	842,189
	TOTAL	2,704,117	2,826,777	2,892,821	2,963,261
9a	Limit of HRA Indebtedness as implemented under self financing	721,327	721,327	721,327	721,327

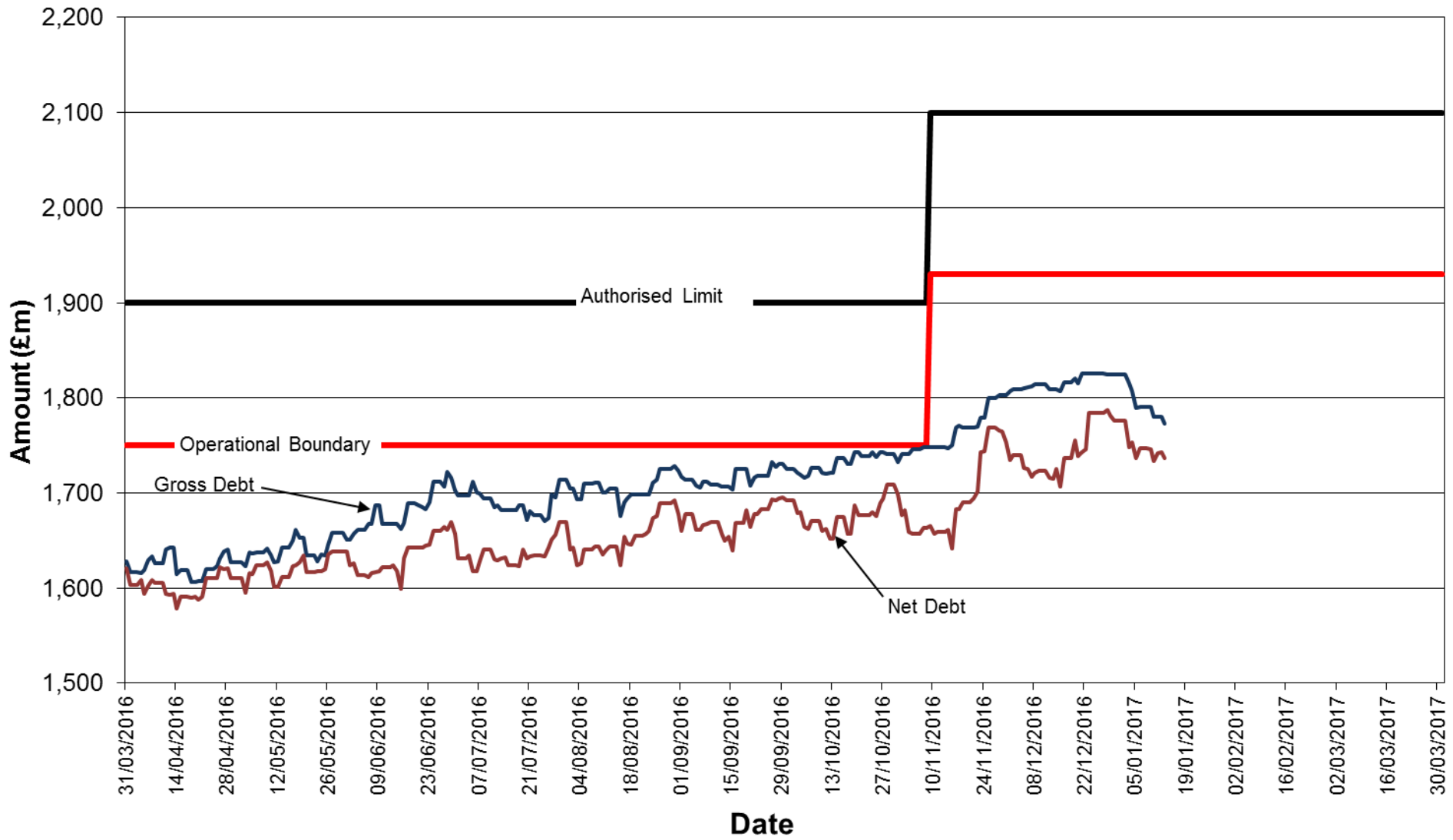
No.	PRUDENTIAL INDICATOR	2016/17	2017/18	2018/19	2019/20
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS					
		£'000	£'000	£'000	£'000
10	Authorised limit for external debt - (Note 5) borrowing other long term liabilities TOTAL	2,400,000 760,000 3,160,000	2,450,000 740,000 3,190,000	2,450,000 720,000 3,170,000	2,500,000 690,000 3,190,000
11	Operational boundary - (Note 5) borrowing other long term liabilities TOTAL	2,100,000 740,000 2,840,000	2,200,000 720,000 2,920,000	2,300,000 700,000 3,000,000	2,350,000 670,000 3,020,000
14	Upper limit for fixed interest rate exposure expressed as either:- Net principal re fixed rate borrowing / investments OR:- Net interest re fixed rate borrowing / investments	115%	115%	115%	115%
15	Upper limit for variable rate exposure expressed as either:- Net principal re variable rate borrowing / investments OR:- Net interest re variable rate borrowing / investments	40%	40%	40%	40%
17	Upper limit for total principal sums invested for over 364 days (Note 5) (per maturity date)	£'000 150,000	£'000 150,000	£'000 150,000	£'000 150,000
18	Net Debt as a percentage of Gross debt	98.53%	99.61%	99.62%	99.64%

16	Maturity structure of fixed rate borrowing 2015/16	Lower Limit	Upper Limit	Projected 31/03/2017	
	under 12 months	0%	15%	0%	
	12 months and within 24 months	0%	20%	14%	
	24 months and within 5 years	0%	35%	19%	
	5 years and within 10 years	0%	40%	9%	
	10 years and within 20 years			2%	
	20 years and within 30 years	25%	90%	0%	58%
	30 years and within 40 years			34%	
	40 years and within 50 years			22%	
				100%	

Notes.

- The indicator for the ratio of financing costs to net revenue stream for General Fund is now calculated based on the Net Revenue Charge less the Dedicated Schools Grant (DSG). The Government changed the funding of education to DSG from 2006/07.
- The code requires that the Council identifies the capital financing costs arising from unsupported borrowing expressed as the amount per band D property.
- In order to ensure that over the medium term net borrowing will only be for a capital purpose, the Council should ensure that net external borrowing does not exceed the total capital financing requirement in the preceding year plus estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.
- Prudential indicator 12 relates to actual external debt at 31st March, which will be reported in the Treasury Management Annual Report.
- Prudential indicator 13 relates to the adoption of the CIPFA Code of Practice on Treasury Management. The Council formally adopted this Code of Practice in March 2003, and the revised code in February 2010 and 2012

Prudential Code Monitoring 2016/17 - Debt



Appendix C

Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Resources	Service area: Capital, Insurance and Treasury Management
Lead person: Bhupinder Chana	Contact number: 88044

1. Title: Treasury Management Strategy 2017/18

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

The report sets out the treasury management strategy for 2017/18. The strategy outlines the approach to managing the Council's borrowing requirements in the light of its capital programme, cash balances and reserves and economic conditions including forecasts of interest rates.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		X X X

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

- **Key findings** (**think about** any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

- **Actions** (**think about** how you will promote positive impact and remove/ reduce negative impact)

5. If you are **not** already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment**.

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Bhupinder Chana	Head of Finance Supporting City Development Directorate and Strategy and Resources Directorate - Capital, Insurance and Treasury Management	18 th January 2017
Date screening completed		18 th January 2017

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent: 20 th January 2017
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Treasury Management Policy Statement

1 Introduction

- 1.1 The following document sets out the Treasury Management Policy Statement (TMPS) for the Authority, which fully complies with the requirements of the CIPFA Prudential Code and Code of Practice.

2 Background

- 2.1 CIPFA first published its Code of Practice on Treasury Management in May 1992. There have been subsequent revisions over the years culminating in the latest version of the code, the fully revised Third Edition 2011, which recommends that all public service organisations adopt, as part of their standing orders and financial procedures, the following four clauses.

- a) This Authority adopts the key recommendations of CIPFA's *Treasury Management in the Public Services: Code of Practice* (the Code), as described in Section 4 of that Code.
- b) Accordingly, this Authority will create and maintain, as the cornerstones of effective treasury management:
 - A TMPS (Treasury Management Policy Statement), stating the policies and approach to risk management of its treasury management activities
 - Suitable Treasury Management Practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities. A full set of TMP's are maintained on the Treasury Section
- c) The Executive Board will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a half year update and an annual report after its close, in the form prescribed in its TMP's.
- d) This organisation delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Executive Board, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with the organisation's TMPS and Treasury Management Practices and, if he/she is a CIPFA member, CIPFA's *Standard of Professional Practice on Treasury Management*.
- e) This organisation nominates the Corporate Governance and Audit committee to be responsible for ensuring the effective scrutiny of the treasury management strategy and Policies

- 2.2 CIPFA recommends that an organisation's TMPS adopts the following forms of words to define the policies and objectives of its treasury management activities:

- This organisation defines its treasury management activities as: "The management of the organisation's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its

treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation and any financial instruments entered into to manage these risks.

- This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

- 2.3 These key recommendations and form of words as specified above were adopted by the Executive Board on the 12th March 2003.
- 2.4 The operation of the Treasury Management function is governed by provisions set out under part 1 of the Local Government Act 2003 whereby the Council is required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities.
- 2.5 The Prudential Code requires that full Council set certain limits on the level and type of borrowing before the start of the financial year together with a number of Prudential Indicators. Any in year revision of these limits must similarly be set by Council.

3 Objectives of Treasury Management

- 3.1 The primary objective is to reduce the cost of debt management with which the other objectives are deemed to be consistent. Varying degrees of emphasis will be placed upon the “secondary objectives” at different times contingent upon prevailing market conditions.
- 3.2 The objectives are identified as follows:
- a) To reduce the cost of debt management;
 - b) To ensure that the management of the HRA and general fund is treated equally and new accounting principles are examined to provide benefits where possible;
 - c) To effect funding at the lowest point of the interest rate cycle;
 - d) To maintain a flexible approach regarding any financial matters that may affect the Authority;
 - e) To keep under constant review advice on investment/repayment of debt policy;
 - f) To maintain a prudent level of volatility dependent upon interest rates;
 - g) To set upper and lower limits for the maturity structure of its borrowings and to maintain a reasonable debt maturity profile;
 - h) To specifically ensure that Leeds City Council does not breach Prudential Limits passed by the Council;
 - i) To ensure that the TMPS is fully adhered to in every aspect.

4 Approved Activities of the Treasury Management Operation

- 4.1 The approved activities of the Treasury Management operation cover:
- a. borrowing;
 - b. lending;

- c. debt repayment and rescheduling;
 - d. financial instruments new to the authority (including financial derivatives);
 - e. risk exposure; and
 - f. cash flow.
- 4.2 It is the Council's responsibility to approve the TMPS. The Executive Board will receive and consider as a minimum:
- a) an annual treasury management strategy before the commencement of the new financial year (which sets out the likely operations for the forthcoming year);
 - b) a mid-year update on treasury strategy;
 - c) an annual report on the treasury management activity after the end of the year to which it relates.
- 4.3 The Chief Finance Officer will:
- a) implement and monitor the TMPS, revising and resubmitting it for consideration to the Executive Board and the Council, periodically if changes are required;
 - b) draft and submit a Treasury Management Strategy to the Executive Board, in advance of each financial year;
 - c) draft and submit an update report on treasury management activity to the Executive Board
 - d) draft and submit an annual report on treasury management activity to the Executive Board; and
 - e) implement and monitor the Strategy, reporting to the Executive Board any material divergence or necessary revisions as and when required;

5 Formulation of Treasury Management Strategy

- 5.1 Whilst this TMPS outlines the procedures and considerations for the treasury function as a whole, requiring revision occasionally, the Treasury Management Strategy sets out the specific expected treasury activities for the forthcoming financial year. This strategy will be submitted to the Executive Board for approval before the commencement of each financial year.
- 5.2 The formulation of the annual Treasury Management Strategy involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter term variable interest rates (for instance, the Council may postpone borrowing if fixed interest rates are falling).
- 5.3 The Treasury Management Strategy is also concerned with the following elements:
- a) the prospects for interest rates;
 - b) the limits placed by Council on treasury activities (per this TMPS);
 - c) the expected borrowing strategy;

d) the temporary investment strategy;

e) the expectations for debt rescheduling.

- 5.4 The Treasury Management Strategy will establish the expected move in interest rates against alternatives (using published forecasts where applicable), and highlight sensitivities to different scenarios.

6 Approved Methods and Sources of Raising Capital Finance

- 6.1 Under the Local Government Act 2003 a local authority may borrow money for:

- a) for any purpose relevant to its functions under any enactment, or
- b) for the purposes of the prudent management of its financial affairs.

A local authority may not, without the consent of the Treasury, borrow otherwise than in sterling.

- 6.2 Local authorities have in the past only been able to raise finance in accordance with the Local Government and Housing Act 1989, and within this limit the Council has a number of approved methods and sources of raising capital finance. These are:

		Fixed	Variable
	Public Works Loans Board (PWLB)	•	•
	European Investment Bank (EIB)	•	•
*	Stock Issues	•	•
	Market Long-Term	•	•
	Market Temporary	•	•
	Local Temporary	•	•
*	Local Bonds	•	
	Overdraft		•
*	Negotiable Bonds	•	•
	Internal (capital receipts & revenue balances)	•	•
*	Commercial Paper	•	
*	Medium Term Notes	•	
	Finance Leases	•	•

* (Not used at present by this Council)

- 6.3 The revised treasury management code of practice (2011), through the Localism Act 2011, gave local authorities the power to use derivatives for interest rate risk Management. These instruments will only be used after a review of their appropriateness for interest rate risk management is undertaken.

7 Approved Instruments and Organisations for Investments

- 7.1 With effect from the 1st April 2004, to coincide with the introduction of the prudential code, new legislation has been issued to deal with the issue of Local Government Investments. This legislation lifts the restrictions on Councils with external debt to not hold investments for more than 364 days. Further freedoms are also provided which will give Councils greater flexibility and hence access to

higher returns, provided that any investment strategy is consistent with the new prudential framework.

- 7.2 The Council will have regard to the CLG Guidance on Local Government Investments (second Edition) issued in March 2010 and CIPFAs Treasury Management in Public Services Code of Practice and Cross Sectoral Guide. The Council's investment priorities are:
- a) The security of capital
 - b) The liquidity of investments
 - c) and finally, the yield of the investment
- 7.3 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The Council does not have the authority to undertake borrowing purely to invest or lend and make a return as this is unlawful and will not engage in such activity.
- 7.4 The Chief Finance Officer will formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising time, type and specific counterparty limits. This criterion is outlined below. Should any revisions occur to the criteria, they will be submitted to the Executive Board for approval. Where individual counterparties newly obtain the required criteria, they will be added to the list. Similarly, those ceasing to meet the criteria will be immediately deleted. The criteria uses ratings from the three rating agencies and those relating to Fitch are explained in Annexe A.
- 7.5 The Council's approved Treasury Policy is to use the recommended lending list provided by the Council's treasury advisers. This list is compiled on a matrix approach using data from recognised international credit rating agencies as well as information on individual counterparties drawn from Credit Default Swap (CDS) levels, which provide ratings of institutions across four categories. The rankings of institutions regarded as excellent is split into five colours (red, orange, blue, purple and yellow) to reflect the length of time over six months that amounts can be placed with them and to reflect the explicit support level given to UK part nationalised banks (Blue), and the special category for investment in UK gilts, supranational's and collateralised deposits (Yellow). Regular updates are made to this list, as institutions' credit ratings change. The use of the list was introduced and reported to Executive Board in the Treasury Strategy and Policy report of February 2002.

The following investment limits are applied by the Council's Treasury policy:

Advisor Ranking	Meaning	Limit on Amount Lent	Current Limits on Duration
General Bank			
Green	Good	£5m	3 Months
Red	Excellent	£15m	6 Months
Orange	Excellent	£15m	1 Year
Purple	Excellent	£15m	2 Years
Other			
Blue	Excellent	£15m	1 Year
Yellow	Excellent	£15m	5 Years

The CDS subjective overlay is then applied to the General banks and further reduces the suggested limits of duration as shown in the following table:

Initial Duration (Months)	Suggested Duration (watch/outlook)	CDS Status	Suggested Adjusted Colour	Adjusted Duration (Months)
0	N/C	In Range	N/C	0
0	N/C	Monitoring	N/C	0
0	N/C	Out of Range	N/C	0
3	G	In Range	G	3
3	G	Monitoring	N/C	0
3	G	Out of Range	N/C	0
6	R	In Range	R	6
6	R	Monitoring	G	3
6	R	Out of Range	N/C	0
12	O	In Range	O	12
12	O	Monitoring	R	6
12	O	Out of Range	N/C	0
24	P	In Range	P	24
24	P	Monitoring	O	12
24	P	Out of Range	N/C	0

7.6 The Council will lend up to £15 million to an institution ranked as ‘excellent’ and up to £5 million for up to 3 months to an institution ranked as ‘good’. A number of these institutions exist within the same group of companies as parents or subsidiaries. A limit to the risk exposure of the Council for groups of banks borrowing limit has also been set of £30m. These limits do not apply to the Councils’ banker where we have an unlimited deposit facility as part of our banking arrangements. The Council’s banking arrangements are the subject of a separate contract, and as such volumes and levels of transactions are not subject to the counterparty ratings and limits that are in place on external investments. Other local authorities are classified with an excellent rating and as such attract a £15m investment limit for a maximum of 5 years (Yellow classification).

7.7 Within the investment limits outlined above the Council has access to a number of investment instruments. These are listed below as specified and non-specified

investment categories. Specified investments are defined as “minimal procedural formalities” under the March 2004 ODPM guidance revised 2010 under DCLG.

a) **Specified Investments**

(All such investments will be sterling denominated, with **maturities of any period meeting** the minimum ‘high’ rating criteria where applicable)

Fixed Term Deposits with fixed rates	Use
Debt Management Agency Deposit Facility	In-house
Term deposits – local authorities	In-house
Term deposits – banks and building societies	In-house and fund managers

In the following table the determination as to whether the following are specified or non-specified is at the discretion of the Authority depending on the element of the return that is fixed, **provided that the maturity of the investment falls within 1 year.**

Fixed term deposits with variable rate and variable maturities: -	
1. Callable deposits	In-house and fund managers
2. Range trade	In-house and fund managers
3. Snowballs	In-house and fund managers
Certificates of deposits issued by banks and building societies	In-house buy and hold and fund managers
UK Government Gilts	In-house buy and hold and Fund Managers
Bonds issued by multilateral development banks	In-house on a ‘buy-and-hold’ basis. Also for use by fund managers
Bonds issued by a financial institution which is guaranteed by the UK government	In-house on a ‘buy-and-hold’ basis. Also for use by fund managers
Sovereign bond issues (i.e. other than the UK government)	In house on a ‘buy and hold basis’ and Fund Managers
Treasury Bills	Fund Managers
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):	
1. Money Market Funds	In-house and fund managers
2. Enhanced cash funds	In-house and fund managers
3. Short term funds	In-house and fund managers
4. Bond Funds	In-house and Fund Managers
5. Gilt Funds	In-house and Fund Managers

Note: If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

b) **Non-Specified Investments:**

Non-specified investments are those where the return is uncertain.

Maturities of ANY period.

	Use
Corporate Bonds : <i>the use of these investments would constitute capital expenditure</i>	In house on a 'buy and hold basis' and Fund Managers
Floating Rate Notes : <i>the use of these investments would constitute capital expenditure unless they are issued by a multi lateral development bank</i>	Fund managers

All the investments in the following table are non-specified as returns could be uncertain and **the maturity of the investment is greater than 1 year.**

Fixed term deposits with variable rate and variable maturities	
1. Callable deposits	In-house and fund managers
2. Range trade	In-house and fund managers
3. Snowballs	In-house and fund managers
Certificates of deposits issued by banks and building societies	In house on a 'buy and hold basis' and Fund managers
UK Government Gilts	In house on a 'buy and hold basis' and Fund Managers
Bonds issued by multilateral development banks	In-house on a 'buy-and-hold' basis. Also for use by fund managers
Bonds issued by a financial institution which is guaranteed by the UK government	In-house on a 'buy-and-hold' basis. Also for use by fund managers
Sovereign bond issues (i.e. other than the UK govt)	In house on a 'buy and hold basis' and Fund Managers
Collateralised deposits	In house and fund managers
Property fund: <i>the use of these investments would constitute capital expenditure</i>	Fund manager
1. Bond Funds	In-house and Fund Managers
2. Gilt Funds	In-house and Fund Managers
Collective Investment Schemes structured as Open Ended Investment Schemes	
Bond Funds	In-house and Fund Managers
Gilt Funds	In-house and Fund Managers

7.8 The Chief Finance Officer will continue to monitor the range of investment instruments available and make changes to the list as appropriate.

8 Investments on Behalf of Council Managed Charities and Trusts

8.1 The Council currently invests surplus balances on behalf of trust funds and Charities in the name of the Council and investments are within the overall counterparty limits identified in 7.6 above.

8.2 To provide the Council and Charities/Trusts with a greater degree of flexibility the Council will have the option to invest monies on behalf of charities and trusts over

and above the Council's own investment limits. This additional investment will be subject to individual Charity/Trust fund Board approval.

- 8.3 The Council only invests in those counterparties that are on the approved list as per the investment criteria outline in 7.5 above. Investments made on behalf of Charities/Trust funds are subject to the same criteria unless there is specific Charity/Trust fund approval in place to invest in other counterparties.

9 Policy on Interest Rate Exposure

- 9.1 As required by the Prudential Code, the Council must approve before the beginning of each financial year the following treasury limits:
- a) the overall borrowing limit;
 - b) the maximum proportion of interest on borrowing which is subject to variable rate interest.
- 9.2 The Chief Finance Officer is responsible for incorporating these limits into the Annual Treasury Management Strategy, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the Chief Finance Officer shall submit the changes for approval to the Executive Board before submission to the full Council for approval.

10 Policy on External Managers

- 10.1 The Council has taken the view that the appointment of external fund managers would not provide an enhanced return over what could be achieved by managing investment in house.
- 10.2 However, the fact that a fund manager's expertise allows for a wider investment portfolio than would be operated by Council officers may give opportunities for capital gains to supplement interest earned on investment of revenue balances.
- 10.3 It is felt appropriate therefore that the Policy allows for the use of external fund managers and although none are being used at present, this situation will be kept under review. Appointment of a fund manager would take place following a tender exercise and submissions on target performance.

11 Policy on Delegation and Review Requirements and Reporting Arrangements

- 11.1 The Council is responsible for determining the borrowing limits detailed in section 8 above. Other responsibilities and duties are delegated as follows.
- 11.2 The Executive Board has responsibility for determining and reviewing treasury strategy and performance. (See section 5 above).
- 11.3 The Chief Finance Officer and through him/her to his/her staff has delegated powers for all borrowing and lending decisions. This delegation is required in order that the authority can react immediately to market interest rate movements and therefore achieve the best possible terms. The Chief Finance Officer and staff will operate in accordance with the Code of Practice for Treasury Management in Local Authorities.
- 11.4 The treasury management governance framework and the delegations within the Strategy and Resources Directorate shall operate on the following basis and is summarised in Annexe B:

- a) The practical organisation within the Strategy and Resources Directorate is that all aspects of borrowing/lending strategy over the year are determined or reported to regular monthly meetings of the Finance Performance Group attended by the Chief Officer (Audit and Investments), Chief Officer (Financial Services) and Heads of Finance. Quarterly, treasury strategy review meetings take place with the Chief Finance Officer, Chief Officer (Audit and Investments), Chief Officer (Financial Services), the Head of Finance (Capital Insurance and Treasury Management) and the Senior Treasury Manager.
- b) Implementation of decisions at such meetings and the day to day management of the Treasury Operations are delegated without limit to the Chief Officer (Financial Services) or in his/her absence and through him/her to either the Chief Officer (Audit and Investments), Head of Finance (Capital Insurance and Treasury Management) or the Senior Treasury Manager and on occasions the Assistant Finance Manager.
- c) Consultations will be made by the Chief Finance Officer on Treasury Management matters with:
- The Chief Executive: so that he/she can ensure proper Treasury systems are in place and are properly resourced.
 - External Treasury Advisers: so that they can advise and monitor the process of fixing strategy and policy on Treasury Matters and advise on the economic outlook, prospects for interest rates and credit worthiness

Annexe A

FITCH CREDIT RATING DEFINITIONS

Source: Fitch Ratings

International Short-Term Credit Ratings

A short-term rating has a time horizon of less than 12 months for most obligations, or up to three years for US public finance securities, and thus places greater emphasis on the liquidity necessary to meet financial commitments in a timely manner.

F1 *Highest credit quality.* Indicates the strongest capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.

F2 *Good credit quality.* A satisfactory capacity for timely payment of financial commitments, but the margin of safety is not as great as in the case of the higher ratings.

F3 *Fair credit quality.* The capacity for timely payment of financial commitments is adequate; however, near-term adverse changes could result in a reduction to non-investment grade.

B *Speculative.* Minimal capacity for timely payment of financial commitments, plus vulnerability to near-term adverse changes in financial and economic conditions.

C *High default risk.* Default is a real possibility. Capacity for meeting financial commitments is solely reliant upon a sustained, favourable business and economic environment.

D *Default.* Denotes actual or imminent payment default. "+" or "-" may be appended to a rating to denote relative status within major rating categories. Such suffixes are not added to the 'AAA' long-term rating category, to categories below 'CCC', or to short-term ratings other than 'FI'.

International Long-Term Credit Ratings Investment Grade

AAA *Highest credit quality.* 'AAA' ratings denote the lowest expectation of credit risk. They are assigned only in case of exceptionally strong capacity for timely payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.

AA *Very high credit quality.* 'AA' ratings denote a very low expectation of credit risk. They indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

A *High credit quality.* 'A' ratings denote a low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.

BBB *Good credit quality.* 'BBB' ratings indicate that there is currently a low expectation of credit risk. The capacity for timely payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions are more likely to impair this capacity. This is the lowest investment-grade category.

Speculative Grade

BB *Speculative.* 'BB' ratings indicate that there is a possibility of credit risk developing, particularly as the result of adverse economic change over time; however, business or

financial alternatives may be available to allow financial commitments to be met. Securities rated in this category are not investment grade.

B *Highly speculative.* 'B' ratings indicate that significant credit risk is present, but a limited margin of safety remains. Financial commitments are currently being met; however, capacity for continued payment is contingent upon a sustained, favourable business and economic environment.

CCC, CC *High default risk.* Default is a real possibility. Capacity for meeting and C financial commitments is solely reliant upon sustained, favourable business or economic developments. A 'CC' rating indicates that default of some kind appears probable. 'C' ratings signal imminent default.

DDD, DD *Default.* The ratings of obligations in this category are based on and D their prospects for achieving partial or full recovery in a reorganisation or liquidation of the obligor. 'DDD' designates the highest potential for recovery of amounts outstanding on any securities involved. 'DD' indicates expected recovery of 50% - 90% of such out standings, and 'D' the lowest recovery potential, i.e. below 50%.

Individual Ratings

Fitch's Individual Ratings attempt to assess how a bank would be viewed if it were entirely independent and could not rely on external support. These ratings are designed to assess a bank's exposure to, appetite for, and management of risk and thus represents Fitch's view on the likelihood that it would run into significant difficulties such that it would require support.

A A very strong bank. Characteristics may include outstanding profitability and balance sheet integrity, franchise, management, operating environment, or prospects.

B A strong bank. There are no major concerns regarding the bank. Characteristics may include strong profitability and balance sheet integrity, franchise, management, operating environment or prospects.

C An adequate bank which, however, possesses one or more troublesome aspects. There may be some concerns regarding its profitability and balance sheet integrity, franchise, management, operating environment or prospects.

D A bank which has weaknesses of internal and/or external origin. There are concerns regarding its profitability and balance sheet integrity, franchise, management, operating environment or prospects .

E A bank with very serious problems which either requires or is likely to require external support.

Note: In addition, FITCH uses gradations among these five ratings, i.e AIB, BIC, CID, and DIE.

Support Ratings

Support/Legal Ratings do not assess the quality of a bank. Rather, they are Fitch's assessment of whether it would receive support in the event of difficulties. Fitch emphasises that these ratings constitute their opinions alone - although they may discuss the principles underlying them with the supervisory authorities, the ratings given to banks are Fitch's own and are not submitted to the authorities for their comment or endorsement.

1 A bank for which there is an extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to

support the bank in question. This probability of support indicates a minimum Long-term rating floor of 'A-'.

2 A bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to provide support to the bank in question. This probability of support indicates a minimum Long-term rating floor of 'BBB-'.

3 A bank for which there is a moderate probability of support because of uncertainties about the ability or propensity of the potential provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'BB-'.

4 A bank for which there is a limited probability of support because of significant uncertainties about the ability or propensity of any possible provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'B'.

5 A bank for which external support, although possible, cannot be relied upon. This may be due to a lack of propensity to provide support or to very weak financial ability to do so. This probability of support indicates a Long-term rating floor no higher than 'B-' and in many cases no floor at all.

It must be emphasised that in the Support rating Fitch is not analysing how "good" or "bad" a bank is, but merely whether in Fitch's opinion it would receive support if it ran into difficulties.

Treasury Management Governance Framework

FULL COUNCIL	EXECUTIVE BOARD	CORPORATE GOVERNANCE & AUDIT COMMITTEE	RESOURCES AND COUNCIL SERVICES SCRUTINY BOARD
Setting Borrowing limits	Treasury Management Strategy	Adequacy of Treasury Management policies and practices	Review / scrutinise any aspects of the Treasury management function
Changes to borrowing limits	Monitoring reports in year	Compliance with statutory guidance	
Treasury Management Policy	Performance of the treasury function		

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↓ DELEGATIONS TO OFFICERS

DELEGATION SCHEME	TO WHOM	FUNCTION DELEGATED
Officer delegation scheme (Executive Functions)	Deputy Chief Executive	Making arrangements for the proper administration of the authority's financial affairs
Directors delegation under Articles, Specific delegations of the Deputy Chief Executive 12.4 Page 10	Discharged through Chief Officer Financial Services	Making arrangements for the proper administration of the authority's financial affairs (includes S151 responsibilities as his deputy)
Executive Functions Specific Delegations Page 24 (d) Treasury Management	To Chief Officer Financial Services	The provision of financial services, including treasury management (encompassing the making of payments and borrowing of loans)
Miscellaneous Functions - Financial Regulation 20: Treasury Management Page 32	Function delegated to Chief Officer (Financial Services) with the power to sub delegate to the Chief Officer (Audit and Investments)	To ensure that all investment and borrowing is valid, accurate, efficient, properly accounted for and in accordance with statutory and corporate requirements

↓ OPERATIONAL AUTHORITY OF OFFICERS/CONTROL FRAMEWORK

POLICY DOCUMENT	TO WHOM	OPERATIONAL AUTHORITY
Treasury Management Policy Statement (section 11) Policy on Delegation and Review Requirements and Reporting Arrangements	Chief Off. Financial Services Chief Off. Audit & Investment Head of Finance - Capital, Insurance and Treasury Management Senior Treasury Manager Assistant Finance Manager	Implementation of decisions taken at Treasury strategy review meetings and day to day management of treasury operations
CIPFA: Code of Practice Prudential Code Guidance Notes	Head of Finance - Capital, Insurance and Treasury Management Senior Treasury Manager Assistant Finance Manager	Ensure compliance and that any changes are reflected in the operating framework.

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EXECUTIVE BOARD

WEDNESDAY, 8TH FEBRUARY, 2017

PRESENT: Councillor J Lewis in the Chair

Councillors A Carter, R Charlwood,
D Coupar, S Golton, R Lewis, L Mulherin,
M Rafique and L Yeadon

APOLOGIES: Councillor J Blake

131 Chair of the Meeting

In accordance with Executive and Decision Making Procedure Rule 3.1.5, in the absence of Councillor Blake who had submitted her apologies for absence from the meeting, Councillor J Lewis, as Deputy Leader, presided as Chair of the Board for the duration of the meeting.

132 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 to the report entitled, 'Long Term Leases for Third Sector Affordable Housing Associations', referred to in Minute No. 144 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). As this report relates to the granting of leases to 3rd sector affordable housing providers it is considered that the public interest in maintaining the content of Appendix 1 as exempt from publication outweighs the public interest in disclosing the information;
- (b) Appendix 1 to the report entitled, 'Design and Cost Report for the Acquisition of Unit 5, Landmark Court for Council Accommodation', referred to in Minute No. 146 is designated as exempt from publication 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 it relates to the financial or business affairs of a particular of a person and 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 relates to a financial offer that the Council has submitted to purchase

Draft minutes to be approved at the meeting
to be held on Wednesday, 22nd March, 2017

the property in a one to one negotiation 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 the completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time;

- (c) Appendix 2 to the report entitled, 'Relocation of the Medical Needs Teaching Service from the Grafton Centre' referred to in Minute No.151 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within it relates to the financial or business affairs of the Council. It is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to the potential future disposal of the site in question by prospective purchasers having 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 any disposal transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

133 Late Items

No formal late items of business were added to the agenda, however, prior to the meeting, Members were in receipt of supplementary information to agenda item 17 (Leeds Site Allocations Plan Submission Draft Stage (Including Advertisement of Pre-Submission Changes to the Plan)) which sought the Board's approval to recommend that full Council agrees to provide the necessary authority to the independent inspector appointed to hold Public Examination in order to enable the Inspector to make modifications to the Submission Draft of the Aire Valley Leeds Area Action Plan.

In addition, regarding the same agenda item, prior to the meeting Members were also in receipt of an updated version of a plan concerning Site Reference: MX2-39 (5372) – Parlington Estate, Aberford (Phase 1) which formed part of appendix 2 to the submitted report. (Minute No. 148 refers).

In addition to this, Members were also in receipt of an addendum to agenda item 24 (Update on the Green Care Home), which updated paragraph 3.2 of the submitted report and provided Members with the latest position on this matter. (Minute No. 136 refers).

134 Declaration of Disclosable Pecuniary Interests

There were no declarations of interest made at the meeting.

135 Minutes

RESOLVED – That the minutes of the previous meeting held on 14th December 2016 be approved as a correct record.

HEALTH, WELLBEING AND ADULTS

136 Update on The Green care home

Further to Minute No. 99 of the Executive Board meeting held on 16th November 2016, and also further to Minute No. 68(b) of the Council meeting held on 11th January 2017, the Director of Adult Social Services submitted a report which provided an update regarding The Green residential care home, following a previous decision about its future as part of the Better Lives Phase Three review of services.

In receiving the submitted report, Board Members were also in receipt of an update on the current position in the form of an addendum to paragraph 3.2 of the submitted report. The update presented to Members notified the Board that further to the written commitment in principle, the Council had now received written confirmation that all three CCGs had committed to supporting up to 37 beds for intermediate / recovery services. It was intended that the 37 beds would be provided at The Green.

In presenting the report, the Executive Member paid tribute to all concerned for the extensive work which had been undertaken on this issue to date. In addition, emphasis was placed upon the high levels of demand for intermediate care in the city and how this proposal looked to maximise the use of resource in order to help to address such demands. Furthermore, it was noted that a transition plan for The Green would be submitted to the Board in due course, with it also being reiterated that individual residents of The Green, and their families, would be supported throughout any transition process.

In receiving and responding to concerns raised regarding the process by which the Council had reached the current position, the Board received reassurances: specifically noting that in terms of funding for the 37 bed provision, this had been secured as part of the wider NHS development of intermediate care beds and the Council and CCG intended to draw up a funding agreement for the service as part of the Better Care Fund arrangements. In addition, reassurance was also provided on next steps, the process by which any transition would be progressed and received further information on the associated timescales.

RESOLVED – That the contents of the submitted report, including the updated information provided to Board Members in the form of an addendum to paragraph 3.2 of the submitted report, be noted.

(Given that the substantive decisions taken on such matters were the subject of a previous Call In, the matters referred to within this minute were not eligible for Call In)

ECONOMY AND CULTURE

- 137 Leeds European Capital of Culture 2023 and Leeds Cultural Strategy**
Further to Minute No. 178, 18th March 2015, the Director of City Development submitted a report providing an update on the timescale of Leeds' bid to become European Capital of Culture 2023, and also providing details on the development of the new Culture Strategy for Leeds 2017-2030.

In addition, the Board also received a presentation from the Chief Officer and the Principal Officer (Culture and Sport) which accompanied the submitted report. In receiving the presentation, it was noted that a formal consultation exercise in respect of the proposed Culture Strategy was to be undertaken, following which the Strategy was scheduled to be submitted to the Board in June 2017 for consideration.

Responding to the presentation, the engagement process undertaken to date was welcomed, with Members highlighting the importance of continuing to liaise with children and young people and those groups representing them as part of the process to develop the strategy and the bid.

RESOLVED – That the contents of the submitted report, together with the accompanying presentation, be noted.

- 138 Revenue Budget Proposals and Capital Programme**
Further to Minute No.130, 14th December 2016, the Deputy Chief Executive submitted a report regarding the proposals for the City Council's Revenue Budget for 2017/2018 and the Leeds element of the Council Tax to be levied in 2017/2018.

The Board noted that the final Local Government Finance Settlement was still to be received from Government, and as such, the submitted reports were based upon the provisional Settlement, with Members discussing the implications of such matters when considering the overall budget setting process.

Members also highlighted the high level of demand which existed in respect of adult social care provision, and the limited resources available to meet such demands.

(A) Leeds City Council Revenue Budget and Council Tax 2017/2018

RESOLVED –

- (a) That Executive Board recommends to Council the adoption of the following:
- i. That the revenue budget for 2017/18 totalling £492.67m be approved.
This means that the Leeds element of the Council Tax for 2017/18 will

Draft minutes to be approved at the meeting to be held on Wednesday, 22nd March, 2017

increase by 1.99% plus the adult social care precept of 3%. This excludes the Police and Fire precepts which will be incorporated into the report to be submitted to Council on the 22nd February 2017;

- ii. That approval be given for grants totalling £75k to be allocated to parishes;
 - iii. That approval be given to the strategy at appendix 9 of the submitted report in respect of the flexible use of capital receipts;
 - iv. That, in respect of the Housing Revenue Account, Council be recommended to approve the budget with:
 - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 2% in dwelling rents in PFI areas.
 - A 5% increase in garage rents.
 - A 2% increase in district heating charges.
 - That service charges for multi-storey flats be increased by £2 per week.
 - That service charges for low/medium rise properties be increased by £1 per week.
 - That the charge for tenants who benefit from the sheltered support service currently paying £2 a week be increased to £4 per week.
- (b) That officers be authorised to begin consultations without delay on the proposals to introduce new fees and charges and increases to existing fees and charges;
- (c) That the Executive Board's thanks be extended to Scrutiny Boards for their comments, and in considering the specific recommendations made:
- i) The Board agrees that, during 2017/18, there should be further review of fees and charges, including revisiting the previous report and recommendations from Scrutiny Board (Strategy and Resources) in order to help ensure that the Council maximises its income streams;
 - ii) The Board agrees that, as part of the development of the 'Leeds £' approach, there should be a review of joint funding arrangements in order to help ensure a consistent and strategic approach that is fair and equitable to all partners involved;
 - iii) The Board agrees that, where any directorate is anticipating a significant budget overspend, support be given to the need for the section 151 Officer and the relevant Director to work closely and proactively with the relevant Scrutiny Board in order to provide suitable assurance that there is robust financial risk management and transition planning in place;
 - iv) The Board agrees that for all proposed budget savings, there is a clear narrative that explains how the savings will be achieved, including (but not limited to) service redesign and service commissioning/ decommissioning;

Draft minutes to be approved at the meeting to be held on Wednesday, 22nd March, 2017

- v) The Board notes the comments of the Scrutiny Board (Adult Social Services, Public Health, NHS) in respect of the Adult Social Care precept and the assurances provided through the submitted report on the justification and how the additional funding will be utilised.
- (d) That the update to the 2017/18 to 2019/20 medium-term financial strategy, and the intention to present a fully updated financial strategy to the Board at its meeting in July 2017, be noted.

(B) Capital Programme Update 2017 – 2020

The Deputy Chief Executive submitted a report setting out the proposed Capital Programme for the period 2017-2020.

RESOLVED –

- (a) That Executive Board recommends to Council:
 - (i) the approval of the Capital Programme for 2017-20 totalling £1,282.4m, including the revised projected position for 2016/17, as presented in Appendix F to the submitted report;
 - (ii) the approval of the revised Minimum Revenue Provision (MRP) policy for 2016/17, as set out in Appendix D to the submitted report.
- (b) That Executive Board approval be given to the list of land and property sites shown in Appendix B of the submitted report to be disposed of in order to generate capital receipts for use in accordance with the MRP policy;
- (c) That Executive Board approval be given to the following injections into the capital programme:
 - £116.2m, of annual programmes as set out in Appendix A(iii) of the submitted report to be funded by £37.2m LCC borrowing, £8.5m HRA Borrowing, £64.5m of HRA specific resources and £6.0m of general fund specific resources;
 - £20.3m, of pressures as set out in Appendix A(iii) to the submitted report funded by £14.3m of net borrowing and £6.0m of general fund specific resources.

(With it being noted that the above resolutions to inject funding of £136.5m will be implemented by the Chief Officer (Financial Services)).
- (d) That Executive Board approval be given to the delegation of the future injections and 'authority to spend' of the acquisition of strategic assets in support of the Council's financial strategy, to the Director of City Development and the Chief Finance Officer in consultation with the relevant Executive Board Member for Regeneration, Transport and Planning and Group Leaders of Executive Board.

(C) Treasury Management Strategy 2017/2018

The Deputy Chief Executive submitted a report setting out the Treasury Management Strategy for 2017/2018 and which provided an update on the implementation of the 2016/17 strategy.

RESOLVED –

- (a) That the Treasury Strategy for 2017/18, as set out in Section 3.3 of the submitted report be approved, and that the review of the 2016/17 strategy and operations, as set out in Sections 3.1 and 3.2, be noted;
- (b) That full Council be recommended to set the borrowing limits for 2016/17, 2017/18, 2018/19 and 2019/20 as detailed in Section 3.4 of the submitted report, and to note the changes to both the Operational Boundary and the Authorised limits;
- (c) That full Council be recommended to set the treasury management indicators for 2016/17, 2017/18, 2018/19 and 2019/20 as detailed in Section 3.5 of the submitted report;
- (d) That full Council be recommended to set investment limits for 2016/17, 2017/18, 2018/19 and 2019/20 as detailed in Section 3.6 of the submitted report;
- (e) That full Council be recommended to adopt the revised Treasury Management Policy Statement.

(The matters referred to in Minute Nos. 138(A)(a)(i)-(iv)(Revenue Budget and Council Tax); 138(B)(a)(i)-(ii)(Capital Programme) and 138(C)(b)-(e)(Treasury Management Strategy), given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

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

RESOURCES AND STRATEGY

139 Best Council Plan 2017/18 Proposals

Further to Minute No. 120, 14th December 2016, the Deputy Chief Executive submitted a report which presented the Best Council Plan 2017/18 for consideration and approval that it be recommended for adoption by Council on 22nd February 2017.

Members discussed some key areas of performance and priority for the Council, how they were covered as part of the Best Council Plan and the actions being taken to monitor progress in such areas.

RESOLVED –

- (a) That full Council be recommended to adopt the Best Council Plan for 2017/18, as detailed at Annexe 1 to the submitted report;
- (b) That it be noted that further development and graphic design work will take place prior to the publication of the refreshed Best Council Plan 2017/18 at end March 2017.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

140 Financial Health Monitoring 2016/17 - Quarter 3 (Month 9)

The Deputy Chief Executive submitted a report which set out the Council's projected financial health position for 2016/17, as at month 9 of the financial year.

In considering the submitted report, Members received further information regarding proposals in respect of the Council's Minimum Revenue Provision (MRP) Policy with regard to debt repayment, noted the levels of income which had been received by the Council to date arising from the New Homes Bonus initiative, and also discussed the budgetary pressures within Children's Services.

RESOLVED – That the projected financial position of the authority, as at month 9 of the financial year, be noted.

141 Safeguarding the Integrity of the Elections Process

The Chief Executive submitted a report detailing the actions which had been taken to date by the Council's Electoral Services in response to the 50 recommendations contained within the "Securing the Ballot" paper published in August 2016. In addition, the report also identified any further actions which could be taken to ensure that the Council continued to develop the integrity of the election process in Leeds. The submission of the report was in response to a resolution of full Council on 14th September 2016 (Minute No. 44 of that meeting refers).

Members welcomed the contents of the submitted report.

RESOLVED –

- (a) That the contents of the submitted report, together with the comments of the Electoral Services Manager, as detailed within Appendix A to the submitted report, be noted;
- (b) That the Board be reassured that the Electoral Services Manager will ensure that the Electoral Services Section will continue to provide a high level of service to the electorate, delivering an accessible, transparent and secure election process for the people of Leeds.

REGENERATION, TRANSPORT AND PLANNING

142 Storm Eva Flood Investigation Section 19 Report

Further to Minute No. 86, 19th October 2016, the Director of City Development submitted a report which presented for the Board's approval the Storm Eva Flood Investigation Section 19 Report.

The Board welcomed the comprehensive piece of work which had been undertaken in compiling the 'Section 19' report. In addition, responding to Members' comments, the Board noted the ongoing work which continued in order to develop appropriate flood alleviation measures, and the joined up and multi-agency approach which was being taken on such work.

RESOLVED –

- (a) That the Storm Eva Flood Investigation Section 19 Report, as appended to the submitted report, be approved;
- (b) That agreement be given for a copy of the approved Section 19 report to be sent to the Secretary of State for the Department of the Environment, Food and Rural Affairs (DEFRA), drawing particular attention to the recommendations contained within it;
- (c) That it be noted that the Chief Officer Highways and Transportation will be responsible for the implementation of resolution (b) (above).

143 The Housing Growth and High Standards in all Sectors Breakthrough Project

The Director of City Development and the Director of Environment and Housing submitted a joint report providing an update on the 'Housing Growth and High Standards in all Sectors' Breakthrough Project, which aimed to deliver new housing through direct investment in new housing stock in the public and private sectors, bringing empty homes back into use and enabling delivery through a programme of intervention and support for housing associations, third sector partners and private sector land owners and developers.

In considering the report, Members noted the disparity which existed between the level of planning permissions which had been granted in Leeds and the number of new homes delivered. The Board also discussed the important role played by small and medium sized house builders in the delivery of new homes in Leeds, whilst also noting the discussions which were taking place with Government on the ways in which housing delivery in the city could be increased.

In discussing the provision of extra care housing and the significant demand which existed, it was noted that a report regarding extra care housing was scheduled to be submitted to the Board over the course of the next few months.

RESOLVED –

- (a) That the progress of the ‘Housing Growth and High Standards in all Sectors’ Breakthrough Project, be noted;
- (b) That the subsequent production of an Annual Report within a wider approach towards stakeholder engagement, be approved.

144 Long Term Leases for 3rd Sector Affordable Housing Organisations

The Director of City Development and the Director of Environment and Housing submitted a joint report which sought approval to the surrender of existing lease arrangements between the Council, GIPSIL, Canopy and Unity Housing Association, and which also sought approval to delegate authority to the Director of City Development in order to approve terms of new 99 year leases and nomination agreements for the 66 subject properties, at £1 per property per annum.

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 –

That the following be approved:-

- i) The surrender of existing lease arrangements, as listed in exempt Appendix 1 to the submitted report, between the Council, GIPSIL, Canopy and Unity Housing Association;
- ii) That the Council enters into new 99 year leases and nomination agreements for all 66 council owned properties, as listed within exempt Appendix 1 to the submitted report, with GIPSIL and Canopy, at Less Than Best consideration;
- iii) That the Council enters into nomination agreements on any new properties acquired by GIPSIL or Canopy;
- iv) That the necessary authority be delegated to the Director of City Development in order to approve the terms of the new leases at ‘Less than Best’ consideration, based on a peppercorn rent of £1 per annum per property.

145 Revised Leeds District Heating Network Local Development Order (Revised LDO 3)

Further to Minute No. 159, 9th March 2016, the Director of City Development submitted a report on proposals to adopt a revised Leeds District Heating Network Local Development Order (Revised LDO 3A) with the aim of supporting the development of district heating provision in the city.

Members highlighted the importance of the district heating initiative and its potentially significant contribution towards the cutting carbon agenda.

The Board received an update on the development of the business case for the district heating scheme, whilst also receiving further information on the practical procedures involved around the mitigation against disruption from any associated road works.

RESOLVED –

- (a) That the adoption of the Revised Leeds District Heating Network Local Development Order (Revised LDO 3A), as set out in Appendices 1 and 2 to the submitted report, be approved;
- (b) That approval be given for the Chief Planning Officer to submit a copy of the Leeds District Heating Network Local Development Order (Revised LDO 3A), together with the updated statement of reasons, to the Secretary of State for the Department of Communities and Local Government (DCLG), and that the relevant authority be provided to the Chief Planning Officer in order to make any minor modifications to the Order whilst being taken through that submission process.

146 Design and Cost Report for Acquisition of Unit 5 Landmark Court for Council Accommodation

The Director of City Development submitted a report which sought approval to the acquisition of Unit 5, Landmark Court, in order to deliver revenue savings to contribute towards the Council's Medium Term Financial Plan.

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 the contents of the submitted report, and specifically the progress made to deliver revenue savings through asset rationalisation, be noted;
- (b) That the acquisition of Unit 5, Landmark Court, on the terms identified within exempt appendix 1 to the submitted report, be approved;
- (c) That the necessary authority be delegated to the Director of City Development in order to agree the final detailed terms for the acquisition;
- (d) That the injection of the sum, as identified within exempt Appendix 1, into the Capital Programme be approved, and that the relevant authority to spend the monies, as required, also be approved;
- (e) That it be noted that the Head of Land and Property is responsible for the implementation of such matters.

147 Core Strategy Selective Review

Further to Minute No. 65, 17th September 2014, the Director of City Development submitted a report which sought approval to commence the formal steps for a selective review of the Core Strategy, to agree the suggested scope of that review and also to commence the first regulatory stage of preparation.

A specific request was made for a further resolution to be agreed in order to ensure that a review of the employment growth projections used in the current Core Strategy (in relation to the Objectively Assessed Needs for Housing) was included within the Selective Review process.

The Board considered the challenges faced by the Local Authority in adapting to population growth across the city and the actions which were being taken by the Council in a bid to meet such challenges. Emphasis was also placed on the need to ensure that the Council fully contributed towards any consultation process associated with the Government's recently published housing White Paper.

Members discussed the objectives of the Selective Review, the timing of it, and highlighted the need for such a review process to be commenced at the earliest opportunity.

RESOLVED –

- (a) That approval be given to the initial scope of the Core Strategy Review, as follows:-
- (i) Update the housing requirement in Policy SP6, considering and making any necessary consequent revisions to other parts of the Plan and considering any implications for the spatial strategy;
 - (ii) Extend the plan period to 2033;
 - (iii) Update the wording for Policies EN1 and EN2, arising from the Government's withdrawal of the Code for Sustainable Homes in March 2015, which is currently set out in the document "Implementation of Core Strategy Policies EN1 and EN2" on Leeds City Council's website;
 - (iv) Update Affordable Housing Policy H5 in response to anticipated proposals in the forthcoming Housing White Paper and amend the policy as necessary in response to findings of the SHMA (Strategic Housing Market Assessment) and viability assessment of policy;
 - (v) Amend Greenspace Policy G4 as necessary in response to findings of viability assessment of the policy;
 - (vi) Respond to policy implementation issues, which have arisen through Plan delivery;
 - (vii) Incorporate the Housing Standards policy work into the Core Strategy Review instead of undertaking it in a separate development plan document;
 - (viii) That a review of the employment growth projections used in the current Core Strategy (in relation to the Objectively Assessed

Needs for Housing) be included as part of the Core Strategy Selective Review process.

- (b) That it be noted that the Head of Strategic Planning is responsible for the implementation of such matters.

(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)

148 Leeds Site Allocations Plan Submission Draft Stage (Including Advertisement of Pre-Submission Changes to the Plan)

Further to Minute No. 73, 21st September 2016, the Director of City Development submitted a report which sought approval to advertise a consolidated set of proposed pre-submission changes to the Site Allocations Plan (Publication Draft Site Allocations Plan and Revised Publication Draft for Outer North East HMCA). In addition, the report also sought Executive Board to recommend that full Council approves the Submission Draft Plan for submission to the Secretary of State for the purposes of independent examination.

Board Members were in receipt of supplementary information in the form of an addendum to the submitted cover report which sought the Board's approval to recommend that full Council provided the necessary authority to the independent inspector appointed to hold Public Examination to make modifications to the Submission Draft of the Aire Valley Leeds Area Action Plan. In addition, Members were also in receipt of an updated version of a plan concerning Site Reference: MX2-39 (5372) – Parlington Estate, Aberford (Phase 1) which formed part of appendix 2 to the submitted report.

Members discussed the level of land proposed to be allocated for development as part of this process within the green belt, discussed specific sites Meanwood (HG2-49) and Tingley (HG2-169), whilst also considering the associated timescales regarding the submission of the Site Allocations Plan, together with the relationship between the Site Allocations Plan and the Selective Review of the Core Strategy.

RESOLVED –

- (a) That the request from Development Plan Panel (10th January 2017) that Executive Board receive further information on two housing allocations at Weetwood (HG2-49) and Tingley (HG2-169) in light of the recent withdrawal by the Cricket and Rugby Clubs of their planning applications for housing development at Weetwood be noted, together with the information on such matters, as detailed within the submitted report. Also, having considered this information, and having considered the implications and risks of removing the sites at this stage with any necessary changes to the Pre-Submission Changes made, both sites remain within the Submission Draft Plan, as currently presented;

- (b) That the Board approves and recommends that full Council approves the pre-submission changes to the Publication Draft Site Allocations Plan, as set out in Appendix 1 to the submitted report;
- (c) That the Board approves and recommends that full Council approves the Submission Draft of the Site Allocations Plan (comprising the Publication Draft Plan, the Revised Publication Draft Plan for the Outer North East and the Pre-Submission Changes – together known as the “Submission Draft Plan”) for the purposes of Submission to the Secretary of State for independent examination, pursuant to Section 20 of the Planning and Compulsory Purchase Act 2004 as amended;
- (d) That the Board approves and recommends that full Council approves the Sustainability Appraisal Report, as detailed at Appendix 3 to the submitted report, in support of the Plan, for Submission to the Secretary of State for independent examination pursuant to Section 20 of the Planning and Compulsory Purchase Act 2004 as amended;
- (e) That full Council be recommended to grant authority to the independent inspector appointed to hold the Public Examination, in order to make modifications to the Submission Draft Plan, pursuant to Section 20 (7C) of the Planning and Compulsory Purchase Act 2004 as amended;
- (f) That agreement be given that a further period of advertisement on the pre-submission changes to the Publication Draft Site Allocations Plan is provided, and that any further comments received be submitted to the Secretary of State at the time the Submission Draft Plan is submitted for independent examination;
- (g) That agreement be given and that it be recommended to full Council that it delegates authority to the Chief Planning Officer, in consultation with the relevant Executive Member, to make any factual and other minor changes to the pre-submission changes, prior to advertisement;
- (h) That the necessary authority be delegated to the Chief Planning Officer, in consultation with the relevant Executive Member, to: a) approve the detail of any further technical documents and supporting evidence required to be submitted alongside the plan for consideration at Public Examination; b) continue discussions with key parties and suggest to the Inspector any edits and consequential changes necessary to be made to the Submission Draft Plan following Council approval up to and during the Examination; and c) prepare and give evidence in support of the Plan at Examination;
- (i) That full Council be recommended to grant authority to the independent inspector appointed to hold the Public Examination, in order to make modifications to the Submission Draft Aire Valley Leeds Area Action Plan, pursuant to Section 20 (7C) of the Planning and Compulsory Purchase Act 2004, as amended.

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

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

149 East Leeds Orbital Road (ELOR): Land Assembly and Procurement

Further to Minute No. 129, 10th February 2016, the Director of City Development submitted a report setting out the next steps in bringing forward housing development and related infrastructure in the East Leeds Extension, with particular reference to the procurement exercise now required to support the delivery of the East Leeds transport package and associated land assembly to secure the site for its delivery.

Members highlighted the importance of ensuring that the correct infrastructure was established as part of this initiative, whilst the Board also discussed the timing and process by which housing development would take place in this area.

RESOLVED –

- (a) That approval be given that the Chief Officer for Highways and Transportation commences procurement of the East Leeds transport package, as set out at paragraphs 3.2 – 3.4 of the submitted report, and that authority be given for the invitation of tenders for a single contract;
- (b) That approval be given for the Director of City Development to be authorised to acquire land by agreement for ELOR, in accordance with his existing delegated authority;
- (c) That approval be given for the Head of Land and Property to progress all work necessary in order to establish a case for compulsory purchase of land required for the ELOR scheme;
- (d) That approval, in principle, be given for the use of compulsory purchase powers for the acquisition of the land outlined in red on the draft map, as detailed at Appendix 3 to the submitted report, together with the making of an Side Roads Order (SRO) in order to facilitate the construction of ELOR, as set out within paragraphs 3.11 – 3.27 of the submitted report;
- (e) That approval be given for the Board to receive a further report at the earliest opportunity, which sets out the detailed case for the making of a Compulsory Purchase Order (CPO) for the acquisition of land and for the making of an SRO in order to facilitate the delivery of ELOR;
- (f) That it be noted that the Council's Red Hall site will be marketed for sale later in 2017 in order to support the Capital Receipts Programme.

150 Leeds City Centre Cycle Superhighway - City Connect 2 Proposals (Design and Cost)

The Director of City Development submitted a report which sought approval for the Leeds City Centre Cycle Superhighway (City Connect 2) proposals and also to gain authority to progress the delivery of the Phase 1 scheme at a total estimated cost of £6,497,000, to be funded by the West Yorkshire Combined Authority (WYCA) City Connect programme, with support from a Department for Transport grant.

The Board discussed the levels of usage of City Connect 1 and the lessons learned which would be taken forward into the proposed next phase of the initiative, whilst responding to an enquiry, Members received further information regarding the provision of funding for future elements of the scheme.

RESOLVED –

- (a) That the design and cost to implement Phase 1 of the City Connect 2 ambition (as set out in section 3.6 of the submitted report) be approved, and that authority be provided to incur expenditure of £6,497,000: comprising works costs of £4,634,000 and design/ supervision costs of £1,862,000, funded by the WYCA City Connect programme budget which is funded through a Department for Transport grant;
- (b) That the principle of the Leeds City Centre Cycle Superhighway (City Connect 2) ambition proposals, as set out in section 3.1 of the submitted report, be agreed, subject to further design and development;
- (c) That approval be granted for the invitation of tenders for works, as set out in resolution (a) (above), and that subject to the tender sums being within the tendered budget, approval and authorisation be given to the award of the Contract to undertake the construction of the scheme.

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

151 Relocation of the Medical Needs Teaching Service from the Grafton Centre

The Director of Children's Services and the Director of City Development submitted a joint report which sought approval to a programme of capital works at Queenswood Education Centre in order to enable the relocation of the Medical Needs Teaching Service from the Grafton Centre to the Queenswood Education Centre, with the subsequent disposal of the Grafton Centre site.

Following consideration of Appendix 2 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 the contents of the submitted report be noted;
- (b) That capital works at Queenswood Education Centre be approved in order to enable the relocation of Medical Needs Teaching Service from the Grafton Centre and subsequent disposal of the site, as per the monetary values as detailed within exempt appendix 2 to the submitted report;
- (c) That the injection of funds into the Capital Programme, as outlined within exempt appendix 2 to the submitted report, be approved;
- (d) That it be noted that the authority to spend the capital budget at Queenswood Education Centre will be sought from the Director of City Development, in-line with the Council's scheme of delegation;
- (e) That it be noted that the Head of Asset Management is the officer responsible for the implementation of such matters.

HEALTH, WELLBEING AND ADULTS

152 Making Leeds the Best City to Grow Old In Annual Report

The Director of Public Health and the Director of Adult Social Services submitted a joint report providing an update on the 'Best City to Grow Old In' breakthrough project.

Responding to an enquiry, Members were provided with information on and examples of the actions being taken as part of this initiative to provide targeted support to vulnerable older people.

RESOLVED –

- (a) That the information presented within the Annual Report, as detailed at Appendix A to the submitted report, be noted;
- (b) That it be noted how the Breakthrough Project is a good example of cross directorate working which looks to maximise impact and outcomes on a key issue for the city.

153 Refresh of the Better Lives Strategy

The Director of Adult Social Services submitted a report presenting a refreshed and updated 'Better Lives Strategy' for the Board's consideration and comment.

RESOLVED –

- (a) That the refreshed 'Better Lives Strategy', as outlined within the submitted report, be noted;

- (b) That approval be given for the strategy to be the subject of a period of comment, feedback and consultation with a view to reporting back to Executive Board in July 2017 for final approval;
- (c) That it be noted that the Director of Adult Social Services is responsible for the implementation of such matters.

154 Better Lives, Better Living: Black and Minority Ethnic Older People's Day Services Review

The Director of Adult Social Services submitted a report which provided an update regarding the progress made in respect of the review of Black and Minority Ethnic (BME) Older People's Day Services. As such, the report provided details of the proposed new service model, future management of the service, proposed Partnership Board and the outcome of the extensive consultation which had taken place.

RESOLVED –

- (a) That the proposed new service model for future delivery of BME Older People's Day Services, which includes the following, be approved:
 - Adult Social Care continuing to manage the service, supported by a Partnership Board consisting of third sector, health partners, community organisations and service users and carers;
 - Retain Frederick Hurdle Day Centre as an expanded BME Older People's Communities Health and Wellbeing Hub and decommissioning of the Apna Day Centre building; and
 - Increased outreach work from the Health and Wellbeing Hub to older people from BME communities across the city.
- (b) That the use of prudential borrowing of £130,000 to fund the refurbishment of the Frederick Hurdle centre in order to enable it to deliver its enhanced role as a BME older people's communities health and wellbeing hub, be approved, and that the repayment costs will be met from the existing budgets of Apna day centre, with a delegated decision on such matters being submitted in due course;
- (c) That consultation be undertaken on changing the name of Frederick Hurdle Day Centre in order to support its enhanced role as a BME Older People's Communities Health and Wellbeing Hub for a wider range of BME communities in the city;
- (d) That it be noted that the lead officer responsible for the implementation of such matters is the Director of Adult Social Services.

155 A Break with Tradition: Transforming Short Breaks in Adult Social Care

The Director of Adult Social Services submitted a report highlighting that Adult Social Care was to enter into a 12 week period of formal consultation in order to support the transformation of short breaks provision in Leeds.

Members noted the key areas of the proposed consultation exercise. Also, responding to a Member's enquiry, officers undertook to provide the Member

in question with anonymised data regarding the number of registered carers and those in receipt of the short breaks service located within their local community.

The Board also discussed the ways in which the short breaks service could be used more creatively, in order to enable such provision to further meet the interests of individuals and maximise the benefit provided.

Also, it was suggested that a report could be submitted to a future cycle of Community Committees in respect of short breaks provision and the locality approach which could be taken.

RESOLVED –

- (a) That it be noted that Adult Social Care is to enter into a period of consultation in order to support the transformation of short breaks provision;
- (b) That a further report setting out the conclusions and recommendations from the consultation exercise be presented to a future Executive Board meeting.

CHILDREN AND FAMILIES

156 Outcome of Statutory Notice to increase learning places at Carr Manor Community School

Further to Minute No. 95, 19th October 2016, the Director of Children's Services submitted a report detailing the outcomes from the Statutory Notice regarding proposals to expand primary provision and establish Special Educational Needs (SEN) provision at Carr Manor Community School. In addition, the report also sought a final decision in respect of such proposals.

RESOLVED –

- (a) That the proposal to permanently expand primary provision at Carr Manor Community School from a capacity of 210 pupils to 420 pupils, with an increase in the admission number from 30 to 60 with effect from September 2018 be approved, and that approval also be given to the establishment of provision for pupils with Complex Communication Difficulties including children who may have a diagnosis of ASC (Autistic Spectrum Condition) for approximately 12 pupils (6 primary, 6 secondary) with effect from September 2018;
- (b) That it be noted that the responsible officers for the implementation of such matters are the Head of Learning Systems and the Head of Complex Needs.

COMMUNITIES

157 Community Asset Transfer of Bramley Community Centre to Bramley Elderly Action

The Director of City Development and the Assistant Chief Executive (Citizens and Communities) submitted a joint report which sought approval for the Community Asset Transfer of Bramley Community Centre to Bramley Elderly Action by way of a 25 year lease.

RESOLVED –

- (a) That the community asset transfer of Bramley Community Centre to Bramley Elderly Action by way of a 25 year full repairing and insuring lease for a peppercorn consideration, be approved;
- (b) That the necessary authority required to finalise the terms of the disposal to Bramley Elderly Action be delegated to the Director of City Development;
- (c) That the necessary authority required to finalise the terms of any sub-lease to the Council from Bramley Elderly Action for Housing staff, (should such a sub-lease be required), be delegated to the Director of City Development;
- (d) That it be noted that the Chief Officer (Economy and Regeneration) will be responsible for ensuring the implementation of such matters, with it also being noted that it is expected that the transfer itself will take place by 1st June 2017.

ENVIRONMENT AND SUSTAINABILITY

158 Memorial Woodland

The Director of Environment and Housing submitted a report which outlined a proposal regarding a potential partnership agreement with a registered charity, 'Life for a Life' Memorial Forests, in order to create a memorial woodland at a site of just over 2 hectares adjacent to the Leeds-Liverpool canal near Kirkstall Abbey.

RESOLVED –

- (a) That support be given to enter into an agreement with 'Life for a Life' Memorial Forests with a view to establishing a 30 year lease on the land, as identified within paragraph 3.1 of the submitted report and for the purposes as described in the report;
- (b) That it be noted that the Chief Officer (Parks and Countryside) is responsible for the implementation of such an agreement, which is anticipated to be in place during 2017.

159 The proposed Retail and Hospitality Skills Centre of Excellence

The Director of Children's Services submitted a report regarding the Council's ambition to create a Retail and Hospitality Skills Centre of Excellence, in partnership with the business community through the Leeds Business Improvement District (the Leeds BID).

Members welcomed the proposals detailed within the submitted report, and highlighted the key importance of the retail and hospitality sector to the regional and national economy.

RESOLVED –

- (a) That the decision to enter into partnership with the Leeds BID in order to create a Retail and Hospitality Skills Centre of Excellence be supported, and that approval be given to undertaking the initial stage of a business planning and sustainability study to be delivered by March 2017, with approval also being given to the commitment of the Council providing a maximum of £195,000 towards the project, subject to the outcomes of the study.
- (b) That it be noted that the officer responsible for the implementation of such matters is the Head of Employment Access and Growth.

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**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M. ON FRIDAY, 17TH FEBRUARY
2017

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