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## SCRUTINY BOARD (CHILDREN'S SERVICES)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Thursday, 15th December, 2016 at 9.45 am

*(A pre-meeting will take place for ALL Members of the Board at 9.15 a.m.)*

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### MEMBERSHIP

#### Councillors

J Akhtar Hyde Park and Woodhouse;  
S Bentley (Chair) Weetwood;  
N Dawson Morley South;  
C Dobson Killingbeck and Seacroft;  
J Elliott Morley South;  
S Field Garforth and Swillington;  
C Gruen Bramley and Stanningley;  
M Iqbal City and Hunslet;  
A Lamb Wetherby;  
P Latty Guiseley and Rawdon;  
K Renshaw Ardsley and Robin Hood;

#### Co-opted Members (Voting)

Mr E A Britten	- Church Representative (Catholic)
Mr A Graham	- Church Representative (Church of England)
Ms L Nichols	- Parent Governor Representative (Primary)
Ms J Ward	- Parent Governor Representative (Secondary)
Ms J Hazelgrave	- Parent Governor Representative (Special)

#### Co-opted Members (Non-Voting)

Ms C Foote	- Teacher Representative
Ms K Jan	- Teacher Representative
Mrs S Hutchinson	- Early Years Representative
Ms C Hopkins	- Young Lives Leeds
Ms C Bewsher	- Looked After Children and Care Leavers

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**Principal Scrutiny Advisor:**  
**Sandra Pentelow**  
**Tel: 24 74792**

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p><b>No exempt items have been identified.</b></p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 10 NOVEMBER 2016</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 10 November 2016.</p>	1 - 4
7			<p><b>HOW TO MAKE CORPORATE PARENTING EVERYONE'S BUSINESS</b></p> <p>To receive a report from the Head of Service, Looked After Children presenting an update on the purpose and progress made by the Corporate Parenting Board.</p>	5 - 28
8			<p><b>FINANCIAL HEALTH MONITORING CHILDREN'S SERVICES- BUDGET UPDATE PERIOD 7 2016/17 AND BUDGET PROPOSALS FOR 2017/18</b></p> <p>To consider a report from the Head of Governance Services and Scrutiny Support providing Board Members with information with regard to the financial health of Children's Services for period 7 and the outline budget proposals for 2017/18.</p>	29 - 114

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p><b>PERFORMANCE UPDATE FOR APRIL 2016 TO SEPTEMBER 2016</b></p> <p>To receive a report from the Deputy Chief Executive / Director of Children's Services providing a summary of performance information relating to outcomes for Leeds children and young people.</p>	115 - 164
10			<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's work schedule for the 2016/17 municipal year.</p>	165 - 180
11			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>The January Board meeting has been replaced by site visits to various Children Centres as part of the Board's ongoing scrutiny inquiry work. (Further details to be provided regarding timings and venues)</p> <ul style="list-style-type: none"> <li>• Thursday, 26 January 2017</li> <li>• Thursday, 23 February 2017 at 9.45am (pre-meeting for all Board Members at 9.15am)</li> </ul>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p><b>THIRD PARTY RECORDING</b></p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	

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## SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 10TH NOVEMBER, 2016

**PRESENT:** Councillor S Bentley in the Chair

Councillors J Akhtar, N Dawson, C Dobson,  
J Elliott, K Groves, C Gruen, M Iqbal,  
A Lamb, P Latty and K Renshaw

### CO-OPTED MEMBERS (VOTING)

Mr E A Britten – Church Representative (Catholic)  
Mr A Graham – Church Representative (Church of England)  
Mrs J Ward – Parent Governor Representative (Secondary)

### CO-OPTED MEMBERS (NON-VOTING)

Mrs S Hutchinson – Early Years Representative  
Ms C Hopkins – Young Lives Leeds

#### 39 Late Items

There were no late items.

#### 40 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting, however the following matters were brought to the attention of the Scrutiny Board for information:

- Councillors S Bentley, K Groves, P Latty and K Renshaw advised that they were members of a Children's Centre Advisory Board.
- Councillor J Akhtar advised that he was a private hire taxi driver.
- Ms J Ward advised that she was a Parent Governor at Corpus Christi secondary school.

The above Board Members remained present for the duration of the meeting.

#### 41 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillor S Field and Co-opted Members, Ms C Bewsher, Ms C Foote, Ms J Hazelgrave, Ms K Jan and Ms L Nichols.

Notification had been received that Councillor K Groves was to substitute for Councillor S Field.

#### 42 Minutes - 13 October 2016

**RESOLVED** – That the minutes of the meeting held on 13 October 2016 be approved as a correct record.

Draft minutes to be approved at the meeting  
to be held on Thursday, 15th December, 2016

## 43 Scrutiny Inquiry - Children's Centres - Session 2

The Director of Children's Services submitted a report which presented information as part of Session 2 of the Board's inquiry into Children's Centres.

The following information was appended to the report:

- Early Start Service Handbook – Supporting Practitioners delivering the Leeds Early Start Service (Edition 2)
- NHS Leeds and Leeds City Council Early Start Dashboard
- Economic Modelling in support of Children's Centre Business Case for Leeds
- Scrutiny Board (Children's Services) Leeds CCGs' Briefing.

The following were in attendance:

- Councillor Lisa Mulherin, Executive Board Member (Children and Families)
- Councillor Jane Dowson, Deputy Executive Board Member (Children and Families)
- Andrea Richardson, Head of Services (Learning for Life)
- Amanda Ashe, Children's Centres and Early Help Lead
- Sharon Yellin, Consultant in Public Health
- Janice Burberry, Health Improvement Manager, Public Health
- Debra Gill, Service Manager for Health Visiting, Leeds Community Healthcare NHS Trust
- Sam Childs, Business Manager (Children's Services), Leeds Community Healthcare NHS Trust.

The key areas of discussion were:

- The financial challenges to sustaining children's centres and the importance of the continued development of an integrated approach with health partners. The Board welcomed the positive work that had been undertaken in maintaining children's centre provision in Leeds and acknowledged the importance of maintaining this resource.
- Clarification about the drop-out rate of parents that attended parenting courses. The Board was advised that there had been an increase in retention rates. The Board also considered the positive contribution of health visiting teams in supporting parents.
- Sufficiency of provision in areas of high demand. The Board was advised that demand and provision was under regular review.
- An update on support for vulnerable parents on a one-to-one basis through development of a pilot funded by the Clinical Commissioning Groups (CCG's).
- Concern about the impact of welfare reform changes and poverty.
- The differences in types of provision across children's centres in Leeds.



- An update on financial pressures across service areas. The Board was advised that the children's services budget for 2017-18 was still in the process of being finalised.
- Concern that the CCG had been unable to provide a representative to attend today's Board meeting and a suggestion that a CCG representative again be invited to attend a future Board meeting.
- Positive development of the HENRY (Healthy Exercise Nutrition for the Really Young) Programme aimed at helping practitioners to support families develop a healthier lifestyle.
- Exploring the potential for flexible use of children's centre buildings.

**RESOLVED** – That the issues raised as part of the Board's inquiry into Children's Centres, be noted.

(Councillor A Lamb joined the meeting at 10.30am during the consideration of this item.)

#### **44 Leeds Safeguarding Children Board - Annual Report 2015/16**

The Leeds Safeguarding Children Board submitted a report which presented the Leeds Safeguarding Children Board – Annual Report 2015/16.

The following were in attendance:

- Councillor Jane Dowson, Deputy Executive Member (Children and Families)
- Mark Peel, Chair of Leeds Safeguarding Children Board
- Phil Coneron, Support Manager for Leeds Safeguarding Children Board
- Sue Rumbold, Chief Officer (Partnership Development and Business Support).

The key areas of discussion were:

- That the HCMI findings for West Yorkshire did not reflect the significant and positive work undertaken by Police in Leeds.
- Clarification regarding the funding model for Local Safeguarding Children Boards (LSCBs). It was suggested that the Strategy and Resources Scrutiny Board may wish to consider a review into joint commissioned / funded services to ensure that the Council's contribution was fair and proportionate.
- An update on the Wood Review of LSCBs. The Board was advised about proposed changes to responsibilities involving children's services, police and health partners.
- The importance of transition and development of a joined up and more flexible approach with Leeds Adult Safeguarding Board, particularly in terms of support for vulnerable young people.
- The 'Think before you send' and 'Party Animals' campaigns and the difficulties associated with social media, particularly in relation to bullying. The Board considered the role of LSCBs and the types of

processes that schools had in place to tackle bullying and building children's resilience.

**RESOLVED** – That the Leeds Safeguarding Children Board – Annual Report 2015/16, be noted.

(Councillor K Renshaw left the meeting at 11.50am, Councillor N Dawson at 12 noon, Mr A Graham at 12.10pm, Councillors J Akhtar and J Elliott at 12.30pm and Councillor A Lamb at 12.35pm during the consideration of this item.)

#### **45 Work Schedule**

The Head of Governance Services and Scrutiny Support submitted a report which invited Members to consider the Board's work schedule for the 2016/17 municipal year.

**RESOLVED** – That subject to any on-going discussions and scheduling decisions, the Board's outline work schedule be approved.

#### **46 Date and Time of Next Meeting**

Thursday, 15 December 2016 at 9.45am (pre-meeting for all Board Members at 9.15am)

(The meeting concluded at 12.40pm)

**Report of** Head of Service, Looked After Children

**Report to** Children and Families Scrutiny Board

**Date:** 15<sup>th</sup> December 2016

**Subject:** How to make Corporate parenting everyone's business



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 Government in the report 'Keep on Caring' will for the first time set out in law what it means to be a good corporate parent, therefore there is a need to re-look at corporate parenting arrangements and for Leeds to ensure we are providing the right support and challenge.
2. One of the challenges is how we ensure all elected members, local authority staff and the wider partnerships are aware of their responsibilities in relation to corporate parenting. How do we embed into everything we do a culture across the partnerships of improving the outcomes of looked after children and care leavers.
3. Although the Corporate Parenting Board has achieved much over the last few years, it is not a decision making body and therefore would benefit from more robust governance arrangements to ensure it is able to effect change when needed.
4. The membership of the board could be seen as quite limited and when it clashes with other meetings, attendance can be affected.

## Recommendations

5. Explore making training on corporate parenting mandatory for elected members and officers.
6. That minutes of corporate parenting should be sent to scrutiny to provide greater oversight and support where needed.

7. Attendance at the Corporate Parenting meeting to be published to ensure we can evidence our commitment to children in care and care leavers.
8. Scrutiny members to meet with HAV / Care Leavers council once a year through the children and young people take over day of the Corporate Parenting Board.
9. Ensure that all relevant individuals are aware of the Corporate Parenting strategy, their responsibilities as a Corporate Parent and that the strategy is fully adhered to.
10. A deputy should be identified for each elected member who sits on the Corporate Parenting Board to represent them if they are unable to attend to improve attendance.
11. All directorates to nominate a senior officer to represent the directorate at the meeting.
12. Members of the Corporate parenting board to be given the lead for certain areas in relation to Looked After Children and Care Leavers for example, Education, Health, Leaving Care, Residential Care, Unaccompanied Asylum Seeking Children etc.
13. For Children and Family Scrutiny to monitor the progress of the recommendation every six months.

## 1 Purpose of this report

- 1.1 To update Scrutiny Board (Children's Services) on the purpose and progress made by the Corporate Parenting Board.
- 1.2 To provide the Scrutiny Board with information to help to understand what corporate parenting is and to seek Scrutiny's support to strengthen corporate parenting arrangements across the council and wider partnerships.

## 2 Background information

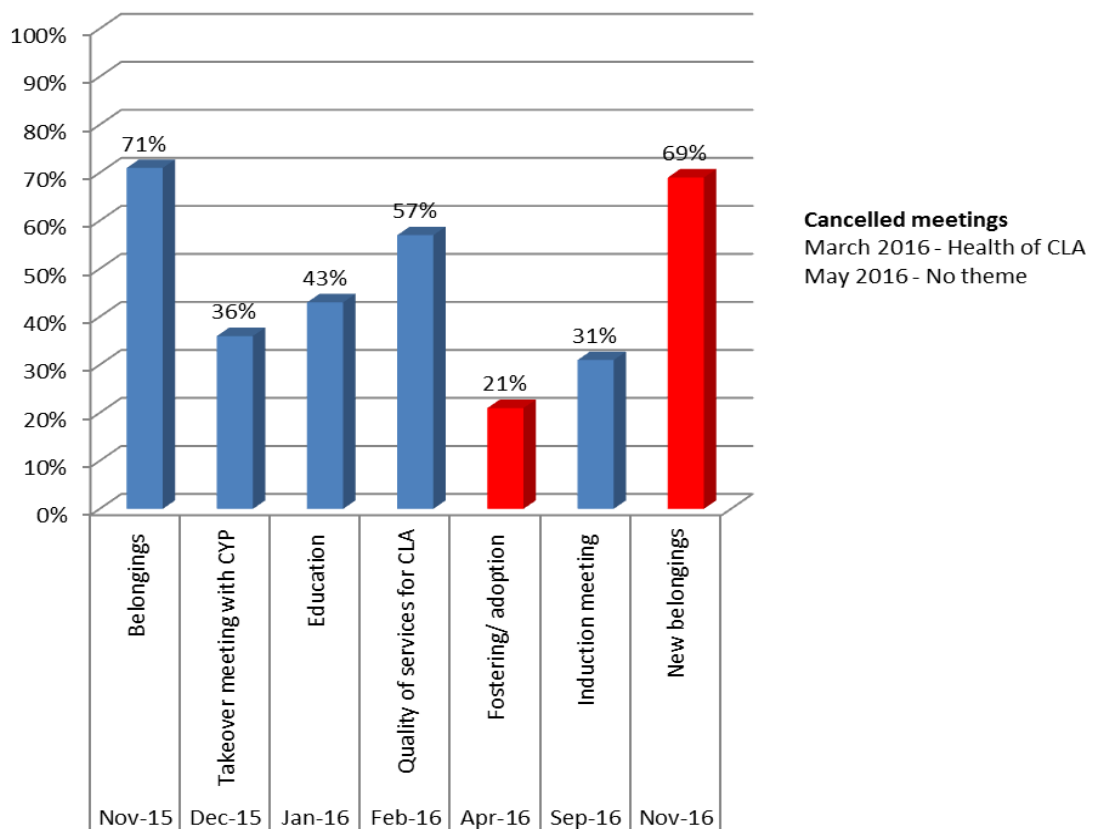
- 2.1 What is corporate parenting? When a child or young person cannot live with their birth family for whatever reason and becomes looked after, parental responsibility transfers to the local authority; this is referred to as corporate parenting. Corporate parenting was first enshrined in legislation through the Children's Act (1989). Although it does not have a formal legal definition, it is commonly understood to mean that officers and elected members of the local authority have a responsibility to take the same interest in the progress, attainments and wellbeing of looked after children and young people as a responsible parent could be expected to have for their own children. Corporate parenting also extends to care leavers, as the local authority retains a level of responsibility for former looked after children up to the age of 21, or 24 for those in full time education. According to the National Care Advisory Service (NCAS): 'corporate parenting should seek to ensure supportive relationships where young people feel cared for, not just looked after.' Good corporate parenting involves championing the rights of looked after children and care leavers, and ensuring that they have access to good services and support from the local authority, partner agencies and individual lead practitioners.
- 2.2 Why do elected members need to know about corporate parenting? Every elected member, when elected to represent their ward, becomes a corporate parent as part of their role. Whilst much of the responsibility for actually delivering care for looked after children and care leavers is delegated to staff within the children's workforce (crucially, this is not limited to professionals within the Children's Social Work Service, but applies to all members of staff who may come into contact with looked after children, including schools and healthcare practitioners), officers and staff within the local authority deliver services and support on behalf of their elected members. Frank Dobson MP, in 1998 when he was the responsible Secretary of State, characterised the role of elected members in relation to corporate parenting as follows: 'The (looked after) child has a right to expect that members of the authority are looking out for him and will protect him from harm. Therefore, given the central importance of the local authority's role in caring for looked after children and supporting them to reach their potential, all councillors should take an informed interest in how the council supports this vulnerable group.' Whilst every elected member is, by definition, a corporate parent, not all elected members will have the same knowledge and involvement. The National Children's Bureau helpfully break the corporate parenting role down into three different levels of responsibility: **Universal responsibility** – applicable to all councillors, **Targeted responsibility** – e.g. those councillors who may sit on the Corporate Parenting Board, Fostering and/or Adoption Panels, Scrutiny Boards etc, and **Specialist responsibility** – those councillors with a specific,

relevant role e.g. the Lead Member for Children's Services, Chair of the Corporate Parenting Board, Chair of the Scrutiny board for Children's Services. (For more details in relation to corporate parenting see attached guide for elected members Appendix 1)

- 2.3 The function and focus of the Corporate Parenting Board. In Leeds, our Corporate Parenting Board was originally established in 2006, and is regularly refreshed to ensure that it works effectively on behalf of looked after children and care leavers. It brings together elected members from all political parties and each Area Committee across the city, as well as relevant officers within the Council, and colleagues from partner agencies. The Board has recently been strengthened to focus on specific outcomes for children, young people and care leavers. Themed meetings on, for example, health or education will consider support and services for children and young people. Directors from relevant Council directorates and other agencies such as schools and NHS bodies will be invited to attend meetings so that the Board can offer scrutiny and challenge. The Corporate Parenting Board works closely with the Have a Voice Council and the Care Leavers Council. These groups are made up of children and young people who are currently looked after or who have left the care of the local authority, and they help to advise officers and members in Leeds about their experiences of the care system, and what is important to them in terms of improving the services they receive. The Have a Voice Council helped officers to develop a list of promises from the local authority to all looked after children in our care, and the Care Leaver Council helped us to implement the national Care Leavers Charter, and they have contributed to a number of senior officer recruitment processes. The Have a Voice Council meets with a Corporate Parenting Board regularly throughout the year, and the young people attending those meetings are supported to set their own agenda and co-chair the meetings with Cllr Hayden. They also meet regularly with Cllr Hayden in the role as chair of the Corporate Parenting Board.
- 2.4 Governance arrangements for the Corporate Parenting Board – see Appendix 2
- 2.5 Key Functions of the Corporate Parenting Board. The board plays a vital role in holding to account the Council and wider partnership in relation to outcomes for looked after children and care leavers and also in helping to agree the strategic direction and priorities for services. It sets and oversees the work of the strategic Multi Agency Looked After Partnership (MALAP). The board ensures that we are meeting our responsibilities to looked after children and care leavers by regularly reviewing performance data and by themed work within the meetings. The board also has direct contact with looked after children and care leavers through the annual take over day and through meetings with the Have a Voice Council and the Care Leaver Council.
- 2.6 Strategic MALAP, Key functions. The MALAP is responsible for the implementation of key priorities as set out by the Corporate Parenting Board. It also ensures that the MALAP subgroups are clearly contributing to improving outcomes for looked after children and care leavers. It is responsible for the implementation of the Reunification Strategy. The MALAP membership is made up of strategic managers from across the council, partners, third sector and business community.

2.7 Attendance of Elected Members at the Corporate Parenting Board.

### Corporate Parenting Board Attendance



2.8 What Ofsted said about the Corporate Parenting Board and corporate parenting.  
 Ofsted feedback – March 2015: ‘Corporate parents, supported by an experienced and committed Lead Member, take a keen interest in looked after children and are well informed about their progress through the corporate parenting board. Success and achievement is celebrated by the authority, and there is good evidence of children’s and young people’s influence on political decision making, for example, in raising care leavers’ entitlements, and improving placement choice for looked after children’.

2.9 Work undertaken in the last year and proposed work plan for the coming year:

In the last year the Corporate Parenting Board has focused on a thematic approach to meetings with each meeting being devoted to one key theme for example, care leavers, education, health etc. it also receives annual reports in relation to adoption, Fostering and the IRO service. The Corporate Parenting Board has also been briefed regularly by the Voice and Influence team on the on-going activity of the Have a Voice and Care Leavers councils. A forward programme for the Corporate Parenting Board 2016/17 activity has been

developed and outlines the focus for each meeting of the Board for the next 12 months including;

- Health of CLA and care leavers
- Voice and Influence of children and young people
- Learning, Aspiration and Progress (Employment, Education and Training)
- New Belongings
- Quality of Services for CLA
- Unaccompanied Asylum Seeking Children (UASC)
- Regionalisation of adoption services

### **3 Main issues**

- 3.1 Leeds is committed to improving outcomes for Looked After Children and Care Leavers who despite many years of intensive national focus and various policies/ initiatives this group remain one of the most vulnerable in society. Also for the first time the government plan to set out in law what it means to be a good corporate parent, we have a unique opportunity in Leeds to significantly improve how we deliver services to our children if we put more rigors around our Corporate Parenting approach. Therefore, we need to re-look at our current corporate parenting arrangements to ensure they will continue to deliver outcomes for the looked after children and care leavers. Scrutiny could play a critical role in providing support and challenge to ensure that this work around corporate parenting is robust and fits in with our outcomes for the city in particular in relation to Child Friendly Leeds and by ensuring that we narrow the gaps between looked after children / care leavers and their non looked after peers.
- 3.2 It is recognised that nationally and locally there is a lack of clarity across partnerships about what responsibilities of individuals and organisations in relation to corporate parenting. Due to the scope and the remit of the scrutiny boards we could develop an approach that helps to develop a culture across partnerships to ensure that the needs of looked after children and care leavers are considered in everything we do.
- 3.3 The Corporate Parenting Board in Leeds has been effective for many years, however, the new focus on corporate parenting requires us to re-think how the Corporate Parenting Board can be supported to drive up the quality of outcomes for this vulnerable group. The Corporate Parenting Board is not a decision making board, therefore a scrutiny enquiry may help to realise that more robust governance arrangements are developed to ensure the work of the Corporate Parenting Board becomes more effective.
- 3.4 The Corporate Parenting Board is well established, however, over the last few years attendance at the board has become less robust, sometimes due to the timing of the meeting clashing with other meetings – this is particularly so for Elected Members. The support of Scrutiny would be welcomed to try and address this and make attendance at the meetings more regular. Some options that could be explored would be that all Community Committees nominate two representatives so that one is always able to attend. The attendance could be published so that we are able to re-affirm the importance of this work across the partnerships. The Corporate Parenting Board may also benefit by making is a



requirement that all directorates nominate a senior officer to represent their directorate at the board.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 Members of the MALAP and Corporate Parenting Board have been consulted on the recommendation in this report.

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 For all recommendations that are accepted on Equality and Diversity, Impact Assessments will be done and developed into a monitoring report to enable the Scrutiny Board (Children's Services) to monitor progress.

### **4.3 Council policies and Best Council Plan**

4.3.1 This section is not relevant to this report.

### **4.4 Resources and value for money**

4.4.1 Any resource in relation to the recommendations should be agreed by the Scrutiny Board (Children's Services).

### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 This report does not contain any exempt or confidential information.

### **4.6 Risk Management**

4.6.1 This section is not relevant to this report.

## **5 Conclusions**

5.1 It is clear that the Corporate Parenting Board is helping to improve outcomes for looked after children and young people. However, changes to the law mean that for the first time the government will set out what it means to be a good corporate parent. If the recommendation in this report are accepted this will help to strengthen our current arrangements in relation to corporate parenting.

## **6 Recommendations**

6.1 Explore making training on corporate parenting mandatory for elected members and officers.

6.2 That minutes of corporate parenting should be sent to scrutiny to provide greater oversight and support where needed.

6.3 Attendance at the Corporate Parenting meeting to be published to ensure we can evidence our commitment to children in care and care leavers.

- 6.4 Scrutiny members to meet with HAV / Care Leavers council once a year through the children and young people take over day of the Corporate Parenting Board.
- 6.5 Ensure that all relevant individuals are aware of the Corporate Parenting strategy, their responsibilities as a Corporate Parent and that the strategy is fully adhered to.
- 6.6 A deputy should be identified for each elected member who sits on the Corporate Parenting Board to represent them if they are unable to attend to improve attendance.
- 6.7 All directorates to nominate a senior officer to represent the directorate at the meeting.
- 6.8 Members of the Corporate parenting board to be given the lead for certain areas in relation to Looked After Children and Care Leavers for example, Education, Health, Leaving Care, Residential Care, Unaccompanied Asylum Seeking Children etc.
- 6.9 For Children and Family Scrutiny to monitor the progress of the recommendation every six months.
- 7 Background documents<sup>1</sup>**
- 7.1 None

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<sup>1</sup> 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.



**A Child Friendly Leeds**  
**guide to corporate**  
**parenting –**  
**For elected members**

Summer 2016



Corporate Carer guidance for elected members in Leeds

## Foreword

In Leeds, we are proud of our ambition to be the best city in the UK, and our work to make Leeds a child friendly city is a key part of this.


Elected members have a crucial role to play in ensuring that Leeds is child friendly for some of our most vulnerable children – those who are looked after by the local authority, or those who have left local authority care. These children can be at risk of poorer outcomes than their peers; the Council, as their corporate parent, has a responsibility to ensure that we have the same aspirations and interest in their progress as any parent would have for their own child.

All elected members are corporate parents, and this guide is designed to provide an overview of what this responsibility means in practice. It also suggests ways in which we can all make a difference to the lives of looked after children and care leavers, whatever your level of involvement with children's services. I hope you find it helpful, and can use some of the suggestions in this guide to help us continue to develop our services for those we look after.



  
Cllr Lisa Mulhern  
Hayden  
Executive Member for Children's Services  
the Corporate Parenting Board



  
Cllr Helen  
Chair of

## Introduction

It is Leeds City Council's ambition to make Leeds the best city in the United Kingdom. As part of this ambition, the local authority, partner agencies and local businesses are working

together to make Leeds a [child friendly city](#), using the model developed by [UNICEF](#). This means working to make Leeds the best city in the country to grow up in, for those children who are looked after as well as those living with their birth families.

We know from national data and academic research that children and young people who are looked after by the local authority can be at risk of poorer outcomes than their peers who are able to remain at home with their families; for example, young people who have been in care are more likely to leave school with fewer qualifications, and they also have a higher risk of offending, and of not being engaged in education, employment or training.

When a child or young person cannot live with their birth family for whatever reason and becomes looked after, parental responsibility transfers to the local authority; this is referred to as corporate parenting.

Corporate parenting was first enshrined in legislation through the Children's Act (1989). Although it does not have a formal legal definition, it is commonly understood to mean that officers and elected members of the local authority have a responsibility to take the same interest in the progress, attainments and wellbeing of looked after children and young people as a reasonable parent could be expected to have for their own children. Corporate parenting also extends to care leavers, as the local authority retains a level of responsibility for former looked after children up to the age of twenty one, or twenty four for those in full time education.

According to the National Care Advisory Service (NCAS): 'corporate parenting should seek to ensure supportive relationships where young people feel cared for, not just looked after.' Good corporate parenting involves championing the rights of looked after children and care leavers, and ensuring that they have access to good services and support from the local authority, partner agencies and individual lead practitioners.

### **Why do elected members need to know about corporate parenting?**

Every elected member, when elected to represent their ward, becomes a corporate parent as part of their role. Whilst much of the responsibility for actually delivering care for looked after children and care leavers is delegated to staff within the children's workforce (crucially, this is not limited to professionals within the Children's Social Work Service, but applies to all members of staff who may come into contact with looked after children, including schools and healthcare practitioners), officers and staff within the local authority deliver services and support on behalf of their elected members.

Frank Dobson MP, in 1998 when he was the responsible Secretary of State, characterised the role of elected members in relation to corporate parenting as follows:

'The (looked after) child has a right to expect that members of the authority are looking out for him and will protect him from harm. Therefore, given the central importance of the local authority's role in caring for looked after children and supporting them to reach their potential, all councillors should take an informed interest in how the council supports this vulnerable group.'

The Local Government Association, in partnership with the National Children's Bureau and the Centre for Public Scrutiny, produced a useful guide to corporate parenting, entitled '[10](#)

[questions to ask if you're scrutinising services for looked after children'](#). In addition to explaining the ten questions, the guide also includes a helpful 'jargon buster', which defines some of the terms commonly used when referring to services for looked after children and care leavers.

Whilst every elected member is, by definition, a corporate parent, not all elected members will have the same knowledge and involvement. The National Children's Bureau helpfully break the corporate parenting role down into three different levels of responsibility:

1. Universal responsibility – applicable to all councillors
2. Targeted responsibility – e.g. those councillors who may sit on the Corporate Parenting Board, Fostering and/ or Adoption Panels, Scrutiny Boards etc
3. Specialist responsibility – those councillors with a specific, relevant role e.g. the Lead Member for Children's Services, Chair of the Corporate Parenting Board, Chair of the Scrutiny Board for Children's Services

In Leeds, our Corporate Parenting Board was originally established in 2006, and is regularly refreshed to ensure that it works effectively on behalf of looked after children and care leavers. It brings together elected members from all political parties and each Area Committee across the city, as well as relevant officers within the Council, and colleagues from partner agencies. The Board has recently been strengthened to focus on specific outcomes for children, young people and care leavers. Themed meetings on, for example, health or education will consider support and services for children and young people. Directors from relevant Council directorates and other agencies such as schools and NHS bodies will be invited to attend meeting so that the Board can offer scrutiny and challenge.

The Corporate Parenting Board works closely with the Have a Voice Council and the Care Leavers Council. These groups are made up of children and young people who are currently looked after or who have left the care of the local authority, and they help to advise officers and members in Leeds about their experiences of the care system, and what is important to them in terms of improving the services they receive. The Have a Voice Council helped officers to develop a list of promises from the local authority to all looked after children in our care (please see appendix one for details), and the Care Leaver Council helped us to implement the national Care Leavers Charter (please see appendix two for details), and they have contributed to a number of senior officer recruitment processes.

The Have a Voice Council meets with the Corporate Parenting Board regularly throughout the year, and the young people attending those meetings are supported to set their own agenda and co-chair the meetings with Cllr Hayden. They also meet regularly with Cllr Hayden in his role as chair of the Corporate Parenting Board. For further information about the Have a Voice Council and the Care Leavers Council, please contact [hannah.lamplugh@leeds.gov.uk](mailto:hannah.lamplugh@leeds.gov.uk) in the Voice, Influence and Change team.

Whilst the Corporate Parenting Board is an appropriate forum for elected members and relevant officers from the local authority and partner agencies to come together and offer challenge and support around services for looked after children and care leavers, this is not the only way in which elected members discharge their duties as corporate parents. The following pages outline ways in which all members can be effective corporate parents, whatever their role.

## **What contact should I have with looked after children and care leavers?**

You can be an effective corporate parent without having to know individual looked after children and care leavers personally; in fact, personal contact on an individual basis is not generally appropriate, unless looked after children or care leavers choose to contact their local councillor, as is their right as Leeds residents.

However, some communication and contact is valuable in helping councillors to understand the importance of the corporate parenting role, and in giving young people an opportunity to express their views and concerns directly to those with the authority to make decisions and shape policy.

The promises for looked after children and the care leavers charter (appendices one and two) outline what the service is committed to achieving for our looked after children and young people and care leavers; members should familiarise themselves with these commitments and, when given the opportunity to meet with young people, e.g. at the Corporate Parenting Board meetings chaired by members of the Have a Voice Council, you can show your commitment to their care by prioritising attendance.

You can become involved in visits and attend events to further understand the issues that looked after children and care leavers face, and to celebrate their achievements. In addition, there are recruitment and celebration events for foster families, to show our appreciation of all carers do for the most vulnerable children in the city. Elected member attendance at these events can provide encouragement for looked after children, care leavers and foster families and demonstrate to them the commitment of elected members to their corporate parenting role.

## **Is there any training available?**

There is a unique two-day training course available called Total Respect, which is delivered by young people with direct experience of the care system. It is designed to give foster carers, practitioners, officers and elected members a better understanding of what it is like for a young person to be in care.

The training covers a number of issues, including the importance of listening to young people, valuing diversity, and the importance of independent advocacy and complaints processes. Feedback from members of the Corporate Parenting Board who have attended this training has been very positive, with members noting how valuable and powerful it is to learn about the perspectives and experiences of young people who have been looked after themselves.

*You can book a place at a Total Respect session via the Performance and Learning system (PAL). If you do not have access to PAL, then you can make a booking via the Business Support Centre Training Administration team on 0113 24 75570. For further information about the training, please contact [julie.devonald@leeds.gov.uk](mailto:julie.devonald@leeds.gov.uk).*

## **What can all elected members do?**

Effective corporate parenting requires that all elected members:

- Are aware of the role and its implications for discharging the local authority's legal responsibilities for looked after children and care leavers – this guide and the information available through the links in the document provide a good overview
- Develop knowledge and awareness of the services available for looked after children and care leavers, both across the council and from relevant partner agencies
- Are advocates for looked after children and care leavers – ensuring their voices are heard, their needs are met and their achievements celebrated
- Prioritise the needs of looked after children and young people in council decision making and budget setting discussions
- Consider the potential impact of all council decisions on looked after children, foster carers and care leavers
- Ask appropriate questions of officers across the council, not just in children's services, about the quality of services provided to looked after children and young people, and ensure that any issues identified are resolved in a timely manner
- Be accessible to professionals, carers and looked after children who may wish to raise issues or concerns
- Take an active interest in the issues facing looked after children and care leavers at a regional and national level, and bring any examples of good practice or new ways of working to the attention of Steve Walker, the Deputy Director for Safeguarding, Specialist and Targeted Services ([steve.walker@leeds.gov.uk](mailto:steve.walker@leeds.gov.uk)).

#### **What can I do as a ward councillor?**

- Be aware that there are probably looked after children and care leavers living in your ward
- Make an effort to find out about and understand the issues that looked after children and care leavers may face, and the support they may need from the local authority
- Be proactive in ensuring that social workers, foster carers, looked after children and care leavers know how to contact you
- Attend and/ or support foster carer recruitment and celebration events in your ward
- Ensure that the Lead Member for Children's Services and the Director of Children's Services are made aware of any issues with services for looked after children and care leavers within your ward
- Take an active interest in facilities for children and young people in your area, and speak to staff about how they support the inclusion of looked after children and care leavers
- Maintain contact with the area social work and looked after children teams in your area, as well as staff in any residential homes; arrange to visit periodically and speak to staff about their experiences and challenges
- Know what provision (e.g. housing) is available for foster carers, looked after children and young people in your ward, and speak to social workers about ensuring that all looked after children are accessing universal healthcare and dental care
- Promote community understanding of looked after children and care leavers, and promote fostering within your ward, e.g. by providing leaflets at surgeries
- Monitor and challenge council policy for its impact on looked after children and care leavers



- Offer or help to secure employment opportunities, work experience or placements for looked after young people and care leavers

### **What can I do as a school governor?**

- Find out which member of staff has specific/ designated responsibility for the wellbeing of looked after children
- Ensure schools have high aspirations for their looked after children. Ask what is being done to support their attainment, and what strategies are in place to ensure that looked after children have the opportunity to achieve the same results as their peers
- Find out about the statutory obligations of schools towards their looked after children, and ask if the school is meeting these (e.g. ask for information about the number of looked after children on the school roll, attendance levels, attainment, fixed term and permanent exclusions, bullying policies, and arrangements to ensure that looked after children can participate fully in school life, such as attending school trips)
- Ask about training for school staff; is there a good understanding amongst teaching and pastoral staff of the particular issues that looked after children and young people may face, which can have a detrimental effect on their education?
- Ensure that information on looked after children is regularly reported and discussed at governor meetings, and opportunities provided for governors to challenge the school on their performance
- Ask about whether any of the looked after children at the school have a statement of Special Educational Needs – are they being appropriately supported?
- Check whether all of the looked after children have an appropriate and up to date Personal Education Plan (PEP), and that the school has a copy for each child
- Champion and promote the needs of looked after children in schools and nurseries
- For primary schools, governors should ensure that appropriate support and guidance is provided in a timely manner to the child's carers in applying for secondary school places, and navigating the appeals process where necessary
- Ask about the careers advice provided and employment/ work experience opportunities available to looked after children and care leavers; ensure that they are given the same opportunities as their peers to apply for or access such opportunities

### **What can I do as a member of the Corporate Parenting Board?**

- Champion and promote the corporate parenting role across the authority and with partner organisations; develop your understanding of what effective corporate parenting looks like, e.g. through reading resources on the National Children's Bureau (NCB) [website](#).
- Develop your knowledge and awareness of government expectations in relation to the services provided to looked after children and care leavers, and the requirements of Ofsted when inspecting safeguarding and looked after services
- Review and monitor the services provided to looked after children and care leavers, by receiving and analysing the quantitative and qualitative information provided to the group, and offer appropriate support and challenge where improvements could be made
- Review the work of the fostering and adoption panels

- Ask about planning for looked after children – are care plans regularly reviewed and updated, and are the wishes and feelings of looked after children and care leavers taken into account?
- Consider how the group can effectively engage with looked after children and young people, as well as their parents and carers, and ensure that their views are listened to and responded to
- Ensure that looked after children and young people are involved in the running of the group, and in setting the priorities and work programme; e.g. support ‘takeover’ initiatives where young people can chair group meetings
- Attend and support events and meetings which aim to improve outcomes for children and young people, and to celebrate their achievements (e.g. STAR awards).
- Question what all Council directorates are doing to support looked after children, care leavers and foster carers

### **What can I do as a member of Scrutiny Board?**

- All Scrutiny Boards should consider looked after children and care leavers in their work; consideration should not be limited to the Children and Families Scrutiny Board
- Examine the arrangements in place to support the wellbeing of looked after children and care leavers, and monitor their effectiveness; challenge and scrutinise performance, and make recommendations for improvement
- Ask demanding questions of officers with responsibility for looked after children and care leaver services; seek qualitative as well as quantitative information to ensure that the experiences of looked after children are consistent with what the performance data shows, and ask questions of officers’ interpretation of the data
- Ensure that issues relating to looked after children and care leavers are regularly considered at Scrutiny – prioritise any areas of particular concern, e.g. identified through inspections or reviews
- Involve looked after children and young people, care leavers, parents, carers and partner agencies in the work of the Board; their direct feedback, and case studies of their experiences, should drive the work and the priorities
- Ensure that the findings and recommendations of the Board have an influence on policy, and encourage the sharing and embedding of good practice

### **What can I do as the Executive Member for Children’s Services?**

- Hold the equivalent responsibilities of the Director of Children’s Services at a local political level, as required by the Children’s Act (2004)
- Ensure that the needs of looked after children and care leavers across the council are prioritised; including in funding discussions
- Make links with other Executive Members to ensure issues affecting looked after children and care leavers are taken into account and prioritised in all council decision making
- Ensure that the views of looked after children and care leavers are sought and used to influence service development and delivery
- Be accountable for the actions, decisions and delivery of services for looked after children and care leavers

- Ensure that policy or service development does not have any adverse effects on looked after children and care leavers
- Play a leading role in partnerships on behalf of the authority; particularly with the Health Service, to ensure sufficient priority is given to looked after children and care leavers
- Ensure that departments and agencies work with each other to ensure effective integrated working for existing services and ways of working

**What can I do as an Executive Member for other directorates?**

- Consider opportunities for the needs of looked after children and care leavers to be prioritised within services in your portfolio
- Consider whether the decisions you take have an impact on looked after children and care leavers, and ensure appropriate steps are taken to mitigate any adverse effects
- Ensure that Cabinet considers issues affecting children holistically, particularly links between children's services, leisure, transport, housing policies and any other relevant areas of work

**Where can I find more information?**

If you would like to know more about Children's Services in Leeds, there is a series of [One Minute Guides](#) available which give brief introductions to various services, initiatives, teams and ways of working. The guides are available through the Leeds.gov.uk website, and are arranged alphabetically. Please note that the guides have been written for a practitioner and senior leader audience, rather than for distribution to service users or members of the public.

New guides are developed all the time, so it is worth checking the web page regularly. If there are any topics where we have not yet published a guide and you feel one would be useful, please contact [sophie.barker@leeds.gov.uk](mailto:sophie.barker@leeds.gov.uk).

If you would like to know more about the services, teams and resources in your local area, please contact the Integrated Processes team on 0113 24 76830 and they should be able to provide you with contact details.

For more information about fostering and adoption in Leeds, go to <http://www.foster4leeds.co.uk/>.

For more information about the Corporate Parenting Board, please email [corporateparents@leeds.gov.uk](mailto:corporateparents@leeds.gov.uk)

For information and resources about what makes a good corporate parent, please see the website of the National Children's Bureau: <http://www.ncb.org.uk/>

These promises were developed with looked after children on the Have a Voice Council, and focus on what they feel is important to them.

- WE PROMISE to help and support you to stay active and have a healthy and active lifestyle
- WE PROMISE to involve you in all decisions about your life
- WE PROMISE to have high aspirations for you and encourage you to reach your full potential
- WE PROMISE to support you throughout your education and to plan for the future
- WE PROMISE to listen and make sure you know what will happen next
- WE PROMISE to celebrate your achievements
- WE PROMISE to make sure you have lots of different people to support you
- WE PROMISE to help you have new experiences and develop your own interests

Please tell us if these promises are not being kept, or if someone who cares for you or supports you has done an amazing job keeping these promises. Get in touch with Steve Walker, Deputy Director of Children's Services on 0113 378 3628 or [tellsteve@leeds.gov.uk](mailto:tellsteve@leeds.gov.uk).

The Care Leavers Charter is a national set of promises, developed by the Department for Education, which Leeds has adopted for our care leavers. We consulted with the Care Leavers' Council, who felt that these national standards are appropriate for Leeds and that we do not need a separate set of promises for the city.

The national charter reads as follows:

#### Care leavers' charter

A Charter is a set of principles and promises. This Charter sets out promises care leavers want the central and local government to make. Promises and principles help in decision making and do not replace laws; they give guidance to show how laws are designed to be interpreted.

The key principles in this Charter will remain constant through any changes in Legislation, Regulation and Guidance. Care leavers urge local authorities to use these principles when they make decisions about young people's lives. The Charter for Care Leavers is designed to raise expectation, aspiration and understanding of what care leavers need and what the government and local authorities should do to be good Corporate Parents.

#### **We Promise:**

##### *To respect and honour your identity*

We will support you to discover and to be who you are and honour your unique identity. We will help you develop your own personal beliefs and values and accept your culture and heritage. We will celebrate your identity as an individual, as a member of identity groups and as a valued member of your community. We will value and support important relationships, and help you manage changing relationships or come to terms with loss, trauma or other significant life events. We will support you to express your identity positively to others.

##### *To believe in you*

We will value your strengths, gifts and talents and encourage your aspirations. We will hold a belief in your potential and a vision for your future even if you have lost sight of these yourself. We will help you push aside limiting barriers and encourage and support you to pursue your goals in whatever ways we can. We will believe in you, celebrate you and affirm you.

##### *To listen to you*

We will take time to listen to you, respect, and strive to understand your point of view. We will place your needs, thoughts and feelings at the heart of all decisions about you, negotiate with you, and show how we have taken these into account. If we don't agree with you we will fully explain why. We will provide easy access to complaint and appeals processes and promote and encourage access to independent advocacy whenever you need it.

##### *To inform you*

We will give you information that you need at every point in your journey, from care to adulthood, presented in a way that you want including information on legal entitlements and the service you can expect to receive from us at different stages in the journey. We will keep information up to date and accurate. We will ensure you know where to get current information once you are no longer in regular touch with leaving care services. We will make clear to you what information about yourself and your time in care you are entitled to see. We will support you to access this when you want it, to manage any feelings that you might have about the information, and to put on record any disagreement with factual content.

### *To support you*

We will provide any support set out in current Regulations and Guidance and will not unreasonably withhold advice when you are no longer legally entitled to this service. As well as information, advice, practical and financial help we will provide emotional support. We will make sure you do not have to fight for support you are entitled to and we will fight for you if other agencies let you down. We will not punish you if you change your mind about what you want to do. We will continue to care about you even when we are no longer caring for you. We will make it our responsibility to understand your needs. If we can't meet those needs we will try and help you find a service that can. We will help you learn from your mistakes; we will not judge you and we will be here for you no matter how many times you come back for support.

### *To find you a home*

We will work alongside you to prepare you for your move into independent living only when you are ready. We will help you think about the choices available and to find accommodation that is right for you. We will do everything we can to ensure you are happy and feel safe when you move to independent living. We recognise that at different times you may need to take a step back and start over again. We will do our best to support you until you are settled in your independent life; we will not judge you for your mistakes or refuse to advise you because you did not listen to us before. We will work proactively with other agencies to help you sustain your home.

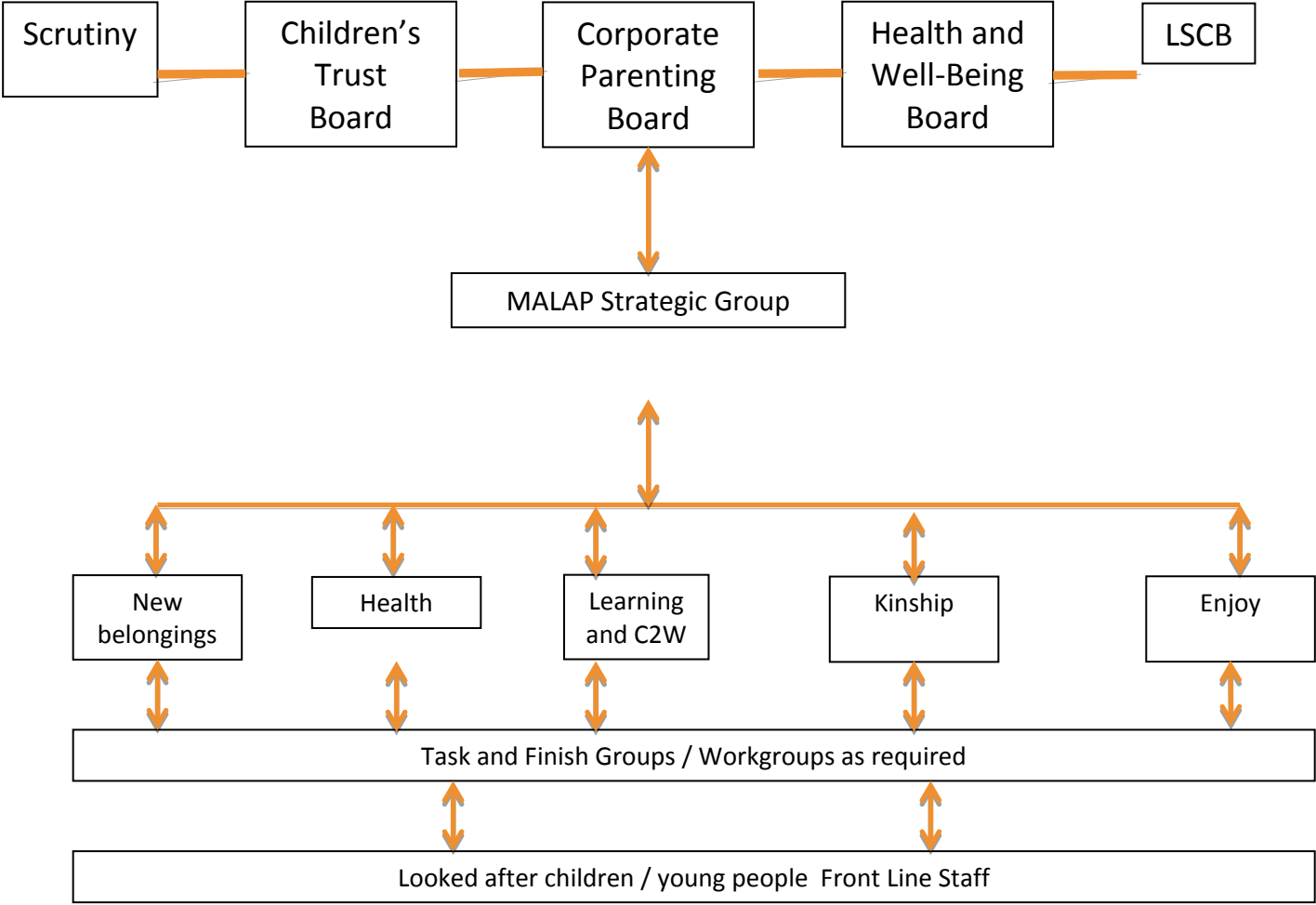
### *To be a lifelong champion*

We will do our best to help you break down barriers encountered when dealing with other agencies. We will work together with the services you need, including housing, benefits, colleges and universities, employment providers and health services to help you establish yourself as an independent individual. We will treat you with courtesy and humanity whatever your age when you return to us for advice or support. We will help you to be the driver of your life and not the passenger. We will point you in a positive direction and journey alongside you at your pace. We will trust and respect you. We will not forget about you. We will remain your supporters in whatever way we can, even when our formal relationship with you has ended.

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**Governance arrangements for the Corporate Parenting Board**



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Report author: Sandra Pentelow  
Tel: 24 74792

**Report of Head of Governance Services and Scrutiny Support**

**Report to Scrutiny Board (Children’s Services)**

**Date: 15 December 2016**

**Subject: Financial Health Monitoring Children’s Services- Budget Update Period 7 2016/17 and Budget Proposals for 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?	<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 Scrutiny Board (Children’s Services) resolved to consider the budget of Children’s Services at appropriate intervals. This is reflected in the work programme of the Scrutiny Board 2016/17. The purpose of this report is to provide Board Members with information with regard to the financial health of Children’s Services for period 7 (appendix A). Updated information for period 7 will be considered at the Executive Board on the 14 December 2016.
  
2. Initial budget proposals for 2017/18 are also due to be considered at the Executive Board meeting on 14 December 2016, when the Board is expected to refer the proposals to Scrutiny. This report is attached (appendix B).
  
3. The appended budget reports contain a full overview of the complete corporate budget to provide context, however the focus of Scrutiny Board (Children’s Services) is in relation to the budget delegated to the Director of Children’s Services.
  
4. The Scrutiny Board will have the opportunity at its meeting to raise any specific questions with regard to budget proposals that fall within its portfolio area. Any conclusions, observations and recommendations that are made by Scrutiny Board (Children’s Services) will be fed back to Executive Board prior to full Council. Each Scrutiny Board will be undertaking a similar level of focus for their defined areas.

4. The directorate's Head of Finance has been invited to present the budget information and address any further questions from the Board.

### **Recommendations**

5. Members are asked to:
  - a. note the financial position of Children's Services for period 7 2016/17
  - b. consider the initial 2017/18 budget proposals relevant to the Scrutiny Board's portfolio and provide relevant comment and recommendations.

### **Background documents**

6. None<sup>1</sup>

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

**Report of the Deputy Chief Executive**

**Report to Executive Board**

**Date: 14<sup>th</sup> December 2016**

**Subject: Financial Health Monitoring 2016/17 – Month 7**

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

**Summary of main issues**

1. The purpose of this report is to inform the Executive Board of the financial health of the authority in respect of the revenue budget, and the Housing Revenue Account.
2. The 2016/17 financial year is the first year covered by the 2015 Spending Review and again presents significant financial challenges to the council. The council to date has managed to achieve considerable savings in the order of £330m since 2010 and the budget for 2016/17 will require the council to deliver a further £76m of savings.
3. The current and future financial climate for local government represents a significant risk to the council's priorities and ambitions. Whilst the council continues to make every effort possible to protect the front line delivery of services, 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.
4. Executive Board will recall that the 2016/17 general fund revenue budget, as approved by council provides for a variety of actions to reduce net spend by £31.5m delivering some £76m of budget action plans by March 2017. After 7 months of the financial year it is clear that the majority of these actions and savings plans are on track to be delivered, however this report highlights a potential overall overspend/risk of £4m.

5. The medium-term financial strategy approved by Executive Board in September 2016 assumes that the 2016/17 budget will be at a balanced position by the year-end. Work is ongoing through directors and budget holders to bring-forward options and proposals across all directorates and services in order to reduce net spend in line with the budget.
6. At the half-year, the Housing Revenue Account is projecting a £0.62m surplus.

## **Recommendation**

7. Executive Board are asked to note the projected financial position of the authority.

### **1. Purpose of this report**

- 1.1 This report sets out for the Executive Board the Council's projected financial health position for 2016/17 after 7 months of the year.
- 1.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget and highlights potential key risks and variations after 7 months of the year.

### **2. Background information**

- 2.1 Executive Board will recall that the net budget for the general fund for 2016/17 was set at £496.4m, supported by the use of £3.5m of general reserves.
- 2.2 Financial 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.

### **3. Main Issues**

- 3.1 At month 7, a £4m overspend is forecast, as shown in table 1 below.

*Table 1 – forecast 2016/17 budget variations by directorate*

Directorate	Director	(Under) / Over spend for the current period				Month 6 Position
		Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	£000
Adult Social Care	Cath Roff	(2,066)	858	(858)	0	0
Children's Services	Steve Walker	500	9,490	(4,502)	4,988	4,256
City Development	Martin Farrington	(697)	540	(689)	(149)	(225)
Environment & Housing	Neil Evans	(764)	2,038	(2,133)	(95)	(95)
Strategy & Resources	Alan Gay	(1,367)	(1,526)	1,620	94	194
Citizens & Communities	James Rogers	(45)	1,756	(1,852)	(96)	345
Public Health	Dr Ian Cameron	(176)	15	(38)	(23)	(72)
Civic Enterprise Leeds	Julie Meakin	1,459	2,080	(1,879)	201	201
Strategic & Central	Alan Gay	300	2,970	(3,908)	(938)	(714)
<b>Total Current Month</b>		<b>(2,856)</b>	<b>18,221</b>	<b>(14,239)</b>	<b>3,982</b>	<b>3,890</b>
<b>Previous month (under)/over spend</b>		<b>(2,458)</b>	<b>18,500</b>	<b>(14,610)</b>	<b>3,890</b>	

3.1.1 The report on the 2017/18 initial budget proposals which is also on the agenda for today's Executive Board makes reference to proposals to review and re-profile the council's repayment of debt which could achieve savings of up to £9.3m against the minimum revenue provision budget in 2016/17, with subsequent earmarking of the saving to reserves. This proposal has not been reflected in this report and the budget proposals for 2017/18 still assume that the 2016/17 budget is balanced by year-end. For information, the position at this point in the 2015/16 financial year was also a £4m overspend which improved to a marginal underspend by the year-end.

3.2 The key variations against the budget are outlined below and more detailed information is included in the financial dashboards at appendix 1.

3.2.1 Adult Social Care - the directorate is projecting a balanced position at the financial year-end, as also reported at P5. Projected spend on community care packages, general running expenses has reduced, income has slightly improved albeit offset by a reduction in the projected staffing savings.

A high level review of all budget action plans has taken place and slippage totalling £3.1m is projected at the year-end, although substantial contingency savings have also been identified to offset the impact. There is a projected shortfall of £1.4m in delivering the specific actions within the community care packages budget, with the largest shortfall relating to learning disability services. Slippage of £0.9m relates to contracts and grants budgeted savings and £0.3m to the Better Lives programme within older people's residential and day care services. Some other budget pressures and savings have been identified, further details of which are outlined in the financial dashboard at appendix 1.

3.2.2 Children's Services – overall at month 7 the directorate is reporting a projected overspend of £4.98m. The directorate is still facing a number of budget pressures but has committed to a number of actions to mitigate against these budget pressures including additional controls on recruitment and promoting the ELI

scheme in some areas, a review of contracts and a review of spend including restrictions in all areas of non-essential spend. In addition, the directorate is anticipating additional funding through a new innovations bid but this is subject to final approval.

Children in care - at month 7, the directorate is supporting an additional 34 looked after children in external residential (ER) placements and with independent fostering agencies (IFA) than the 2016/17 budget provides for and this has resulted in a projected £4.9m pressure around these demand budgets (£3.5m ER & £1.3m IFA). In the last quarter of 2015/16 numbers had increased and continued to increase through to April 2016; however there has been a steady reduction in children looked after numbers since May. There are currently 1,232 CLA children (increase of 6 from month 6); this includes 51 with ER and 200 with IFA's. There is also a £0.9m pressure on in-house fostering but this is off-set by £0.9m of additional income on adoption. Overall the children in care budget supports 1,170 placements which includes provision for 36 ER and 181 IFA placements. The current projection assumes that the number of children in care will continue to gradually reduce during the remainder of the financial year to 44 ER & 187 IFA.

Transport - the home to school/college transport budget is under significant pressure due to a rise in the number of young people with complex needs, a rise in the transport requirements outside the city and an increase in private hire rates. The pressure is currently identified at £1.7m, which is net of the appropriation of £1m from the specific demand & demography earmarked reserve.

Other Income - additional income from the Innovations & Partners in Practise grant is anticipated (part of a new 3/4 year bid which has not been secured yet). A further £0.3m income is also anticipated from the Housing Revenue Account to support the Family Intervention Services and the Multi-Systemic Therapy Service. Mitigating these is a net £0.6m pressure from a reduced level of funding supporting the Children's Centres.

- 3.2.3 Schools Budget/Dedicated Schools Grant (DSG) – as reported last month, there are a number of budget pressures that have emerged during 2016/17. These are mainly in the High Needs Block with a projected overspend of £5.3m in 2016/17 and this position was reported to the schools forum in October 2016. Schools forum noted the projected financial position, including that the deficit could be carried forward into 2017/18, and that a further report would be presented to the next meeting of the forum which would outline options for mitigating the budget pressures.
- 3.2.4 City Development – at month 7 the overall position is a projected underspend of £149k. However it should be noted that there are a number of fluctuations within the directorate that are being managed through additional income receipts and specific actions.
- 3.2.5 Environment & Housing – at month 7 the directorate is forecasting a marginal underspend of £0.1m against its £53m net managed budget. Within this overall figure, the waste management budget is anticipated to balance. In car parking, staffing savings and additional income are expected to deliver a saving of £0.3m and in Community Safety there is a forecast underspend of £0.1m due again to staffing savings, one-off income from the WYPCC and additional Ministry of Justice funding. Environment action & health are forecasting a £0.2m underspend due to



staffing savings and Housing support are also expecting to deliver a £0.2m underspend again due to staffing savings. These savings are enabling the directorate to manage the directorate wide staffing efficiency target within the budget.

- 3.2.6 Citizens & Communities – budget action plans have been reviewed with each Chief Officer and at present it is anticipated that most plans will be achieved, though there is a pressure of £0.25m on the Customer Access budget which is offset by a forecast underspend of £0.24m on the elections, licensing and registration budget which is due to additional income. The anticipated year-end position on the Benefits, Welfare and Poverty budget has improved from last month due to further work on housing benefit overpayment income, and the transfer of libraries has brought across a £0.1m underspend from City Development. Overall, the directorate is forecasting £0.1m underspend against its £29.7m budget.
- 3.2.7 Public Health – the public health budget and budget savings plans for 2016/17 reflect the continuing reduction to the ring-fenced grant. Overall, the budget plans are on track to be delivered other than the planned savings of £0.2m as part of the transfer of the TB contract which will not materialise, though work to find compensating savings is now completed and is currently predicted to offset this pressure. Due to overtrading of sexual health services, provision was made for anticipated costs however it is likely that these costs will not materialise in full resulting in savings to compensate for this risk. In addition, pay costs are projected to be £0.16m underspent on the general staffing budget and work is continuing to identify potential financial pressures particularly in relation to costs associated with the new drugs and alcohol contract and public health activity contracts which are paid based on demand and some on NHS tariff. Recent activity data is showing a reduced level of activity and as a result an underspend of £249k is projected on commissioning budgets.
- 3.2.8 Strategy & Resources – overall, the directorate is highlighting a potential overspend of £0.2m which is due to a potential reduction in external income in the Projects, Programmes and Procurement Unit of £1m offset by forecast staffing savings of £0.7m. The rest of the directorate is expected to deliver on its budget action plans.
- 3.2.9 Civic Enterprise Leeds – the overall projected position at month 7 is an overspend of £0.2m explained by a potential overspend against the catering net budget which is mainly as a result of the marginal impact of the loss of 7 school contracts together with the marginal impact of a shortfall against the adjusted meal numbers.
- 3.2.10 Strategic & Central budgets – at month 7, the strategic and central budgets are anticipated to underspend by £0.9m. The key variations include;
- i. Debt - a net forecast pressure of £0.3m due to the conversion of short-term debt to long-term to take advantage of low long-term interest rates.
  - ii. Section 278 income - a potential £1.8m risk due to lower levels of development activity.
  - iii. Procurement - a £1m variation which reflects that the procurement savings will be managed through directorate budgets.
  - iv. The spend forecast recognises the impact of the decision to increase the Leeds living wage from January 2017.

- v. PFI – a £0.9m variation which recognises that these savings will show in directorate/service budgets.
- vi. Savings of £2m from the additional capitalisation of eligible spend in general fund and school budgets.
- vii. Appropriation of £1.9m of earmarked reserves.
- viii. A pressure of £0.4m relating to court cost income.
- ix. Savings of £2m on the levy contribution to the business rates pool.
- x. A potential pressure on court cost fees.

### **3.3 Other Financial Performance**

#### **3.3.1 Council Tax**

The Council Tax in-year collection rate at the end of October was 63.85% which is marginally ahead of the performance in 2015/16. At this stage of the year, the forecast is for an in-year collection rate of 95.9% collecting some £301m of council tax income.

#### **3.3.2 Business Rates**

The business rates collection rate at the end of October was 64.91% which is 0.34% behind the performance at this stage in 2015/16. The forecast is still to achieve the 2016/17 in-year collection target of 97.7% collecting some £383.2m of income.

#### **3.3.3 Prompt payment of Creditors**

The current performance for the prompt payment of invoices processed within 30 days is 91.93% which is marginally below the target of 92%.

#### **3.3.4 Procurement Report**

Executive Board has requested a quarterly update on procurement activity. The report attached at appendix 2 provides information in relation to the second quarter of the current financial year.

## **4. Housing Revenue Account (HRA)**

- 4.1 At month 7 the HRA is projecting a £0.62m surplus at the year-end. Projected income from rents and service charges are forecast to be marginally below the budget with a £0.1m estimated variation at the year-end. There are a number of variations against the expenditure budgets which together total an underspend of £0.7m, including an underspend of £0.9m on the employee budget due in the main to staffing vacancies, a pressure on the disrepair provision of £0.2m because of new cases, an overspend on capital charges of £0.2m due to lower interest receivable and a forecast overspend of £0.2m across the supplies and services budgets. Further detailed information is included in the HRA financial dashboard at appendix 1.

## **5. Corporate Considerations**

### **5.1 Consultation and Engagement**

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

## **5.2 Equality and Diversity / Cohesion and Integration**

5.2.1 The Council's revenue budget for 2016/17 was subject to equality impact assessments where appropriate and these can be seen in the papers to Council on 24th February 2016.

## **5.3 Council Policies and Best Council Plan**

5.3.1 The 2016/17 budget targeted resources towards the Council's policies and priorities as set out in the Best Council Plan. This report comments on the financial performance against this budget, supporting the Best Council ambition to be an efficient and enterprising organisation.

## **5.4 Resources and Value for Money**

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

## **5.5 Legal Implications, Access to Information and Call In**

5.5.1 There are no legal implications arising from this report.

## **5.6 Risk Management**

5.6.1 Financial management and monitoring continues to be undertaken on a risk-based approach with key budget risks identified as part of the annual budget-setting process and specifically monitored through the financial year. Examples include the implementation of budget action plans, those budgets which are volatile and subject to fluctuating demand, key income budgets, etc. The information in the financial dashboards at appendix 1 includes specific information on these risk areas.

## **6. Recommendations**

6.1 Executive Board are asked to note the projected financial position of the authority.

## **7. Background documents<sup>1</sup>**

7.1 None

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<sup>1</sup> 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.

**ADULT SOCIAL CARE 2016/17 BUDGET**  
**FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)**

**Overall narrative**

The directorate is projecting a balanced position at the financial year-end, as also reported at month 6. Projected spend on community care packages, general running expenses has reduced, income has slightly improved albeit offset by a reduction in the projected staffing savings.

A high level review of all budget action plans has taken place and slippage totalling **£3.1m** is projected at the year-end, although substantial contingency savings have also been identified to offset the impact. There is a projected shortfall of £1.4m in delivering the specific actions within the community care packages budget, with the largest shortfall relating to learning disability services. Slippage of £0.9m relates to contracts and grants budgeted savings and £0.3m to the Better Lives programme within older people's residential and day care services. Some other budget pressures and savings have been identified, further details of which are outlined below.

The main variations at Month 7 across the key expenditure types are as follows:

Staffing (-£2.1m – 4.0%)

Savings within Access and Care Delivery total £1.0m. This mainly reflects reducing staffing numbers within the Community Support Service since the budget was set and vacancies within the care management and business support services, partly offset by slippage relating to the Better Lives programme within older people's residential and day care services. Savings of £1.1m are projected in commissioning services, resources and strategy and health and wellbeing due to ongoing vacancies.

Community care packages (+£2.4m – 1.2%)

Expenditure on the learning disability pooled budget is currently projected to exceed budget provision mainly due to slippage in delivering the budgeted savings, but work continues to bring this back on track as far as possible by the year-end. There are also some pressures on residential and nursing care placements reflecting the trend in the last quarter of 2015/16 and a higher number of residents at the start of the current financial year than was assumed when the budget was set. Actions are underway to minimise the impact of these pressures by the year-end.

Transport (+£0.7m – 16.4%)

The most recent projections from Passenger Transport Services indicate higher than budgeted costs. The information available indicates that the majority of the projected overspend relates to costs rather than demand, but further work is needed to understand this more fully. This is being undertaken in conjunction with Passenger Transport Services.

Income (-£0.9m – 1.3%)

Service user contributions are slightly higher than budgeted, mainly due to some slippage in the Better Lives programme within older people's residential and day care services. Funding for staffing costs through the learning disability pooled budget is also higher than budgeted.

**Budget Management - net variations against the approved budget**

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health Partnerships	365	(112)	252	(87)	0	75	0	4	121	0	0	0	113	(204)	(91)
Access & Care Delivery	245,962	(39,467)	206,495	(1,004)	74	(179)	(16)	551	1,575	787	0	0	1,789	(444)	1,345
Commissioning Services	12,828	(24,298)	(11,470)	(497)	0	(141)	(3)	109	410	0	0	0	(121)	(599)	(720)
Resources and Strategy	6,985	(1,008)	5,977	(478)	(1)	(176)	(3)	(315)	50	0	0	0	(922)	388	(534)
<b>Total</b>	<b>266,139</b>	<b>(64,885)</b>	<b>201,254</b>	<b>(2,066)</b>	<b>74</b>	<b>(421)</b>	<b>(21)</b>	<b>349</b>	<b>2,156</b>	<b>787</b>	<b>0</b>	<b>0</b>	<b>858</b>	<b>(858)</b>	<b>(0)</b>

**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m	
<b>A. Key Budget Action Plans</b>							
1.	Older people's residential and day care	D Ramskill	Full-year effects and ongoing Better Lives programme	A	0.9	0.3	
2.	Assessment and care management practice	S McFarlane	Delivering the most cost effective service for new customers based on the strengths based approach and the use of reablement and telecare services	A	1.0	0.4	
3.	Review of care packages - mental health	M Ward / M Naismith	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	A	0.5	0.0	
4.	Review of care packages - physical impairment	J Bootle	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	G	0.5	0.0	
5.	Review of care packages - learning disability	J Wright / M Naismith	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	A	3.0	1.0	
6.	Assessment and care management efficiencies	S McFarlane	Review of skills mix and business processes	G	0.5	0.0	
7.	Grants and contracts	M Ward	Review of contracts and grants across client groups	A	1.4	0.9	
8.	Vacancy management	Various	Mainly non-frontline services	G	0.8	0.0	
9.	Fees and charges	A Hill	Implementation of February 2016 Executive Board decisions	G	1.0	0.0	
10.	Health funding	S Hume	Mainly funding received in 2015/16 on a non-recurring basis	G	3.9	0.0	
11.	Better Care Fund	S Hume	Exploring opportunities to realign spend between capital and revenue	G	1.8	0.0	
<b>B. Other Significant Variations</b>							
1.	Staffing	Various	Ongoing tight vacancy management and reducing staff numbers in the Community Support Service			(2.1)	
2.	Community care packages	J Bootle / M Naismith	Pressures experienced on residential & nursing placements and the learning disability pooled budget are continuing			0.6	
3.	Transport	J Bootle / M Naismith	Mainly increased costs, which are under investigation with Passenger Transport Services			0.7	
4.	Other expenditure	Various	Savings on general running expenses through careful budget management, including the projected impact of essential spend only for the remainder of the year			(0.9)	
5.	Income	Various	Mainly funding for staffing costs through the learning disability pooled budget and service user contributions			(0.9)	
					<b>Adult Social Care Directorate - Forecast Variation</b>		<b>0.0</b>

## CHILDREN'S SERVICES 2016/17 FINANCIAL YEAR FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)

**Overall** - at period 7 the directorate is reporting a projected overspend of £4.98m. The directorate is still facing a number of budget pressures but has committed to a number of actions to mitigate against these budget pressures including additional controls on recruitment and promoting the ELI scheme in some areas, a review of contracts and a review of spend including restrictions in all areas of non-essential spend. In addition, the directorate is anticipating additional funding through a new innovations bid but this is subject to final approval.

**CLA Obession** - at period 7, the directorate is looking after an additional 34 looked after children in External Residential (ER) placements and with Independent Fostering Agencies (IFA) than the 2016/17 budget provides for and this has resulted in a projected £4.9m pressure around CLA demand budgets (£3.5m ER & £1.3m IFA). In the last quarter of 2015/16 numbers had increased and continued to increase in April but there has been a steady reduction in children looked after numbers since May. There are currently 1,232 CLA children (increase of 6 from P6); this includes 51 with ER and 200 with IFA's. There is a £0.9m pressure on in-house fostering but this is off-set by £0.9m additional income on adoption. Overall the CLA budget supports 1,170 placements which includes provision for 36 ER and 181 IFA placements. The current projection assumes that the looked after children numbers will continue to gradually reduce during the remainder of the financial year to 44 ER & 187 IFA.

**Staffing** - Current assumption is for pay to overspend by £0.5m. There are some risks around this forecast although the directorate has committed to take action to reduce staffing numbers. Staffing levels continue to reduce and have fallen month on month during 2016/17 and the overall monthly spend on pay is gradually reducing. Offsetting the savings in basic pay are increased spend on overtime and agency staff, mitigating some of the savings being delivered from reducing headcount but this is being reviewed with the aim of reducing where possible.

**Commissioned Services** - A £0.1m saving target around the £10m of commissioned contracts and other spend within the directorate. The target has been reduced from Period 3 by £0.4m but the review currently taking place will generate further savings in 2017/18 to contribute to contribute to the directorate's budget strategy.

**DfE Innovations Funding** - There is a potential pressure of £0.8m with the existing DfE Innovations funding. The current projection assumes that actions will be taken so that overall commitments match the funding available but there is still a significant risk that commitments will exceed the available funding in 16/17.

**Transport** - The home to school and home to college transport budget is under significant pressure due to a rise in the number of young people with complex needs, a rise in the transport requirements outside the city and an increase in private hire rates. The pressure is currently identified at £1.7m, which is net of the appropriation of £1m from the specific demand & demography earmarked reserve.

**Other Income** - Additional income from the Innovations & Partners in Practise grant is anticipated (part of a new 3/4 year bid which has not been secured yet). A further £0.3m HRA income to support the FIS and MST Service. Offsetting this is a net £0.6m pressure from a reduced level of funding supporting the Children's Centres .

**Dedicated Schools Grant (DSG)Pressure-** Pressures have emerged over the past term principally in relation to the Social Emotional and Mental Health provision, Funding for Inclusion numbers and Central Early Years expenditure which total £5.1m. School Forum on the 6th October received a report on the DSG budget which outlined the various pressures and have requested a further update and options to bring spend within budget in 2017/18. School Forum noted the projected overspend of £5.1m and that one option was to carry forward a deficit on the DSG into 2017/18 which would enable time to consider options to manage the budget in 2017/18

### Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES											Total (under) / overspend £'000	
				Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income		
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
<b>Demand Led Budgets:</b>																
External and other Residential Placements	7,002	(2,835)	4,167						3,500					3,500	40	3,540
Independent Fostering Agencies	7,613	0	7,613						1,300					1,300		1,300
In House Fostering, Adoption, SGO and RO	21,560	(2,755)	18,805						898					898	(989)	(91)
SEN Outside Placements	4,857	(4,857)	0						871					871	(863)	8
Leaving Care	5,052	(1,160)	3,892						886					886	(363)	523
Transport	5,210	0	5,210				2,700					(1,000)		1,700		1,700
<b>Sub total Demand Led Budgets</b>	<b>51,294</b>	<b>(11,607)</b>	<b>39,687</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,700</b>	<b>0</b>	<b>7,455</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>9,155</b>	<b>(2,175)</b>	<b>6,980</b>
<b>Partner Funding</b>																
Schools Forum(A Life Ready For Learning)	0	(3,380)	(3,380)										875	875	152	1,027
Partner Funding of Family Services		(1,600)	(1,600)											0	600	600
<b>Sub total Partner Funding</b>	<b>0</b>	<b>(4,980)</b>	<b>(4,980)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>875</b>	<b>875</b>	<b>752</b>	<b>1,627</b>
<b>Other Budgets</b>																
Partnership, Development & Business Support	14,257	(1,137)	13,120	465		(311)	0	95						249	(240)	9
Learning, Skills & Universal Services	129,347	(112,112)	17,235	(17)		(417)	1	(229)	(1,206)	0		153		(1,715)	1,545	(170)
Safeguarding, Targeted & Specialist Services	75,551	(17,897)	57,654	52	1	226	160	82	673	(38)		(230)		926	(4,384)	(3,458)
Central Overheads	8,894	(11,838)	(2,944)											0		0
<b>Sub total Other Budgets</b>	<b>228,049</b>	<b>(142,984)</b>	<b>85,065</b>	<b>500</b>	<b>1</b>	<b>(502)</b>	<b>161</b>	<b>(52)</b>	<b>(533)</b>	<b>(38)</b>	<b>0</b>	<b>(77)</b>	<b>0</b>	<b>(540)</b>	<b>(3,079)</b>	<b>(3,619)</b>
<b>Total</b>	<b>279,343</b>	<b>(159,571)</b>	<b>119,772</b>	<b>500</b>	<b>1</b>	<b>(502)</b>	<b>2,861</b>	<b>(52)</b>	<b>6,922</b>	<b>(38)</b>	<b>0</b>	<b>(202)</b>	<b>0</b>	<b>9,490</b>	<b>(4,502)</b>	<b>4,988</b>

<b>Key Budget Action Plans and Budget Variations:</b>		<b>Lead Officer</b>	<b>Additional Comments</b>	<b>RAG</b>	<b>Action Plan Value £m</b>	<b>Forecast Variation £m</b>
<b>A. Significant Variations</b>						
	Children Looked After	Steve Walker	Pressure on CLA demand led budgets (External Residential placements and Independent Fostering Agencies) partly offset by additional income from adoption. There has been a gradual reduction in numbers since May and the current budget projection appears achievable.			4.90
	Passenger Transport	Sue Rumbold	Increased numbers of children requiring education outside the city, increased complexity of need and an increase in private hire rates. The current projection will be reviewed in October once the latest transport data is available.			1.70
	Income - DSG	Steve Walker	The current projection allows for a £0.75m shortfall against the budgeted income. The other pressures on the DSG could be partly met by exploring options in relation to balances and re-examining eligibility criteria. Options to be presented to School Forum in October.			0.75
	Income - DfE BID	Steve Walker	New BID submitted in 2016/17. Good progress is being made in the discussions with the DfE.			(2.00)
	HRA - funding	Steve Walker	Additional HRA income re signpost and MST service may not be forthcoming. It is subject to agreement with Environments & Housing.			(0.30)
	Savings challenge across department	All	Target savings against running costs and staffing budgets. Proposals are being considered by CSLT. There is a risk that sufficient savings are not identified. The saving target has been reduced as savings have been identified.			(0.50)
<b>B. Key Budget Action plans (BAP's)</b>						
A1	Securing additional income from Schools Forum	CSLT	£3.4m of funding per academic year provisionally agreed subject to delivery of activity and funds being available from DSG. School Forum in October has now approved this funding.	G	2.40	0.00
A2	Additional Funding For Children's Centres	CSLT	Funding options being pursued.	R	1.60	0.60
C1	Reconfigure services to young people at risk of becoming NEET	Andrea Richardson	IAG contract has been extended to July 2016. Some existing provider staff will TUPE.	A	1.20	0.25
E1/E2/E4	Staff savings	Sue Rumbold	Reduction in posts/additional trading opportunities and ELIs. Linked to medium term strategy for the directorate. Further staff reductions are required to meet budget assumptions.	A	1.40	0.00
E5	Reduce net cost of Learning For life managed Children's Centres Childcare.	Andrea Richardson	Ensure childcare income generated is reflected in childcare staffing levels	A	0.50	0.40
A3	Improvement partners	Steve Walker	Maximise income from supporting other LA's. Work underway with a number of LAs. Other expressions of interest from other LA's. Innovations bid ongoing. Decision due late summer.	G	0.50	0.00
A4	Adel Beck	Francis N'Jie	Maximise income from selling to other LA's. Rates revised for 16-17 to recover this additional income subject to occupancy levels being achieved.	G	0.40	(0.10)
E3	Impact of residential review on overtime costs	Steve Walker	Running cost efficiencies following closure of Pinfolds and Bodmin. Linked to the overall pay strategy for the directorate.	G	0.40	0.00
	Various other budget savings (10)	All CO's	Including reconfiguration of Targeted Services, a review of assets, additional trading with schools, additional DfE funding for adoption services; principally inter-agency fee, reviewing non Statutory costs etc.	G	2.29	(0.72)
<b>Children's Services Directorate - Forecast Variation</b>						<b>4.98</b>

## CITY DEVELOPMENT 2016/17 FINANCIAL YEAR FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)

**Overall** - at Period 7 the reported position is a projected underspend of **£149k**. However it should be noted that there are a number of fluctuations within the Directorate that are being managed through additional income receipts and specific actions such as the use of Bridgewater Place money estimated at £916k and Arena Debt savings of £450k. These variances continue to be managed with the expectation that they will not cross over into 2017/18.

There are concerns around Planning Appeals costs this year as the service currently have a number of appeals ongoing from 2015/16 and new ones coming in in 2016/17, this is currently estimated at £200k, and is offset by increased Building Control and Planning Fee income and underspends on staffing due to a number of vacant posts.

In Economic Development the large variations on supplies and services and income is reflective of the Flood Alleviation expenditure and grant income receipts at Kirkgate Market are under pressure due to the extension of rent discounts into 2016-17 and later than anticipated new lettings resulting from delays to its redevelopment. The projected effect will be an under recovery of £420k against the income budget.

In Asset Management the advertising Income pressure remains at £442k. Although the income target was reduced in the 2016/17 estimates cycle by £200k it is unlikely to achieve its target this year due to the time required to build up the advertising sites portfolio and programme delays around approvals for the advertising sites. It is assumed that this will be offset by Arena debt savings (£450k) and income from two new asset purchases recently approved by Executive Board (£131k).

Highways and Transportation have contracted further work with their strategic partners Mouchel increasing supplies and services spend offset by additional income.

In Arts and Heritage there is a projected loss of income from Room Hire at the Art Gallery (closed for roof repairs) £100k, which is offset by the NNDR Rebate and there is increased Town Hall bar and catering income. Overspends in supplies and services are partly funded by and related to increased events income.

**The Libraries Service has transferred to Citizens and Communities which has reduced the overall Directorate underspend by £101k**

Within the Sport Service overspends on supplies and services including catering, resalable and consultancy costs are offset with associated increases in projected income, which also includes an anticipated £40k shortfall of income in relation to the pool closure and refurbishment at John Smeaton and a £60k pressure due to incorrect treatment of VAT on the Fitness and Swim Bodyline Offer. The service is also experiencing a downturn in Bodyline income due to the number of budget gyms that have opened in the last 12 months.

The directorate strategy is to use the proposed £916k Bridge Water Place settlement to part fund these net pressures and contribute the balance to the corporate strategy. In the service analysis below £460k is utilised against specific services and £456k Highways & Transportation.

### Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Planning and Sustainable Development	8,571	(5,753)	2,818	(124)	0	197	0	17	0	0	0	0	90	(190)	(100)
Economic Development	5,058	(4,189)	869	54	20	1,302	0	17	0	0	0	0	1,393	(907)	486
Asset Management and Regeneration	11,181	(10,410)	771	(165)	98	(108)	(6)	(188)	0	0	16	0	(353)	66	(287)
Highways and Transportation	56,429	(40,246)	16,183	(384)	107	(634)	78	(34)	0	0	0	0	(867)	420	(447)
Arts and Heritage	16,642	(6,902)	9,740	(31)	(116)	392	(2)	8	22	13	0	0	286	(202)	84
Sport and Active Recreation	24,507	(18,842)	5,665	(32)	30	43	3	28	(35)	(31)	0	0	6	124	130
Resources and Strategy	1,720	(95)	1,625	(15)	0	0	0	0	0	0	0	0	(15)	0	(15)
<b>Total</b>	<b>124,108</b>	<b>(86,437)</b>	<b>37,671</b>	<b>(697)</b>	<b>139</b>	<b>1,192</b>	<b>73</b>	<b>(152)</b>	<b>(13)</b>	<b>(18)</b>	<b>16</b>	<b>0</b>	<b>540</b>	<b>(689)</b>	<b>(149)</b>



**Key Budget Action Plans and Budget Variations:**

				RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£'000	£'000
<b>A. Budget Action Plans</b>		Lead Officer	Additional Comments			
1.	Planning and Sustainable Development	Tim Hill	Reduction in the net cost of service through management restructure, staffing savings and increased income generation	G	550	(300)
2.	Economic Development	Tom Bridges	Reduction in the net cost of service through staffing savings and increased income generation	A	280	66
3.	Asset Management & Regeneration	Tom Bridges	Reduction in the net cost of service through staffing savings and increased income generation	G	410	(148)
4.	Highways and Transportation	Gary Bartlett	Reduction in the net cost of service via alternative service delivery, removal of subsidies, staffing savings and additional income	G	440	9
5.	Arts and Heritage	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation	A	570	84
6.	Arts Grant	Cluny MacPherson	Full Year Effect of new grant allocations will deliver the savings. DDN published 25 March 2015 and implemented 1st April 2015	G	125	0
7.	Sport and Active Recreation	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation	A	440	130
8.	Resources and Strategy	Ed Mylan	Reduction in the net cost of service via efficiency and staffing savings	G	30	(15)
9.	Directorate	All Chief Officers	Directorate-wide additional income target	G	460	0
<b>B. Other Significant Variations</b>						
1.	Asset Management	Tom Bridges	Reduced borrowing costs at Leeds Arena (£450k) income from new assets (£131k) offsetting reduced income from Advertising (£442)			(139)
2.	Highways	Gary Bartlett	Additional Highways Income			0
3.	Planning Appeals	Tim Hill	Uncertainty at this stage around the costs of planning appeals			200
4.	Kirkgate Market	Tom Bridges	Extension of rent discounts and other rent reductions resulting from the delay in the Kirkgate redevelopment.			420
5.	Bridgewater Place	Martin Farrington	As per the Directorate Strategy, use of balance of Bridgewater Place settlement to mitigate pressures			(456)
					<b>City Development Directorate - Forecast Variation</b>	
					<b>(149)</b>	

**ENVIRONMENT & HOUSING 2016/17 FINANCIAL YEAR  
FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)**

**Overall Position (£95k under budget)**

**Community Safety (£113k under budget)**

The service is projecting an underspend on staffing of £202k (offset by reduced charges to HRA of £79k). One off income in year has been received from West Yorkshire Police & Crime Commissioner (£85k) for contributions to LASBT (Leeds Anti social behaviour team) and additional Ministry of Justice funds (£89k) have been utilised. CCTV income is projected to be lower than budgeted by £179k. Other variances total £5k

**Parks & Countryside (£0k Nil variance)**

The service is projecting lower level of turnover at attractions (including cafe/retail) due to no Easter and the good weather in August/September affecting Tropical World attendances, giving an overall variance at attractions of +£144k. A projected lower reduction in Golf income of £58k is offset by projected workshop savings (£84k) and fuel (29k). Other net savings across the service total (£89k).

**Environmental Action & Health (£212k under budget)**

Env Action - Projected staffing savings of (£357k) are offset by loss of Wellbeing funding £36k, reduced FPN income of £66k and additional transport costs of £125k in respect of GPS system for gully tankers and additional vehicles. Other variations total +£12k).

Env Health - projected staffing savings of (£136k), partially offset by increased legal costs £32k, other expenditure £27k and reduced income of £7k.

**Car Parking (£319k under budget)**

Ongoing vacant attendant posts (£185k) partially offset by additional expenditure of £60k (mainly for P&D machine maintenance and the upgrades required to facilitate the new £1 coin coming into circulation in 2017). Overall Income is projected to be increased by (£194k). This includes: Woodhouse Lane (£135k) of which (£90k) is for the 50p increase (in June); other variations being off street parking (£153k), On street £204k, PCN/BLE (£57k) and other income (£53k).

**Housing Support/Partnerships/SECC/SP Contracts (£221k under budget)**

Housing staffing underspends (£466k) due to vacant posts are partially offset by a reduction of £187k corresponding income, mainly charged to HRA. Variations in SP are £52k. Other variations across all areas are projected to be £6k.

**General Fund SS (+£750k over budget)**

Of the £999k Directorate wide staffing efficiency target, £886k savings have been included within the projected position of individual services and therefore remains a pressure within GFSS. (It is assumed that the remaining £113k will be found across the directorate in year). Offsetting the £886k are staffing savings in Intelligence & Improvements and other minor variations (£136k).

**Leeds Building Services (£0k Nil variance)**

Additional turnover is being generated through Housing Leeds repairs and work for capital schemes. This results in additional sub contractor spend which is partially offset by reductions in internal costs. Overall a nil variance is

**Waste Management +£20k over budget**

**Refuse (+£54k over budget)**

The projected overspend reflects additional staffing costs relating to Christmas cover and the cost of union support to the redesign of collection routes which is key to delivering the 2017/18 efficiency savings. Other staffing costs relating to back up routes and sickness levels are projected to be contained within the overall staffing budget.

**HWSS & Infrastructure (+£16k over budget)**

Additional staffing costs of £105k are forecast, which reflects additional operatives at HWSS required to deal with higher than anticipated waste volumes and increased sickness levels. In addition, vehicle repair costs of £29k are projected. Additional Trade contract income is projected to largely offset the expenditure variations, leaving a small projected overspend of £16k.

**Waste Strategy & Disposal (£50k under budget)**

Lower than anticipated tonnage volumes and an additional share of electricity income at the RERF have resulted in a projected underspend of (£254k). In addition, the continuing reduction in gate fees experienced in recent months has resulted in a projected underspend of (£189k) in respect of SORT disposal costs. Offsetting these projected underspends are higher than anticipated tonnages at Household Waste Sorting Sites. Excluding additional Trade contract waste disposal costs of £90k (which is offset by additional income within HWSS & Infrastructure) and taking into account a contribution of (£100k) from Housing Leeds to reflect increased volumes, these are projected to cost an additional £460k. All other variations and

**Budget Management - net variations against the approved budget;**

Summary By Service				PROJECTED VARIANCES											Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Community Safety	8,723	(6,530)	2,193	(212)		(226)		(169)					(607)	494	(113)
Strategic Housing, SECC, Contracts	18,610	(9,429)	9,181	(515)	3	103	2	0	143				(264)	44	(220)
General Fund Support	(429)	(408)	(837)	700		50							750	0	750
Leeds Building Services	45,305	(51,376)	(6,071)	(129)	181	1,772	(202)						1,622	(1,622)	0
Parks & Countryside	29,328	(21,309)	8,019	(52)	(4)	848	(87)	112					817	(817)	0
Waste Strategy and Disposal	20,429	(5,749)	14,680	(34)		(16)							(50)		(50)
Household Waste Sites & Infrastructure	4,502	(480)	4,022	106	17	14	6						143	(127)	16
Refuse Collection	16,747	(375)	16,372	51				3					54		54
Environmental Action	15,346	(4,343)	11,003	(358)	66	(45)	136	(24)					(225)	82	(143)
Environmental Health	3,164	(765)	2,399	(136)		22	4	32					(78)	8	(70)
Car Parking	5,003	(12,614)	(7,611)	(185)	19	28	13	1					(124)	(195)	(319)
<b>Total</b>	<b>166,728</b>	<b>(113,378)</b>	<b>53,350</b>	<b>(764)</b>	<b>282</b>	<b>2,550</b>	<b>(128)</b>	<b>(45)</b>	<b>143</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,038</b>	<b>(2,133)</b>	<b>(95)</b>

**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
<b>A. Key Budget Action Plans</b>						
1.	Dealing Effectively with the City's waste	Andrew Lingham	FYE of Waste Strategy and assumes PFI at £53.3 for 81 tonnes; £0.3m for additional recycling performance	G	(4.5)	0.0
2.	HWSS Strategic Review	Andrew Lingham	Service still reviewing options but likely to be 2017/18. Other savings to be identified.	G	(0.1)	0.0
3.	Parks and Countryside additional income	Sean Flesher	Implement price rises, plus additional income at various attractions	G	(0.6)	0.0
4.	Leeds Building Services	Simon Costigan	Identification of savings to fund PPPU costs	A	(0.2)	0.0
5.	Car Parking	Helen Freeman	Review of Price tariffs and additional income target.	G	(0.2)	0.0
6.	WYP & CC grant use	Sam Millar	£713k funding budgeted but not confirmed therefore remains a risk	A	(0.7)	0.0
7.	Savings in Housing related support programme	Neil Evans	FYE of 15/16 plus recommissioning of more SP contracts	G	(0.3)	0.1
8.	Directorate wide staffing reductions	Neil Evans	At period 7, pressure of £0.75m offset by staffing savings in services (see 6 and 10 below)	G	(1.2)	0.75
9.	Contract / Procurement Savings / Line by Line		Target for contract savings in the base. (not shown as a variance as reported corp in 15/16)	A	(0.3)	0.0
10.	All Other action plan items			G	(0.1)	0.0
<b>B. Other Significant Variations</b>						
1.	Waste Disposal Costs	Andrew Lingham	Net budget £15.7m for 329.2k tonnes of waste; -£15k variation at P7			(0.0)
2.	Refuse Collection staffing costs	Tom Smith	£12.2m pay budget in service; £54k variation anticipated at P7			0.1
3.	Refuse Collection vehicle costs	Tom Smith	Repairs £0.7m; Fuel £1.2m. Fuel nil variance at P7 (price increases offset by volume variations)			0.0
4.	Car Parking BLE / PCN income	Helen Freeman	BLE £1.4m ; PCN's £2.3m - (£57k) variance projected at P7			(0.1)
5.	Car Parking Fee Income	Helen Freeman	£8.4m budget increase of £810k from 15/16.(Introduced new WHLCP increased by 50p June 2016)			(0.1)
6.	Environmental Action staffing	Helen Freeman	£13.5m pay budget in service			(0.4)
7.	Property Maintenance	Simon Costigan	Budgeted surplus of £5.2m required to be delivered. Service currently operating with £12.2m WIP			0.0
8.	Parks and Countryside - Attractions	Sean Flesher	£1.7m Income budget (incl: TWorld £1.3 m budget)			0.0
9.	Parks and Countryside - Bereavement Services	Sean Flesher	£6.3 m budget			0.0
10.	All other variations, mainly staffing		Includes Community Safety (£0.2m, Car Parking £0.2m, Housing Support/Partnership £0.2m)			(0.4)
<b>Environment &amp; Housing - Forecast Variation</b>						<b>(0.1)</b>

## CITIZENS AND COMMUNITIES 2016/17 FINANCIAL YEAR FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)

**Overall** - Budget action plans have been reviewed with each Chief Officer and at present it is anticipated that most plans will be achieved, though there is a pressure of £250k on Customer Access staffing costs. A projected underspend of £241k in Elections, Licensing and Registration along with forecast savings of £101k in Libraries gives an overall underspend of £96k for the Directorate as a whole.

**Communities** The latest figures for Community Centres indicate a potential overspend of £50k, although this assumes no savings in utility costs (last year this was £50k) which could balance the overall position. We have also assumed a drop in income as Leeds City College will be moving out of St Barts/Strawberry Lane and generated £30k per year. Budget savings on Well Being, Youth Activities, and the Innovation Fund have been delivered. The full saving of 3rd Sector Infrastructure Grant will not be delivered in year but this will be offset by savings elsewhere within the service. The variances recorded below all relate to Migration Services and reflect some savings on staffing cost due to delayed recruitment and transfer of income in year to reserve. Overall the service will balance to resources in year.

**Customer Access** Savings targets built in to the budget for 2016/17 are challenging and there is a significant amount of work involved in developing the Community Hubs. The budget for 2015/16 had a saving of £100k built in for Community Hubs and there is a further £100k saving for 2016/17. Demands on staffing are significant and development of the Hub approach as well as integration of the Branch Library Service has resulted in some additional cost. It is unlikely that the saving will be delivered in year as we are currently forecasting the staffing pressure could result in an overspend of approx £250k. Some of the additional staffing costs relates to project resource required to deliver the outcomes of an Executive Board Report approving £4.6m of capital spend to develop the retained assets that are becoming the hub sites to allow both service integration and release of surplus assets. The Transactional Web savings of £200k relate to staffing costs in the Contact Centre and these are currently on line to be delivered.

**Libraries Service** The figures this month reflect the transfer of the service from City Development to Citizens and Communities. Overall, an underspend of £101k is expected, comprising a savings of £89k on staffing, £40k running costs as well as a shortfall in income of £28k.

**Elections, Licensing & Registration** Staffing costs at Period 7 are projected to be £18k under budget, included in this is an overspend of £29k for Taxi and Private Hire Licensing which is funded out of additional income. The collection of income continues to do well and this has been reflected within this month's projections. A total of £182k of projected income in excess of the budget has been identified at this stage in the year, this arises across three areas: Registrars £100k, Local Land Charges £53k and Entertainment Licensing £30k. Additional premises costs relate to Elections Service and these costs are funded via grant, the overspend on supplies and services relates to Vehicle Licensing and this is funded out of additional income.

**Benefits, Welfare and Poverty** Staffing and overtime costs are projected to be £129k below the staffing budget. There have been a number of windfall grants which have now been reflected in the projection, ie Pension Assessed Income, Temporary Absence, Family Premium which relate to the DWP New Burdens. In addition the FERIS and Single Fraud grants have been used to fund the increased cost of additional off-site processing work.

The Local Welfare Support Scheme is projecting to underspend by £300k - with some aspects of the spend on a 5 month delay, prior years orders rolled into 16/17 are currently being completed. Housing Benefit Overpayments have reduced in line with the overall reduction in HB payments, so too has the average value of each overpayment. In addition the number and value of overpayments generated through data matching with DWP and HMRC have reduced significantly despite the number of referrals being received by the LA remaining at a similar level to previous years. However proactive work has been ongoing during recent months with interventions based on medium risk cases - this has resulted in an increase in overpayment income projections compared to last month.

This year's initiative to identify further cases where Single Person Discount has been incorrectly claimed is proving successful and the projected additional income by year end is £500k against the £280k reflected in the budget. This income is accounted for within the Collection Fund, so doesn't show within the Citizens and Communities revenue position.

### Budget Management - net variations against the approved budget

	Expenditure Budget	Income Budget	Latest Estimate	PROJECTED VARIANCES											Total (under) / overspend	
				Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income		
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
<b>Communities</b>	12,452	(6,900)	5,552	(59)	50	132	(3)	21	0	0	0	0	43	184	(188)	(4)
<b>Customer Access</b>	16,930	(1,568)	15,362	250	0	0	0	0	0	0	0	0	0	250	0	250
<b>Libraries</b>	6,299	(1,193)	5,106	(89)	(2)	(35)	(2)	(1)	0	0	0	0	0	(129)	28	(101)
<b>Elections, Licensing &amp; Registration</b>	7,474	(6,749)	725	(18)	181	81	(6)	(7)	0	0	0	0	0	231	(472)	(241)
<b>Benefits, Welfare and Poverty</b>	287,302	(284,390)	2,912	(129)	8	317	(12)	100	0	936	0	0	0	1,220	(1,220)	0
<b>Total</b>	<b>330,457</b>	<b>(300,800)</b>	<b>29,657</b>	<b>(45)</b>	<b>237</b>	<b>495</b>	<b>(23)</b>	<b>113</b>	<b>0</b>	<b>936</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>1,756</b>	<b>(1,852)</b>	<b>(96)</b>

**Key Budget Action Plans and Budget Variations:**

	Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
<b>A. Key Budget Action Plans</b>					
<b>Efficiencies</b>					
Community hubs	Lee Hemsworth	Efficiencies from bringing services together, linked to Phase 1 and 2 of the capital investment in the service	R	0.1	0.3
Running costs	Shaïd Mahmood	Main savings in Communities	G	0.3	0.0
Transactional web	Lee Hemsworth	Further savings from the implementation of transactional web, mainly staffing	G	0.2	0.0
Registrars	John Mulcahy	Review of costs and income	G	0.1	0.0
Asset savings	Shaïd Mahmood/Lee Hemsworth	Savings in line with the asset management plan for closure of buildings and move of some HRA functions into the Community Hubs	G	0.1	0.0
Staffing Savings (Libraries)	Lee Hemsworth	Staffing efficiency target	G	0.0	0.0
Other	All CO's	£64k from PPE, printing and mail	G	0.1	0.0
<b>Changes to service</b>					
Third sector infrastructure grant	Shaïd Mahmood	Grant reduction	G	0.1	0.0
Reduction in wellbeing and youth activities	Shaïd Mahmood	Reduction in budget	G	0.2	0.0
Innovation Fund	Shaïd Mahmood	Budget reduction	G	0.1	0.0
Service Reductions	Lee Hemsworth	Book Fund	G	0.1	0.0
Service Reductions	Lee Hemsworth	In year Savings	G	0.1	0.0
<b>Additional income - traded services, partner and other income</b>					
Housing benefits overpayments	Steve Carey	Level of overpayments down compared to last year. Projections still assume that the trend will pick up and the budget will be met, although this is a significant risk area.	R	0.4	0.6
Council Tax Single Person Discount	Steve Carey	£500k now projected - incidence in the Collection Fund	G	0.0	0.0
Advice consortium and welfare rights	Steve Carey	HRA contribution relating to under occupancy and rent arrears	G	0.2	0.0
Local Welfare Support Scheme	Steve Carey	HRA contribution in respect of support of Council tenants	G	0.1	0.0
<b>B. Other Significant Budgets</b>					
Net effect of all other variations					(1.0)
<b>Citizens and Communities Directorate - Forecast Variation</b>					<b>(0.1)</b>

**PUBLIC HEALTH - 2016/17 FINANCIAL YEAR**  
**FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)**

**Overall** - The allocation of the ring fenced Public Health grant for 2016-17 is £46,630k, this includes an additional £4,993k of funding for the full year effect for the 0-5 years services (Health Visiting and Family Nurse Partnership) which transferred to LCC in October 2015 less the continuing and significant reduction to the ring-fenced grant allocation.

The 2016/17 budget reflects savings of £1.1m from successful consultation and negotiation with our partners and providers including 3rd Sector and NHS providers. In addition savings have been made from the Public Health funding which is provided across Council directorates to support joint commissioning and commissioning of Council run services resulting in £355k of savings. Savings of £955k have been found from Public Health programme budgets, vacant posts, support services and running costs.

**Detailed Analysis**

The planned saving of £233k as part of the transfer of the TB contract will not materialise, though work to find compensating savings is now completed and is currently predicted to slightly over-achieve. Due to overtrading of sexual health services, provision was made for anticipated costs. However it is likely that these costs will not materialise in full therefore resulting in savings to compensate for this risk.

Due to staff turnover and vacant posts on hold as a result of a review to prioritise critical posts that need to be filled, pay costs are projected to be £161k underspent on the general staffing budget, though some staff are now working on income funded projects. Work is continuing to identify potential financial pressures particularly in relation to costs associated with the new drugs and alcohol contract and Public Health activity contracts which are paid based on demand and some on NHS tariff. Recent activity data is showing a reduced level of activity and as a result, an underspend of £249k is projected on commissioning budgets.

Overall, this means that the grant funded budgets are projected to be £401k underspent. This underspend will be used to reduce the £1,326k required from reserves to fund the budget shortfall, meaning that the funding required from reserves is now expected to be £925k.

In Supporting People there are a number of vacancies and recruitment delays which has resulted in a projected underspend of £73k, though this is partly offset by a corresponding reduction in income of £50k to give an overall underspend of £23k.

**Budget Management - net variations against the approved budget**

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES											Total (under) / overspend £'000	
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000		
Public Health Grant		(46,630)	(46,630)	0	0	0	0	0	0	0	0	0	0	0	0	0
Staffing and General Running Costs	5,023		5,023	(176)	2	7	0	0	0	0	0	0	0	(167)	(22)	(189)
Commissioned and Programmed Services:																
- General Public Health	208		208	0	0	0	0	0	(30)	0	0	0	0	(30)	0	(30)
- Population Healthcare	283		283	0	0	0	0	0	(5)	0	0	0	0	(5)	0	(5)
- Healthy Living and Health Improvement	15,329	(140)	15,189	0	0	(3)	0	0	(127)	0	0	0	0	(130)	0	(130)
- Older People and Long Term Conditions	2,361	(47)	2,314	39	0	0	0	1	26	0	0	0	0	66	(66)	0
- Child and Maternal Health	14,059		14,059	0	0	0	0	(4)	(30)	0	0	0	0	(34)	0	(34)
- Mental Wellbeing and Sexual Health	9,248		9,248	37	0	0	0	9	(288)	0	0	0	0	(242)	0	(242)
- Health Protection	806		806	0	0	0	0	0	229	0	0	0	0	229	0	229
Transfer From Reserves		(500)	(500)									401	401			401
Supporting People	964	(637)	327	(76)	1	2	0	0	0	0	0	0	0	(73)	50	(23)
Drugs Commissioning	1,260	(1,260)	0	0	0	24	0	0	(24)	0	0	0	0	0	0	0
<b>Total</b>	<b>49,541</b>	<b>(49,214)</b>	<b>327</b>	<b>(176)</b>	<b>3</b>	<b>30</b>	<b>0</b>	<b>6</b>	<b>(249)</b>	<b>0</b>	<b>0</b>	<b>401</b>	<b>15</b>	<b>(38)</b>	<b>(23)</b>	

<b>Key Budget Action Plans and Budget Variations:</b>					
	<b>Lead Officer</b>	<b>Additional Comments</b>	<b>RAG</b>	<b>Action Plan Value £m</b>	<b>Forecast Variation against Plan/Budget £m</b>
<b>A. Key Budget Action Plans</b>					
<b>Efficiencies</b>					
- General efficiencies on contracted services	Ian Cameron	A combination of reductions in demand, expiry of contracts, ending one-off contributions and activities now funded by other contracts or organisations	G	0.80	0.00
- Staff savings	Ian Cameron	Reduction in staffing pay budget through vacant posts on hold and vacancy management throughout 2016/17	G	0.42	0.00
<b>Review of commissioned services</b>					
<b>Third Sector</b>					
- Savings on contracts due to expire	Ian Cameron	5% saving on 22 contracts due to expire. Areas covered community development, food and nutrition, vulnerable groups, older people, sexual health, domestic violence, mental health, cancer screening, children's physical activity, obesity and breast feeding. All affected 3rd Sector providers have confirmed their acceptance of the 5% saving, public health contract managers continue to provide support to all providers.	G	0.16	0.00
- Drugs and alcohol services	Ian Cameron	Initial consultation with provider has taken place, further discussions are planned.	G	0.20	0.00
- Drug Intervention Programme and Integrated Offender Management	Ian Cameron	Consultation with partners and providers have begun in order to realise savings.	G	0.38	0.00
- Savings on existing contracts	Ian Cameron	Contracts affected include Health Visiting, School Nursing, Healthy Lifestyles, Smoking Cessation, Weight Management, Infection Control. Consultation with NHS provider has started, further discussions planned.	G	0.29	0.00
- Transfer of TB service to NHS provider	Ian Cameron	Following consultation with NHS Partners this saving will not be realised	R	0.23	0.23
<b>Leeds City Council services</b>	Ian Cameron	In response to this proposed reduction in public health funding in 16/17 to council provided services, £1.3m of non-recurrent earmarked reserves will be used to maintain services to March 17. LCC directorates and heads of finance have confirmed savings have been achieved and implemented either by absorbing the saving or in consultation with relevant provider.	G	1.75	0.00
<b>Programmed budgets</b>	Ian Cameron	Programme budgets removed for area health priorities across ENE, S&E and WNW. Adult public health programmes including drugs and alcohol, mental health, sexual health, infection control and fuel poverty. Children's public health programmes including obesity, breastfeeding, alcohol, drugs infant mortality and oral health.	G	0.60	0.00
<b>B. Other Variations</b>					
Projected underspend on staffing costs					(0.18)
Net effect of all other variations					(0.07)
<b>Public Health - Forecast Variation</b>					<b>(0.02)</b>

## STRATEGY AND RESOURCES - 2016/17 FINANCIAL YEAR

### FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)

**Overall** - Action plans are generally on line to deliver the budgeted savings. The only area currently expected to create a pressure is income within the PPPU which means that Strategy & Resources is currently reporting a net overspend of £94k.

**Strategy & Improvement** - Strategy and Improvement are projected to spend within budget at Month 7.

**Financial Services** - the number of staff of leaving during the year is expected to result in a balanced position by the year-end.

**Human Resources** - HR are planning to meet the £371k efficiency savings incorporated in the budget, through freezing recruitment and the use of the early leavers initiative.

**Information Technology** - savings on staffing costs due to vacant posts are expected to be offset by reduced income as these posts are income generating. On running costs, there is an £80k saving on Microsoft licences which was initially funded by transfers from directorate budgets.

**PPPU** - based on current projections, the Unit will be £452k overspent at year end. Even though there is an underspend on pay of £723k and a freeze on posts is in place, income is projected £1,172k less than budget. The main reasons for the shortfall in income are the fall out of NGT (£619k), Health Transformation (£81k) and various capital schemes (£559k). PPPU's Senior Management Team are reviewing workload and income streams and the reported variance assumes that an extra £152k of income can be realised by year end. Obviously this remains a significant risk area for the Directorate.

**Legal Services** - Legal are currently under budget on staffing by £160K and all expenditure budgets are online. There is a risk that internal income will be significantly below budget, principally because of reductions in the Legal establishment. Some additional income is now predicted meaning that the current forecast is a shortfall of £160k.

**Democratic Services** - the Governance, Scrutiny, Civic and Ceremonial and Members' Allowances budgets are on target to deliver a balanced budget for 2016/17. However on-going, year on year pressures remain within Members' Support which has necessitated other opportunities to be explored to achieve a balanced budget across the Democratic Services division. These include the on-going secondment of a member of staff to WYCA, redesigning work packages, working arrangements and leadership responsibilities to enable vacated posts to be not filled and other in-year one off savings to be accrued.

#### Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Strategy & Improvement	4,832	(471)	4,361	(60)	0	5	(5)		0	0	0	0	(60)	60	0
Finance	15,843	(7,004)	8,839	(25)	2	(4)	0	0	0	0	0	0	(27)	27	0
Human Resources	8,305	(1,915)	6,390	(178)	(2)	(5)	(24)	(46)	0	0	0	0	(255)	255	0
Information Technology	19,428	(6,074)	13,354	(95)	0	(80)	0	0	0	0	0	0	(175)	95	(80)
Projects, Programmes & Procurement	7,658	(6,085)	1,573	(723)	0	1	(1)	0	0	0	0	0	(723)	1,023	300
Legal Services	4,736	(6,915)	(2,179)	(160)	0	0	0	0	0	0	0	0	(160)	160	0
Democratic Services	4,944	(26)	4,918	(126)	0	0	0	0	0	0	0	0	(126)	0	(126)
<b>Total</b>	<b>65,746</b>	<b>(28,490)</b>	<b>37,256</b>	<b>(1,367)</b>	<b>0</b>	<b>(83)</b>	<b>(30)</b>	<b>(46)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,526)</b>	<b>1,620</b>	<b>94</b>



**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
<b>A. Key Budget Action Plans</b>						
<b>Efficiencies</b>						
1	Financial services	Doug Meeson	Further changes to way services provided, self service, less internal audit, centralisation.	G	0.76	0.00
2	HR	Lorraine Hallam	On-line advice, less HR input into low level cases, ELI and vacancy management	G	0.37	0.00
3	ICT staffing	Dylan Roberts		G	0.12	0.00
4	ICT Print Smart	Dylan Roberts	Further efficiencies on top of those delivered in 2015/16	G	0.10	0.00
5	Legal Services	Catherine Witham		G	0.05	0.00
6	Corporate Communications and intelligence	Mariana Pexton	Staffing and efficiency savings, mainly within the Communications Team	G	0.38	0.00
7	Democratic services	Catherine Witham	Staffing and efficiency savings. Member pension saving	G	0.12	0.00
8	ICT procurement savings	Dylan Roberts	Modernisation of telephony	G	0.33	0.00
9	PPPU	David Outram	Significant reduction in Procurement particularly low value procurements. Additional external income	R	0.66	0.30
<b>Additional income - traded services, partner anc</b>						
10	ICT	Dylan Roberts	Provision of managed service to WY Joint Services	G	0.15	0.00
<b>B. Other Significant Variations</b>						
	Net effect of all other variations					(0.2)
<b>Strategy and Resources Directorate - Forecast Variation</b>					<b>0.09</b>	

**CIVIC ENTERPRISE LEEDS - 2016/17 FINANCIAL YEAR**  
**FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)**

**Overall** - the overall projected position at period 7 is an overspend of £201k explained by a £200k overspend against the Catering net budget. The Catering overspend is mainly as a result of the marginal impact of the 7 schools which have been lost to the service plus the marginal impact of a shortfall against the adjusted meal numbers.

**Business Support Centre**

BSC are forecast to be on track to meet their 2016/17 savings target of £400k which is to be achieved through the freezing of posts and ELIs.

**Commercial Services**

The Commercial Services overspend of £200k is, as explained above, accounted for by the marginal impact of the 7 schools which were lost from the Catering service plus the marginal impact of a shortfall against the adjusted meal numbers. The projected overspend on staffing is mainly within the Cleaning Service and is offset by additional income. Work will be done with the Head of Service to identify the permanent resources requirement and income so that a virement can be done to ensure an accurate expenditure and income budget moving forward for Cleaning Services. Once this budgetary realignment is done, this will show that following the implementation of day time cleaning in civic buildings (thus avoiding premium staffing payments) and reduced cleaning frequencies and using the ELI initiative, the service is on track to meet the £200k savings from a lower cleaning specification included in the 2015/16 base budget and should provide a platform for savings in the following financial year.

**Facilities Management**

A balanced position is projected at month 7 although there are risks around accruals for services charges for the two joint service centres going back to 2013/14. The payment of these charges is being dealt with by Legal Services. There is also a potential risk on savings assumed in the Asset Rationalisation programme for Merrion House NNDR where, following advice, an accrual of £430k has been provided in 2015/16.

**Corporate Property Management**

A balanced position is projected at month 7 which assumes budgeted savings of £150k staffing and £450k on building maintenance will be achieved.

**Budget Management - net variations against the approved budget**

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES											Total (under) / overspend £'000	
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000		
Business Support Centre	15,269	(5,590)	9,679	15	8	(74)	0	0	0	0	0	0	0	(51)	51	0
Commercial Services	59,532	(56,897)	2,635	1,553	1	758	(15)	(24)	0	1	0	0	0	2,274	(2,074)	200
Facilities Management	10,088	(4,123)	5,965	(142)	(8)	7	0	0	0	0	0	0	0	(143)	144	1
Corporate Property Management	5,959	(587)	5,372	33	(40)	0	0	7	0	0	0	0	0	0	0	0
<b>Total</b>	<b>90,848</b>	<b>(67,197)</b>	<b>23,651</b>	<b>1,459</b>	<b>(39)</b>	<b>691</b>	<b>(15)</b>	<b>(17)</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,080</b>	<b>(1,879)</b>	<b>201</b>

**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
<b>A. Key Budget Action Plans</b>						
1	Asset rationalisation	Sarah Martin	Savings from: 1&3 Reginald Terr £29k, Belgrave Hse £60k, Deacon Hse £30k, South Pudsey Centre £25k, Tribeca £110k	G	0.29	0.0
2	Maintenance of council buildings	Sarah Martin	Reduce responsive maintenance	G	0.60	0.0
3	Catering Savings	Mandy Snaith	Agency staff	G	0.05	0.0
4	Energy	Sarah Martin	Impact of energy efficiency measures	G	0.05	0.0
5	BBM - admin, mail and print	Helena Phillips	Significant changes in respect of business processes required to deliver these savings across 4 contract areas.	G	0.37	0.0
6	Vehicle Fleet	Terry Pycroft	Extend life of light commercial vehicles	G	0.20	0.0
7	Recover cost of living wage	Richard Jackson	Recover from Property Cleaning.	G	0.20	0.0
8	Catering additional income.	Mandy Snaith	Increased income/efficiencies.	G	0.05	0.0
9	Additional MOT income.	Terry Pycroft	Increase number of MOTs undertaken.	G	0.03	0.0
10	Recovery of cleaning charges.	Les Reed	Recovery of charges from clients.	G	0.07	0.0
<b>B. Other Significant Variations</b>						
1	Net effect of all other variations			R		0.2
<b>Civic Enterprise Leeds - Forecast Variation</b>						<b>0.2</b>

**STRATEGIC & CENTRAL ACCOUNTS - 2016/17 FINANCIAL YEAR  
FINANCIAL DASHBOARD - MONTH 7 (APRIL TO OCTOBER)**

At month 7, the strategic & central budgets are anticipated to underspend by 938k.

The key variations are;

- Debt - a forecast pressure of £0.3m due to the conversion of short-term debt to long-term to take advantage of low long-term interest rates (net of additional prudential borrowing re strategic fund investment acquisitions)
- Section 278 income - a potential £1.8m risk due to lower levels of development activity.
- £430k forecast shortfall in income from court costs
- Procurement - a £1.9m variation which reflects that the procurement and PFI savings will be managed through directorate budgets.
- Savings of £2m from the additional capitalisation of eligible spend in general fund and school budgets.
- Appropriation of £2.0m of earmarked reserves.
- Savings of £2.0m on the levy contribution to the business rates.
- Joint Committee - £0.1m anticipated overspend for the Coroners' services.

**Budget Management - net variations against the approved budget**

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES										Total (under) / overspend £'000		
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000		Income £'000	
Strategic Accounts	(11,480)	(32,488)	(44,422)	300		1,860						(2,000)	(1,993)	(1,833)	2,430	597
Debt	24,380	(1,103)	23,277									1,422		1,422	(1,162)	260
Govt Grants	3,015	(26,434)	(23,419)											0	(1,890)	(1,890)
Joint Committees	37,411	0	37,411			95								95		95
Miscellaneous	2,450	(1,311)	1,139											0		0
Insurance	9,831	(9,831)	0			3,414		(121)					(7)	3,286	(3,286)	0
<b>Total</b>	<b>65,607</b>	<b>(71,167)</b>	<b>(6,014)</b>	<b>300</b>	<b>0</b>	<b>5,369</b>	<b>0</b>	<b>(121)</b>	<b>0</b>	<b>0</b>	<b>(578)</b>	<b>(2,000)</b>	<b>2,970</b>	<b>(3,908)</b>	<b>(938)</b>	

**Key Budget Action Plans and Budget Variations:**

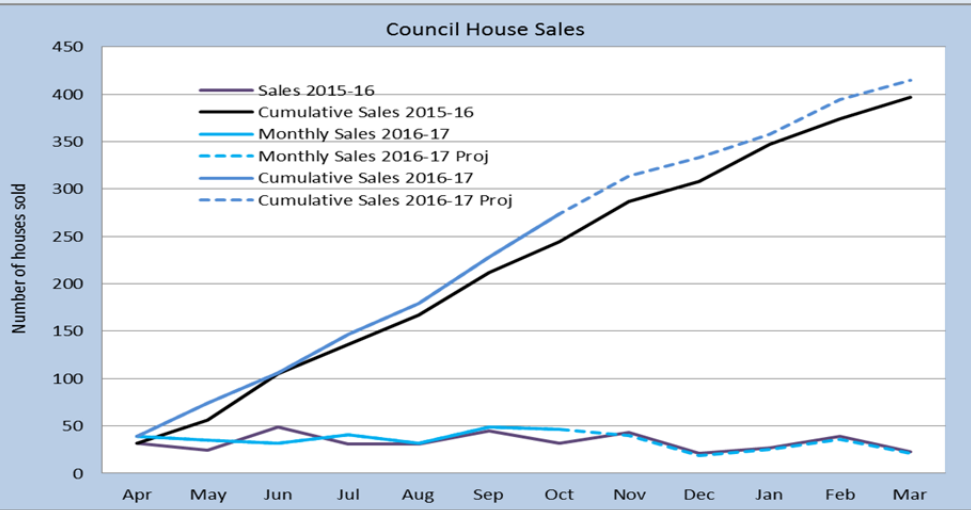
			RAG	Budget	Forecast Variation against Budget
	Lead Officer	Additional Comments		£m	£m
<b>A. Major Budget Issues</b>					
1.	Debt Costs and External Income	Doug Meeson Latest projection of increased debt costs due to new long term borrowing (net )	A	13.0	0.3
2.	Minimum Revenue Provision	Doug Meeson The budget assumes the use of £23.4m capital receipts to repay debt. There is a risk that capital receipts available to fund this may fall short by up to £1.8m.	A	10.3	0.0
3.	New Homes Bonus	Doug Meeson No material variation anticipated at this stage in the year	G	(19.2)	0.2
4.	Business Rates (S31 Grants, Tariff adjustment & EZ)	Doug Meeson Tariff adjustment £480k and Enterprise zone reliefs £370k	A	(7.1)	0.1
5.	S278 Contributions	Doug Meeson Potential risk of £1.8m depending on development activity to the year-end	A	(5.2)	1.8
6.	General capitalisation target	Doug Meeson Capitalisation of eligible spend in directorate/service revenue budgets.	A	(3.0)	(1.0)
7.	Schools capitalisation target	Doug Meeson Capitalisation of eligible spend in school revenue budgets.	A	(2.5)	(1.0)
8.	Corporate Savings Target	Doug Meeson Centrally-held budget savings target. Actual savings will be shown in Directorate budgets.	A	(1.0)	1.0
9.	PFI Contract Monitoring Target	David Outram Budget held in the strategic accounts pending confirmation of where the reductions in expenditure will be achieved	A	(0.9)	0.9
10.	Early Leaver Initiative	Doug Meeson £2m earmarked reserve established to fund the severance costs in 2016/17.	A	0.0	0.0
11.	Joint Committee - Coroners Services	Doug Meeson £95k over spend projected at mth 6 due to dilapidations claim at Symons House and a large interpreter fees, partially offset by staffing cost savings	G	0.0	0.1
<b>B. Other Significant Budgets</b>					
1.	Insurance	Doug Meeson Potential additional costs in-year which will be managed through the Insurance Reserve	A	0.0	0.0
2.	Business Rates Levy	Doug Meeson Savings anticipated from levy	G	3.0	(2.0)
3.	Prudential Borrowing Recharges	Doug Meeson Contra budgets in directorate/service accounts.	G	(11.9)	0.0
4.	Earmarked Reserves	Doug Meeson Use of demography reserve and capital reserve	G	0.0	(1.9)
5.	Bridgwater Place	Doug Meeson Compensation to be received from the developer.	G	0.0	0.0
6.	Income	Doug Meeson Income from Court fees	A	0.0	0.4
7.	Leeds Living Wage	Doug Meeson Estimated impact of Jan rise to £8.25/ hour	A	0.0	0.3

**Strategic & Central Accounts - Forecast Variation****(0.9)**

## Housing Revenue Account - Month 7 (October 2016) Financial Dashboard - 2016/17 Financial Year

### Summary of projected over / under spends (Housing Revenue Account)

Directorate	Current Budget	Projected Year End Spend	Variance to budget	Comments	Previous period variance
	£000	£000	£000		£000
<b>Income</b>					
Rents	(218,375)	(218,339)	36	Projected rent lower than budget due to stock numbers being less than anticipated during budget setting.	62
Service Charges	(6,443)	(6,427)	16	Reduction in income from sheltered accommodation.	16
Other Income	(29,306)	(29,237)	69	PFI PTC (£100k), increase in RTB sales fee income (£46k) offsetting reduction in capitalised salaries due to vacant posts £196k and other small variances £18k.	43
<b>Total Income</b>	<b>(254,124)</b>	<b>(254,003)</b>	<b>121</b>		<b>121</b>
<b>Expenditure</b>					
Disrepair Provision	1,000	1,200	200	Projection due to increase in new cases which is anticipated to continue.	200
Repairs to Dwellings	43,548	43,548	-		-
Council Tax on Voids	663	725	62	Current charges indicate overspend.	62
Employees	27,792	26,930	(862)	Vacant posts (£1061k) and training saving (£59k) offsetting agency staff (includes disrepair) £188k and severance costs £69k.	(801)
Premises	7,013	7,101	88	Increase in cleaning charges £77k, Site maintenance costs at Navigation House £11k	88
Supplies & Services	5,259	5,456	197	Large insurance claims £249k, LLBH PFI Japanese Knotweed consultants £15k. Offset by Tenant Mobility saving (£75k) and minor variations £8k.	178
Internal Services	38,473	38,372	(101)	Increase in surveyor RTB valuation work £160k, PPPU recharges for PFI £92k, HR recharge for additional time £24k. Offset by reduction in the GF recharges to the HRA (£321k) and Regeneration team recharge (£52k). Other small variance (£4k).	(32)
Capital Programme	73,041	73,041	-		-
Appropriations	(7,115)	(7,459)	(344)	Large insurance claims (£249k), PFI appropriation adjustment (£95k).	(377)
Unitary Charge PFI	8,101	8,194	93	PFI scheme adjustments: UC £52k; PTC £106k; RTB (£65k).	125
Capital Charges	49,159	49,364	205	Interest receivable lower than budgeted	197
Other Expenditure	7,190	6,907	(283)	Reduction in DHP requirement (£172k), Leeds Tenant Federation - in line with 2016/17 negotiations (£50k), Transport cost reforecast (£61k).	(111)
<b>Total Expenditure</b>	<b>254,124</b>	<b>253,379</b>	<b>(745)</b>		<b>(471)</b>
<b>Total Current Month</b>	<b>-</b>	<b>(624)</b>	<b>(624)</b>		<b>(350)</b>

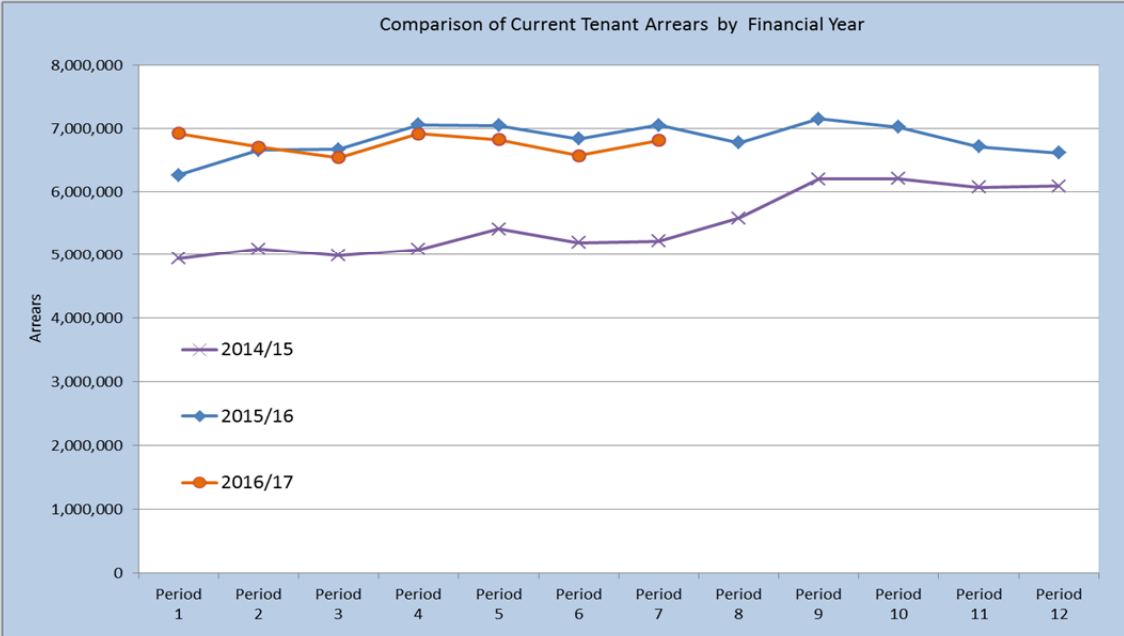


Change in Stock	Budget	Projection
Right to Buy sales*	380	415
New Build (PFI)	(93)	(93)
New Build (Council House Growth)	(142)	(142)
<b>Total</b>	<b>145</b>	<b>180</b>

\* actual sales as at the end of Period 7 - 274

Right to Buy Receipts	2015/16 Actual	2016/17 Projection
Total Value of sales (£000s)	18,057	20,990
Average Selling Price per unit (£000s)	45	51
Number of Sales*	397	415
Number of Live Applications	892	1,051

	2015/16	2016/17	Variance
	£000	£000	£000
<b>Arrears (Dwelling rents &amp; charges) - Week 31</b>			
Current Tenants	6,838	6,813	(25)
Former Tenants	3,175	3,974	799
	10,013	10,787	774
<b>Under occupation - Week 26</b>			
Volume of Accounts	5,078	4,855	(223)
Volume in Arrears	2,628	2,352	(276)
% in Arrears	52%	48%	-4%
Value of Arrears	825	618	(207)
<b>Collection Rates - Week 31</b>			
Dwelling rents	97.24%	96.97%	-0.27%
Target	98.06%	97.50%	
Variance to Target	-0.82%	-0.53%	-0.27%



## 1. 2016-17 Procurement Report

- 1.1 The Chief Officer for the Projects Programmes and Procurement Unit is required to provide statistical procurement information to Executive Board every quarter. This report provides information in relation to **Q2 of the 2016/17** financial year.

## 2. Procurement Savings

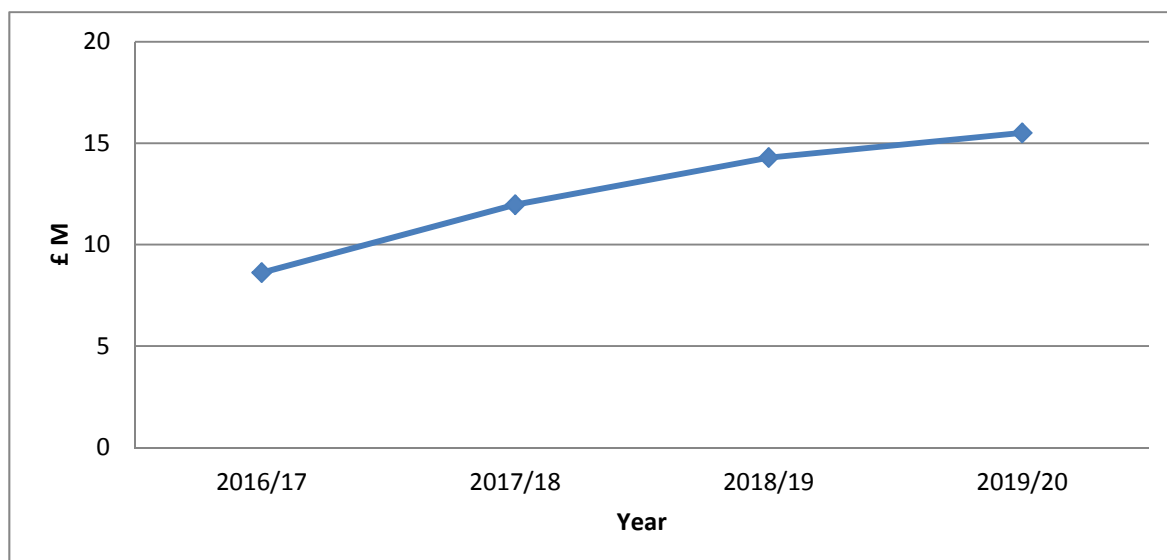
- 2.1 The delivery of procurements, and in turn procurement savings, are a result of cross-functional working with directorates. The procurement category teams work closely with directorate colleagues to seek to secure procurement and contract efficiencies and to reduce off-contract and non-contract spend. Agreeing and 'capturing' procurement savings, in discussion with directorates, enables budget holders to make informed choices and, where possible, translate identified saving opportunities into 'cashable' savings. The high level forecast savings are detailed below.

Updated September 2016	Prior Years £000s	2016/17 £000s	Future Years £000s	Projected Whole Life Saving £000s
Savings already deducted from previous year's and future budgets *	(18,226)	(5,602)	(8,087)	(31,915)
Additional Projected savings against the 2016/17 budget		(3,016)		(3,016)
<b>Total Forecast Savings on Current contracts</b>	<b>(18,226)</b>	<b>(8,618)</b>	<b>(8,087)</b>	<b>(34,931)</b>
<b>*Savings reflect the whole life of the contract and are reflected in the budget for the year the contract is awarded</b>				

- 2.2 Anticipated savings on new procurements for contracts awarded as at 30<sup>th</sup> September are £3.016m.
- 2.3 Forecast savings are based on predicted contract usage and will be updated on a quarterly basis to reflect this.
- 2.4 Further savings are anticipated in the remainder of the year however as market conditions dictate the final tender values, savings will only be estimated once the final tender values are known.
- 2.5 In addition to the cashable savings identified above, the savings report also identifies cost avoidance or 'non cashable savings', for example whereby having implemented good procurement controls, or contract management, a price increase has been avoided or where the re-procurement of a contract has resulted in 'more for less'. By definition it is difficult to prove these savings as they are not usually quantifiable from a budget perspective. Nevertheless they do demonstrate the value added by effective procurement intervention and add value to the process.



## 2.6 Graph of Cumulative Procurement savings 2016/17 to 2018/19



## 3. Orders Placed on the Financial Management System (FMS)

3.1 The following financial information is sourced from an analysis of all orders recorded in the council's main financial system, FMS. On the payments system, each creditor (a body or person to which a payment is made by the council) has an indicator on their record which allocates them to a category. Such categories include private companies, commercial individuals (sole traders), other public sector bodies, and the third sector. The classification of organisations is carried out by colleagues in corporate finance with typically several hundred new creditor organisations allocated to a category each month.

3.2 These figures do not include orders placed through feeder systems, such as Orchard<sup>2</sup>, purchasing cards, or payment requisitions where BACS or cheque payments are made through FMS without the Business Support Centre processing an invoice and where therefore there is no associated order.

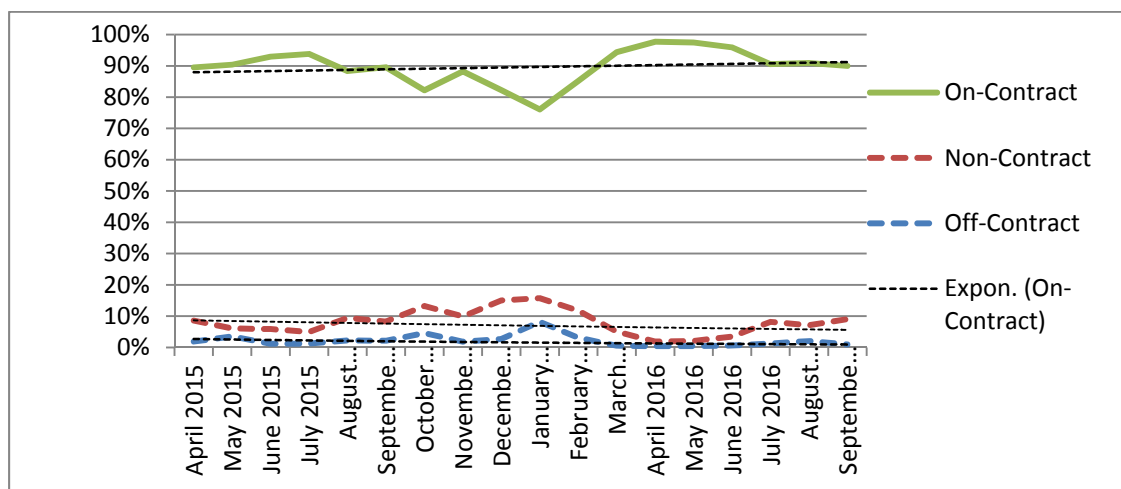
3.3 The table below shows all orders placed in FMS during Q2 2016/17. Data from the corresponding period in 2015/16 is included for comparison.

Classification	Q2 2015/16			Q2 2016/17		
	Order Value	Number of Orders	% of Total	Order Value	Number of Orders	% of Total
On Contract	£190,131,460	9,029	77.08%	£206,699,912	8,889	71.85%
Non-Contract	£15,069,188	8,332	6.11%	£8,701,345	7,356	3.02%
On Contract - Quasi	£33,326,430	2,824	13.51%	£64,059,050	4,012	22.27%
On Contract - Waiver	£778,766	47	0.32%	£2,760,894	325	0.96%
Off-Contract	£5,184,663	1,744	2.10%	£1,724,553	800	0.60%
Non-Contract - One off or non-influenceable	£2,191,706	566	0.89%	£1,319	43	0.00%
<b>Grand Total</b>	<b>£246,682,211</b>	<b>22,542</b>	<b>100.00%</b>	<b>£287,672,496</b>	<b>22,253</b>	<b>100.00%</b>

<sup>2</sup> Orchard is used by various council functions for dealing with the financial aspects of council owned property, for example to pay contractors for undertaking repairs to the housing stock.

## On, off and non-contract orders placed on FMS

- a) The graph below shows the percentage of on, off and non-contract orders placed on FMS from April 2015 to September 2016.



## 4. Local Suppliers

- 4.1 Orders placed with local suppliers in **Q2 2016/17** are detailed below. Data from the corresponding period in 2015/16 is included for comparison.

Classification	Q2 2015/16			Q2 2016/17		
	Order Value	Number of Orders	% of Total	Order Value	Number of Orders	% of Total
Local Spend	£109,085,383	9,973	44.22%	£145,788,626	13,195	50.68%
Non-Local Spend	£137,596,828	12,569	55.78%	£141,883,869	15,295	49.32%
<b>Grand Total</b>	<b>£246,682,211</b>	<b>22,542</b>	<b>100.00%</b>	<b>£287,672,496</b>	<b>22,253</b>	<b>100.00%</b>

Suppliers with a Leeds metropolitan area postcode have been included in the above data. These are postcodes LS1 to LS29 plus BD3, BD4, BD10, BD11, WF2, WF3, WF10, WF12, WF17.

## 5. Third sector

- 5.1 Orders placed with third sector suppliers in **Q2 2016/17** are detailed below. Data from the corresponding period in 2015/16 is included for comparison.

Classification	Q2 2015/16			Q2 2016/17		
	Order Value	Number of Orders	% of Total	Order Value	Number of Orders	% of Total
Third Sector	£47,398,144	2,833	19.21%	£83,038,999	2,113	28.87%
Non Third Sector	£199,284,068	19,709	80.79%	£204,633,497	20,140	71.13%
<b>Grand Total</b>	<b>£246,682,211</b>	<b>22,542</b>	<b>100.00%</b>	<b>£287,672,496</b>	<b>22,253</b>	<b>100.00%</b>

## 6. Small and Medium Enterprises (SMEs)

- 6.1 Orders placed with SMEs in **Q2 2016/17** are detailed below. Data from the corresponding period in 2015/16 is included for comparison.

Classification	Q2 2015/16			Q2 2016/17		
	Order Value	Number of Orders	% of Total	Order Value	Number of Orders	% of Total
Not an SME	£129,332,344	8,509	52.43%	£148,017,745	8,108	51.45%
SME	£117,349,867	14,033	47.57%	£139,654,750	14,145	48.55%
<b>Grand Total</b>	<b>£246,682,211</b>	<b>22,542</b>	<b>100.00%</b>	<b>£287,672,496</b>	<b>22,253</b>	<b>100.00%</b>

## 7. Glossary

- 7.1 **On contract** is an order placed with a contracted supplier.
- 7.2 **Non-contract** is an order placed where no contract exists for the goods or service.
- 7.3 **Off contract** is an order placed where there is a contracted supplier but the order raiser uses a different supplier.
- 7.4 **Waivers** are required where the relevant Chief Officer is able to justify a genuine exception to the requirements for competition under Contract Procedure Rules.
- 7.5 **Quasi** contracts are virtual contracts put in place to aggregate spend with a view to evaluating the requirements of a contract.
- 7.6 The Local Government Association defines the third sector as “non-governmental organisations” (NGOs) that are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives.
- 7.7 **Third sector** includes charities, community groups, churches and faith groups, sports and recreational clubs, social enterprises and partnerships and trade unions and associations.
- 7.8 **SMEs** are defined as having a turnover of less than £25.9 million and fewer than 250 employees. This data was collated by using the categorisation selected by the supplier upon registration on YORtender (the council’s electronic tendering site) and then verified where possible against data from the Department of Business Innovation and Skills.

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**Report of the Deputy Chief Executive  
Report to Executive Board  
Date: 14<sup>th</sup> December 2016**

**Appendix B**

**Subject: Initial Budget Proposals for 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. The purpose of this report is to set out the initial budget proposals for 2017/18.
2. These budget proposals support the council's Best City/Best Council ambitions, policies and priorities aimed at tackling inequalities (please refer to the Best Council Plan 2017/18 refresh report which is on today's agenda).
3. These 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 and further savings proposals to bridge the previously identified budget gap.
4. Whilst the government's multi-year funding settlement provides some certainty, there are still a number of assumptions within the budget proposals that will not be known until the provisional local government finance settlement is announced, which is likely to be mid-December 2016.
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 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.
6. The headlines from the 2017/18 initial budget proposals, when compared to the 2016/17 budget, are as follows:

- A reduction in revenue support grant from government of £28m (30%).
  - A reduction in the settlement funding assessment of £25m (10.6%)
  - An increase in Council tax of 1.99% together with a further 2% in respect of the Adult Social Care precept generating an additional £10.8m of local funding.
  - A combination of reduced funding and cost pressures means that the council will need to deliver £62.4m of savings by March 2018.
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.

## **Recommendation**

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

### **1. Purpose of report**

- 1.1 In line with the council's constitution, the Executive Board is required to publish initial budget proposals two months before approval of the budget by Full Council, which is scheduled for the 22<sup>nd</sup> February 2017. This report sets out the initial budget proposals for 2017/18 which are set within the context of the medium term financial strategy which was approved by Executive Board in September 2016 updated to recognise the implications following the Autumn Statement in November 2016, the 2017 business rates revaluation and further savings proposals to bridge the previously identified budget gap.
- 1.2 Subject to the approval of the Executive Board, these initial budget proposals will be submitted to scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on the 8<sup>th</sup> February 2017. These budget proposals will also be made available to other stakeholders as part of a wider and continuing process of engagement and consultation. It is also proposed to provide an update at the meeting of the board in February 2017 as to the medium-term financial strategy, which was approved by the board at its September 2016 meeting.
- 1.3 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 recommendation at 13.1 is not subject to call in as the budget is a matter that will ultimately be determined by full council.

### **2. The national context and Autumn Statement**

- 2.1 The economic context in which public spending has to be seen within is very much dominated by the debate as to the impact of the EU referendum and the strength and resilience of the national economy.

2.2 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

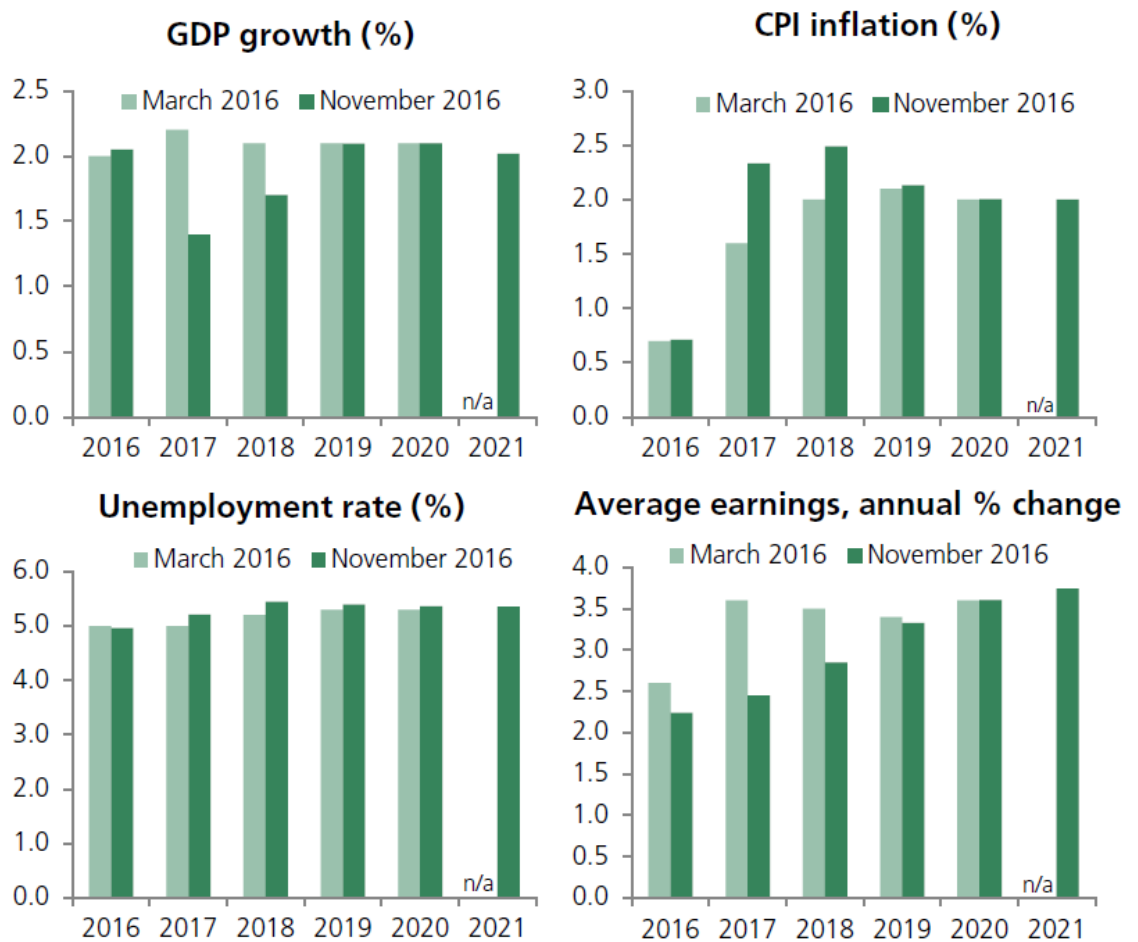


Table 1 Office of Budget Responsibility's forecasts for the national economy

**OBR forecasts: economy**

	2015	2016	2017	2018	2019	2020	2021
<b>GDP growth (%)</b>							
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
<b>CPI inflation (%)</b>							
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
<b>ILO unemployment rate, %</b>							
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
<b>Average earnings, % change on previous year</b>							
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

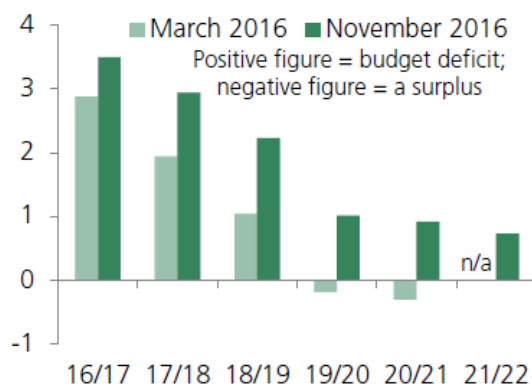
2.3 The OBR also updated its forecasts for the public finances. In summary the November 2016 forecasts compared with its March 2016 forecasts;

- 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**

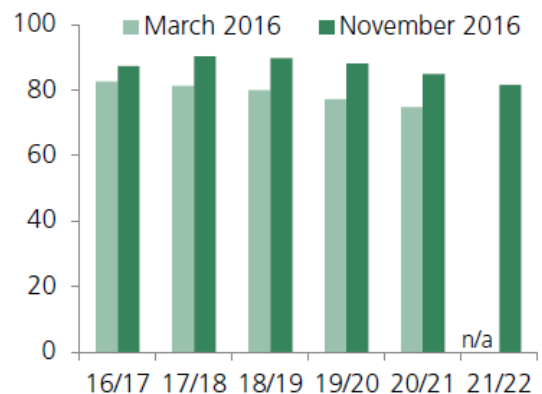




Table 2 Office of Budget Responsibility's forecasts for public finances

<b>OBR forecasts: public finances</b>							
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Net borrowing**, £ billion</b>							
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
<b>Net borrowing**, % of GDP</b>							
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
<b>Cyclically adjusted net borrowing, % of GDP</b>							
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
<b>Net debt, £ trillion</b>							
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
<b>Net debt, % of GDP</b>							
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

The OBR 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.

## 2.4 Autumn Statement 2016

2.4.1 On the 23<sup>rd</sup> November 2016, the new chancellor announced the first Autumn Statement since the EU referendum.

2.4.2 The key announcements in the 2016 autumn statement were;

- A National Productivity Investment Fund (NPIF) will be introduced, which will invest an average of around £5 billion a year between 2017/18 and 2021/22. The NPIF will be targeted at transport, digital communications, research and development and housing.
- The Universal Credit taper will be reduced from 65% to 63% from April 2017. This means once claimants earn above the work allowances in Universal Credit they will be able to keep more of what they earn.
- The National Living Wage will increase from £7.20 to £7.50 in April 2017. This follows the recommendations of the Low Pay Commission. The Government has also accepted the Low Pay Commission's recommendations for the other National Minimum Wage rates.
- Fuel duty will be frozen for the seventh successive year.

- The standard rate of Insurance Premium Tax will increase from 10% to 12% from 1 June 2017. From 2018/19 this is estimated to raise around £850 million a year, making it the largest tax raising measure announced.
- National Insurance contributions (NICs) thresholds for employers and employees will be aligned from April 2017. This means employees and employers will start paying National Insurance at the same amount of weekly earnings.
- Tax and NICs advantages on some salary sacrifices will be removed. This means that employees swapping salary for other benefits will pay tax on these benefits. Exceptions include: pensions (including advice), childcare, Cycle to Work and ultralow emission cars.
- £1 billion of savings from an efficiency review will be reinvested in priority areas. The review, announced in Budget 2016, is aiming to find savings for public spending of £3.5 billion in 2019/20.
- A Northern Powerhouse strategy has been published.
- Pay to Stay – under which local authority tenants with sufficient incomes would have been required to pay a market, or near market rent – is dropped. This was announced a couple of days prior to the Autumn Statement.
- Letting agents' fees to tenants will be banned.
- Various measures to tackle tax avoidance and evasion will be introduced.
- There will be minor amendments to business rates. Transitional reliefs, which are available to those whose bills will rise following the business rates revaluation, will be more generous. Rural rate relief will rise to 100%.
- The Budget timetable to change. The Budget will take place in autumn from autumn 2017. From 2018 there will be a Spring Statement in which the Chancellor will respond to the OBR's forecasts for the economy and public finances.

### **3. Developing the 2017/18 budget and medium term financial strategy with the refreshed 2017/18 Best Council Plan**

- 3.1 Between the 2010/11 and 2016/17 budgets, the council's core funding from government has reduced by around £214m and 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. To date, the council has responded successfully 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 In February 2016, Council approved the 2016/17 Best Council Plan and the supporting budget. 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 policy direction is clearly explained in the 2016/17 Best Council Plan: that the council's 'Best City' and 'Best Council' ambitions remain - articulated around Leeds having a strong economy and being a compassionate city and the council being an efficient and enterprising organisation – with a focus on reducing poverty and tackling the range of interlinked inequalities that persist across the city.
- 3.3 Inevitably, managing the large reduction in government funding and increasing cost pressures has meant that the council has had to make some difficult decisions around the level and quality of services. However, as signposted in the 2016/17 Best Council Plan and 2016/17 budget reports to council in February 2016, it will become increasingly difficult over the coming years to identify further financial savings without significant changes in what the council does and how it does it. This will have significant implications for the services provided directly and commissioned by the local authority, impacting upon staff, partners and service users. In order to deliver the council's ambitions aimed at tackling poverty and reducing 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 a continuing process of policy and service reviews across the council's functions and ongoing consultation and engagement.

#### **4. Estimating the net revenue budget for 2017/18**

##### **4.1 Settlement funding assessment – reduction of £25.2m**

- 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 16<sup>th</sup> 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 re-iterated 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 which is in line with the multi-year settlement. For 2017/18, this represents a reduction of £25.2m compared to 2016/17, equivalent to a 10.6% 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	147.8	2.9	1.97
<b>Settlement Funding Assessment</b>	<b>238.0</b>	<b>212.9</b>	<b>(25.2)</b>	<b>10.58</b>

- 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 £147.8m which is net of the estimated tariff adjustment of £14.9m.

- 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.

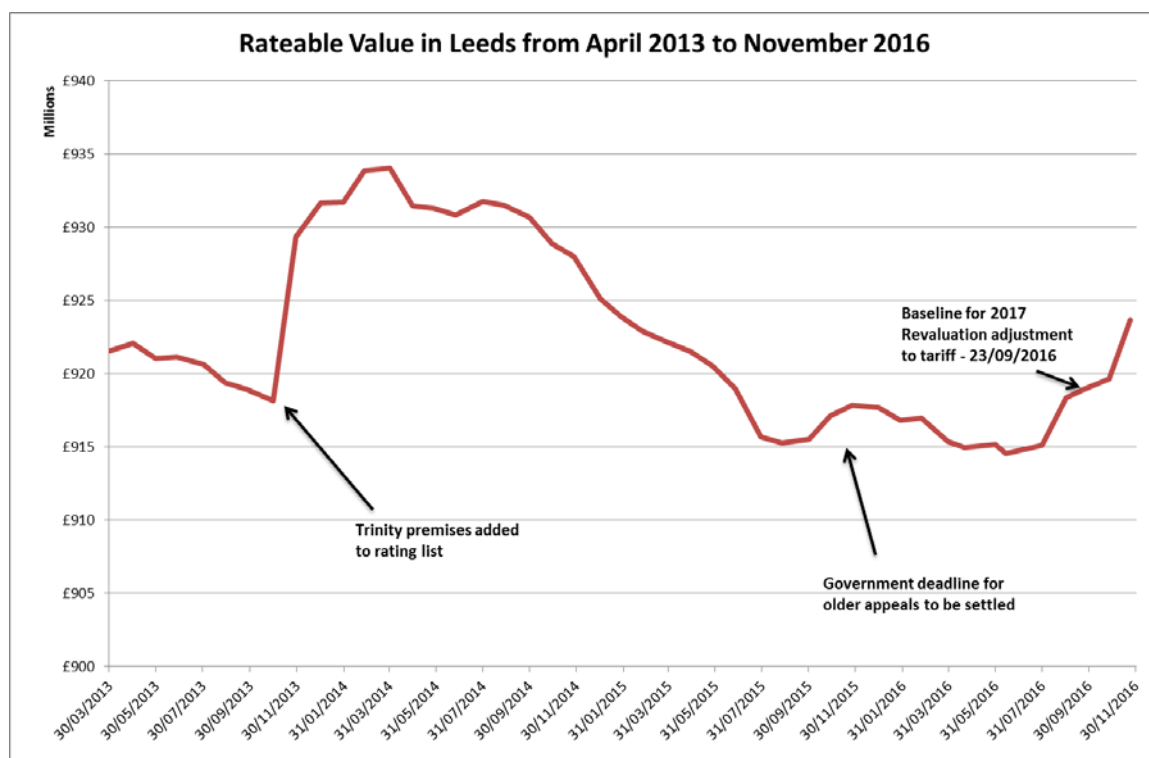
*Table 4 – Breakdown of the settlement funding assessment*

	2016/17	2017/18	Change
	£m	£m	£m
Formula Grant	192.31	167.56	(24.75)
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
<b>Settlement Funding Assessment</b>	<b>238.05</b>	<b>212.87</b>	<b>(25.18)</b>

## **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 November 2016 there were approximately 5,000 appeals outstanding in Leeds.
- 4.2.4. The cost of appeals in Leeds since the system started in 2013/14 is almost £100m. Under 50% retention that risk is at least shared equally with Whitehall, but under 100% retention all the appeals risk will fall on local government. 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 initial budget proposals provide for an additional £20.8m 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 1<sup>st</sup> 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
<b>England</b>	<b>4.7%</b>	<b>4.0%</b>	<b>11.3%</b>	<b>15.5%</b>	<b>9.1%</b>
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%
<b>Wales</b>	<b>-8.8%</b>	<b>-4.0%</b>	<b>-7.0%</b>	<b>4.7%</b>	<b>-2.9%</b>

- 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%.
- 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 initial 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 £180.51m. 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 initial budget proposals recognise business rate growth above the baseline of £17.8m which is an increase of £3.5m, or 25% from 2016/17 budget.

Table 6 – business rates, estimated growth above the baseline

	2016/17 £m	2017/18 £m	Change £m
Business rates local share	192.39	180.51	(11.88)
Less: business rates baseline	178.15	162.73	(15.42)
Growth above baseline	14.24	17.78	3.54

- 4.2.13 The £180.51m local share of business rates funding is then reduced by the £14.9m tariff payment and the £20.2m contribution to the collection fund to give the £145.4m estimated business rates funding shown in table 7.
- 4.2.14 Comparing the £145.4m of business rates funding against the £147.8m business rates baseline produces a shortfall of £2.4m which is a £6.4m improvement against the budgeted shortfall in the 2016/17 financial year.
- 4.2.15 The £20.2m 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 £m	2017/18 £m
<b>Business rates baseline (including tariff)</b>	<b>145.0</b>	<b>147.8</b>
Projected growth above the baseline to March	5.7	16.7
Estimated growth in the year	6.4	1.1
Additional income from ending of Retail Relief	2.1	0
<b>Total estimated growth</b>	<b>14.2</b>	<b>17.8</b>
Estimated provision for appeals	(22.1)	(20.8)
Additional cost of transitional arrangements and provision for bad debts	(0.9)	0.6
<b>Estimated year-end Collection Fund deficit (Leeds Share)</b>	<b>(23.0)</b>	<b>(20.2)</b>
<b>Estimated Business Rates Funding</b>	<b>136.2</b>	<b>145.4</b>
<b>Increase/(reduction) against the Business Rates baseline</b>	<b>(8.8)</b>	<b>(2.4)</b>
<b>Business rates retention - net general fund saving</b>		<b>6.4</b>

- 4.2.16 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. The initial budget proposals assume that 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 £1.1m.



## 4.3 Council Tax

- 4.3.1 The 2016/17 budget was supported by a 3.99% increase in the level of council tax which included the new adult social care precept. Leeds council tax remains the 2<sup>nd</sup> lowest of the English core cities and mid-point of the West Yorkshire districts, as detailed in table 8 below.

Table 8 – 2016/17 Council Tax levels (Figures exclude Police and Fire precepts)

<b>Core Cities</b>	<b>Band D £:p</b>	<b>West Yorkshire Districts</b>	<b>Band D £:p</b>
Nottingham	1,771.08	Kirklees	1,522.86
Bristol	1,692.87	Calderdale	1,506.51
Liverpool	1,675.46	<b>Leeds</b>	<b>1,421.20</b>
Newcastle	1,604.79	Wakefield	1,413.43
Sheffield	1,581.27	Bradford	1,403.74
Manchester	1,435.12		
<b>Leeds</b>	<b>1,421.20</b>		
Birmingham	1,372.23		

- 4.3.2 Government previously provided funding for the on-going effect of previous council tax freezes up to 2015/16. The council accepted the council tax freeze grant for the years 2011/12 to 2013/14, and government funding of £9.4m was built into the council's 2015/16 settlement (the grant for freezing council tax in 2012/13 was for one year only).
- 4.3.3 The 2017/18 initial budget proposals recognise an additional £3.6m of income from increases to the Council Tax base (3,000 band D equivalent properties) together with an increase in the contribution from the collection fund of £0.4m (a budgeted £1.8m surplus on the collection fund in 2016/17 increasing to an estimated surplus on the collection fund of £2.2m in 2017/18).
- 4.3.4 In previous years the government has set a limit of up to 2% for council tax increases above which a Local Authority must seek approval through a local referendum. The referendum ceiling for 2017/18 has yet to be announced; when this information is known the council will need to make a decision about the proposed council tax increase. However, subject to an announcement as to a referendum ceiling it is proposed that the standard council tax is increased by 1.99%.
- 4.3.5 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. In line with the medium term financial strategy, it is proposed that the Leeds element of the council tax is also increased by a 2% Adult Social Care precept. Members will be assured that the increase in the Adult Social Care budget is higher than the £5.4m of funding that would be generated through the precept.

- 4.3.6 Table 9 below sets out the estimated total income from council tax in 2017/18. This recognises the estimated increase in the council tax base, a £2.2m estimated surplus on the collection fund together with £10.8m of additional income generated from the Adult Social Care precept and the general increase in the council tax rate.

Table 9 – estimated council tax income in 2017/18

	<b>2016/17 Baseline £m</b>	<b>2017/18 Forecast £m</b>
Previous year council tax funding	251.9	267.1
Change in collection fund - increase/(decrease)	(0.2)	0.4
Change in tax base - increase/(decrease)	5.2	3.6
Increase in council tax level	5.1	5.4
Adult Social Care precept	5.1	5.4
<b>Total - Council Tax Funding</b>	<b>267.1</b>	<b>282.0</b>
Increase from previous year		14.9

- 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.

#### 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 council tax, the council's overall net revenue budget is anticipated to reduce by £4.0m from £496.4m to £492.4m, as detailed in table 10 below;

Table 10 – estimated net revenue budget 2016/17 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	147.8	2.8
<b>Settlement Funding Assessment</b>	<b>238.0</b>	<b>212.8</b>	<b>(25.2)</b>
Business Rates Growth	14.2	10.1	(4.1)
National Appeals Adjustment	0.0	7.7	7.7
Business Rates Deficit	(23.0)	(20.2)	2.8
Council Tax (incl. Adult Social Care Precept)	265.3	279.7	14.4
Council Tax surplus/(deficit)	1.8	2.2	0.4
<b>Net Revenue Budget</b>	<b>496.4</b>	<b>492.4</b>	<b>(4.0)</b>

4.4.2 Table 11 below analyses the £4m 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	(25.2)
<b>Sub-total Government Funding</b>	<b>(25.2)</b>
Locally Determined Funding	
Council Tax (incl tax base growth)	14.9
Business Rates	6.4
<b>Sub-total Locally Determined Funding</b>	<b>21.3</b>
<b>Increase/(decrease) in the Net Revenue Budget</b>	<b>(4.0)</b>

## 5. Developing the council's budget proposals – consultation

- 5.1 The financial strategy and initial budget proposals have both been driven by the council's ambitions and priorities as set out in the Best Council Plan, which have been shaped through past consultations and stakeholder engagement. Information that the council already hold about people's priorities has been used to inform the preparation of the initial budget proposals for 2017/18.
- 5.2 As in previous years, residents and wider stakeholders will have the opportunity to comment on the initial budget proposals in a variety of ways, for example hard-copy feedback forms in public spaces, online and also through city-wide networks.

## 6. Initial budget proposals 2017/18

6.1 This section provides an overview of the spending pressures which the council is facing in 2017/18 and the initial budget proposals to balance with the available resources. Table 12 below provides a summary of key cost pressures and savings areas:

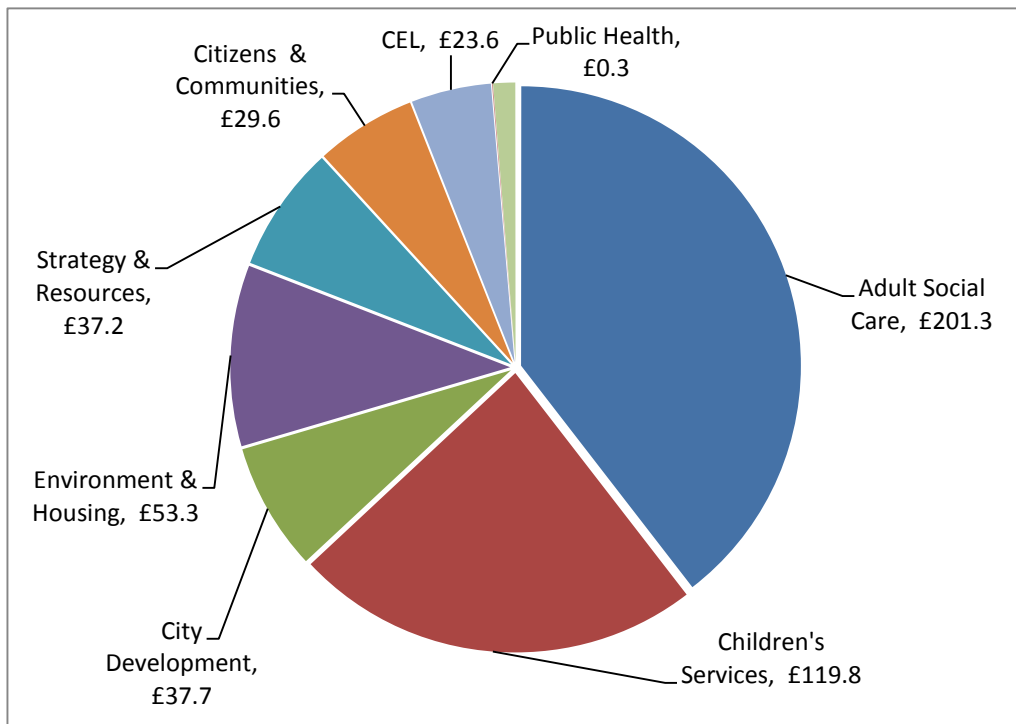
Table 12 Initial Budget Proposals 2017/18

	£m
Reduction in settlement funding assessment	25.2
Inflation	7.2
Employers LGPS pension contributions	1.5
Apprentice levy	1.4
Leeds CC minimum pay rate	0.4
National living wage - commissioned services	3.2
Demand & demography - mainly Adult Social Care and Children's Services	12.5
Debt - external interest	2.5
New homes bonus - reduction in funding	6.6
Improved Better Care fund & Housing Benefit grant	(1.9)
Education Services Grant - reduction in funding	4.3
Estimated reduction in ring-fenced Public Health grant	1.2
Estimated reduction in partner funding	10.3
West Yorkshire transport fund	0.2
Adult social care charging review (full year effect)	(2.0)
Other corporate and directorate budget pressures;	
Children's Services	0.9
Environment & Housing	0.5
Public Health	1.7
Corporate pressures/savings	(0.4)
<b>Cost &amp; funding changes</b>	<b>75.3</b>
General and earmarked reserves	8.4
Potential increase in council tax base, rate and adult social care precept	(14.9)
Business rates - potential growth offset by impact of backdated appeals	(6.4)
<b>Sub total - reserves, council tax and business rates</b>	<b>(12.9)</b>
Re-profiling the repayment of long-term debt	(9.3)
Additional capitalisation	(2.0)
Directorate Savings - see appendix 2	(51.1)
<b>Sub total - savings proposals</b>	<b>(62.4)</b>
<b>Total</b>	<b>(75.3)</b>

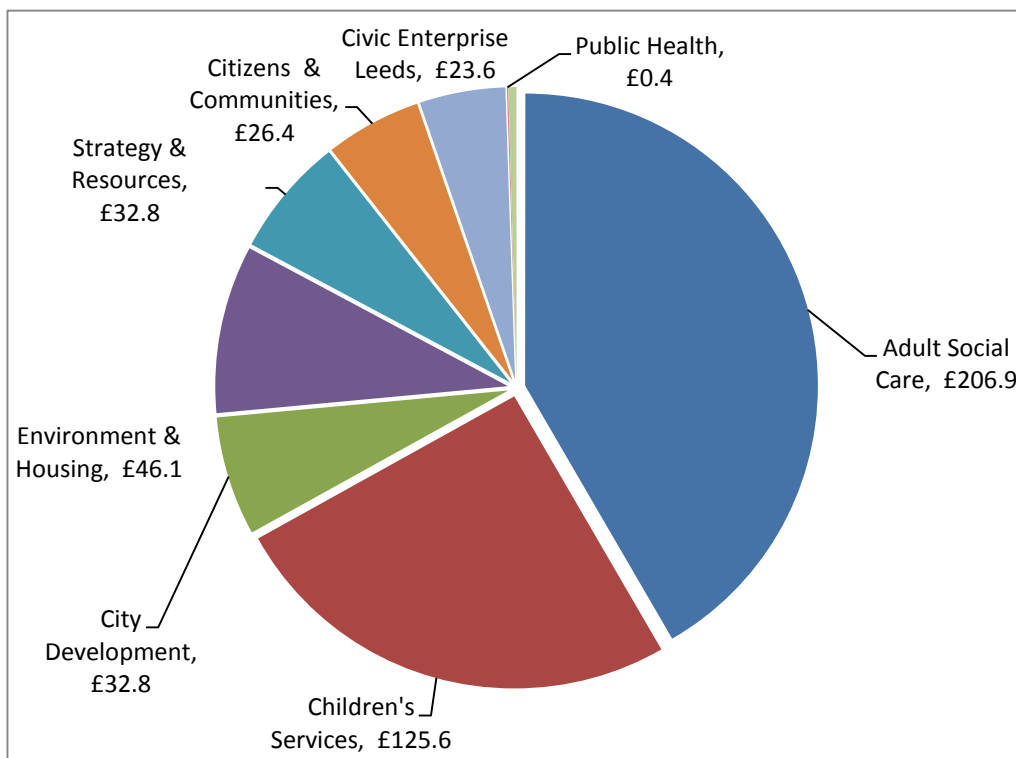
6.1.1 The pie charts below show the share of the council's net managed expenditure between directorates for 2016/17 and the proposed allocations for 2017/18 based on the initial budget proposals. It should be noted that these resource allocations may be subject to amendments as we move through the budget setting process. Net managed expenditure represents the budgets under the control of individual directorates and excludes items such as capital charges and pensions adjustments.

6.1.2 The initial budget proposals would mean that the council's spend on Children's Services and Adult Social Care will increase from 64.7% in 2016/17 to 67% in 2017/18 which reflects the council's 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



## 6.2 Changes in costs

6.2.1 **Inflation** - the budget proposals include allowance for £7.2m of net inflation in 2017/18. This includes provision of £4.7m for a 1% pay award over and above

the cost of implementing the real living wage. 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.

- 6.2.2 **Local government pensions** - the next actuarial valuation will be implemented in April 2017. Employers' pension contribution rates have been fixed at 14.2% until the end of 2016/17. The initial budget proposals assume that a further provision will have to be made in 2017/18 to address the service pension deficit and an increase of 0.5% on the employers' contributions has been included into the proposed budget, which will cost an estimated £1.5m in 2017/18. This will need to be updated once the outcome of the 2017 actuarial valuation is known.
- 6.2.3 **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, 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 initial budget proposals provides £3.2m to recognise the increased cost pressure on commissioned services.
- 6.2.4 **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 board agreed to increase the minimum hourly rate for council employees to £8.25 from January 2017. The initial budget proposals include provision £0.4m over and above inflation in order to fund this agreed increase.
- 6.2.5 **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 £2.9m in total of which £1.4m and £0.1m relate to schools and the housing revenue account. The initial budget proposals therefore include provision of £1.4m in 2017/18 for the general fund services
- 6.2.6 **Demand and Demography** – the initial budget proposals recognise the increasing demography and consequential demand pressures for services in Adult Social Care and Children's Services with provision of £12.6m. The population growth forecast assumes a steady increase from 2015, in the number of people aged 85-89 during 2016 and 2017 (2.9% and 2.8% respectively) followed by further increases but at a lower rate at 1.8% for the later years of the strategy, resulting in additional costs for domiciliary care and placements (£3.5m). In addition, the strategy reflects the anticipated impact of

increasing cash personal budgets of £2m per year through to 2020. The learning disability demography is expected to grow by £3.7m per annum, which includes an anticipated growth in numbers of 3.5% (based on ONS data) over the period; but noting that the high cost increase is primarily a combination of increasingly complex (and costly) packages for those entering adult care, as well as meeting the costs of the increasing need for existing clients whose packages may last a lifetime.

Children's Services continues to face demographic and demand pressures with provision of £5.8m included in the 2017/18 initial 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.

- 6.2.7 **Debt (external interest)** – the initial budget proposals include provision for an increase in the council's estimated debt costs in 2017/18 of £2.5m. 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.
- 6.2.8 **Public Health** – on the 4<sup>th</sup> 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.
- 6.2.8.1 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 11<sup>th</sup> 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.
- 6.2.8.2 The initial 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.

6.2.8.3 **West Yorkshire Transport Fund** – From the 1<sup>st</sup> 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 initial 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. This has been built into the initial budget proposals.

## 6.2.9 **Grant & other funding**

6.2.9.1 **Education services grant** – the council and academies in the city are allocated an education services grant (ESG) on a per pupil basis according to the number of pupils for whom they are responsible. The current assumption is that, in line with the consultation, the grant will be significantly reduced and this is reflected in the initial budget proposals with a reduction of £4.2m for 2017/18 (equivalent to a 49% reduction on the 2016/17 grant allocation of £8.5m).

6.2.9.2 **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 has yet to announce the outcome. In line with the financial strategy and government's assessment of the council's core spending power, the initial budget proposals assume a reduction of £6.6m in 2017/18.

## 6.3 **The Budget Gap – savings options – £62.4m**

6.3.1 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 £62.4m in 2017/18, in addition to an estimated £14.9m additional council tax income.

6.3.2 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.

6.3.3 The total budget savings options are shown at table 12 and detailed by directorate at appendix 2. This estimated budget gap and therefore the required savings are very much dependent on the range of assumptions highlighted previously in this report.

6.3.4 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.

### **6.3.5 Efficiencies – savings of £24.9m**

6.3.5.1 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.

6.3.5.2 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:

- Staff reductions of 2,500 since 2010 without compulsory redundancy – saving £55m 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'.

6.3.5.3 Appendix 2 provides the detail of a range of proposed efficiency savings across all directorates which total some £24.9m 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 Adult Social Care and Children's Services.
- 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.

### **6.3.6 Fees & Charges – additional income of £6m**

6.3.6.1 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.

6.3.6.2 The initial budget proposals reflect these principles and assume a general increase in fees and charges of 3%, and appendix 2 sets out detailed proposals around a number of fees, charges and subsidised services. If approved, these proposals would generate an additional £6m of income in 2017/18.

### **6.3.7 Traded Services, partner income & other income – additional income of £8.9m**

6.3.7.1 Appendix 2 provides details across directorates of a number of proposals that together would generate additional income of £8.9m.

### **6.3.8 Changes to service – savings of £11.4m**

6.3.8.1 By necessity, managing a reduction of £25.2m 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.

6.3.8.2 Appendix 2 sets out these detailed service change proposals which together target savings of £11.4m by March 2018.

### **6.3.9 Minimum revenue provision – savings of £9.3m**

- 6.3.9.1 The minimum revenue provision (MRP) is an annual revenue charge for the repayment of borrowing and other capital financing liabilities. Statutory guidance sets out the broad aims of a prudent MRP policy, which 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. In simple legislative terms, local authorities have a duty each year to provide for an amount of MRP which it considers to be 'prudent', although the regulation does not itself define what is a 'prudent provision'.
- 6.3.9.2 The guidance on Minimum Revenue Provision identifies four options for calculating MRP which would result in a prudent provision, but states that other approaches are not ruled out. Local authorities therefore have a considerable level of freedom in determining their MRP policies, provided that they are in line with the broad aims set out in the statutory guidance. In line with the 2012 guidance, the council has already reviewed its MRP policies including the use of capital receipts to redeem debt, rescheduling the MRP on pre-2017/18 debt and to charge MRP on PFI schemes over the life of the asset rather than the term of the PFI contract. The council's base budget for MRP in 2016/17 is £10.3m which reflected £23m of savings in that year.
- 6.3.9.3 Following the asset life approach, the council's post 2007/08 debt is being funded over periods ranging from 5 years to 70 years, according to the nature of the capital expenditure. Its pre 2007/08 debt is being funded over 39 years. The proposal is to amend the MRP policy to reduce the overall provision for debt repayment from MRP and capital receipts in each of 2016/17, 2017/18 and 2018/19. The reduction in debt repayments across these 3 years would then be spread evenly over the following 10 years to leave the position at the end of 13 years exactly as it would have been if no change had been made.
- 6.3.9.4 In order to adhere to the principle that debt should be funded over the life of the relevant asset, the intention would be to still repay borrowing on short-life assets which are due to be fully repaid by 2019/20 in line with the existing schedule. This would be funded from a mixture of revenue MRP and capital receipts. Funding of repayments on longer maturity debt would be deferred during this three year period.
- 6.3.9.5 It is estimated that this change in policy would re-profile approximately £79m of long-term debt repayments by the end of 2018/19 in comparison to the council's existing MRP policy. The council would then spread the repayment of this £79m evenly over the following 10 year period. Forecasts of capital receipts from planned asset sales indicate that the impact on the revenue budget from 2019/20 can be phased in gradually over a further three year period by the use of increased capital receipts to repay debt in those years. Re-profiling the long-term debt would increase external interest costs by £150k in 2017/18.
- 6.3.9.6 The initial budget proposals include savings of £9.3m against the MRP budget in 2017/18. In addition, the proposal to re-profile the repayment of long-term debt would enable savings in the 2016/17 financial year and against the

financial strategy and the intention is to use these savings to create specific earmarked reserves to support business rate appeals, employee severance and invest to save opportunities.

## **6.4 Impact of proposals on employees**

- 6.4.1 The council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the workforce of around 2,500 ftes to March 2016, generating savings of £55m per year.
- 6.4.2 Following the 2015 spending review the council re-issued a Section 188 notice (notice to collectively consult to avoid redundancies issued under s.188 TULRCA 1992) stating that it is anticipated the council will need to downsize by 1,000 – 2,000 full time equivalent posts by the end of March 2020.
- 6.4.3 Since May 2016, the council has been positively and constructively engaging and working with our trade unions partners.
- 6.4.4 The council will continue to strive to avoid compulsory redundancies – through natural turnover, continuing the voluntary early leaver scheme, staff flexibility and continuing the positive working with the trade unions.
- 6.4.5 The initial budget proposals provide for an estimated gross reduction up to 800 in staff numbers by 31<sup>st</sup> March 2018, although there will be some opportunities for recruitment and redeployment, for example in highways, Children's Services, Civic Enterprise Leeds and across support services.

## **7. General Reserve**

- 7.1 General and useable reserves are a key measure of the financial resilience of the council, allowing the authority to address unexpected financial pressures. Since 2010/11, the council's general reserve level has reduced from £29.56m down to £21.6m at April 2016 with further budgeted use of £3.5m in 2016/17.
- 7.2 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 7) indicates a potential pressure of £4m, primarily due to continuing demand pressures in children's social care. The expectation is that measures will be put in place to bring the council's budget into balance by March 2017.
- 7.3 The initial budget proposals assume a £2.7m contribution to general reserves in 2017/18. This will take the estimated level of the general reserves to £20.8m by March 2018 as set out in the table below:

Table 13 – General reserve level

General Reserve	2016/17	2017/18
	£m	£m
Brought Forward 1st April	21.6	18.1
Budgeted contribution/(use) in-year	<span style="color: red;">(3.5)</span>	2.7
Carried Forward 31st March	<b>18.1</b>	<b>20.8</b>

7.4 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, as reflected in the financial strategy.

## 8. The Schools Budget

8.1 The Dedicated Schools Grant (DSG) for 2017/18 will continue to be funded as three separate blocks for early years, high needs and schools.

8.2 The early years block will fund free early education for 3 and 4 year olds and the early education of eligible vulnerable 2 year olds. The per pupil units of funding will be confirmed in December 2016 and will continue to be based on participation. From September 2017, government will increase the amount of free childcare to 30 hours/week for working families of 3 and 4 year old children.

8.3 The high needs block will support places and top-up funding in special schools, resourced provision in mainstream schools and alternative provision; top-up funding for early years, primary, secondary, post-16 and out of authority provision; central SEN support and hospital & home education. Published place numbers for the 2016/17 academic year will be rolled forward as the base for 2017/18 allocations and adjusted in accordance with the Education Funding Agency's (EFA) place change request process, and the transfer of funding from the post 16 budget. The overall high needs block allocation will not be known until December 2016.

8.4 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 (including those in academies and free schools) as at October 2016, multiplied by the schools block unit of funding which for 2017/18 is £4,564.86. The block unit of funding has 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 in primary.

8.5 £5.2m of the schools block was retained centrally in 2016/17 in order to support Clusters, however the EFA has stipulated that from April 2017, the funding must be delegated to schools, and the local authority will have to put a plan in place so that schools may opt to purchase the service through individual agreement.

This funding will be distributed through an adjusted formula in order to limit variations to clusters and schools.

- 8.6 Funding for post-16 provision is allocated by the EFA through a national formula. No changes to the formula are expected for 2017/18. 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.
- 8.7 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 at: primary £1,320, secondary £935, looked after/adopted £1,900, service £300. The early years pupil premium is payable to providers for eligible 3 and 4 year olds at the rate of £0.53 per child per hour. The pupil premium grant will continue and the rates will be protected.
- 8.8 The Primary PE grant will be paid in the 2016/17 academic year to all primary schools at a rate of £8,000 plus £5 per pupil. The year 7 catch-up grant 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.
- 8.9 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 academic year. The government has given a commitment to maintain this funding.
- 8.10 The high needs block is forecast to overspend this year by over £5m with a significant increase in the number of pupils with additional needs and an increase in spend on top-ups for outside placements resulting in an overspend against the Funding For Inclusion budget. These budget pressures are forecast to continue in 2017/18 meaning that options for savings in the high needs block or other areas of the DSG will need to be considered in order to bring spend in line with the available resources. School Forum will be consulted on options at its meeting in January with proposals included in the budget report to Executive Board in February 2017.
- 8.11 The government had previously announced that from 2017/18 funding for schools, early years and high needs would be delivered through a national funding formula and there would be a transitional phase to smooth its introduction. These proposals have been delayed. We are awaiting further details, however the earliest implementation will now be 2018/19.
- 8.12 There will be a reduction in the education support grant paid to local authorities as part of government's commitment to reduce the local authority role in running schools as well as the removal of, as yet unspecified, statutory duties. ESG funding for retained duties will transfer to the DSG from April 2017

## Schools funding summary

- 8.13 As per table 14 below, the estimated figures for the 2016/17 and 2017/18 for the schools budget are;

Table 14 – the estimated schools budget

	2016/17 £m	2017/18 £m	Change £m
DSG - schools block	466.24	482.09	15.85
DSG - early years block	40.00	45.65	5.65
DSG - high needs block	59.25	60.75	1.50
EFA Post 16 funding	33.23	33.23	-
Pupil premium grant	42.03	42.93	0.90
Early years pupil premium grant	0.53	0.53	-
PE & sport grant	2.09	2.11	0.02
Yr 7 catch-up grant	0.83	0.86	0.03
Universal infant free school meals grant	9.37	9.57	0.20
<b>Total schools budget</b>	<b>653.57</b>	<b>677.72</b>	<b>24.15</b>

## 9. Housing Revenue Account

- 9.1 The Housing Revenue Account (HRA) includes all expenditure and income incurred in managing the Council's housing stock and, in accordance with Government legislation, operates as a ring fenced account.
- 9.2 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. This reduction was implemented by the council in 2016/17 with a subsequent loss of £2.1m in rental income. Reducing rents by a further 1% in each of the three years from 2017/18 to 2019/20 equates to an additional estimated loss of £18.5m in rental income over this period. When compared to the level of resources assumed in the financial plan (and assuming that from 2020/21 rent increases will revert back to the previous policy of CPI+1%) this equates to a loss of £283m of rental income over the 10 year period (2016/17 to 2024/25).
- 9.3 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 September 2016) + 1% is therefore proposed. This overall 2% rise equates to approximately £0.35m.
- 9.4 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.

- 9.5 The rollout of universal credit in Leeds commenced in 2016 and once fully implemented it 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.
- 9.6 A reduction in the qualifying period after which tenants are able to submit an application to purchase a council house through the government's Right to Buy legislation continues to sustain an increase in the number of sales with a subsequent reduction in the amount of rent receivable.
- 9.7 The reduction in rental income will need to be managed in addition to other pay, price and service pressures. A combination of staffing efficiencies, a reduction in the contribution to BITMO and the use of reserves will all contribute towards off-setting these pressures. In addition it is proposed to reduce the level of resources available to Housing Advisory Panels (HAPs). Despite this reduction the proposed budget available to HAPs (£0.45m) in 2017/18 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.
- 9.8 Further consideration will be given to increasing service charges 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 receivable as a result of the change in Government's rent policy.
- 9.9 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 £950k compared to 2016/17.
- 9.10 Currently tenants in sheltered accommodation receiving a warden 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.
- 9.11 An analysis of the impact on individual tenants of reducing rents by 1% and implementing the proposed charges as above has been undertaken. This analysis shows that should the proposals be agreed 71.8% of tenants will pay 78p less per week less in overall terms in 2017/18 than in 2016/17 with a further 4.1% paying 70p less per week. Of those paying more, 11.3% will pay up to £1.35 more per week, 4.6% will pay 31p per week more, 2.8% will pay £1.56 more per week, 2.3% will pay an additional 30p per week, 1.2% will pay £2.37 more per week, 0.8% will pay £3.30 more per week and 1.1% will pay



£1.33 more per week. These increases will be funded through Housing Benefit for eligible tenants.

- 9.12 Since all housing priorities are funded through the HRA any variations in the rental income stream will impact upon the level of resources that are available for the delivery of housing priorities. Resources will be directed towards key priority areas which include fulfilling the plan to improve the homes people live in, expanding and improving older person's housing and improving estates to ensure that they are safe and clean places to live.
- 9.13 In addition to the above, the Housing and Planning Act 2016 which received Royal Assent in May 2016 introduces a number of government proposals which when implemented are likely to have a significant impact on HRA resources. The Act requires local authorities to sell their higher value homes and allows the government to estimate the amount of money that they expect each local authority to receive from such sales each financial year. Authorities will then be required to pay a proportion of these receipts to the Treasury every quarter. Details of the definition of higher value homes and the mechanism by which government will calculate the amount to be paid by each authority are yet to be published. It is also unclear the date from which this legislative change will be implemented from. Since detailed regulations in respect of the Housing and Planning Act 2016 have yet to be issued the financial implications of the legislation upon the Housing Revenue Account cannot readily be assessed.
- 9.14 The Council remains committed to prioritising resources to meet the capital investment strategy and to replace homes lost through Right to Buy by the planned investment in new homes and the buying up of empty homes. The council aims to maintain a consistent level of capital expenditure with a view to improving the condition of the stock. However, any financial pressures resulting from the Housing and Planning Act may impact on the authority's ability to deliver this.

*Table 15 – housing revenue account pressures and savings*

<b><u>Income</u></b>	<b>£m</b>
Reduction in rental income due to stock reduction and 1% rent reduction	3.40
Apply 2% rent increase to PFI funded areas	(0.35)
Increase service charges	(0.95)
Use of Reserves	(3.35)
<b>Total</b>	<b>(1.25)</b>
 <b>Expenditure</b>	
Pay and price pressures	0.65
Increase costs of capital (due to fallout of HRA discount and increased borrowing)	1.90
Targeted staffing efficiency	(0.80)
Reduce Housing Advisory Panel expenditure	(0.45)
BITMO - apply staff efficiency target	(0.05)
<b>Total</b>	<b>1.25</b>

## **10. Capital Programme**

- 10.1 Over the period 2016/17 to 2019/20 the existing capital programme includes investment plans which total £1.1bn. The programme is funded by external sources in the form of grants and contributions and also by the Council through borrowing and reserves. Where borrowing is used to fund the programme, the revenue costs of the borrowing will be included within the revenue budget. Our asset portfolio is valued in the Council's published accounts at £4.3bn, and the council's net debt, including PFI liabilities stands at £2.32bn.
- 10.2 The initial budget proposals provide for a £2.5m increase in the cost of debt and capital financing. This assumes that all borrowing is taken short term at 0.65% interest for the remainder of 2016/17 and 2017/18.
- 10.3 The strategy allows for capital investment in key annual programmes, major schemes that contribute to the Best Council Plan objectives and schemes that generate income or reduce costs. Capital investment will continue to be subject to robust business cases being reviewed and approved prior to schemes approval. Whilst the capital programme remains affordable, its continued affordability will be monitored as part of the treasury management and financial health reporting.
- 10.4 A capital programme update report will be presented to the Executive Board in February 2017.

## **11. Corporate Considerations**

### **11.1 Consultation and Engagement**

- 11.1.1 As explained at section 5 above the initial budget proposals have been informed through the wealth of consultation evidence gathered in recent years on residents' budget priorities. Since 2012 there has been only minor changes to those priorities and, in addition, residents and service users have had significant involvement in on-going service-led change projects. Subject to the approval of the board, this report will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this Board on the 8<sup>th</sup> February 2017.
- 11.1.2 Consultation is an ongoing process and residents are consulted on many issues during the year. It is also proposed that this report is used for wider consultation with the public through the Leeds internet and with other stakeholders. Consultation is on-going with representatives from the Third Sector, and plans are in place to consult with the Business sector prior to finalisation of the budget.

### **11.2 Equality and Diversity / Cohesion and Integration**

- 11.2.1 The council continues to have a clear approach to embedding equality in all aspects of its work and recognises the lead role we have in the city to promote equality and diversity. This includes putting equality into practice taking into

account legislative requirements, the changing landscape in which we work and the current and future financial challenges that the city faces.

- 11.2.2 As an example of the commitment to equality, scrutiny will again play a strong role in challenging and ensuring equality is considered appropriately within the decision making processes.
- 11.2.3 The proposals within this report have been screened for relevance to equality, diversity, cohesion and integration and a full strategic analysis and assessment will be undertaken on the revenue budget and council tax 2017/18 which will be considered by Executive Board in February 2017. Specific equality impact assessments will also be undertaken on the implementation of all budget decisions as they are considered during the decision-making processes in 2017/18.

### **11.3 Council Policies and Best Council Plan**

- 11.3.1 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.

### **11.4 Resources and Value for Money**

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

### **11.5 Legal Implications, Access to Information and Call In**

- 11.5.1 This report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the initial budget proposals, once approved by the board will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2017 meeting of this Board at which proposals for the 2017/18 budget will be considered prior to submission to full Council on the 22<sup>nd</sup> February 2017.
- 11.5.2 The initial budget proposals will, if implemented, have significant implications for council policy and governance and these are explained within the report. The budget is a key element of the council's budget and policy framework, but many of the proposals will also be subject to separate consultation and decision making processes, which will operate within their own defined timetables and managed by individual directorates.
- 11.5.3 In accordance with the council's budget and policy framework, decisions as to the council's budget are reserved to full council. As such, the recommendation at 13.1 is not subject to call in, as the budget is a matter that will ultimately be determined by full council, and this report is in compliance with the council's constitution as to the publication of initial budget proposals two months prior to adoption.

## 11.6 Risk Management

11.6.1 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.

11.6.2 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.

11.6.3 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 Adult Social care and Children's services 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 and pay awards 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.

11.6.4 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.

## **12. Conclusions**

12.1 This report has shown that the current financial position continues to be very challenging. The council is committed to providing the best service possible for the citizens of Leeds and to achieving the ambition for the city of being the best in the UK with a firm focus on tackling inequalities. In order to achieve both the strategic aims and financial constraints, the council will need to work differently, helping people to look after themselves, others and the places they live and work by considering the respective responsibilities of the 'state' and the 'citizen' (the social contract). This approach underpins the medium-term financial strategy and the refreshed 2017/18 Best Council Plan.

12.2 Based on the government multi-year settlement there will be a further reduction in the settlement funding assessment for 2016/17 of £25.2m which means that core funding from government (SFA and other core grants) will have reduced by around £240m by March 2018. The initial budget proposals for 2017/18 set out in this report, subject to the finalisation of the detailed proposals in February 2017, will, if delivered, generate savings and additional income of £62.4m to produce a balanced budget.

12.3 Clearly savings of this magnitude will require many difficult decisions to be taken and these will not be without risk. The level of reductions required for 2017/18 will impact on front line services which the council has worked, and continues to work, extremely hard to protect. In this context, it is important that risks are fully understood and the final budget is robust.

## **13. Recommendations**

13.1 Executive Board is asked to agree the initial budget proposals and for them to be submitted to scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders.

## **14. Background documents<sup>1</sup>**

None

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<sup>1</sup> 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.

# 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.

<b>Directorate: Strategy and Resources</b>	<b>Service area: Corporate Financial Management</b>
<b>Lead person: Doug Meeson</b>	<b>Contact number: 74250</b>

## 1. Title: Initial Budget Proposals 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 council is required to publish its initial budget proposals two months prior to approval of the budget by full council in February 2017. The initial budget proposals report for 2017/18 sets out the Executive's plans to deliver a balanced budget within the overall funding envelope. It should be noted that the budget represents a financial plan for the forthcoming year and individual decisions to implement these plans will be subject to equality impact assessments where appropriate.

### 3. Relevance to equality, diversity, cohesion and integration

All of 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"> <li>• Eliminating unlawful discrimination, victimisation and harassment</li> <li>• Advancing equality of opportunity</li> <li>• Fostering good relations</li> </ul>	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)

The initial budget proposals identify a savings requirement of £62.4m due to a reduction in Government funding and unavoidable pressures such as inflation and demand/demography. Savings proposals to bridge this gap will affect all citizens of Leeds to some extent. The council has consulted on its priorities in recent years and has sought to protect the most vulnerable groups. However, the cumulative effect of successive annual government funding reductions, means that protecting vulnerable groups is becoming increasingly difficult. Further consultation regarding the specific proposals contained in this report will be carried out before the final budget for 2017/18 is agreed.

• **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)

The budget proposals will impact on all communities but those who have been identified as being at the greatest potential risk include:

- Disabled people
- BME communities
- Older and younger people and
- Low socio-economic groups

The initial budget proposals have identified the need for significant staffing savings in all areas of the council which may impact on the workforce profile in terms of the at-risk groups. There will be some impact on our partners through commissioning and/or grant support which may have a knock on effect for our most vulnerable groups.

• **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

A strategic equality impact assessment of the budget will be undertaken prior to its approval in February 2017.

There will also be further equality impact assessments on all key decisions as they go through the decision making process in 2017/18.

**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
Doug Meeson	Chief Officer Financial Services	24/11/16
<b>Date screening completed</b>		24/11/16

**7. Publishing**

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**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- 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](mailto:equalityteam@leeds.gov.uk) for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent: 5/12/16
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent:

## APPENDIX 1

## 2017/18 Budget Proposals

	Adult Social Care	Children's Services	City Development	Environment & Housing	Strategy & Resources	Citizen's & Communities	Civic Enterprise Leeds	Public Health	Strategic Budget	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Net Managed Budget 2016/17 (adjusted)</b>	<b>201.3</b>	<b>119.8</b>	<b>37.7</b>	<b>53.3</b>	<b>37.2</b>	<b>29.6</b>	<b>23.6</b>	<b>0.3</b>	<b>(6.5)</b>	<b>496.4</b>
Inflation	2.5	0.6	1.8	0.8	0.4	0.3	0.6	0.1		7.2
Employer's LGPS contribution	0.2	0.4	0.2	0.3	0.2	0.1	0.2			1.5
Apprentice levy									1.4	1.4
Leeds CC minimum pay rate		0.02	0.04	0.1	0.002	0.01	0.3			0.4
National Living Wage	2.9	0.3								3.2
Demand and Demography	6.7	5.8								12.5
Specific grants		4.3						1.2	4.7	10.2
Partner funding	4.7	5.6								10.3
West Yorkshire Transport Fund									0.2	0.2
Adult Social Care - charging review (full-year effect)	(2.0)									(2.0)
Fall-out of Capitalised Pension costs	(0.2)	(0.2)	(0.2)	(0.1)	(0.1)	(0.04)	(0.05)			(0.8)
Other Pressures		0.9		0.6		(0.1)		1.7	0.4	3.6
Debt - external interest									2.5	2.5
General Reserve									6.2	6.2
Earmarked Reserves									2.2	2.2
<b>Total - Cost and funding changes</b>	<b>14.8</b>	<b>17.8</b>	<b>1.8</b>	<b>1.8</b>	<b>0.5</b>	<b>0.3</b>	<b>1.0</b>	<b>2.9</b>	<b>17.6</b>	<b>58.5</b>
Budget Savings Options;										
Accounting - additional capitalisation									(2.0)	(2.0)
Capital Financing - Minimum Revenue Provision									(9.3)	(9.3)
<b>Appendix 2:-</b>										
Changes to Service	(1.9)	(3.1)	(1.6)	(0.5)		(0.7)	(0.8)	(2.9)		(11.4)
Efficiencies	(6.7)	(1.9)	(1.5)	(5.4)	(4.7)	(2.7)			(2.0)	(24.9)
Income - Fees & Charges	(0.5)		(3.4)	(1.8)		(0.2)				(6.0)
Income - Traded Services, Partner & Other Income		(7.0)	(0.2)	(1.3)	(0.2)		(0.2)			(8.9)
<b>Total - Appendix 2</b>	<b>(9.1)</b>	<b>(12.0)</b>	<b>(6.7)</b>	<b>(9.0)</b>	<b>(4.9)</b>	<b>(3.6)</b>	<b>(1.0)</b>	<b>(2.9)</b>	<b>(2.0)</b>	<b>(51.1)</b>
<b>Total - Budget Savings</b>	<b>(9.1)</b>	<b>(12.0)</b>	<b>(6.7)</b>	<b>(9.0)</b>	<b>(4.9)</b>	<b>(3.6)</b>	<b>(1.0)</b>	<b>(2.9)</b>	<b>(13.2)</b>	<b>(62.4)</b>
<b>Target 2017/18 Net Revenue Budget</b>	<b>206.9</b>	<b>125.6</b>	<b>32.8</b>	<b>46.1</b>	<b>32.8</b>	<b>26.4</b>	<b>23.6</b>	<b>0.4</b>	<b>(2.2)</b>	<b>492.4</b>
<b>Increase/(decrease) from 2016/17</b>	<b>5.7</b>	<b>5.8</b>	<b>(4.8)</b>	<b>(7.3)</b>	<b>(4.4)</b>	<b>(3.3)</b>	<b>0.0</b>	<b>0.0</b>	<b>4.4</b>	<b>(4.0)</b>

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>A) Efficiencies</b>				
Assessment and Care Management	Review of business processes and staff skills mix	(0.5)	0.0	N
Older People Care Packages	Reduction in the number of customers going into residential care through increased use of reablement, telecare and recovery services	(1.3)	0.0	Y
Physical Impairment Care Packages	Review of care package costs, increased use of community based services rather than residential care and the promotion of 'ordinary lives'	(0.5)	0.0	Y
Mental Health Care Packages	Review of care package costs to ensure they are the most cost effective way of meeting people's needs, including in-house services, and promoting 'ordinary lives'	(0.8)	0.0	Y
Learning Disabilities Care Packages	Review of care package costs to ensure they are the most cost-effective way of meeting people's needs and that services commissioned through block contracts deliver best value outcomes. Promoting 'ordinary lives	(1.5)	0.0	Y
Aspire / Independent Living Programme	A review of practice re high cost out of area packages and low level need packages (Aspire) and a review of practices at ILP establishments	(1.0)	0.0	Y
Running Cost savings	Review and reduction of non-essential spend budgets	(0.1)	0.0	N
Direct Payments	Auditing & targeting additional recovery of unused direct payments	(0.2)	0.0	N
Legal Fees	Reduction in legal fees (representing trend of expenditure)	(0.3)	0.0	N
Staffing	Review of current posts being held vacant	(0.6)	0.0	N
<b>Sub-Total Efficiencies</b>		<b>(6.7)</b>	<b>0.0</b>	

## Adult Social Care - savings options 2017/18

### Savings Proposal

### Comments

2017/18	2018/19	Is this relevant
£m	fye	to Equality & Diversity?
£m	£m	

### B) Changes to Service

Community Support Service	Ceasing the Community Support Service	(0.9)	0.0	Y
Residential and Day Support for Older People	Closure of residential homes and day services	(1.0)	0.0	Y

<b>Sub-Total Service Changes</b>		<b>(1.9)</b>	<b>0.00</b>	
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### C) Additional Income - Fees and Charges

Income	Leads income levels lower than comparators, particularly regarding residential service user contributions.	(0.5)	0.00	Y
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<b>Sub-Total Additional Income (Fees &amp; Charges)</b>		<b>(0.5)</b>	<b>0.0</b>	
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### D) Additional Income - Traded Services, Partner and Other Income

<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>0.0</b>	<b>0.0</b>	
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<b>Total Savings Options - Adult Social Care</b>		<b>(9.1)</b>	<b>0.0</b>	
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## Children's Services - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>A) Efficiencies</b>				
Social Work Services	Remodelling of the service to reduce agency spend by £0.6m and non front line staffing by £0.3m	(0.9)	0.0	Y
Other staff savings	Review and reshape of services provided by Children's Services, other than those specifically identified on this document. Includes vacancy management across the directorate and specific savings in Employment and Skills and Workforce Development.	(0.4)	0.0	Y
Running Cost savings	On-going review of running cost budgets.	(0.1)	0.0	N
Targeted Services	Review of staffing in Targeted Services including Family Intervention Service and Signpost, vacancy management and review of secondment arrangements.	(0.2)	0.0	Y
Integrated Safeguarding Unit - staff savings	Review the Education Safeguarding Team and reduced staffing through vacancy management within the team.	(0.3)	0.0	Y
<b>Sub-Total Efficiencies</b>		<b>(1.9)</b>	<b>0.0</b>	
<b>B) Changes to Service</b>				
Remodelling of Children's Centre Family Services	Reshape of the provision of family services, to include a review of the core offer and additional services currently funded by partners where the funding will either reduce or cease.	(0.6)	0.0	Y
Commissioned Services	Review all current contracts with the aim to reduce spend on commissioned services. Includes specific saving proposals in Employment and Skills, Targeted Services and Complex Needs (short breaks contract)	(1.3)	0.0	Y
Education Services Grant funded activities	Reduced spend and additional income to help offset the reduction in grant funding. Includes staff savings in administration and Learning Improvement, running cost savings in IMT, Learning Improvement, Learning Management and Learning Systems.	(1.0)	0.0	Y
Complex Needs Service	Review of Complex needs and Targeted Services staffing	(0.2)	0.0	Y
<b>Sub-Total Service Changes</b>		<b>(3.1)</b>	<b>0.0</b>	

## Children's Services - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>C) Additional Income - Traded Services, Partner and Other Income</b>				
Adel Beck Secure Children's Home	Additional income from increase in demand for placements from the Youth Justice Board.	(0.2)	0.0	N
Traded Services	Specific proposals in Workforce Development, Youth Services (Activity Centres), Learning Systems and Complex Needs with other proposals being developed as part of a Trading Review across the directorate.	(1.3)	0.0	N
Innovations bid	Additional funding from a new Innovations Bid, subject to final approval.	(2.5)	0.0	N
Anti Social Behavioural Services	Additional funding from the Housing Revenue Account	(0.3)	0.0	N
Family Services Best Start.	Additional 3 year funding agreed.	(0.2)	0.0	N
Children's Centres	Increase in nursery fees and Free Early Education Entitlement hourly rates.	(0.3)	0.0	Y
Free Early Education Entitlement nursery payments	New ability to top slice 5% from the Free Early Education Entitlement payments to nursery providers.	(1.0)	0.0	N
Other income	General increases and additional non-traded income.	(0.8)	0.0	N
Families First	Reflects current income position although assumes that the programme will continue.	(0.5)	0.0	N
<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(7.0)</b>	<b>0.0</b>	
<b>Total Savings Options - Children's Services</b>		<b>(12.0)</b>	<b>0.0</b>	

## City Development - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>A) Efficiencies</b>				
Asset Management	Reduced borrowing costs at the Leeds Arena	(0.5)	0.0	N
Economic Development	Review and reduce non staffing budgets to deliver efficiencies and expenditure savings	(0.1)	0.0	N
Highways	Capitalisation of maintenance costs and extension of street lighting switch off	(0.7)	0.0	N
Sport and Active Lifestyles	Further efficiencies within the rotas and operating methods within leisure centres and review of the work of the Sport and Active Lifestyles Development function.	(0.1)	0.0	N
Events Review	Review of Leeds lights budgets to reflect increased external commercial work and review other city centre events	(0.1)	0.0	Y
Culture	Reduction of non staffing budgets to deliver efficiencies and expenditure savings	(0.1)	0.0	N
<b>Sub-Total Efficiencies</b>		<b>(1.5)</b>	<b>0.0</b>	
<b>B) Changes to Service</b>				
Highways	Recruit more engineers to retain more work in-house and reduce external spend on contractors.	(0.7)	0.0	N
Sport and Active Lifestyles	Review of the future of the Sailing and Activity Centre and review and reduction of operating hours in some Leisure Centres	(0.3)	0.0	Y
Museums	Review of operations at Thwaite Mills to reduce opening hours and develop new income streams.	(0.2)	0.0	Y
Tour de Yorkshire	Leeds not hosting a stage in 2017	(0.3)	0.0	N
International Young Peoples Festival	Cease holding the festival realising staffing and operational cost savings	(0.1)	0.0	Y
<b>Sub-Total Service Changes</b>		<b>(1.6)</b>	<b>0.0</b>	

## City Development - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>C) Additional Income - Fees and Charges</b>				
Asset Management	New rental income from the purchase of commercial assets and additional fee income from asset sales	(2.3)	0.0	N
Economic Development	Additional income from events and licences, street trading and speciality markets, and from marketing and advertising	(0.3)	0.0	N
Highways	Additional income from developers, utility companies, and park and ride sites.	(0.1)	0.0	N
Planning Services	Additional fee income from planning application fee increases and the provision of premium services. Introduction of new charges for Street Naming and Numbering. Income from charging fees for Environment and Design work to capital schemes and external clients.	(0.4)	0.0	N
Sport and Active Lifestyles	Increased income across all leisure centres through improvements to commercial marketing, retention and sales processes.	(0.3)	0.0	N
Culture	Additional income across functions including increased rental income, increased income from ticket sales via a new box office system, increased income from cultural events.	(0.2)	0.0	N
<b>Sub-Total Additional Income (Fees &amp; Charges)</b>		<b>(3.4)</b>	<b>0.0</b>	
<b>D) Additional Income - Traded Services, Partner and Other Income</b>				
Building Control	Increased income through increased demand for building control services	(0.2)	0.0	N
<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(0.2)</b>	<b>0.0</b>	
<b>Total Savings Options - City Development</b>		<b>(6.7)</b>	<b>0.0</b>	



## Environment & Housing - savings options 2017/18

### Savings Proposal

### Comments

### Saving

2017/18

2018/19  
fye

Is this  
relevant to  
Equality &  
Diversity?

£m

£m

### A) Efficiencies

Leeds Building Services - consolidation of Construction/Property Maintenance	Cost savings will be realised though both a reduction in the number of managers and supervisors and a targeted reduction in running costs. In addition the roll out of the Total Mobile software combined with improved job scheduling will deliver efficiencies which will result in a reduction in the use of sub-contractors.	(1.8)	0.0	Y
Refuse Collection - review of routes	Increased productivity will facilitate a revision to the current number of collection routes and the anticipated reduction in the number of rounds and management costs will result in cost savings.	(1.6)	0.0	Y
Strategic Housing - integration of functions	Closer working arrangements for the different functions within Strategic Housing will facilitate a reduction in the number of budgeted posts.	(0.1)	0.0	N
Environmental Action - revision to the level of resources	Street cleansing and enforcement expenditure and posts will be reduced, with resources reviewed & deployed differently across the city in line with the Council-wide review of Locality Working.	(0.4)	0.0	Y
Environmental Action - locality working	Managerial posts will be reduced as operational teams are reconfigured in line with the Council-wide review of Locality Working.	(0.4)	0.0	Y
Community Safety - reduction in area coordinator posts	Following a review of the delivery of the Community Safety function it is proposed to reduce the number of area co-ordinator posts.	(0.2)	0.0	Y
Housing Related Support - reduction in contract payments	Savings to be realised through the ongoing review and retendering of contracts	(0.4)	(0.2)	Y
Parks & Countryside - reduce grants to the Third Sector	Grants to support 3rd sector organisations will reduce at the same level as the reduction in resources to the Council.	(0.02)	0.0	Y
Parks & Countryside - revised security at the new nursery	The relocation of the nursery from Redhall to Whinmoor will result in revised security arrangements.	(0.1)	0.0	N
All services - review of running costs	Review of running cost budgets across the directorate	(0.5)	0.0	N
<b>Sub-Total Efficiencies</b>		<b>(5.4)</b>	<b>(0.2)</b>	

### B) Changes to Service

Parks & Countryside - reduction in front line horticultural staff	In discussion with Community Committees, this will mean a reduction in the area of maintained flower beds, shrub beds and hedges along with some increased relaxed mowing as appropriate in parks/green spaces and at graveyards/closed churchyards	(0.4)	0.0	Y
Parks & Countryside - reduction in grass/hedge cuts on highways assets	Reduce grass verge maintenance on high speed roads and reduce hedge cuts from 3 times each year to 2 on highway assets	(0.1)	0.0	N
<b>Sub-Total Service Changes</b>		<b>(0.5)</b>	<b>0.0</b>	

### C) Additional Income - Fees and Charges

Car Parking - Woodhouse Lane car park price increase	The 50p increase implemented at Woodhouse Lane car park in June 2016 will generate an additional £120k in a full year	(0.1)	0.0	N
Car Parking - price increases	Additional income from a £1 increase on Sunday/evening tariffs, the introduction of charging on bank holidays (excl xmas day), and increase of 10p on all on street tariffs. It is also assumed that activity levels experienced in 2016/17 will continue and generate an additional £200k in 17/18	(0.6)	0.0	N
Car Parking - mobile enforcement/increase in permit charges	Mobile CCTV monitoring to enforce offences at schools/bus stops/bus lanes. Increase cost of business and trade permits.	(0.1)	0.0	N

## Environment & Housing - savings options 2017/18

Savings Proposal	Comments	Saving		Is this relevant to Equality & Diversity?
		2017/18 £m	2018/19 fye £m	
Parks & Countryside - review of charges at Lotherton Bird Garden	In recognition of the enhancements to the Bird Garden admission prices will increase from £5.50 to £6 from April 1st. It is also anticipated that the improved attraction will experience an increase in visitor numbers.	(0.1)	(0.0)	Y
Parks & Countryside - review of charges at Tropical World	Following further development of the attraction prices will increase from £5 to £6 per visit for adults with other charges to increase in the same proportion. There will be significant discounts for Leeds card and Leeds card Extra holders and under 5s will continue to gain free entry.	(0.3)	(0.1)	Y
Parks & Countryside - review of charges at Temple Newsam Home Farm	Review of charging following significant investment in indoor play facility with integral café/retail space. Price would increase from £3.60 to £5 from 2018/19.	0.1	(0.1)	Y
Parks & Countryside - introduce parking charges at visitor attractions	Introduction of car parking charges at Roundhay Park, Golden Acre Park and Temple Newsam	(0.2)	(0.1)	Y
Bereavement Services - review of charges to eliminate subsidy	Removal of subsidy would require a 5% increase in prices	(0.1)	0.0	Y
Waste Management - introduce charges for replacement wheeled bins	Implement charging for replacement wheeled bins that have been stolen or destroyed.	(0.2)	(0.1)	Y
Waste management - introduce charges for inert waste/plasterboard waste	The introduction of charges for disposal of inert (soil/rubble) and plasterboard waste at Household Waste sites would eliminate the current level of subsidy for disposal of these types of waste	(0.1)	0.0	Y
Environmental Action - introduce charges for bulky waste collections	Introduction of a charge to households choosing to use the bulky waste collection service over other disposal options which will remain free of charge.	(0.1)	0.0	Y
Environmental Health - introduce new pest control fees	Implement charges to eliminate the subsidy in pest control services. This would include introducing a charge for treating rats in domestic properties.	(0.1)	0.0	Y
<b>Sub-Total Additional Income (Fees &amp; Charges)</b>		<b>(1.8)</b>	<b>(0.4)</b>	
<b>D) Additional Income - Traded Services, Partner and Other Income</b>				
Community Safety - review partner funding arrangements of community safety activities	Working with West Yorkshire Police and Crime Commissioner to review the funding arrangements of community safety activities	(0.8)	0.0	N
Strategic Housing - review of charging arrangements	In respect of adaptations review charges to both the capital programme and Housing Leeds.	(0.2)	0.0	N
Parks & Countryside - review of the allocation of costs relating to mowing amenity grass	Increase the level of charges to Housing Leeds to reflect the fact that housing assets are typically smaller with more access restrictions (e.g. gates/fences) resulting in smaller machines and more operators.	(0.2)	0.0	N
Parks & Countryside - income from partnership with Askham Bryan college	Contribution from Askham Bryan college in respect of the use of buildings and facilities at Parks and Countryside sites for student learning	(0.1)	0.0	N
Parks & Countryside - additional retail income from nursery	Increase in plant and other retail sales following move to new nursery facility at Whinmoor	(0.1)	0.0	N
Parks & Countryside - additional landscaping income	Review the appropriateness of the allocation of costs associated with landscaping work.	(0.1)	0.0	N
<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(1.3)</b>	<b>0.0</b>	
<b>Total Savings Options - Environment &amp; Housing</b>		<b>(9.0)</b>	<b>(0.6)</b>	

## Strategy & Resources - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>A) Efficiencies</b>				
Business Administration, transactional and operational activities	Following the first phase of Better Business Management where all 'core' business admin 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.	(1.0)	(1.1)	Y
ICT, Information Management and Technology (IM&T), Information Governance(IG) and Intelligence	Introduce a new operating model for coordinated, shared cross Council digital and intelligence services. Establish 2 Hubs for IM&T and IG complemented by Business Partners who will work with Council services. 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.	(1.1)	(0.5)	Y
Programme, Project and Portfolio Management	The 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 with more of the right projects / programmes being delivered to time, cost and quality.	(0.6)	(0.3)	Y
Workforce Development	April 2017 move to a single professional line of leadership model. Consolidation of training budgets into one single pot combined with a comprehensive review of all Organisational/Workforce Development activity.	(0.3)	(0.2)	Y
Compliments and Complaints	Bring existing staff performing this function together into 2 teams. Implement de-escalation of complaints at the first point of contact and realise efficiencies through reduction in the duplication of process and IT system changes.	(0.1)	(0.1)	Y
Financial Services	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.	(0.9)	(0.5)	Y
Human Resources	Continuation of implementation of new ways of working within the service.	(0.3)	(0.1)	Y

## Strategy & Resources - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
Strategy and Improvement	Further staffing savings and efficiencies within Communications, Marketing and Emergency Planning. (Strategy and Policy and Business Improvement are included in scope of the Intelligence review).	(0.1)	(0.1)	Y
Legal and Democratic Services	Staffing efficiencies to fund cost of pay award	(0.1)	(0.2)	Y
Corporate Leadership Team	Changes to Corporate Leadership Team	(0.2)	0.0	N
<b>Sub-Total Efficiencies</b>		<b>(4.7)</b>	<b>(3.0)</b>	
<b>B) Additional Income - Traded Services, Partner and Other Income</b>				
Financial Services	Additional traded income	(0.2)	0.0	N
<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(0.2)</b>	<b>0.0</b>	
<b>Total Savings Options - Strategy &amp; Resources</b>		<b>(4.9)</b>	<b>(3.0)</b>	

## Citizens & Communities - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>A) Efficiencies</b>				
Communities	Communities teams and associated activity: review management & leadership; review grants & contributions to 3rd sector	(0.2)	(0.1)	Y
Corporate Contact Centre	Fewer calls due to channel shift (dependent on technology) and general improvement in productivity	(0.3)	0.0	Y
Corporate Contact Centre	Council Tax/Benefits/Contact Centre Integration (savings within Customer Access and Welfare and Benefits)	(0.2)	0.0	Y
Corporate Contact Centre	Reduce service failure: target to reduce by 25%	(0.1)	(0.04)	N
Corporate Contact Centre	Review the Out of Hours Service allow contact to be directed straight to the relevant service	(0.1)	0.0	Y
Customer Access	Reduce Helpdesk function through development of professional Tier 2 (rather than C1 Helpdesk Customer Services Officer) support	(0.1)	0.0	Y
Customer Access	Merge support and development functions	(0.2)	0.0	Y
Elections	No local elections in 2017/18	(0.7)	0.7	N
Welfare and Benefits	Reduction in off-site processing and overtime	(0.2)	0.0	Y
Advice Consortium	Deliver greater efficiencies; to be addressed as part of re-tendering on contract in 2017/18	(0.1)	(0.1)	Y
Libraries	Staffing review, running cost savings, and increased income	(0.4)	0.0	Y
All services	Review of running cost budgets across the directorate	(0.3)	0.0	N
<b>Sub-total Efficiencies</b>		<b>(2.7)</b>	<b>0.5</b>	

## Citizens & Communities - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>B) Changes to services</b>				
Communities	Well Being grants - further reductions	(0.2)	(0.1)	Y
Library Service	Reprovision delivery of mobile library service	(0.1)	0.0	Y
Local Welfare Support Scheme	Reduction in existing £1.1m budget provision by £300k	(0.3)	0.0	Y
Leeds City Credit Union	Working with Credit Union to agree options to save £50k	(0.1)	0.0	N
<b>Sub-total Changes to Services</b>		<b>(0.6)</b>	<b>(0.1)</b>	
<b>C) Additional income - Fees and Charges</b>				
Community Centres	Restrict free lets to 75% of present level	(0.1)	0.0	Y
Community Hubs	Charge for events (currently free)	(0.1)	0.0	Y
Registrars service	Charging/income proposals (Passport checking service; additional appointments; Saturday appointments; general fee increase)	(0.1)	(0.0)	N
<b>Sub-total Fees and Charges</b>		<b>(0.2)</b>	<b>(0.0)</b>	
<b>Total Savings Options - Citizens and Communities</b>		<b>(3.6)</b>	<b>0.4</b>	

## Civic Enterprise Leeds - savings options 2017/18

Savings Proposal	Comments	2017/18	2018/19 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>A) Efficiencies</b>				
Cleaning Civic Hall	Changes to the times and frequency at which cleaning is provided resulting in a reduced staffing requirement and expanding the mobile operation for cleaning.	(0.1)	0.0	N
Cleaning - other office accommodation	As with changes at the Civic Hall, these are changes to the times and frequency at which cleaning is provided resulting in a reduction in the number of staff required to deliver the service combined with expanding the mobile cleaning operation.	(0.4)	0.0	N
Management/staff reductions	Reduction in level of JNC management support, delivered through reconfiguration of roles and responsibilities within the service.	(0.2)	0.0	Y
Facilities Management savings	Planned realignment of the service to be delivered through a restructure resulting from a review of roles and responsibilities.	(0.1)	0.0	N
<b>Sub-Total Efficiencies</b>		<b>(0.8)</b>	<b>0.0</b>	
<b>B) Additional Income - Traded Services, Partner and Other Income</b>				
Fleet	Combination of attempting to maximise existing income streams whilst developing new ones together with the aim of reducing costs.	(0.1)		N
Commercial Catering	Based on internalising commercial catering for some of the services within the Civic quarter and expanding retail offer.	(0.1)		N
<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(0.2)</b>	<b>0.0</b>	
<b>Total Savings Options - Civic Enterprise Leeds</b>		<b>(1.0)</b>	<b>0.0</b>	

## Public Health - savings options 2017/18

Savings Proposal	Comments	2017/18 £m	2018/19 fye £m	Is this relevant to Equality & Diversity?
<b>A) Changes to Service</b>				
Third sector commissioned service	Recommissioning new services with a 5% reduction for contracts in scope. Integrated Healthy Living Service (October 2017), Community Health Development & Improvement (April 2017) and Cancer Screening (April 2017).	(0.1)	0.0	Y
Third sector/statutory drugs and alcohol services	8% reduction in drug and alcohol treatment contract, work is underway with provider to develop options to achieve the saving	(0.7)	0.0	Y
NHS Healthy Lifestyle services	Recommissioning new Integrated Healthy Living Service due to start October 2017, 5% reduction in contracts in scope.	(0.3)	0.0	Y
Family Nursing Partnership	Family Nurse Partnership contract will not be extended beyond March 2017	(0.8)	0.0	Y
School Nursing and Health Visiting	Reduction in contract values for 0-19 services - School Nursing and Health visiting	(0.4)	0.0	Y
Children's Centres	Reduction in funding contribution to Children's Centres	(0.5)	0.0	Y
Joint commissioning with other directorates	Reduction in funding to other Council directorates for joint commissioning including HIV social care, Neighbourhood Networks, Advice Services, Luncheon Clubs and Home adaptations	(0.1)	0.0	Y
<b>Sub-Total Service Changes</b>		<b>(2.9)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Savings Options - Public Health</b>		<b>(2.9)</b>	<b>0.0</b>	<b>0.0</b>



**Report of Deputy Chief Executive / Director of Children’s Services**

**Report to Scrutiny Board (Children’s Services)**

**Date: 15 December 2016**

**Subject: Performance update for April 2016 to September 2016**



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

**1. Summary of main issues**

1.1. This report provides a summary of performance information relating to outcomes for Leeds children and young people.

**2. Recommendations**

2.1. Members are recommended to:

- Consider and comment on the most recent performance information, including content they would like to see in the next update.
- Use the information in deciding on the areas for further scrutiny work to support improvement over the coming year.

**3. Purpose of this report**

3.1. This report is a bi-annual performance update to Scrutiny Board (Children’s Services). It provides a broad and succinct summary in terms of are we making a difference in our delivery of the Children and Young People’s Plan (CYPP) and the Best Council Plan.

**4. Background information**

4.1. This report summarises data and progress from a number of reports and dashboards used within Leeds City Council and in Leeds Children’s Trust arrangements.



4.2. The CYPP is the strategic document that guides the work of Children's Services, through five outcomes, 14 priorities (including the three obsessions) and 20 key indicators. The CYPP was launched in June 2011, refreshed in 2013, and then reviewed and re-launched in 2015. The CYPP is closely aligned to the Best Council Plan.

4.3. This report follows the previous versions to this scrutiny committee, based on:

- Progress against the CYPP 2015-19, including the three obsessions.
- A summary of children's social work and related services performance.

For this version additional information is also provided on voice & influence work and on the availability of children's indicators, these were subjects raised the last time this report was presented to scrutiny.

4.4. The report includes eight appendices:

- A summary of the Children and Families Trust Board performance report card update (appendix one), with full-length commentary on voice and influence activity (appendices two and three)
- Detail on the indicators in the CYPP at city and cluster level (appendices four (a) and (b)).
- Data from the September specialist safeguarding and targeted services report (appendix five).
- The children's services settings inspections dashboard (appendix six).
- Ward level data (by home postcode) from the community committee dataset (appendix seven).
- Selected learning outcomes dashboards (appendix eight).

## 5. Main issues

5.1. **Progress against the Children and Young People's Plan** (supporting data in appendices one, two, and three)

- Children and Families Trust Board receives a twice-yearly report covering all obsessions, priorities and outcomes in the CYPP. Appendix one contains the performance summary table from the report for the second quarter of 2016/17.
- Appendix four contains the most recent monthly data, which is presented through a dashboard made available across the children trust partnership. This shows performance trends at a city level (appendix four (a)), and the most recent position at cluster level (appendix four (b)).
- The CYPP contains three obsessions - reduce the number of children looked after; reduced absence from school; and reduce the number of young people who are NEET. All three obsessions have improved since 2011; appendix one provides a summary of progress against the obsessions and the other indicators in the CYPP. Selected highlights include:

- Children looked after numbers are at their lowest for more than ten years. Fewer children are starting to be looked after, and a greater focus on reunification (and permanence, through adoption) has contributed to reducing numbers. Further work is required to safely and appropriately reduce this number further, and to reduce the use of expensive, external placement providers
- Attendance in both primary and secondary phases remains positive, the key challenge is in the secondary phase around persistent and unauthorised absence which while reducing over time and relating to a relatively small group of young people and schools remain too high. The last national attendance figures for the 2014/15 school year show primary attendance at 96.1 per cent with secondary attendance at 94.4 per cent. Looking at the first two terms of the 2015/16 academic year primary attendance was 96.2 per cent the same as the previous year, with secondary at 94.7 per cent a slight improvement from 2014/15.
- A change in the way that NEET and not known figures are reported nationally means that trend data can no longer be used and a new baseline is required. The combined NEET and not known figure provided to the DfE (for October) was 8.7 per cent (1,276 young people). This figure should be treated with caution as a baseline is still being established. The coming months will bring clarity as more data are available both locally and nationally. This remains a priority and young people are entitled to access information, advice, and guidance to support them into sustainable education, employment, or training opportunities. Destinations of young people is increasingly used to assess school performance.

Other quarter two updates on the Children and Young People Plan includes:

## 5.2. Impact

- **Safe from harm: children looked after.** Staff in two children's homes have been trained in MST-FIT (family integrated transition) techniques, to support young people to understand their behaviour, and develop new skills to allow those young people to return to live with their families. A number of young people have recently returned home and the initial feedback has been very positive.
- **Safe from harm: children subject to a child protection plan.** A continued focus on ensuring child protection plans have effective and workable action that address the identified risks, means that children remain on plan for an appropriate length of time. Furthermore, fathers and wider family are actively encouraged to participate, which ensures that plans are built on family strengths and are effective more quickly.
- **Do well in learning and have the skills for life: Ofsted judgements of schools.** Strong partnership work based on high challenge and support, delivered restoratively, has resulted in over 90 per cent of Leeds primary schools being judged by Ofsted to be good or better. This shows a continued improvement in primary Ofsted judgements, and places Leeds above the national average.
- **Do well in learning and have the skills for life: school attendance.** A focus on young people who are new to the city to support them to access a school place by



providing a dedicated lead practitioner has resulted in over 1,700 children accessing school, taking an average of 22 school days.

- **Do well in learning and have the skills for life: school exclusions.** Four permanent exclusions at primary, and 29 at secondary, have been recorded in the 2015/16 year. In the previous year there were five primary and 26 secondary permanent exclusions. In total, therefore, there were two more permanent exclusions in 2015/16 than in 2014/15.
- **Healthy lifestyles: rates of under-18s alcohol-related hospital admissions.** Fewer young people in England are using alcohol and drugs, which is potentially being reflected in the reduction in hospital admissions across Leeds. 129 young people were admitted in the most recent reporting period, compared to 165 in the previous period.

### 5.3. Effort

- A new 'how to increase your free school meal take-up' guide has been produced by the free school meal strategy group. This was sent out to all schools in September 2016, and will be promoted to schools by Catering Leeds, who have carried out intensive support around increasing school meal uptake to an additional 20 schools with low uptake of school meals.
- The Forward Leeds Family Plus service is working with 30 families where parents are in treatment for drug or alcohol misuse, supporting the family more holistically and developing parenting skills and confidence.
- Much effort has been invested in reducing one of the youth offending 'impact' measures around First Time Entrants including the siting of a police liaison team at the main police custody suite in Leeds.
- The My Health My School survey was completed by over 9,000 pupils in 2015/16, 54 per cent more than the 5,800 who completed it in 2014/15.

### 5.4. Areas for awareness and focus

- Whilst the number of children looked after continues to reduce and is at a ten-year low, the number of unaccompanied asylum seekers (UASC) is rising. From a low of 13 in April 2015, there are currently 48 UASC looked after in Leeds. This number may continue to rise as the impact of the national transfer scheme, which encourages all local authorities to volunteer to support UASC, becomes clear.
- While there has been a considerable increase in the proportion of five year olds reaching a good level of development in Leeds, from 51 per cent in 2013, to 63 per cent in 2016, national improvements are outpacing Leeds. There has been a significant focus on closing the gap between average performers and that of the lowest achievers. The gap has reduced every year since 2013 with performance against other local authorities improving, Leeds is now in the third quartile. Supporting the delivery of the Best Start in Life strategy and promoting the



expansion and take up of free early education entitlement (FEEE) places will ensure that targeted support for ongoing improvement.

- 2016 saw significant change in how children's learning is assessed and measured with 2016 being a baseline year for the new key stage 2 and 4 frameworks. There are two broad conclusions emerging:
- Regardless of the changes, strategies to improve the achievement of children from disadvantaged backgrounds is a priority at all key stages and for everyone working with children and families. Scrutiny of the 2016 Progress 8 data reinforces this fact with the gap between non-disadvantaged and disadvantaged pupils being too wide.
- This is a baseline year and the frameworks need to embed to truly assess performance. At key stage 2, 47 percent of pupils in Leeds achieved the expected standard in reading, writing and maths; nationally, the figure was 52 per cent. Leeds is ranked 126 out of 150 local authorities and is below statistical neighbours and core cities average. Beneath this city figure there was a wide variation in schools results. The expectation would be as the new framework embeds this variation would reduce with greater certainty of what is expected at the school level, and improved preparedness and reliance at the child level, supported by everyone who works with children and families.

The annual standards report, due in the spring of 2017, will provide greater detail on performance across all key stages and within different pupil priority groups, and will contain a number of actions designed to improve outcomes for Leeds' pupils. Selected learning outcomes dashboards are provided in appendix eight.

## **6. Supporting children and families, strengthening social care** (supporting data in appendix three)

- 6.1. A summary of September's performance is available in appendix five with comparison made to the last scrutiny update in June 2016 (data from March 2016). The summary focuses on a range of measures related to children and young people's social care; providing reassurance that children are assessed, that they have a plan that is reviewed, and that they are regularly seen. Overall performance is positive and improving accepting some variations month on month. Quality of practice and outcomes rather than timeliness is the predominant improvement focus; it is recognised that this is underpinned by regular performance information.

## **7. Changes in reporting of children's outcomes**

- 7.1. At the last scrutiny meeting, members asked for further information on voice and influence activities within the city. Appendices two and three provide detailed feedback on voice and influence activity over the last six months across the network and within Children's Social Work Service.
- 7.2. The number of schools who have taken part in the My Health My School Survey (completed by pupils in 5, 6, 7, 9 and 11) has risen over the last three years from



73 to 109 schools. This has led to 54 per cent more children and young people completing the survey in 2015/16 (9,013) compared to 2014/15 (5,843). A summary of the questions is in appendix three.

7.3. Part of our strategy is to share children's data and indicators to help build ownership of priorities and understanding of need.

- Nationally more information is available including through the Department of Education: school performance tables; regular statistical first releases; and tolls like the LAIT – Local Authority Interactive Tool.
- Within the local children's trust partnership dashboards are regular shared these have LA and cluster measures e.g. weekly obsessions tracker monthly CYPP, monthly safe from harm, termly attendance. Edits of these are in this report.
- Community Committee Profiles these are now a 6 monthly suite of indicators with short summary for each committee with an accompanying summary tables, including by ward. Key Stage results by home postcode are included in the spring version.
- Data is placed on the Leeds Data Observatory and is selectable by different geographies including for some measures lower super output areas, LSOAs.
- Basing measures on either home address/school attended for pupils or family address/placement address for looked after children are decisions that need to be made on what the information is intended for, there isn't a right or wrong answer. With school based data it is far easier to produce by school and this is what is used when data is provisional. When confirmed data is available the same measures by home address are produced and inform such as community committee profiles and have been put on the observatory and into maps. The challenge is to find efficient ways to do this that provide useful end products.

All products are compromises of clarity versus detail, timeliness versus accuracy. Some are for constant reinforcement of priorities others are official data submitted nationally with significant time lags. The policy with this work it to standardise simplify and share a range or effective and efficient core products. These are under constant iteration of how to improve and we welcome feedback. The intent is some capacity is left for prioritised bespoke work, which will then inform the ongoing offer.

## 8. Corporate considerations

### 8.1. Consultation and engagement

8.1.□1. This is an information report and as such does not need to be consulted on with the public. However, all performance information is available to the public.



## **8.2. Equality and diversity/cohesion and integration**

- 8.2.□1. This is an information report, rather than a decision report and so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities.
- 8.2.□2. 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 (EAL), those living in deprived areas, poor school attenders and those involved in the social care system. The purpose of all the strategic and operational activity relating to this this area of work is to help all children and young people achieve their full potential. A central element of this 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.

## **8.3. Council policies and city priorities**

- 8.3.□1. This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework. The CYPP supports, reflects, and complements the outcomes, priorities and indicators set out in the Best Council Plan 2015-20 and the Joint Health and Well Being Plan 2013-15 (which is currently being updated).

## **8.4. Resources and value for money**

- 8.4.□1. There are no specific resource implications from this report.

## **8.5. Legal implications, access to information and call in**

- 8.5.□1. All performance information is publicly available. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

## **8.6. Risk management**

- 8.6.□1. The six-monthly summary of CYPP report cards provided to Scrutiny includes an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the council to monitor and manage key risks.

## **9. Conclusions**

- 9.1. This report provides a summary of performance against the strategic priorities for the council relevant to Scrutiny Board (Children's Services).



## **10. Recommendations**

10.1. Members are recommended to:

- Consider and comment on the most recent performance information, including content they would like to see in the next six-month update.
- Use the information in deciding on the areas for further scrutiny work to support improvement over the coming year.

## **11. Background documents<sup>1</sup>**

11.1. Other regular sources of information about performance in relation to children's services are contained in community committee reports; the annual standards report to Executive Board each February/March about education attainment; the annual reports to Executive Board of the fostering and adoption services each summer; and regular updates to Executive Board on proposals to increase school places as part of the basic need programme.


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<sup>1</sup> 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.



## Appendix one: Indicator performance for the CYPP indicators as at the end of September 2016

This table shows a summary of the position for each priority, and an indication of the difference between performance reported at the end of September 2016 and September 2015. The cross or tick next to each direction of travel arrow indicates if a rise or fall in performance is a positive or negative trend; ie, a downward arrow for the number of children looked after would be a positive trend, but for attendance would be a negative trend.

	Indicator	Summary	Performance		
			Q2 2015/16	Q2 2016/17	Direction of travel
Safe from harm	<b>Obsession</b> Number of children looked after	Fewer children are starting to be looked after as a continued focus on the Front Door ensures that appropriate action is taken, whether this is a referral into Children's Social Work Service, or a route to an Early Help service. Greater efforts around reunification mean that more children are returning to their families, with new skills to help achieve stability and permanence <b>Children and Families Trust partners should:</b> Continue to promote the restorative practice training available to agencies to support the development of 'restorative clusters'	<b>1,253</b> 78.1 per 10,000 Sept 2015	<b>1,230</b> 75.8 per 10,000 Sept 2016	↓✓
	Number of children subject to a child protection plan	Numbers of children subject to a child protection plan have fluctuated between 550 and 590 during the last year. September's figure of 559 is 32 (5.4 per cent) less than September 2015, and more than 500 (48 per cent) less than the June 2011 figure of 1,074 <b>Children and Families Trust partners should:</b> ensure that agency reports are submitted in a timely fashion so that all reports can be sent out in advance of core group meetings	<b>591</b> 36.8 per 10,000 Sept 2015	<b>559</b> 34.4 per 10,000 Sept 2016	↓✓
Do well in learning and have the skills for life	Key stage 2 assessment (Percentage reaching expected standard in reading, writing and maths)	The percentage of pupils in Leeds achieving expected standard in reading, writing and maths was 47. Leeds is ranked 126 out of 150 local authorities and is therefore in the fourth quartile of all local authorities. There is much greater variance in individual school results this year compared to previous years, with a 90 percentage point difference between the highest and lowest attaining schools <b>Children and Families Trust partners should:</b> promote opportunities to become school governors amongst their workforces. Assist cluster partnerships to engage families and communities in learning and to deliver the Best City for Learning Strategy.	Comparison not possible - change in methodology	<b>47%</b> 2015/16 academic year	Comparison not possible - change in methodology
	Key stage 4 assessment (Progress 8)	The provisional Progress 8 for Leeds is -0.07. A Progress 8 score of 1.0 means pupils in the group make on average a grade more progress than the national average; a score of -0.5 means they make on average half a grade less progress than average. Performance in Leeds is better than for core cities and statistical neighbours, but remains below the national result <b>Children and Families Trust partners should:</b> Raise awareness across partner organisations and all services working with young people about curriculum and accountability reform in secondary schools	Comparison not possible - change in methodology	<b>-0.07</b> 2015/16 academic year	Comparison not possible - change in methodology

	Indicator	Summary	Performance		
			Q2 2015/16	Q2 2016/17	Direction of travel
Do well in learning and have the skills for life	Level 3 qualifications at 19	The key issue is the gap in attainment at age 19 between those young people formerly eligible for free school meals (FSM) at academic age 15 and those not eligible. There is a 31 percentage point gap in Leeds (two points lower than 2014), compared to a 24 percentage point gap nationally (one point lower than 2014) <b>Children and Families Trust partners should:</b> support and encourage schools to develop their current CEIAG offer for young people to ensure access the right/appropriate provision	53% 2014	55% 2015	↑✓
	Achievement gaps at 5, 11, 16, 19	This indicator will reported in the next report cards update, once final (confirmed) data are available and analysed			
	<b>Obsession</b> Primary and secondary attendance	Overall attendance has improved but unauthorised and persistent absence at secondary schools remains too high. Much of this absence is concentrated in a few schools. In 2014/15, the DfE changed the persistent absence definition to missing 10 per cent or more of school (previously 15 per cent), leading to an increase in the number of PA pupils <b>Children and Families Trust partners should:</b> Continue to champion that learning is an entitlement for children and young people, and that where a child is absent from school they are missing out	96.2% Primary 2014/15 HT 1-4	96.2% Primary 2015/16 HT 1-4	↔
			94.5% Secondary 2014/15 HT 1-4	94.7% Primary 2015/16 HT 1-4	↑✓
<b>Obsession</b> Percentage of young people who are NEET or not known	The DfE changed the definition of this indicator with effect from September 2016. Local authorities are required to track young people up to the end of the academic year in which they turn 18 (year 13) and report a single, combined NEET and not known figure <b>Children and Families Trust partners should:</b> promote details of the new arrangements of how NEET young people can access impartial careers education, information, advice and guidance (CEIAG); encourage and support governing bodies and headteachers to implement their duties to provide quality CEIAG to young people	Comparison not possible - change in methodology	No data available	Comparison not possible - change in methodology	

	Indicator	Summary	Performance		
			Q2 2015/16	Q2 2016/17	Direction of travel
Do well in learning and have the skills for life	Percentage of new school places in good or outstanding schools	The population of Leeds continues to grow; this growing population is now moving through the primary phase, and planning for additional places in the secondary phase has already begun <b>Children and Families Trust partners should:</b> support and attend stakeholder engagement events when appropriate, and raise awareness in communities of statutory admissions deadlines	95% of primary places created for September 2016 were in good or outstanding schools. All the year seven places were at Ruth Gorse, a new provision with no Ofsted rating.  To date, 90% of the 145 primary places created for September 2017 are in good or outstanding schools. 50 year seven places are in good or outstanding schools (100% of measurable places); 120 are at the Temple Learning Academy, a new provision with no Ofsted rating		
	Destinations of children and young people with SEND when they leave school	The school improvement team visits schools to challenge underperformance and liaise with the complex needs monitoring, quality and assurance team regarding progress and attainment. <b>Children and Families Trust partners should:</b> encourage schools to provide focused and appropriate careers information and guidance for young people with SEN	20% 2014 (level 3 at 19 for pupils with SEN)	24% 2015 (level 3 at 19 for pupils with SEN)	↑✓
	Percentage with good level of development in Early Years	There has been a considerable increase in the proportion of children achieving GLD in Leeds, from 51 per cent in 2013, to 63 per cent in 2016. National improvements are outpacing Leeds, therefore the city remains below the national average (by six percentage points) <b>Children and Families Trust partners should:</b> support the delivery of the Best Start in Life Strategy, promote the expansion and take-up of FEEE places for two year-olds and support work to improve the quality of early years settings	62% 2014/15 academic year	63% 2015/16 academic year	↑✓
	Number of fixed term exclusions from school	There has been a slight reduction in the number of fixed-term exclusions in 2015/16 compared to the previous academic year, although 29 more pupils were recorded as having a fixed-term exclusion. The total duration of exclusions has reduced by 4.7 per cent <b>Children and Families Trust partners should:</b> Encourage governors to ask whether appropriate funding and support has been accessed for a young person with additional requirements to support safe transition to high school and reduce the likelihood of exclusion	4,379 2014/15 academic year	4,355 2015/16 academic year	↓✓

	Indicator	Summary	Performance		
			Q2 2015/16	Q2 2016/17	Direction of travel
Healthy lifestyles	Obesity levels at age 11	Whilst Leeds rates have levelled off, the absolute level remains very high - new data will be available for the next cycle of report cards <b>Children and Families Trust partners should:</b> <i>encourage colleagues and partners to attend the consultation event on 21 November and contribute to the development of the Leeds Child Healthy Weight Plan</i>	19.3% 2013/14 academic year	19.3% 2014/15 academic year	↔
	Free school meal uptake at primary and secondary	There has been a slight decrease in primary take-up, but a rise in secondary take-up. Universal take-up in primary remains high, above the national average. Catering Leeds are working with 20 schools with low uptake figures, to help increase take-up <b>Children and Families Trust partners should:</b> <i>Continue to promote FSM take-up, by ensuring that schools and clusters look at local data, investigate barriers, and develop their own FSM action plans</i>	84.3% Primary 2015 school census	82.2% Primary 2016 school census	↓✘
			77.1% Secondary 2015 school census	77.4% Secondary 2016 school census	↑✓
	Teenage pregnancy rates	The changes brought in by the national ten-year teenage pregnancy strategy (which ended in December 2011) are continuing to significantly reduce the teenage pregnancy rates nationally as well as locally. Leeds' rate remains slightly above that of statistical neighbours' average <b>Children and Families Trust partners should:</b> <i>Continue to support the range of interventions underway within the city which have duplicated the success of the National Strategy.</i>	29.4 Rate per thousand 2014	28.1 Rate per thousand (June) 2015	↓✓
	Rates of under-18s alcohol-related hospital admissions	Fewer young people in Leeds were admitted to hospital due to alcohol in the most recent reporting period; 129, compared to 165. Continued awareness, guidance/advice booklets, and refresher training courses will keep the issue of drug and alcohol issues prominent amongst both young people and staff working with young people <b>Children and Families Trust partners should:</b> <i>encourage services working with children looked after and children with complex needs to engage with Forward Leeds' treatment and prevention programmes to reduce drug and alcohol misuse within these groups</i>	34.7 Rate per ten thousand 2011/12 - 2013/14	27.1 Rate per ten thousand 2012/13 - 2014/14	↓✓
Have fun growing up	Children and young people have fun growing up	Consideration is needed between finding an appropriate focus and measure on which it is useful to report, or providing feedback in less formal ways of activity and children's views in/of Leeds			

	Indicator	Summary	Performance		
			Q2 2015/16	Q2 2016/17	Direction of travel
Have fun growing up	Improve social, emotional and mental health and well being	Work on a Leeds strategy for SEMH with reference to education began in 2014. Alongside this, £45m is being invested in specialist education provision within the city. This provision will be spread over multiple sites and will be operational by September 2018 <b>Children and Families Trust partners should:</b> <i>raise awareness of the far-reaching and ever-increasing influence of SEMH issues</i>	A working group has been formed to identify a meaningful and shared approach to defining and measuring outcomes/indicators. This is a challenge due to the intangible nature of mental health / lack of data to establish the baseline position. The current identified indicator may not be meaningful in isolation		
Voice and influence	Proportion of 10-17 year-olds offending	In the period April 2008 to March 2009 (baseline) there were 1,928 offenders compared to the most recent period April 2015 to March 2016 when there were 517 offenders. This is a reduction of over 1,411 young people offending and receiving a formal legal outcome (a fall of 73 per cent) <b>Children and Families Trust partners should:</b> <i>support the ambition for the city to reduce the number of young people going into custody and work with the police to find alternative venues than the current custody suite</i>	<b>1.0%</b> April 2014 to March 2015	<b>0.8%</b> April 2015 to March 2016	↓✓
	Percentage of children and young people who report influence in (a) school and (b) the community	More young people are completing the My Health My School survey; as part of the Leeds Youth Parliament don't hate, educate tackling discrimination campaign, 98 students participated in workshops, met elected members and senior leaders, and made pledges on how they would plan to tackle discrimination in their school and community <b>Children and Families Trust partners should:</b> <i>consider how board members can further encourage schools to participate in My Health My School survey</i>	<b>5,843</b> Young people completing My Health My School survey 2014/15	<b>9,013</b> Young people completing My Health My School survey 2015/16	↑✓

**Appendix two: Voice and Influence of Children and Young People Report Card, April 2016 to September 2016**

**Outcome:** children and young people are active citizens who feel they have voice and influence

**Indicator:** Number (or percentage) of children and young people participating in city wide ballots, surveys and elections for youth representatives.

**Summary of progress and rationale - green evidence of improved direction of travel:** increase in children and young people’s participation in citywide school survey

**Data - What is it telling us?**

The number of schools who have taken part in the My Health My School Survey (completed by pupils in 5, 6, 7, 9 and 11) has risen over the last 3 years from 73 to 109 schools this year. This has led to a 54% more children and young people completing the survey in 2015/16 (9013) compared to 14/15 (5843).

New monitoring questions were included this year, asking children and young people (CYP) if they considered themselves to have a disability and to describe where they live. All CYP answered the new monitoring questions and 5.8 % CYP (529) identified themselves as having a disability. 128 CYP said they lived with other family members, 9 CYP said they lived in a children’s home, 57 said they lived with foster carers and 19 lived with someone else.

**My Health My School Survey - Voice and Influence Questions**

**Responses from children in Years 5 and 6 (Primary)**

In the last 12 months have you done any of these in your school?	2014-15 Data How many said yes?	2015-16 Data How many said yes?	Trend Data
Had a chance to have a say in the way the school is run?	42.37% (1424)	42.71% (2146)	Increase 0.34%
Made decisions (or voted) in a class or school council?	68.19% (2292)	69.73% (3504)	Increase 1.54%
Had a chance to say how Leeds as a city is run e.g. voted for Leeds Children’s Mayor or helped to choose priorities for the Youth Parliament?	N/A	16.74% (841)	

**Responses from young people in Years 7, 9 and 11 (Secondary)**

In the last 12 months have you done any of these in your school?	2014-15 Data How many said yes?	2015-16 Data How many said yes?	Trend Data
Had a chance to have a say in the way the school is run?	26.23% (651)	21.41% (854)	Decrease 5.82%
Made decisions (or voted) in a class or school council?	38.07% (945)	39.39% (1571)	Increase 1.32%
Had a chance to say how Leeds as a city is run e.g. voted for Leeds Children’s Mayor or helped to choose priorities for the Youth Parliament?	N/A	13.68% (546)	

**Story behind the figures**

Overall the data demonstrates a positive trend- the number of children and young people who feel they have a say in the way their school is run and have been actively involved in decision making through their class or school council has slightly increased. Although there has been a significant decline of nearly 6% in the number of secondary age students who feel they have a have a say in the way school is run. In response to these findings the Voice Influence and Change team will be working with members of the Leeds Youth Council to produce a short film which will be shared with



schools to raise awareness about the different ways young people can have a say in the way their school is run and the different citywide voice and influence opportunities.

### **Best ideas- what has worked?**

#### **Voice Influence and Change Team Communication**

- There are 944 Voice and Influence Leads on VIC Network who receive regular e-bulletins /newsletters containing news, youth voice group updates, consultations, events and opportunities.
- Every week youth voice opportunities and news are sent directly to 256 children and young people
- Daily updates from the team via **Leeds Youth Voice Twitter** (1453 followers) and **Leeds Youth Voice Facebook** (133 Facebook likes) and just launched **Leeds Youth Voice on Instagram** (74 followers).

#### **Youth summits**

- In May 98 pupils and staff representing 16 high schools participated in the first **Youth Voice Summit for secondary schools and colleges**. The summit focused on the top issue voted for by over 16,000 young people in 2015 - tackling discrimination. Leeds Youth Parliament gave a speech at the summit to raise awareness of the UK Youth Parliament “Don’t Hate! Educate” campaign. On the day 34 young people signed up join the Leeds Youth Council, 66 young people participated in the **Capital of Culture 2023** consultation and 56 shared their views on what should be included in the new MINDMATE curriculum.
- 175 children and staff representing 36 primary schools participated in the **Primary Youth Voice Summit** -included presentations from Leeds Childrens Mayor and pupils from two primary schools. The focus of the event was to raise awareness about local democracy, being an effective school councillor, learning about takeover day and Leeds Childrens Mayor. On the day 143 children participated in **South Bank Consultation**, 60 children shared their ideas in a **Capital of Culture 2023** consultation and 90 children signed up to the Leeds Youth council.

#### **Leeds Youth Parliament**

- Our four Leeds Youth Parliament members who were elected in February have been busy representing Leeds at two regional events and their annual sitting. Members have also met with elected members, given presentations about the “**Don’t Hate! Educate**” campaign at the Youth Voice Summit (May), Children and Families Trust Board (May), Child Friendly Leeds Ambassador Event (July) and Equalities Hub Reps Network Meeting (August). Members also promoted the campaign at all the main Breeze events and planned and delivered two training sessions for Leeds Youth Council members on how to campaign and get their schools to sign up to annual Make your Mark ballot taking place in October.

#### **Leeds Youth Council and VIC team takeovers**

- At end of September 256 young people have signed up to the Leeds Youth Council representing 48 primary schools, 43 secondary schools, 1 SILC, and 2 home educated in Leeds.
- Over the last 6 months they have been sent 78 opportunities via a weekly update (email/ post). 27 members of the LYC have participated in training days which included - recruitment and selection training, public speaking and team building.
- The team have also run **three team takeover days** and during these sessions 5 yp completed “my journeys”, produced posters for the Youth Voice Office and Leeds Children’s Mayor Elections, redesigned the weekly email that is sent to LYC and created a young person’s evaluation form for Takeover Challenge.

#### **Leeds Childrens Mayor (Programme run by VIC Team and Democratic Services)**

- In April, Hannah Begum (11) Childrens Mayor was a VIP guest at the **White Rose Shopping Centre Expansion ground breaking ceremony** where pupils from Asquith Primary were presented with an award for winning the competition to design hoardings.



- In June, Hannah opened the **Beeston Festival**, held within her local community and presented certificates and medals to participants at the Active Schools/ Brownlee Foundation School Mini Triathlon. Hannah was also a VIP guest at the Columbia Threadneedle World Triathlon Leeds.
- In July, Hannah read out her manifesto and gave a speech describing her journey so far as Leeds Children's Mayor at the **Child Friendly Leeds Ambassador Event**.
- In September, Hannah helped co present the **Youth Voice Summit** and gave a speech in front of 175 children and staff explaining how she campaigned to become Children's Mayor and her experiences so far. She also joined the **Rio Olympics Homecoming Parade** (Bus 2) around the city and was a VIP guest at the Civic Reception

## Parks and Countryside

### Leeds Parks Project

- Leeds and Bradford Universities are working with Parks and Countryside on a 2 year parks research project that is focussed around 3 parks in Leeds; Roundhay Park, Woodhouse Moor and Cross Flatts Park. The project involves setting up focus groups with young people (aged 12+) who live near each park. 41 young people (aged 12 and 18) have taken part in focus groups - from different youth forums/ groups in the city and there are 4 more focus groups planned. The information will be used in our report to Leeds City Council, which will discuss young people's experiences of, and hopes and fears for, parks in their city.
- So far the focus groups have highlighted different issues for each park, but one consistent feature is how central these spaces are for young people- to meet, exercise and play.
- A common barrier that prevents young people from using or enjoying parks to their full potential is their perception of safety (often from other park users, but also from natural features/poor maintenance of the park). Their main hopes for the park were centred on preservation (the hope that the park would remain free to access), practicality (the introduction of Wi-Fi in the parks) and enterprising opportunities (raising funding for the park by events or community cafes).

### Consultations

- **Tinshill Recreation Ground** (Weetwood) - sought views on a proposed play area and what equipment would be preferred. Local groups consulted included; Ireland Wood Children's Centre, Iveson Primary School, Holy Name Catholic Academy, Cookridge Primary School, Ireland Wood Primary School, Ralph Thoresby School and sports clubs and 86 responses received from CYP.
- 30 people attended the **Outer South Management Area** - 'Your park...your space' - workshop event aimed at local residents to gather views on how to improve their local parks.
- 86 CYP responded to a consultation about a proposed **play area in Outgang Lane** (Armley ).
- 17 CYP responded to a survey to create a new **play facility in Carr Manor**.
- 29 CYP responded to a consultation about refurbishing an existing **play facility in Woodlesford Park**.
- 142 responses to a consultation on the master plan for **improvements to East End Park**.

### Leeds Museums and Galleries (LMG)

LMG undertook some research in 2015 to identify the barriers to young people aged 13-18 engaging with Leeds museums and galleries. The research involved recruiting 24 young people to do site visits and 6 focus groups with young people. Recommendations were developed based on the feedback from young people and actions taken to address these include setting up a wider range of activities, events and groups in museums that target this age range - this included a new youth group at Kirkstall Abbey Museum. **Vintage Youth Club** members have just developed and installed their first exhibition at Abbey House Museum called Decades of Youth.

### The Preservative Party - Leeds City Museum

In July 2016 the Preservative Party, the museum's group of young curators, opened 'In Their Footsteps', an exhibition about the First World War at Leeds City Museum. 'In Their Footsteps' was



curated entirely by the 18 young people in the Preservative Party, meaning that they made decisions about the objects and stories in the gallery; worked with a design company on the look and feel of the exhibition; and researched and wrote all of the text. In recognition of the work they did on this exhibition, the Preservative Party have scooped the **Marsh Trust Award for Volunteers in Museum Learning** within the Yorkshire region. In September, 8 members of the group attended a ceremony at the British Museum to be presented with their award and meet the other regional winners.

### Libraries

- **Volunteering programme** for young people (Reading Hack) which involved them helping out in libraries over the summer holidays to plan and support events for children in the library.
- Supported the National Citizen Service programme over the summer holidays where young people planned and delivered an event in **Leeds Central library**.
- **Horsforth Library** Craft Club -children asked for more sessions so a regular group has started. At each session the children are asked to put stickers on the activities they want to do so the librarian can prepare that for the next session.
- **South Area** were successful in bidding into Inner and outer South Community Committee youth funds for some Lego, Duplo and Littlebits, young people fed back that what they wanted and they are now helping shape the sessions from the day/time they run to themes/ideas
- Young Dad's project in **South Leeds**-worked in partnership to plan and deliver a Summer Fun day
- In the **East** they are consulting with Whinmoor St Paul's Primary pupils to get lists of favourite books and authors and doing a £500 stock buy based on this.

### Breeze Arts Festival

A group of 6 young people planned, programmed and organised the Breeze Arts Festival 2016 in July. 49 events, workshops and performance took place over the eight days for 11-19 year olds. **Studio 12** recruited a reporting team of 16-19 year olds who recorded the event, chose which projects to film, interviewed attendees and facilitators of the festival and they produced a short film. <https://vimeo.com/182859872>

### FIXERS Films- made by Leeds young people!

**Lyla** has cerebral palsy and her aim is to encourage the South Asian Community to be more accepting of people with disabilities, she made a film about her experiences of disability discrimination.

*"I made this film to highlight an important issue within the South Asian Community. I am proud of it. It started out as a basic story line based on my fave Disney film and we turned it into a thought provoking and PC way of getting the message across and making people aware."*

**Rhianna** (18) ran a poster campaign with Fixers, promoting positive body image and the idea that not everyone fits into one mould. Rhianna, who is studying at Notre Dame Catholic Sixth Form College, says: *'Our plan is to make young women feel happy and content with the way they look. I want them to be confident in themselves and not necessarily aspire to look like others.'*

### National Citizen Service - The Challenge

805 young people from Leeds (aged 16/17) participated in the NCS challenge this summer - planning and delivering local **social action campaigns** in teams.

## Health - South and East Clinical Commissioning Group

### MindMate



- Every aspect of the website including ; **MindMate** Me tool, MindMate games, drink and drugs and issue pages have been tested with young people -whose feedback has influenced next stages of development.
- A group of young people (16 plus) worked on the proposed new content for young adults pages and re-wrote, updated, changed wording, approved or rejected links and changed design.
- Young people (16 - 21) explored “what does good look like” on MindMate when you turn 18, what would be helpful for 16 plus. Information was fed back into the transition work stream and MindMate planning to inform research on peer support models.
- University students were consulted on the content “so you’re going to Uni?” on the MindMate.
- The **Young Person Approval Panel** has reviewed 35 documents with updates in line with young people’s feedback. Resources now include “what young people say about this resource” element
- **Shout Out Group** (5 young people) delivered feedback on pages relating to stigma.
- The Local Transformation Plan has been re-written, and summarised for a young audience with the help of a young advisor- resulting in a young person friendly online document.
- A **Health Needs Assessment focus group** were consulted about experience of mental health, support and service provision in Leeds. Different groups were involved (Muslim Youth Forum group, Gypsy and Traveller young people and Transtastic) and their views will feed into the Health Needs Assessment report.
- A **Facebook youth panel** were consulted about a bereavement leaflet for professionals. Comments were shared with Public Health before going to the designer.

#### **Children and Maternity Services Commissioning team**

- The matron at **Leeds Teaching Hospitals NHS Trust (LTHT)** has conducted in depth interviews with pregnant young people to understand the reasons for young people choosing to breastfeed or not. The results of this will feed into the city-wide breastfeeding action plan.
- **Leeds Baby Week** included a presentation by a representative from **Young Dads**, where a young person talked to professionals about their experiences of going through maternity services, and what would have made these situations better for them. This helped to promote the importance of tailored services for young parents, and enabled attendees to think about easy ways that they could make sure their language and approach supported young parents.
- As part of the **Leeds Maternity Strategy engagement event**, several young people were invited to come along to give their views on the strategy, on progress to date and the plans for the future. They fed in several ideas about actions we should take, which we are currently working through with various project groups. We have already started to implement one of these ideas (adding breastfeeding friendly cafes into the Baby Buddy mobile app to make them easier to find).

#### **Paediatric Audiology Service**

As part of the service review, **the National Deaf Children’s Society** undertook an online survey with parents / carers of deaf children and young people who use audiology services. They also ran two focus groups with deaf CYP in two Leeds schools (primary and secondary). A report from this work has been shared with the people who were involved with a promise to re-visit in a year’s time to share progress.

#### **Children’s Musculoskeletal Service**

The **patient engagement team** undertook a survey with children, young people and their parents / carers who had attended this service. The service has recently been re-procured and the feedback from the survey was incorporated into the service specification. This included provision of venues in the community and the provider will also be looking to undertake telephone consultations.

#### **Healthwatch**

- Young people from **YouthWatch** worked with **Connect for Health** to update their publicity material to make it more young people friendly.



- Young people's planning group has met several times to help plan the mental health consultation.
- The video Doctors Talk to Me has been shown by young people from **Paperworks** and Healthwatch Leeds at two national conferences (Healthwatch England and Council for Disabled Children)
- 6 young people from YouthWatch did Sexual Health mystery shopping training with **LCC Sexual health team** and undertook mystery shopping to young people's sexual health services and report findings as part of a citywide review of sexual health services.
- 2 YouthWatch volunteers made films of their vision of healthcare in 2026 as part of the **Future Me event run** by Healthwatch Leeds <http://www.healthwatchleeds.co.uk/youthwatch-videos>

### **Leeds City Council Health and Wellbeing Service**

Children and young people are key stakeholders in the **Healthy Schools** process through their voice in informing future needs. Over the last six months engagement with young people has continued throughout the assessment process in schools to triangulate strengths and areas for development. Young people will continue to be very much part of the new **Health Champion model** going forward as this requires schools to directly impact on pupils' behaviour, thus schools have to engage pupils with their voice and behaviour to show progress, impact and the difference the input achieved. Both the Healthy Schools process and Health Champion model utilise extensive data from the '**My Health, My School Survey**', in terms of health behaviours and in pupil voice.

At the end of the summer term the Health and Wellbeing Service's facilitated a successful **celebration event organised for young people by young people** that saw over 60 Leeds schools and their pupils attend the prestigious council debating chamber at Leeds Civic Hall to receive accreditations and awards ranging from Healthy School plaques, Asthma certificates, School Health Check certificates and Investors in Pupils plaques. Children and young people voted on their **top three health priorities** at the event; eating breakfast every day, being more physically active and supporting pupils who feel stressed and anxious. The team will feedback a "you said we did" summary to pupils in 12 months about what they have offered to schools to support them with these priorities.

### **Young Dads Collective North (Teenage Pregnancy and Parenthood Team)**

**The Young Dads Collective (YDC) North** comprises of 5 young fathers who meet once a month. YDC North members deliver training about their experiences to professionals, undertake action research with young dads in the community and contribute to Parliamentary and Government work. In the last 6 months YDC North have presented at two events impacting on 75 professionals. The group will be supporting a Community Midwives referrer's event, 'Want to Know More About...' public health seminar and 'Why work with dads.....' Lifelong Learning Centre's Seminar Series.

### **Investors in Pupils**

A total in excess of 1,250 pupils across 4 Leeds schools at Churwell Primary, Methley Primary, Adel Primary and Oakwood Pupil Referral Unit will now have a bigger say in the running of their schools since accrediting/ reaccrediting to the **Investors in Pupils national quality mark**. Investors in Pupils quality mark aims to contribute to school improvement through a focus on pupil personal development, behaviour and welfare, PSHE, citizenship education, financial education, SMSC development, Children's Rights (UNCRC) and supports a direct and active experience of democracy in action in schools

### **Social Emotional Mental Health Team (SEMH)**

SEMH team was commissioned to deliver the **MindMate curriculum** which will be complete by the March 2017. Team members consulted with 56 young people on the MindMate Curriculum who made suggestions for lesson plans in a workshop at the **Leeds Youth Voice Secondary School Summit** in May 2016.

### **Complex Needs Service**



Full update is available at <http://www.leeds.gov.uk/residents/Pages/feedback.aspx>.

### **Education Health and Care Plans**

Some children and young people with complex needs have an Education, Health and Care plan. The plan sets out the services and support they need to learn and get ready for adult life. The **SENSAP team** always make sure that children and young people with a plan get to have a say about what goes into the plan and that adults working on the plan, like teachers and parents, listen to what the child or young person is saying and take it into account.

*'One of the young people we worked with, a 15 year old girl, was advised to go to a specialist school by the adults working with her on her plan. She really wanted to go to a mainstream school and explained what had gone wrong for her before at school and she had sensible ideas about how to make things better. After listening to her, the adults agreed that she had good ideas and changed their minds and decided she will go to mainstream school.'*

### **Preparing for adulthood**

We drew up a survey to ask young people with special educational needs about their goals for the future and what support they need to help them get ready for the future. 29 young people completed the survey. One of the findings was that young people said they wanted more practical lessons at school, like food technology, and help to learn about managing money. The results will be used to make a plan for how services, schools and colleges in Leeds can help young people to get ready for adulthood. We will make sure the views that young people shared help to shape the plan. We will also share the results of the survey with people who work with children and young people and help them get ready for adult life.

The **VIC team** ran sessions with 73 young people from **6 different schools / SILCS** (Year 8 and above) and asked them to share their goals for the future drawing a diagram called a 'tree of life'.

During these sessions we learnt about their ambitions and goals for the future which included:

- Nearly a third of the young people said they wanted to learn to drive
- Nearly a third of the young people said they wanted to travel more
- About a fifth of the young people said they wanted to do more learning, or get a job
- About a tenth of the young people said they wanted to get married or have a relationship

The young people also told shared things that might be a problem for them in the future:

- Over half of the young people said that not having enough education or qualifications would be a problem
- Nearly half the young people said that not having enough money would be problem
- About a fifth of the young people said they need more support from their family and the people who work with them
- About a tenth of the young people said they needed more skills to be independent

We are going to use these answers to write a report. We will give this to the people who make decisions about how we should support children and young people in Leeds who have special educational needs and disabilities. They are making a plan called '**the preparing for adulthood strategy**'. This plan will make sure that all the services in Leeds who work with children and young people help them to get ready for adulthood and achieve their goals.

### **Leeds Local Offer website**

The Leeds Local Offer website ([www.leedslocaloffer.org.uk](http://www.leedslocaloffer.org.uk)) was set up in September 2014 and is a place where young people and families can find out about all local services for children and young people aged 0-25 with special educational needs and disabilities. Young people and families can share their feedback about services and the feedback is used to plan how to make services better. **EPIC Leeds** ran a focus group with families and young people to find out what they thought would make the site better. In response to the feedback some of the changes that are going to be made include; creating a top ten topics page, change front page so simpler to use and promote the website by sending out posters and postcards.

### **Youth Offending Service (YOS)**



- Three young people from the #RealTalk group attend this year's LSCB Conference and delivered a presentation to over 200 professionals on what safeguarding means to them as young people.
- Young people from the #Realtalk group participated in the recruitment process for a seconded worker.
- Leeds YOS trialled 10 week participation/ sports programme specifically for girls within the service. The programme aimed to encourage more girls to get involved with participation and have a voice within the service. This programme was designed and delivered in partnership with **Positive Futures and WISPA**.
- In April Leeds YOS **published 'Getting it Right'** report following the completion of 150 questionnaires with young people that had some form of contact with the service. Following the report Leeds YOS made several recommendations on how the service can improve the way it works with young people. One of the main themes to come out of the consultation with young people was the need for a greater emphasis on supporting young people to access education, training and employment. As a result of these findings Leeds Youth Offending Service set up the **Right Direction programme**. This programme aims to re-engage young people back into some form of education, employment and training. The design of this programme was instigated by the views of young people and highlights how young people can influence decisions within the service.

## Community

### BARCA

- BARCA Leeds continue to encourage young people to become involved in service delivery, applications for funding and advocating for young people in their community through the **BARCA VIP. (voice, influence and participation) group** as well as existing youth provision, whether that be one to one or group work.
- In June, a group of young people from BARCA met at a **consultation event with local Councillors, Community Committee staff, Police, Forward Leeds and Housing** to provide thoughts and opinions on crime in their community. The event led on from previous consultations with young people regarding concerns they raised observing open drug dealing on the estates they lived on and looked at issues including; reporting crime, drug dealing on estates and relationships with the police.
- As a result of these discussions, this is now an agenda item for the **Inner West Sub Committee Children & Young People's Group** and the information obtained and thoughts and opinions have been passed onto the Community Committee for further discussions.
- Community Committee are liaising with the **contact centre (101 non-emergency line)** to look at young people assisting with promoting the safety of reporting crimes anonymously and producing a video to encourage young people to report crime.
- The group will attend another consultation event in October/November 16.

### Leeds City Council Communities Team

- The Communities Team voice and influence officers have increased membership of the citywide **Peer Inspection Panel**. This has ensured the group is more representative of young people from communities across Leeds including young people from the following groups, LGBT, BME, Elected home educated, Looked after Children, YP with additional needs and a member of youth parliament. The young people are from all areas of the city.
- During the summer 12 young peer inspectors inspected 44 activities across the city with 1777 different children and young people taking part, 292 staff supporting the young people and 25 volunteers at these activities. The findings have been reported to communities team colleagues and elected members to help inform future spend and activities.
- Young people have re designed the framework for Peer Inspections. Young people reviewed the framework and further developed it for this year's inspections. This ensured the young people were confident with the questions they would be asking and that they would be gaining the right information to be assured of the quality of provision and to feed back to elected members.

- School consultations undertaken in **Bramley St Peters Primary School and Valley View Primary** School with a total of 30 children to support and inform the spend of local youth activities fund.

### **Takeover month**

- As part of the annual Childrens Commissioners Takeover Challenge a wide range of takeover opportunities were made available for children and young people in November. Opportunities will include taking over staff roles, lessons and assemblies in schools, taking over job roles or challenges set by different organisations, shadowing opportunities with senior leaders and chairing and taking over the Health and Wellbeing Board and the Complex Needs Partnership Board.

### **What next?**

#### **Voice Influence and Change Team**

#### **UK Youth Parliament Make Your Mark Ballot**

Secondary schools and youth groups will facilitate young people from across the city to take part and cast their vote in the Make your Mark Ballot during September and October. Young people vote for the youth issue they feel is most important to them. Local results announced in mid-October. In November, members of youth parliament will debate and discuss the top 5 issues from across the UK before voting for the UKYP national campaign.

#### **Leeds Children's Mayor**

Schools participating in the programme will submit their Year 6 pupils manifesto at the start of October. A panel of children and young people shortlist the candidate's manifestos to a final 12 and then children and young people vote online for three weeks in October. The winning candidate who will become the next Leeds Childrens Mayor is announced at a finalist's event on 08 November.

#### **Recruitment Panels**

Young people who have been trained by the Voice and Influence team will participate in recruitment and selection panels for senior posts within Leeds Childrens Services.

#### **Child Friendly Leeds Awards Planning Group**

14 young people aged 11-19 have been recruited to form the new planning group for the 2017 Child Friendly Leeds Awards. The young people will work together to plan and run all aspects of the event which will be held in February 2017 at the City Varieties.

#### **Leeds City Council Commissioning Team**

The team are planning to involve young people in the following contracts using different approaches, for example young people may contribute to the development of the specifications and assisting in the evaluation of tenders.

- Regulation 44 tender
- Short Breaks Grant Allocation programme
- Placement commissioning
- Care Leaver Accommodation Review

#### **Investors in Pupils**

It is expected that a further 4 Leeds schools will achieve the accreditation by next March. New from September 2016 onwards a remodelled reassessment process will see pupils designing and delivering a presentation to highlight how they have been involved or influenced a whole school project that has made a positive impact contributing to overall school improvement.

### **Consultations planned October 2016- March 2017**

#### **West Yorkshire Police consultation**



WYP will be consulting with young people about what they think makes a good police officer-responses will form the basis of the questions for a wider survey to all young people in West Yorkshire.

### **West Yorkshire Bus Strategy and Leeds Transport Conversation**

Leeds City Council is leading on an ongoing “Leeds Transport Conversation”- a consultation about the future of transport in Leeds. West Yorkshire Combined Authority, which includes Metro, is working with bus companies and other organisations to try and improve West Yorkshire's bus network for the next 20 years. The aim of “Your Travel Your Say” is to make it easier for people to travel, be affordable, kind to the environment and help connect communities with other places. Young people on Leeds Youth Council were consulted on a draft survey and their feedback incorporated into the final version. To make it easier for young people to share their views in one place, the “Your Travel Your Say” survey provides Leeds young people the opportunity to answer questions relating to the “Leeds Transport Conversation” through a link at the end of the survey.

### **Mental Health and Wellbeing consultation**

From September, Leeds CCG South and East, supported by Common Room and Healthwatch will be doing a large scale engagement process involving CYP (11-25 year olds) and their families. This includes an online survey and face to face focus groups to gain in depth knowledge on how service users experience length of wait, support while they wait, referral pathways, quality of service, how involved families feel in decision making, and anything else they feel is important. The findings will result in a report March 2017

Find out more here <https://www.mindmate.org.uk/mental-health-services-good-bad/>

### **South and East CCG**

- Young people will be involved in the development and production of 3 films due to be launched autumn 2016 on [MindMate.org.UK](http://MindMate.org.UK) in relation to Leeds CAMHs, The Market Place and Therapeutic Social Work provision. Each film speaks to young people and hopes to inform reassure and dispel myths about each service.
- Young people will be supporting **Common Room** to produce a CYP friendly version of the strategic plan *Future in Mind, Leeds* Including possible involvement of first joint programme board event, and helping devise a ‘Bellwether’ outcome to indicate how well the city is doing in relation to the plan.
- Planning to launch a project next year around target support for young parents; this will involve an ongoing group to collect feedback about services, as well as wider engagement. It is anticipated that a pathway of care will be co-produced, alongside a training framework to improve services.

### **Leeds City Council Communities team**

- Peer inspections by young people will continue to take place during the school holidays to quality assure projects delivered under the Youth Activity Fund.
- Community youth summits will take place in locality areas, to ensure local young people can influence the spending of the Youth Activity Fund and are involved in local decision making with elected members.
- Planning a school consultation in Outer West area and an online consultation to inform local commissioning of activity for CYP.

## **Appendix three: Childrens Social Work Services Voice and Influence of Children and Young People Report Card April 2016 to September 2016**

### **Outcome**

Children and young people (CYP) are active citizens who feel they have voice and influence over decisions that affect their lives and the Childrens Social Work services they access.

### **What are the data telling us?**

#### **Complaints**

We have received 29 complaints from children and young people (all looked after) between 1 April and 15 September which is an increase from 21 in the last period but comparable to the same period last year when 29 complaints were also received. 10 complaints were regarding placements: either they were unhappy that they were moving or wanted a particular placement e.g. with parent/living independently. 8 complaints were from care leavers who were unhappy about the support they were receiving regarding further education or financial matters.

In resolving the complaints there is evidence that the team manager and other senior managers have met with the young people to explain and also to ascertain what their wishes are. Some cases show officers committing a lot of time to work with the young person and Leeds Children's Rights service to bring about an acceptable solution.

There has been an improvement in the way these cases are now dealt with. We are seeing more face to face discussion and a quicker turnaround. This does not always mean the young person gets what they initially want but the time and effort spent with them has allowed them to accept decisions or agree a compromise.

#### **The Promise - Tell Steve Contacts**

Three Tell Steve contacts were made during the previous six months but there were no Tell Steve contacts made by children and or young people via phone / email during this period. This is surprising as there is evidence to suggest that both staff and children and young have a greater awareness of the promise. A promise update was circulated to all staff in May 2016 and as a result more requests for promise resources were received from different staff teams.

Following feedback from Have a Voice Council, the IRO service now collects data to identify whether or not the young person has received a copy of The Promise from their current social worker. IROs indicate that over the past year, 65% of all looked after children are aware of The Promise. This figure is an improvement of 17% over the last 12 months.

#### **Leeds Children's Rights Service (LCRS)**

Barnardo's Leeds Children's Rights provide our advocacy service for children and young people. Every quarter they provide evidence of how the issues raised by looked after children and young people relate to the promise. Examples from last quarter include advocacy support for young people with the following concerns /support needs; wanting contact with their parent, poor communication from Childrens social work services, support with Education Health and Care Plan, representing the child's views at Child Protection Conference and supporting young person with complex needs with where they want to live when they are 18.

In the last report card the LCRS shared the top re-occurring issues that they regularly support young people with. In July the LCRS then raised awareness of these issues by including an article in their newsletter.

### **What are we doing to tackle the key issues raised by the data?**

- As presented in the previous report card, reoccurring issues were evident from the findings of the Care Monitor Survey, Complaints, Tell Steve Contacts and data from IRO Reviews.
- As a result a CLA Priorities /Action Plan was developed by Voice and Influence Team and discussed at MALAP Board meeting in July. Group members advised that the plan included too many priorities and asked for the plan to be revised to include top four issues.





- A revised plan was then presented and discussed at Childrens Social Work Services Leadership Meeting in August who decided there was a need to focus on one key issue for the next 12-18 months. In response to the recommendations raised by the Have a Voice Council and “placements” continuing to be the top issue young people make complaints about, that this would be the priority to be addressed first.

The Have a Voice Council made recommendations on how they felt placement moves needed to be improved and reduce risk of young people’s belongings being left behind. The recommendations and supporting quotes, feedback and ideas for tackling the issues raised were then presented to all Childrens Social Work Managers at their monthly meeting in July. Over 60 Managers then discussed the recommendations and fed back on what issues they felt may lead to situations the young people described and what actions could be taken at an operational and strategic level to prevent this happening in the future. A summary report of this feedback was then circulated to all Team Managers who were invited to discuss this further in team meetings. A further summary report was developed following feedback from X teams and was then discussed at Childrens Social Work Services Leadership Meeting in August. Senior leaders used this feedback to identify key actions that would be taken to address each of the recommendations and Julie Longworth fed this back to the members of the Have a Voice Council in August 2016. Members of HAV Council then rated each of the responses out of 10 and fed back that “It was really good that something was being done in response to their recommendations”

A working group will be set up in December 2016 and will be responsible for leading the work across Childrens Social Work Services and working in partnership with frontline staff and the Have a Voice Council to implement the action plan.

## **Best Ideas - what worked during April to September 2016?**

### **Have a Voice Council (12- 18 year olds)**

Over the last 6 months, 11 members have attended meetings regularly, this includes 3 new members. The group now has 4 members who have SEND. Members meet monthly in the elected member’s lounge at the civic and also have also attended some additional training days and planning sessions and event e.g. STAR awards.

**Foster Carers awards;** following feedback from last year’s awards HAV council ensured that this year’s nomination form was more, user friendly; the wording and criteria on the forms were changed to accommodate this. Members were also involved at the event on the registration table and also in presenting the awards.

**Senior Leadership Update.** Julie Longworth; Head of Children’s Social Work - South Leeds, visited the group and gave them a ‘you said we did’ update following recommendations that they had made about ‘contact’ issues.

**Independent visitors** Representatives from the independent visitor’s service consulted HAV about their experiences of having an independent visitor. There was a proposal to share their experiences through a short film, but due to staff changes at the IV team, this has not yet taken place.

**Stars Awards Events.** HAV members were involved in the planning and delivery of this year’s Caribbean theme awards. The group worked alongside members of the Corporate Parenting Board to shortlist and choose winners of young people’s awards. Group members also attended both events, helping with registration, wearing costumes and presenting awards.

**Annual HAV newsletter** HAV members wrote about their experiences, in their newsletter. They shared how they had developed recommendations to improve placement moves and stop young people’s belongings being left behind and wrote about their takeover of Corporate Parenting

Board. The care leavers council wrote about their new 'CLu'd up' Facebook group. The newsletter was posted to 1273 children looked after and care leavers aged between 8 and 24.

**Who Cares?** Trust HAV Council shared their views with researchers from Leeds Beckett University about, 'what influences the decisions of care experienced young people to tell or not tell people that they are/have been in care? What do they think other people (including peers and teachers) think being in care means and if this is important?' The benefits of this research are to help The Who Cares? Trust better understand the views of young people and the research will help identify potential issues for policy and practice.

**Virtual School** asked the HAV council to share their experience and knowledge of designated teachers (DT) and what qualities they felt would be required from staff in this role. Results of this consultation were published in the virtual schools newsletter that went to all Designated Teachers and a wider staff network.

The Virtual School team also aim to share and discuss these findings in DT training, DT support visits to secondary schools where best practice is discussed and "knowing your children". Where poor practice is identified they plan to buddy up the school with good school and or refer to the learning improvement SRG / PRG meetings. DT Cluster Support Champions are being piloted around the city and this looks to have a focussed improvement strategy on DTs and the outcomes of CLA pupils.

### **Regional Children in Care Council (CiCC) Workers Meeting**

Leeds hosted two regional meetings to enable staff that facilitate CiCCs across the region to come together and share good practice and challenges. At the September meeting, Chris Dossett from the Office of the Children's Commissioner attended to discuss how staff from different local authorities could work with them to support setting up a regional meeting for young people.

### **Care Leavers Council (16-25 year olds)**

- Regular membership of the Care Leavers Council has doubled to 16 regular attendees and meetings have now increased in frequency to twice monthly.
- A group of care leavers now deliver their own training for foster carers called "Foster care - a young person's perspective". Their first session in August was attended by 12 foster carers and received excellent evaluation comments.
- Care Leavers Council members are currently developing a training video to show to foster carers on the "Skills 2 Foster" programme,
- Care Leavers Council reps have played a key role in developing and launching a new Facebook page for local care leavers called Clu'd up. The page was created in response to Care Leavers telling us they wanted more modern methods of communication. Young people have sat on the steering group, developed the name and logo and took the lead on 3 launch events at area social work offices.
- The Care Leavers Council have steered the commissioning specification for a new LCC 'white goods supplier' tendering process
- The Care Leavers Council has worked with the Office for Public Health to give feedback on local drop-in sexual health services.
- The Care Leavers Council have taken part in a focus group for national Who Cares Trust research on perceptions of young people in care
- Members of the Care Leavers Council and the Thursday Social Group took part in a session facilitated by UNICEF to give their views on improving the pathway planning process.
- Following a request made by the group to Cllr Mulherin about using the members lounge for their meetings. Cllr Mulherin circulated the request to all elected members who agreed that as part of their Corporate Parenting role that the Care Leavers Council could use the room every fortnight for their meetings.
- Care Leavers Council members felt really strongly that care leavers should have a say about who gets the job of being a Personal Advisor. In August two members of the Care Leavers Council spent two days (as part of the interview panel) recruiting two new Personal Advisors for

the South of the city. The wider Care Leavers Council developed their own questions to be asked at the interviews on their behalf. Head of Looked After Children Rob Murray has made the commitment that care leavers will be directly involved in the recruitment and assessment process for all PAs in the future.

The New Belongings project has been renamed locally as CLU'd Up. Although the national programme has ended, locally we are continuing with this work via the MALAP sub group CLU'd up to address the action plan, which is based on key issues identified by care leavers in a survey in 2015. The meetings are themed throughout the year reflecting the key work streams highlighted by care leaver's action plan. Representatives from the Care Leavers Council and Thursday Social group regularly attend the New Belongings sub group and make a valuable contribution to discussions.

### **Multi Agency Looked After Partnership (MALAP) Enjoy Working Group**

In response to the leisure survey undertaken last year by Leeds Beckett University and the working group, a fun activity afternoon was held on the 2<sup>nd</sup> July for looked after children and young people, Foster Carers and Independent Visitors at the West Leeds Activity centre. One of the findings of the survey was that looked after young people wanted to participate in more activities with their carers. As a result the focus of this event was to include a range of arts and sporting activities that carers and young people could take part in together. Two members of the Have a Voice Council attended the event and helped promote the opportunity for children and young people to join the Leeds Youth Council and have a Voice Council.

### **UNICEF Childrens Rights Partners Project**

Three working group meetings have now taken place with Childrens Services staff and UNICEF colleagues to review the pathway planning process using a child's rights lens. Members of the care leavers council and Thursday Social group were consulted on what they felt would improve our pathway planning approach in Leeds. Four key priorities have been identified and the working group will now focus on implementing an action plan over the next six months.

32 children's services staff participated in the UNICEF Childrens Rights accredited training sessions available to staff in July 2016.

### **Independent Reviewing Officers Update**

- 12% of looked after review meetings have been led in some aspect by the young person.
- The team have used the "My Life in a Suitcase" film along with the feedback from the HAV Council about unplanned, poor quality placement moves to inform IROs of what children are saying about placement moves, and ensure IROs are monitoring and challenging, should this happen to a child on their caseload.
- The team have achieved their service target of seeing 85% of children prior to their reviews, and now have better data on the reasons why the other 15% of children are not seen (i.e. is it their choice not to be seen or due to other factors)
- Complaints - the allocated IRO is now routinely notified when a looked after child/young person has made a complaint, so the IRO may discuss with them, at the next review or mid-way check, whether the child/ young person is happy with the resolution.
- The team are now routinely collecting data after every looked after review about children's contributions to care planning. Indications are that children's views made a difference to the care plan, to a good or outstanding degree, in 97% of all reviews.

The evaluation of the process of pathway plan reviews was published in January 2016. One of the clear messages from young people was that in some circumstances they felt compelled to engage with the process and attend their review meetings against their wishes, often so that they knew what was being said about them. They also told us that the pathway plan reviews needed to reflect that they are now adults and can make their own choice over whether reviews take place or not. In response we altered the offer of pathway plan reviews to care leavers. We routinely offer to review the plan once after the young person has left care. Thereafter, we are only involved with those care

leavers who request it. When care leavers say that they don't want continuing involvement from the IRO, even as a proxy review, the IRO will step down.

### **Bright Sparx Group**

Family Group Conference (FGC) Service User Group Bright Sparx group consists of 10 young people who have all had a Family Group Conference and are ages 9-16 years. Over the last 6 months the Bright Sparx have completed their leaflet aimed at young people which now goes out to all young people who are offered an FGC.

### **New Engagement Group**

New group established for children and young people in need or on a child protection plan-with the aim of providing fun activities, strengthen relationships with social workers and share their views and ideas on how practice could be improved. Childrens social work staff in the south with support from VIC team planned and delivered their first session in the summer holidays and 11 children attended. The group participated in "an ideal social worker" activity- see above. The next session is planned for October half term.

### **Child Protection**

In the last six months the team have increased the number of younger children (between 6 and 10) who have had access to an advocate (about 30 so far). They have continued with the pilot project and will be getting some feedback about the young(er) people's experience of talking to an advocate when they meet with Leeds Childrens Rights Service at the end of October. This is particularly important as this group of children are less likely to attend the CP conference.

The team have also changed the language that they use in child protection meetings to make sure that it is more understandable to both young people and parents and to help them increase the amount they are able to express themselves, talk about the outcomes they want and generally participate.

Following several older young people (and their families) feeding back that they were struggling to engage with the existing CP process we have started developing a multi-agency 'meeting' that can be used to better help families and young people who are struggling to manage a range of issues which is potentially resulting in the need for them to live outside of the family home. This has also been influenced by the LSCB / Des Holmes focus on better, more creative working with adolescents.

### **LADO (Local Authority Designated Officer)**

The LADO have developed a new leaflet which has been designed by young people in conjunction with the children's rights team. The aim of the leaflet is to inform young people when they become looked after that if a professional is behaving towards them in a way that they don't like, is abusive, harmful or just makes them feel uncomfortable then they should talk to someone. This leaflet will be shared with the child /young person who is looked after before at or just after their first looked after review.

### **Childrens Homes Update**

#### **Luttrell Crescent Childrens Home**

- Children at Luttrell asked if they could stop having the monthly children's meetings, as they felt that they were able to express themselves if needed on a daily basis, they felt that this was not how a 'family home' should be operating and said that they felt safe and comfortable in their surroundings to be able to talk to staff and each other on a daily basis openly and honestly. They felt that having a formal meeting made it more like an institution and less like a home.
- In response staff have changed their approach and now every month still provide the opportunity for a meeting to take place by setting a date and providing the children with the paper for an agenda however if the date arrives and the children state that they have nothing to contribute the staff respect their wishes and do not insist on a meeting taking place.

- Children living at Luttrell are fully involved in the running of the home and all staff seek their views and ideas on a daily basis. To ensure they record these conversations the home has introduced a Let's Talk document that can be filled in by children or staff and is used to record the conversations that take place. Examples so far include the children deciding where they all went on holiday this year and the girls asking the boys to lift up the toilet seat when they go and not urinating all over the floor.
- This has resulted in the children being able to talk more openly and spontaneously about things that they are not happy about without thinking that they needed to wait for a children's meeting. The children are more confident at talking to each other and challenging them. It has also created a more relaxed informal environment

### **What next? Plans for October 2016 - March 2017?**

#### **Takeover of Corporate Parenting Board and Multi Agency Looked After Partnership**

In December as part of our annual takeover month of activities, young people from the care leavers council and Have a Voice Council are going to take over both the Corporate Parenting Board and MALAP (Multi Agency Looked After Partnership Board) in one joint meeting.

#### **Care Leavers**

A working group is being set up to review and revamp the Passport to Independence - Care Leavers Council will share their recommendations with the working group.

#### **Bright Sparx**

The group are currently working on how the young people will share their experiences with a wider professional audience when they take part in the International Conference in November.

#### **Child Protection**

The team are developing the idea of a children's 'folder' which is a folder in which the child / young person can keep a copy of a range of activities that their social worker may have used to help them express their views. Each child will be given the 'folder' which they can personalise and hopefully feel better listened to and feel more in control. This is currently being trialled with children and young people in the south of the city before the team develop the idea further

#### **Interactive Case Audits**

The Interactive Learning Audit is part of Leeds' quality assurance and audit framework in terms of identifying key areas for development, celebrating good practice and feeding back into service planning all issue identified and actions taken. The voice of the child is a key element of the audit process and feedback forms have been developed to record their views and experiences. Audits have begun and a first report will be available in November.

#### **IRO Team**

- The team are developing an audit process with practice improvement colleagues, based on the Interactive Learning Audit, which will be used to determine whether the child's voice is contained within review records written by the IROs and how children's views are reflected in the review decisions.
- We are working to develop the outcomes-focussed approach to practice which has as its core the outcomes and goals which children and young people want to achieve for themselves.
- Leading a small project which will utilise the expertise of a performance poet to work with a group of young people. This will encourage them to express their views through the written and spoken word e.g. poetry, rap etc.

#### **ISSUE raised by young people (IRO Team)**

"IROs continually report that many of the children placed in external residential care would like to come back to Leeds. Often the barriers to this are that the right provision is not available (either residential or foster care) and also if a placement is found, then it can be difficult to find a suitable school place. This is not a new issue - while there have been some key successes in recent years

and the numbers placed externally have come down, they are now starting to rise again. We would welcome any further consideration of this issue by decision makers in the city”

**ISSUE raised by young people (Luttrell Crescent Childrens Home)**

“The plan for the next six months is to fully involve the children in the refurbishment of Luttrell that is due to take place at the end of this year. However the children were told that this was due to take place over the summer holidays so are keen to find out when this is going to take place.”

Appendix four (a): CYPP key indicator dashboard - city level: September 2016

	Measure	National	Stat neighbour	Result for same period last year	Result June 2016	Result July 2016	Result Aug. 2016	Result Sept. 2016	DOT	Data last updated	Timespan covered by month result	
Safe from harm	1	Number of children looked after	60/10,000 (2013/14 FY)	76/10,000 (2013/14 FY)	1248 (77.3/10,000)	1239 (76.7/10,000)	1235 (76.5/10,000)	1225 (75.8/10,000)	1232 (76.3/10,000)	▼	30/09/2016	Snapshot
	2	Number of children subject to Child Protection Plans	42.9/10,000 (2014/15 FY)	49.1/10,000 (2014/15 FY)	591 (36.6/10,000)	543 (33.6/10,000)	547 (33.9/10,000)	581 (36/10,000)	559 (34.6/10,000)	▼	30/09/2016	Snapshot
Do well in learning and have the skills for life	3	% with good achievement at the end of primary school	52% (2016 AY)	49% (2016 AY)	N/A	47% (2016 AY)			N/A	Sept. 16 SFR	AY	
	4	Progress 8	-0.03 (2016 AY)	-0.08 (2016 AY)	N/A new measure	-0.07 (2016 AY)			N/A	Oct. 16 SFR	AY	
	5	Level 3 qualifications at 19	60% (2015 AY)	57% (2015 AY)	53% (2014 AY)	55% (2015 AY)			▲	Apr. 16 SFR	AY	
	6	Achievement gaps at 5, 11, 16, 19	Data available on the Children's Performance SharePoint site*									
	7a	Primary attendance	96.4% (HT1-2 2015/16)	Data not available	96.2% (HT1-4 2014/15)	96.4% (HT 1-4 2015/16 AY)			▲	HT. 1-4	AY to date	
	7b	Secondary attendance	95.4% (HT1-2 2015/16)	Data not available	94.5% (HT1-4 2014)	95.0% (HT 1-4 2015/16 AY)			▲	HT. 1-4	AY to date	
	8	NEET and not know	This is a new indicator, data for October will be reported in the November dashboard.									1 month
	9	Number of school places created in good or outstanding schools	N/A Local indicator	N/A Local indicator	N/A	90%			N/A	31/03/2016	Up to September 2016	
	10	Destinations of CYP with SEND - remaining in education, or employment or training.	91% (2014/15)	93.3% (2014/15)	90% 2013/14	87% 2014/15			▼	Oct. 16 SFR	AY	
	11	Early Years Foundation Stage good level of development			62% (2015 AY)	63% (2016)			▲	Oct 16 SFR	AY	
12a	Number of fixed-term school exclusions Primary	1.10 per 100 pupils (2015 AY)	0.95 per 100 pupils (2015 AY)	0.60 per 100 pupils (2014 AY)	0.46 per 100 pupils (2015 AY)			▼	July 16 SFR	AY		
12b	Number of fixed-term school exclusions Secondary	7.5 per 100 pupils (2015 AY)	8.2 per 100 pupils (2015 AY)	8.43 Per 100 pupils (2014 AY)	10.8 per 100 pupils (2015 AY)			▲	July 16 SFR	AY		

		Measure	National	Stat neighbour	Result for same period last year	Result June 2016	Result July 2016	Result Aug. 2016	Result Sept. 2016	DOT	Data last updated	Timespan covered by month result
Healthy lifestyles	13	Obesity levels at year 6 age 11	19.1% (2014 AY)	20.0% (2014 AY)	19.6% (2013 AY )	19.3% (2014 AY)				▼	Dec 14 SFR	AY
	14a	Uptake of free school meals - primary	Local indicator	Local indicator	84.3% (2014/15)	82.2% 2015/16)				▼	Jan-16 School Census	Snap shot
	14b	Uptake of free school meals - secondary	local indicator	Local indicator	77.1% (2014/15)	77.4% 2015/16				▲	Jan-16 School Census	Snap shot
	15	Teenage conceptions (rate per 1000)	21.8 (March 2015)	27.5 (March 2015)	30.0 (March 2014)	29.9 (March 2015)				▼	May-16	Quarterly
	16	Alcohol-related hospital admissions for under-18s	Local indicator	Local indicator	57 (2012)	41				▼	2015	Calendar year
Fun	17	Surveys of CYP perceptions	New CYPP Indicator under development									
	18	CYP and parent satisfaction with mental health services	New CYPP Indicator under development									
voice & influence	19	10 to 17 year-olds committing one or more offence	0.7% Jan. - Dec. 2015	0.9% Jan. - Dec 2015	1% (Jan. - Dec. 2014)	0.8% Jan. - Dec. 2015				▼	May-16	Calendar year
	20	Percentage of C&YP who report influence in a) school b) the community	New CYPP Indicator under development									

**Key** AY - academic year DOT - direction of travel FY - financial year HT - half term SFR - statistical first release (Department for Education / Department of Health data publication)

Direction of travel arrow is not applicable for comparing Early Years Foundation Stage outcomes from 2013 with earlier years; assessment in 2013 was against a new framework

Comparative national data for academic attainment indicators are the result for all state-maintained schools



## Appendix four (b): CYPP key indicator dashboard - cluster level: September 2016

Date	Children looked after <sup>3,5,6</sup>		Child protection plans <sup>3,5,6</sup>		% with good achievement at the end of primary school	5 A*-C GCSEs inc Eng and Maths <sup>4,9</sup>	Level 3 quals at age 19 <sup>4,7</sup>	Primary attendance <sup>4</sup>	Secondary attendance <sup>4</sup>	Early Years Foundation Stage <sup>4</sup>	Obesity levels at Year 6 <sup>5</sup>	Primary uptake of FSM <sup>4</sup>	Secondary uptake of FSM <sup>4</sup>	Alcohol-related hospital admissions for under-18s <sup>5,6</sup>	10-17 yr old offenders <sup>5,6</sup>	
	As at	30/09/2016	As at	30/09/2016	2015 AY	2015 AY	2015 AY	HT1-4 15/16	HT1-4 15/16	2015 AY	2014/15 AY	2014/15 FY	2014/15 FY	2015 FY	01/2015-12/2015	
Leeds	1232		559		78%	56%	55%	96.2%	94.7%	62%	19.1%	84.3%	77.1%	41	0.8%	
Cluster	No.	RPTT	No.	RPTT	%	%	%	%	%	%	%	%	%		No.	RPT
ACES	69	137.9	20	40.0	80.1%	22.0%	41.1%	96.6%	93.8%	45.0	26.4%	88.4%	74.9%		31	16.2
Aireborough	24	33.4	8	11.1	84.9%	67.3%	69.4%	96.9%	95.3%	78.5	11.8%	83.8%	66.8%		-	1.3
Ardley & Tingley	11	31.9	16	46.4	83.9%	74.1%	55.0%	96.5%	96.3%	65.0	15.4%	88.4%	77.6%		-	3.0
ARM	28	20.8	9	6.68	85.0%	64.7%	68.8%	96.6%	95.1%	69.1	-	-	-		12	2.1
Beeston, Cottingley and Middleton	103	129.7	58	73.0	67.1%	54.4%	45.2%	96.3%	95.2%	51.3	24.3%	87.5%	84.1%		34	11.0
Bramley	68	90.6	23	30.6	64.9%	52.1%	42.1%	95.6%	93.6%	54.3	25.8%	89.1%	74.8%		29	9.4
Brigshaw	11	22.2	20	40.4	77.8%	58.4%	52.2%	96.5%	94.9%	70.4	15.1%	82.1%	76.9%		11	5.0
EPOSS <sup>2</sup>	5	6.9	7	9.7	90.9%	56.4%	62.6%	96.9%	95.2%	77.2	10.6%	81.6%	70.1%		6	1.8
ESNW	17	34.3	20	40.3	82.3%	48.2%	60.1%	96.5%	93.8%	67.4	17.6%	83.9%	65.9%		10	4.6
Farnley	23	61.1	12	31.9	74.7%	70.4%	33.3%	96.0%	95.7%	52.0	26.9%	76.4%	84.8%		9	6.0
Garforth	0	0.0	0	0.0	79.3%	80.1%	68.3%	96.9%	96.2%	66.4	14.1%	79.7%	unavailable	Data at cluster level has been suppressed as all values are 0 and <5.	-	0.6
Horsforth	10	26.7	<5	-	82.0%	73.3%	70.6%	97.2%	95.6%	74.5	13.0%	74.6%	59.6%		-	2.6
Inner East	193	167.5	43	37.3	67.6%	36.7%	44.9%	95.3%	94.3%	50.8	25.4%	79.8%	73.3%		37	8.6
Inner NW Hub	41	63.3	25	38.6	80.0%	58.5%	56.0%	96.3%	94.9%	69.4	19.4%	100.7%	82.3%		22	8.5
J.E.S.S	185	182.1	66	64.9	74.8%	23.1%	36.9%	96.4%	92.8%	48.7	24.3%	81.5%	8.7%		60	16.3
Morley	37	43.3	39	45.6	82.5%	61.2%	59.8%	96.2%	95.6%	63.3	16.8%	78.6%	79.3%		13	3.7
OPEN XS	35	111.3	19	60.4	71.3%	17.9%	52.1%	96.4%	92.9%	53.9	17.9%	88.9%	100.5%		16	15.7
Otley/Pool/Bramhope	6	14.5	6	14.5	88.8%	75.3%	65.6%	96.5%	94.4%	74.1	16.4%	83.5%	72.0%		6	3.1
Pudsey	30	30.9	18	18.5	82.0%	52.4%	54.6%	96.1%	94.9%	66.1	13.7%	83.2%	67.2%		26	6.4
Rothwell	10	15.9	22	34.9	77.8%	59.4%	54.7%	96.6%	95.1%	70.1	16.5%	85.7%	74.4%		14	5.3
Seacroft Manston	107	108.9	48	48.8	79.4%	41.0%	37.3%	95.8%	91.1%	59.1	21.9%	86.0%	72.6%		43	10.3
Temple Newsam Halton	41	72.9	25	44.5	74.8%	48.9%	50.0%	96.4%	94.2%	61.5	22.2%	79.5%	76.3%		8	3.3
2Gether	114	86.1	26	19.6	-	-	-	-	-	-	-	-	-		-	-
C.H.E.S.S <sup>1</sup>	N/A	N/A	N/A	N/A	69.9%	N/A	42.5%	94.5%	N/A	47.7	23.1%	86.8%	unavailable		28	9.3
NETWORKS	N/A	N/A	N/A	N/A	78.0%	48.0%	53.5%	95.3%	94.3%	62.3	17.2%	82.5%	86.5%		13	5.8
Alwoodley <sup>2</sup>	N/A	N/A	N/A	N/A	N/A	N/A	60.9%	N/A	N/A	N/A	15.7%	75.7%	74.6%		N/A	11.2
NEXT	N/A	N/A	N/A	N/A	N/A	N/A	55%	N/A	N/A	N/A	16.7%	87.3%	91.0%		N/A	4.8

Key: AY - academic year FSM - free school meals FY - financial year RPT - rate per thousand RPTT - rate per ten thousand

### Notes

CYPP indicators reported at a cluster level are not comparable with citywide results, as the data used is not always from the same period.

1 - C.H.E.S.S. cluster does not include any secondary schools.

2 - On 1 April 2013 Wigton Moor Primary moved from EPOSS to Alwoodley. As some data-sets pre-date this boundary change, data for some indicators is only available by the previous boundaries. This will be updated over time.

3 - Data by cluster for these indicators does not add up to the Leeds total, due to some children's records having a missing postcode, or an out of authority postcode. For NEET data, the city-wide total also includes a proportion of young people whose status has expired. For children looked after the postcode used is where the child lived at the point of becoming looked after, not placement postcode.

4 - Data for these indicators is by schools within the cluster, not by pupils living in the cluster area.

5 - Data for these indicators is by children and young people living in the cluster area, not attending schools in the cluster

6 - Data suppressed for instances of fewer than 5.

7 - Data based on where the young person lived went to school three years previously when they were in Year 11, regardless of where they actually gained the Level 3 qualification.

8 - Young people's records with an unknown address that were previously coded to JESS cluster (as they are given the default postcode for the igen centre) have now been removed from the NEET count for this cluster from October 2013 onwards.

Historical data cannot be updated, so NEET data for JESS in the cluster obessions worksheet does contain unknown addresses.

9 - 5 A\*-C GCSEs inc Eng and Maths 4 based on first result school attended

## Appendix five: Safeguarding specialist and targeted services September 2016 monthly practice improvement report

Incorporating children in need, children subject to a child protection plan and children looked after

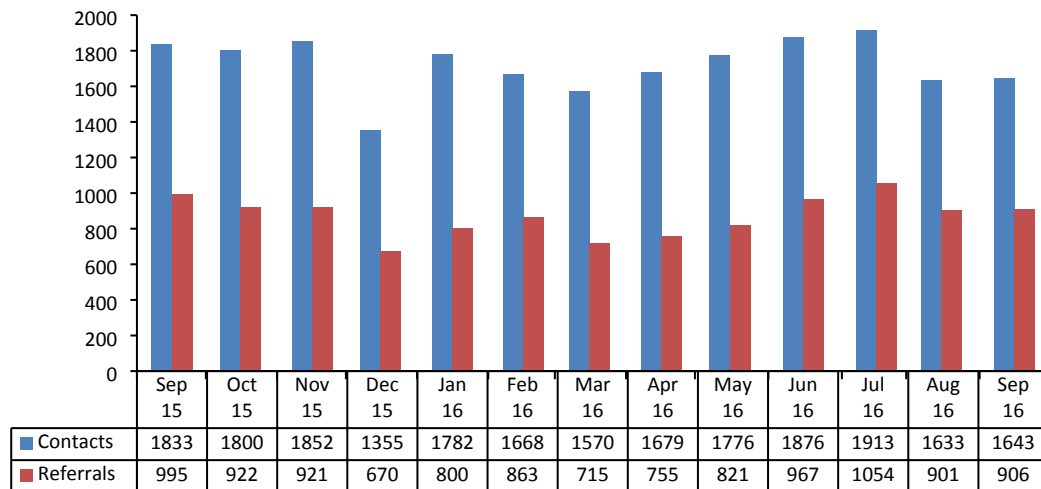
(March 2016 figures - last data reported to Scrutiny - in brackets). Some data are new since the March report and have no previous data to report.

### Performance summary: Child in need

How much did we do this month? (Last month in brackets)	How well did we do it?												
<p>Page 148</p> <ul style="list-style-type: none"> <li>• Early Help Assessments (CAF) data is currently unavailable</li> <li>• <b>1643</b> (1,570) contacts were received, of which <b>906</b> (715) became referrals to Children's Social Work Service.</li> <li>• <b>224</b> (207) referrals this month were re-referrals within 12 months; this is <b>24.7%</b> (23.3%) of all referrals this month.</li> <li>• <b>805</b> (772) Child and Family Assessments were completed.</li> <li>• <b>5862</b> (5655) open cases - without CHAD OT Team, <b>6340</b> cases open to Children's Social Work Services (with the CHAD OT Team) at the end of month.</li> </ul> <p>Of those cases, <b>301</b> (309) had no ethnicity recorded.</p> <ul style="list-style-type: none"> <li>• There were <b>1.6%</b> (1.0%) of the CLA cohort, <b>2.0%</b> (1.0%) of the CPP cohort and <b>6.5%</b> (7.0%) of the CiN cohort with no ethnicity recorded (these figures show the ethnicity recording for all CLA and CPP cases, any open CLA or CPP without an open case status on FWi will not have their ethnicity reported)</li> <li>• There are <b>20</b> children who have a service user group of Disability who do not have a complex need or disability recorded under the health tab. Of the <b>20</b> open cases - CiN <b>16</b>, CLA <b>3</b> and CPP <b>1</b>).</li> <li>• Of the <b>20</b> cases, <b>2</b> of them are allocated to CHAD Teams.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>23.8%</b> (23.4%) of referrals within a 12-month period (rolling 12 months) were re-referrals.</li> <li>• <b>74.3%</b> (78.4%) Child and Family Assessments undertaken in the month were carried out within 45 working days. The year-to-date from April performance is <b>79.3%</b> (80.9%).</li> <li>• <b>90.8</b> (88.9) days is the average time taken to complete Child and Family Assessments that took longer than 45 working days. This includes all Child and Family assessments which were outcomes from a referral (not just those with Child and Family assessment as a primary outcome).</li> <li>• Of Child and Family Assessments completed outside 45 working days (% of assessments outside 45 working days):</li> </ul> <table border="1" data-bbox="1182 906 2114 1023"> <thead> <tr> <th>46-49 days</th> <th>50-64 days</th> <th>65-79 days</th> <th>80+ days</th> </tr> </thead> <tbody> <tr> <td><b>25</b></td> <td><b>84</b></td> <td><b>72</b></td> <td><b>25</b></td> </tr> <tr> <td><b>12.1%</b></td> <td><b>40.8%</b></td> <td><b>35.0%</b></td> <td><b>12.1%</b></td> </tr> </tbody> </table>	46-49 days	50-64 days	65-79 days	80+ days	<b>25</b>	<b>84</b>	<b>72</b>	<b>25</b>	<b>12.1%</b>	<b>40.8%</b>	<b>35.0%</b>	<b>12.1%</b>
46-49 days	50-64 days	65-79 days	80+ days										
<b>25</b>	<b>84</b>	<b>72</b>	<b>25</b>										
<b>12.1%</b>	<b>40.8%</b>	<b>35.0%</b>	<b>12.1%</b>										
<h3>What difference did we make and what do we want to improve?</h3>													
<ul style="list-style-type: none"> <li>• Ongoing improvements in doing the simple things well eg improvements in the recording of children's disability and ethnicity</li> <li>• Further safe reduction in open cases ensuring capacity is appropriately focused on risk, need and prevention. Reduction in re-referral rates supports reduction is being done safely</li> <li>• Stay focused on improving the timeliness of Children and Family Assessments</li> </ul>													

## Performance trends: Children in need

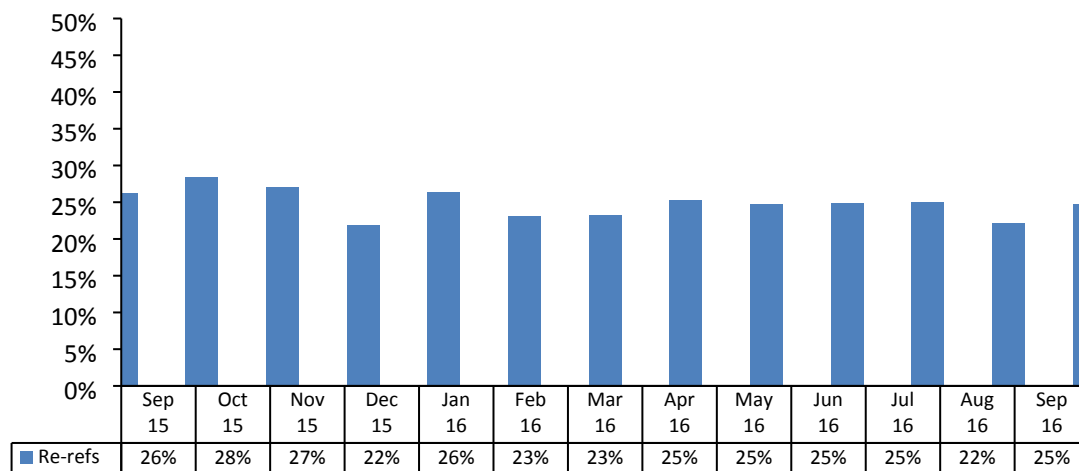
Total contact and referrals by month



### Commentary

This graph shows total contacts received by the Children’s Duty and Advice Team and the number of referrals accepted by the Children’s Social Work Service.

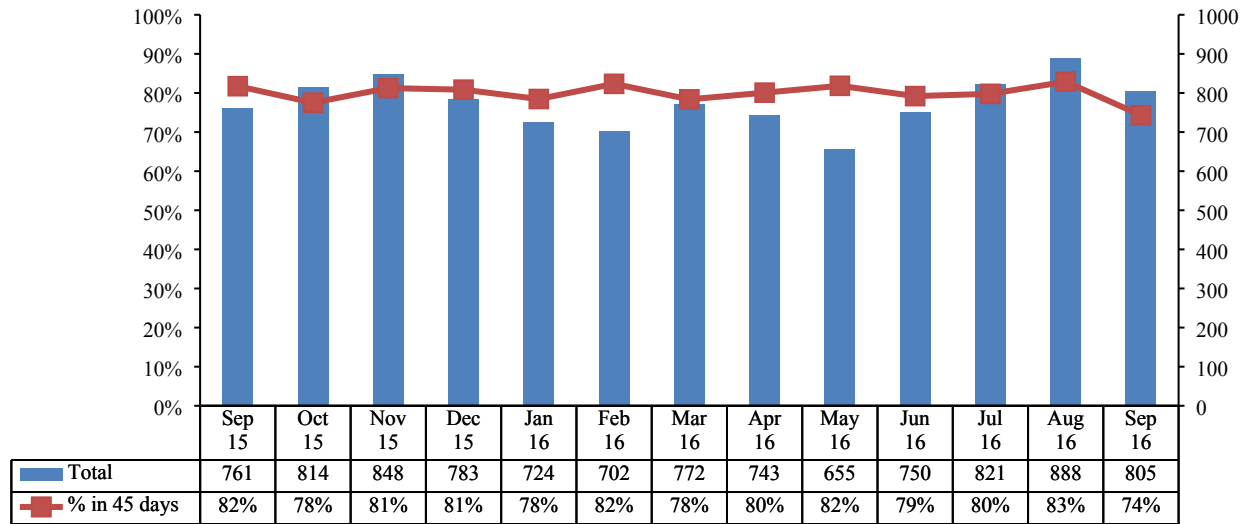
Percentage of referrals that are a re-referral within a 12-month period



### Commentary

This graph shows the percentage of referrals received in a month that are a re-referral of one within a 12 month period.

Percentage of child and family assessments completed within 45 days



**Commentary**

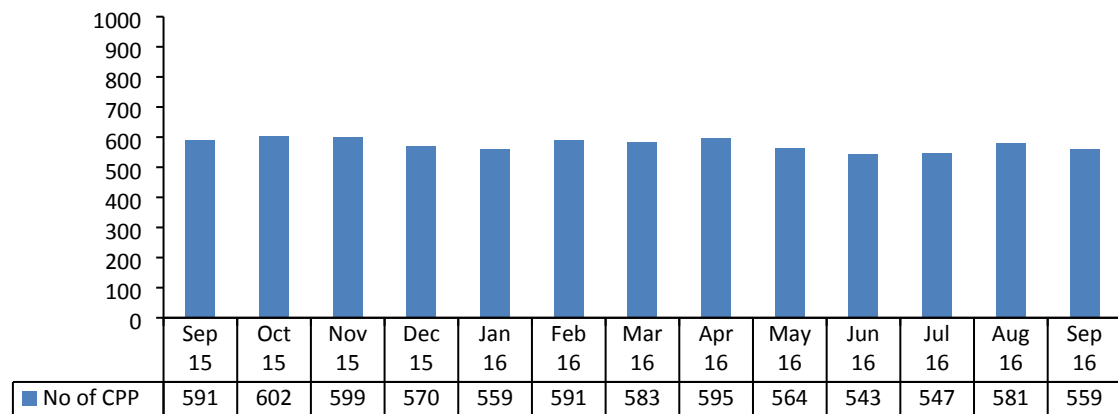
This graph shows the percentage of child and family assessments completed within 45 working days each month.

## Performance summary: Child protection

How much did we do this month? (Last month in brackets)	How well did we do it?
<ul style="list-style-type: none"> <li>• <b>559</b> (583) children and young people (CYP) subject to a child protection plan (CPP).</li> <li>• <b>397</b>(145) section 47 enquiries were completed</li> <li>• <b>52</b> (86) CYP had an initial child protection conference (ICPC)</li> <li>• <b>81</b> (80) CYP had a child protection review</li> <li>• <b>435</b> (446) CYP received a visit in the last 20 working days, as of the last day of the month</li> </ul>	<ul style="list-style-type: none"> <li>• <b>97.7%</b> (97.8%) of CYP subject to CPP were allocated to a qualified social worker. Those cases recorded as without, are reviewed and followed up with the service.</li> <li>• <b>3 CYP 2 families</b> (7 CYP 4 families) were subject to a CPP for more than two years.</li> <li>• <b>10.1%</b> (8.4%) of CYP becoming subject to CPP in the last 12 months were for a second or a subsequent time and within 2 years of their previous plan ending.</li> <li>• <b>78.8%</b> (94.2%) of ICPCs this month were held within statutory timescales.</li> <li>• <b>88.9%</b> (95.0%) of all child protection reviews this month were held within statutory timescale.</li> <li>• <b>84.5%</b> (87%) of CYP who have been subject to a CPP for at least 20 working days received their statutory visit, as of last day of the recording month.</li> </ul>
<b>What difference did we make and what do we want to improve?</b>	
<ul style="list-style-type: none"> <li>• Reduced the number of children and young people subject to a child protection plan. Continue to see very low numbers of children and families subject to plans for more than two years - greater effectiveness of core groups, appropriate targets, tight monitoring</li> <li>• Timeliness of statutory visits</li> </ul>	

## Performance trends: Child protection

### Children on child protection plan

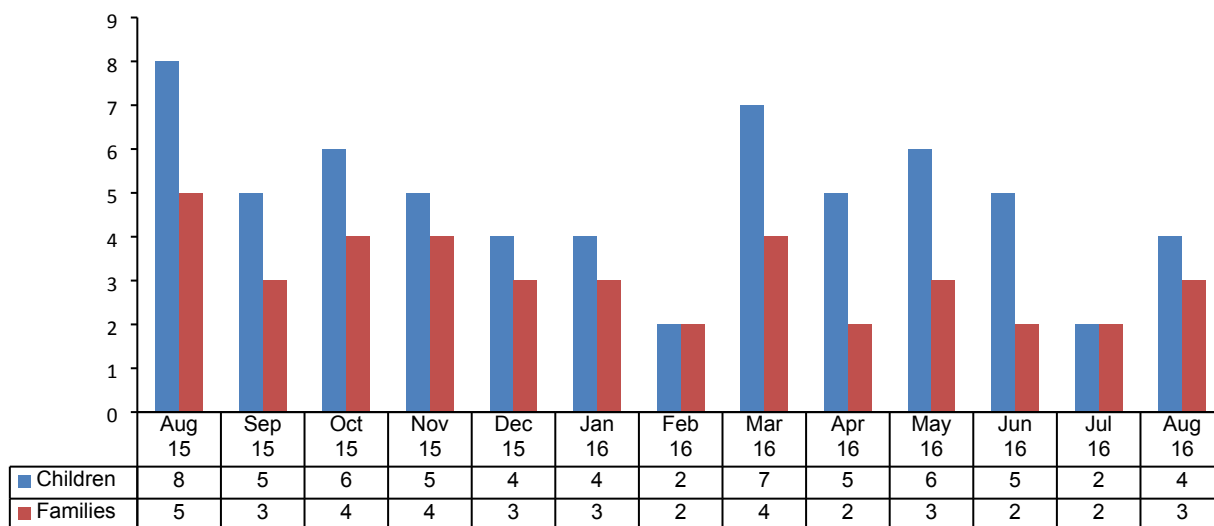


### Commentary

The graph shows the number of children subject to CPPs at the month end. This month the rate per 10,000 is \$ (35.7), compared to \$ (37.8) at the same time last year.

\* Rate per 10,000 uses 162,598 child population (0-17) from the mid- 2015 population estimates released in June 2016 by ONS

### CYP on CP plan for more than two years and number of families

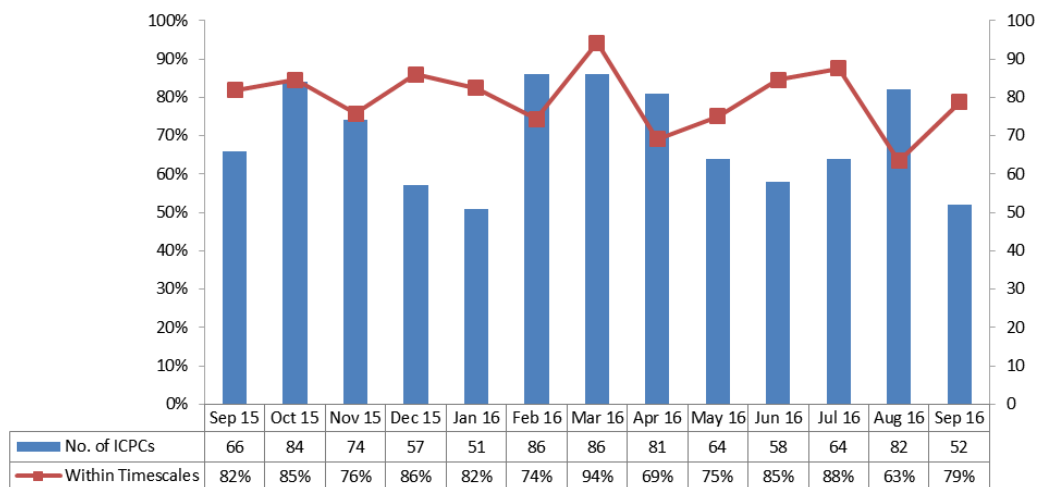


### Commentary

This graph shows the number of children who have been on a CPP for 2 years or more at the month end and the number of sibling groups these children belong to.

## Performance trends: Child protection

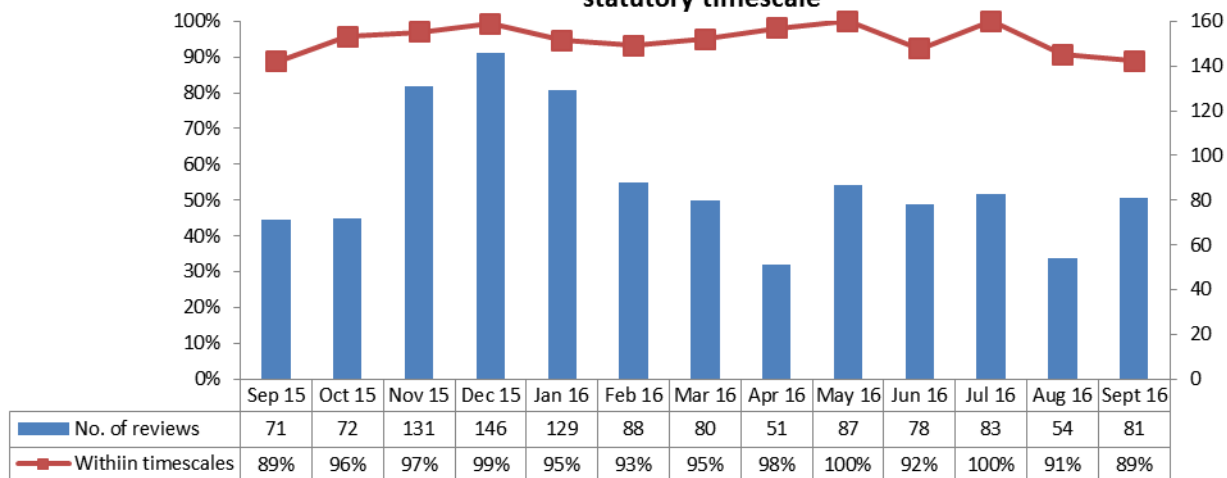
Initial child protection conferences monthly volume and percentage within statutory timescales



### Commentary

The graph shows the number of children for whom ICPCs were held, together with the percentage held within 15 working days of the strategy discussion meeting.

Child protection reviews monthly volume passed and percentage within statutory timescale

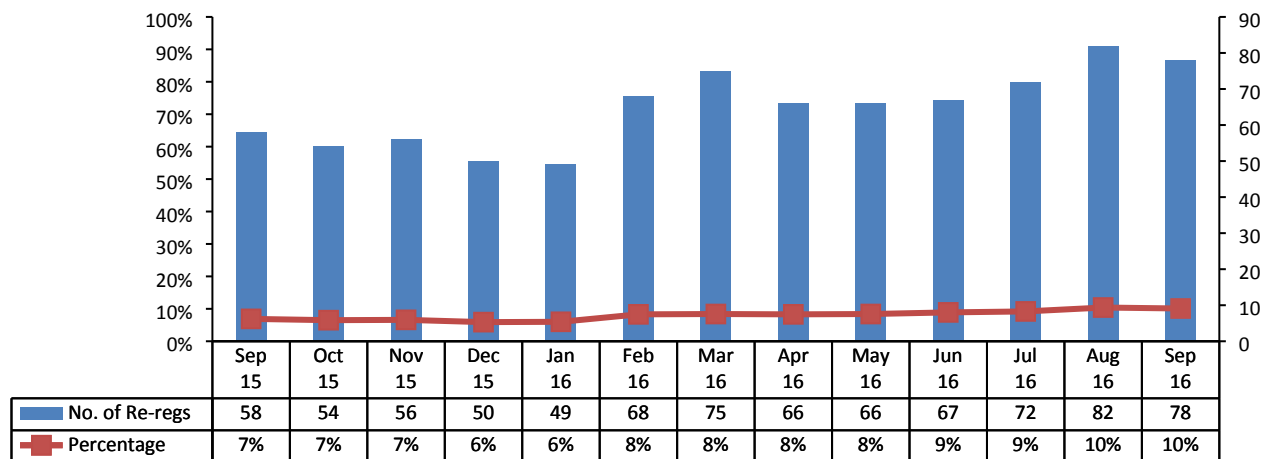


### Commentary

The graph shows the number of children for whom child protection reviews were completed in month, together with the percentage held within statutory timescales.

## Performance trends: Child protection

Child protection re-registrations within 2 years of previous plan ending as a percentage of all those becoming CPP in last 12 months



### Commentary

This graph shows children becoming subject to a CPP within 2 years of their previous plan ending and as a percentage of all children coming onto plan in the last 12 months

This month the rate per 10,000 is **4.8** (5.0).

\* Rate per 10,000 uses 162,598 child population (0-17) from the mid- 2015 population estimates released in June 2016 by ONS.

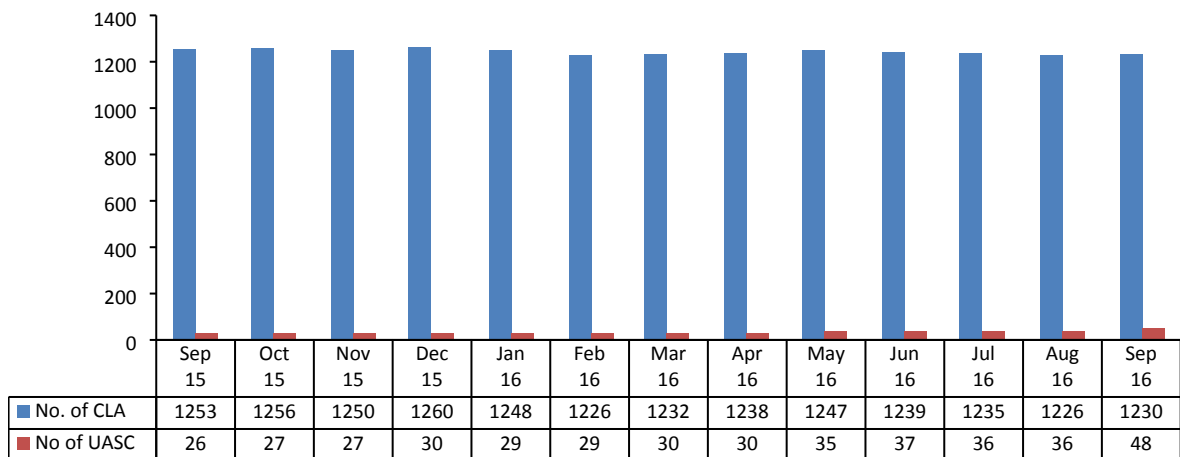


## Performance summary: Child Looked After

How much did we do this month? (Last month in brackets)	How well did we do it?
<ul style="list-style-type: none"> <li>• <b>1230</b> (1232) CYP were children looked after</li> <li>• <b>269</b> (308) children looked after had a looked after child review</li> </ul> <p>Legal status of CYP on entry - 37 (38)</p> <p>Reason CYP ceased to be looked after - 30 (32)</p> <p><b>Adjustments:</b> Delays in recording cause discrepancies between starters and leavers</p>	<ul style="list-style-type: none"> <li>• <b>98.7%</b> (97.6%) of children looked after were allocated to a qualified social worker (QSW). These cases are reviewed and followed up with the service.</li> <li>• <b>95.3%</b> (96.8%) of children looked after, who have been in care for at least a 12-month continuously, have an up to date HNA recording.</li> <li>• <b>84.0%</b> (91.2%) of children looked after, who have been in care for at least a 12-month continuously, have an up-to-date dental checks (rolling 12 months).</li> <li>• <b>90.5%</b> (84.5%) of children looked after have had a statutory visit within timescales.</li> <li>• <b>70.7%</b> (77.4%) <b>621</b> (658) of school aged looked after children had an up to date PEP. <b>12</b> (12) had a PEP due. This indicator is inclusive of all PEPs.</li> <li>• <b>48</b> children are UASC.</li> <li>• <b>63.8%</b> of care leavers were contacted within the previous 8 weeks.</li> <li>• <b>90%</b> (99.0%) of all child looked after reviews held in month were within statutory timescales.</li> <li>• <b>72.7%</b> (100%) of initial child looked after reviews held in month were within statutory timescales.</li> <li>• <b>27</b> (34) children looked after have experienced three or more placements in the last 12 months.</li> <li>• <b>54.1%</b> (65.2%) of children who were adopted <i>ytd</i> were placed for adoption within 12 months of the child entering care. This is <b>20</b> of <b>37</b> children (44 of 49 children).</li> </ul>
<p><b>What difference did we make and what do we want to improve?</b></p>	
<ul style="list-style-type: none"> <li>• Continue to safely reduce the number of looked after children</li> <li>• Maintained a high percentage of children with up to date health needs assessments being recorded; up-to-date dental checks remain high despite a slight drop in the most recent month</li> <li>• Timeliness of statutory visits</li> <li>• Further reduce the number of children experiencing three or more placements in the last 12 months to maintain current good performance</li> </ul>	

## Performance trends: Children Looked After

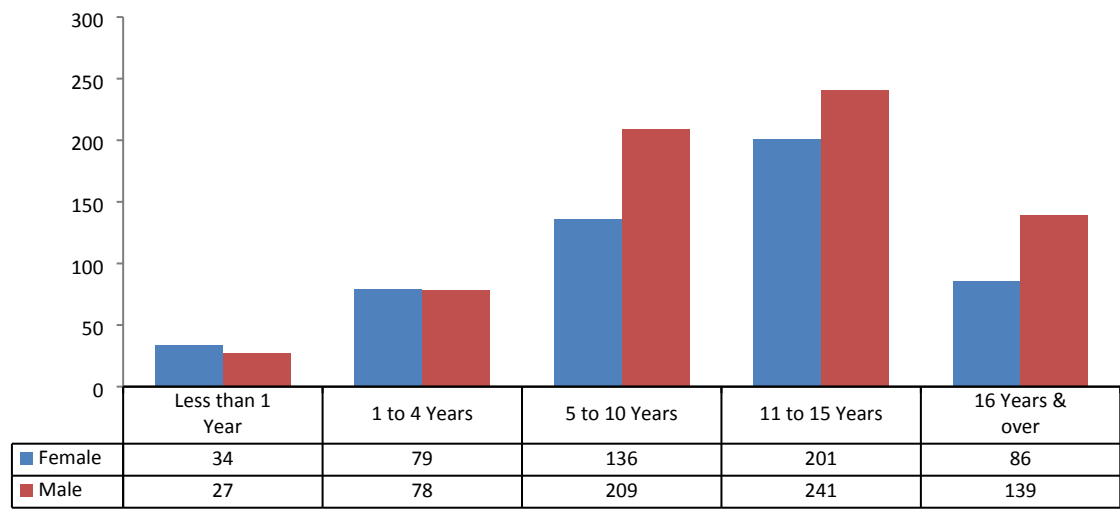
Children looked after and number of UASC



### Commentary

This graph shows the number of looked after children (excluding any looked after children receiving only S20 short term breaks) alongside the number of unaccompanied asylum seeking children (UASC).

Children looked after at end month by age and gender



### Commentary

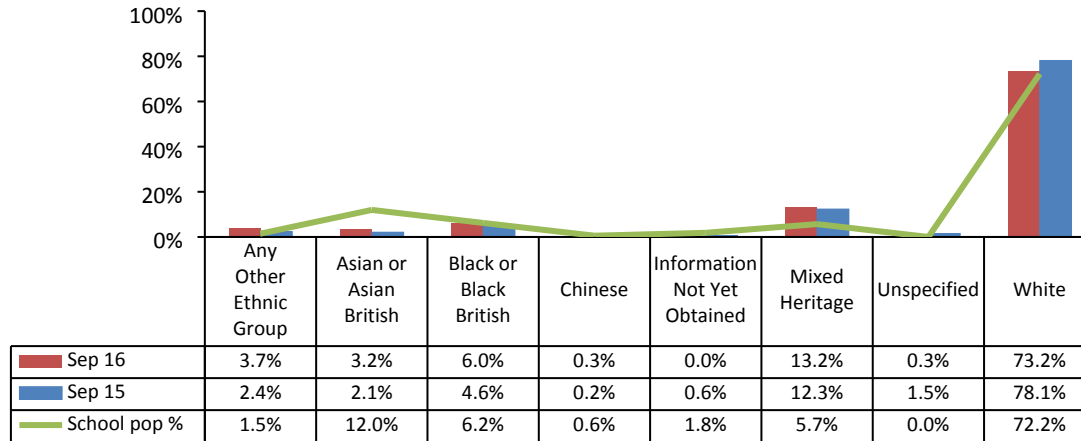
This graph shows the breakdown by age and gender of the children in care.

The largest age group for females is 11-15 years with **201** (196) children and the largest age group for males is 11-15 years with **241** (232) children.

There were 0 (0) children recorded with unknown gender.

## Performance trends: Children looked after

Ethnicity changes in children looked after



### Commentary

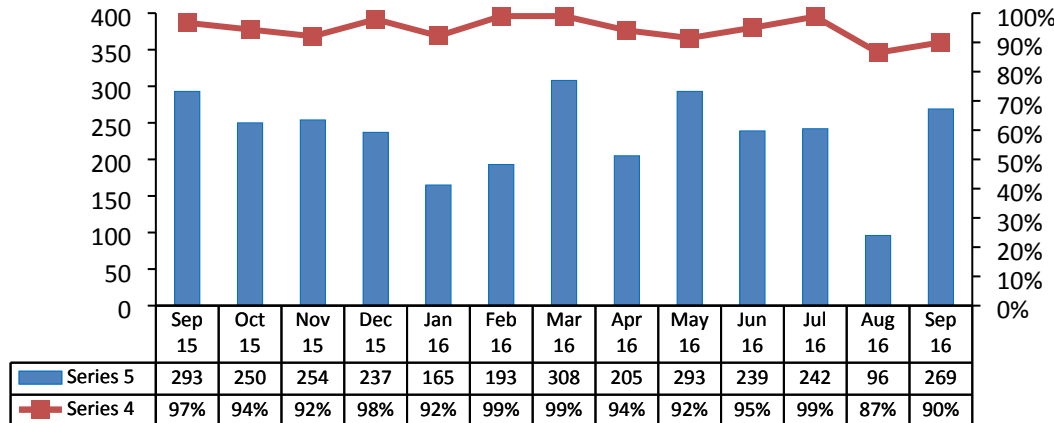
This graph shows the ethnic breakdown of the children looked after population over a 13 month period.

This is relatively stable throughout the period.

In total **29.3%** (28.9%) of the CLA population was BME, compared to 31.1% of the school roll (school census - Jan 2016)

The green line shows the percentage of each ethnicity of the school population.

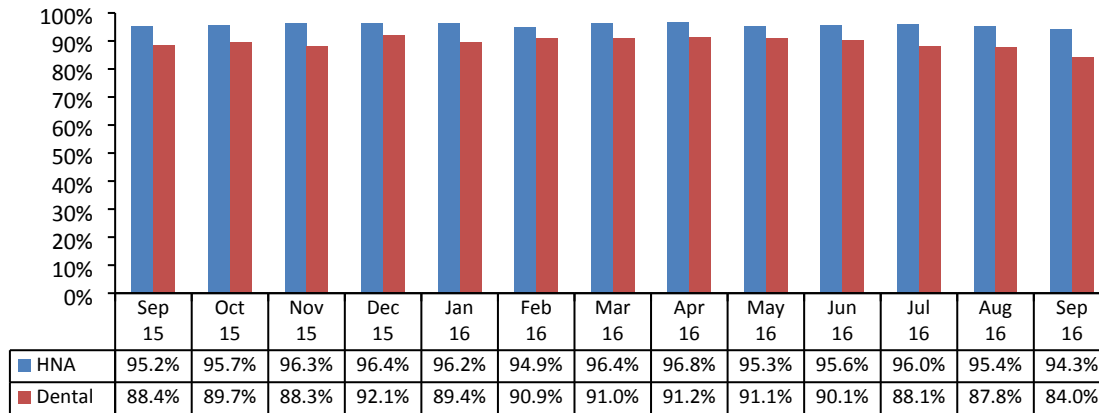
Percentage of children looked after reviews with statutory timescales



### Commentary

This graph shows the percentage and number of looked after children with a review held within statutory timescales.

Percentage of CLA with upto date HNA and Dental

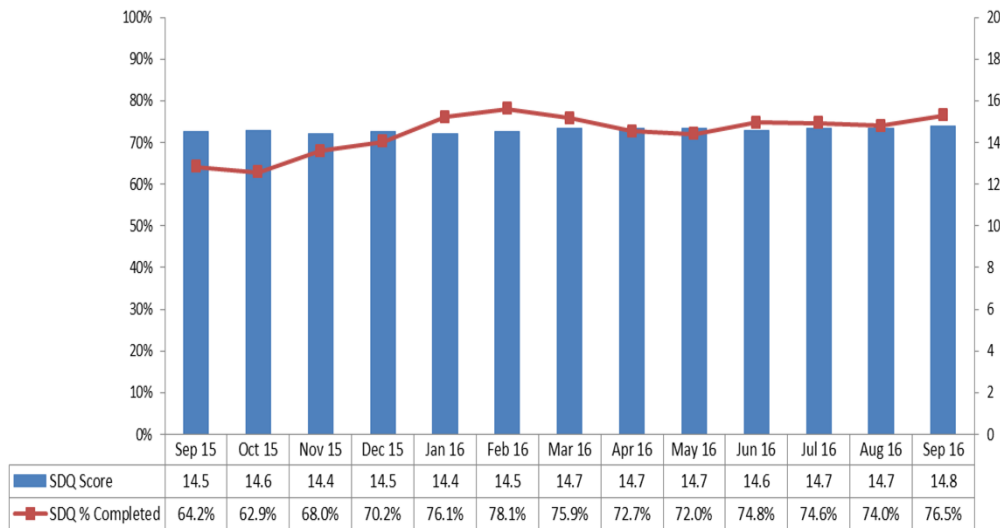


**Commentary**

This graph shows the percentage of children looked after who have an up to date health needs assessment and an up to date dental check.

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SDQ Score and Pass Percentage



**Commentary**

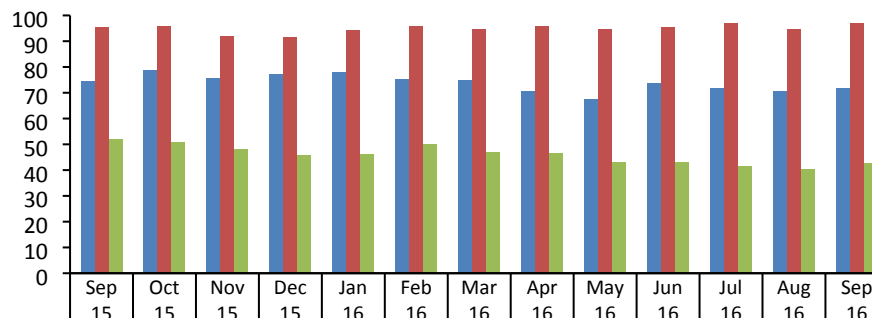
Since April 2008, LA's have been required to provide information on the emotional and behavioural health of children and young people in their care. This information is collected through the Strength and Difficulties Questionnaire (SDQ) and completed for each child/young person looked after, aged 4-16 years, who have been looked after continuously for over a year.

The Total Difficulties Score:

- 13 and below are considered to be within a healthy range.
- 14 to 16 are considered to be "borderline".
- 17 and above are considered a cause for concern.

## Performance trends: Care Leavers

### Care Leaver Outcomes



% of CLA with upto date Pathway Plan	74.6	78.9	75.6	77.1	77.8	75.3	74.9	70.4	67.6	73.5	71.9	70.5	71.7
% of CLA in suitable accom	95.3	95.7	92.1	91.6	94.1	95.7	94.7	95.7	94.6	95.4	97	94.6	96.9
% of CLA EET (at date)	51.9	50.8	48.1	45.6	46.2	50	47.1	46.6	42.9	43.1	41.5	40.5	42.8

### Commentary

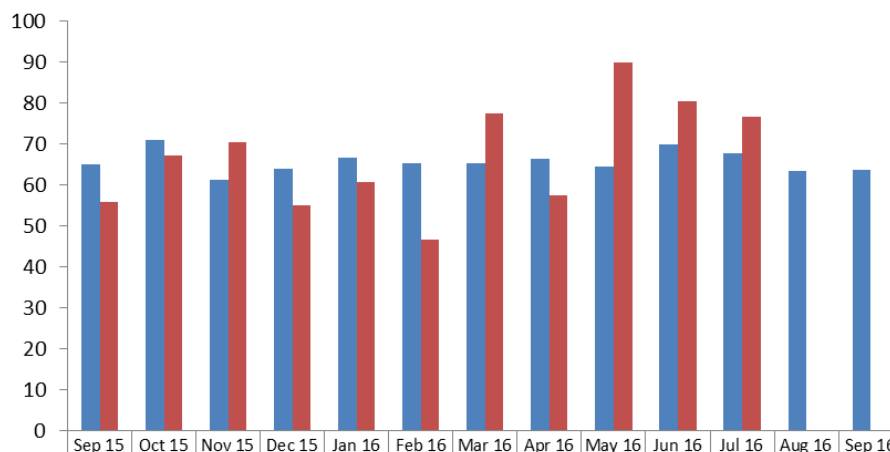
This graph shows the number of care leavers with:

- CLA with an up to date Pathway Plan.
- CLA in suitable accommodation.
- CLA EET

Care leaver outcomes

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### Care Leaver Contact



% of CL with contact in 8 weeks	65.1	71	61.2	64	66.6	65.3	65.2	66.3	64.4	69.9	67.8	63.4	63.8
% of YP req b'day cont & have been	55.8	67.3	70.5	55	60.7	46.7	77.6	57.4	90	80.4	76.7		

### Commentary

This graph shows the number of care leavers with:

- CLA contact in 8 weeks.
- CLA requiring birthday contact (19yrs, 20yrs and 21 yrs. From April '15 to include 17yrs and 18yrs).

Still within timescales to make birthday contact for July and August.

Please note, currently awaiting exemption list from the service.

## Children's services settings inspections dashboard - September 2016

Percentage of providers judged good or outstanding

Dark green >80%	Light green 65-79%	Amber 50-64%	Red <50%
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Setting	National comparison	2015/16 FY	Jun-16	Jul-16	Aug-16	Sep-16	Number inadequate <sup>3</sup>	Number inspected	RAG	DOT <sup>4</sup>	Last inspection date
Childminder	84%	87%	88%	92%	93%	94%	11	731	DG	▲	29/09/2016
Childcare - domestic	82%	80%	83%	83%	83%	80%	0	6	DG	▼	30/04/2015
Childcare - non-domestic	86%	91%	93%	94%	94%	95%	1	271	DG	▶	30/09/2016
Children's Centre Services	66%	76%	76%	76%	76%	76%	0	58	LG	▶	20/06/2015
Primary school	85%	88%	94%	94%	94%	94%	1	210	DG	▶	30/09/2016
Secondary school	73%	66%	76%	76%	78%	78%	2	37	LG	▶	31/09/2016
General FE and tertiary	79%	75%	50%	50%	50%	50%	0	4	A	▶	09/02/2016
Sixth form college	83%	100%	100%	100%	100%	100%	0	1	DG	▶	16/04/2008
Maintained special	88%	83%	50%	50%	60%	60%	2	6	A	▶	11/05/2016
Non-LA and independent special		100%	100%	100%	100%	100%	0	1	DG	▶	29/02/2012
Residential special school	83%	100%	100%	100%	100%	100%	0	1	DG	▶	10/03/2014
LA children's home	72%	56%	90%	90%	90%	90%	1	9	DG	▶	05/07/2016

Key DOT - direction of travel FY - financial year LA - local authority RAG - red amber green traffic light

### Footnotes

1. Results are cumulative, i.e., the percentage of all settings that have an inspection judgement, not settings inspected within the month.
2. Results are deemed to be confirmed when an inspection report is published on the Ofsted website, and are included in the dashboard at this point.
3. Performance for primary and secondary schools from October 2014 onwards will be worked out by using the Ofsted calculation method, which only counts inspections for Sponsored Academies when they have been inspected under Sponsored Academy status any previous judgements will not be counted.
4. The Children Centre Services category includes Children Centres that are managed by Leeds City Council and those that are not managed by the local authority.
5. Inadequate provision - Childminder Ofsted references: EY320224 (LS8), EY423533 (LS12), EY491588 (LS13), EY320238 (LS9), EY268600 (LS13), EY319741 (LS12), EY472173 (LS18), EY436560 (LS10), EY485743 (LS17), and EY482493 (LS11). Childcare non-domestic: New Beginnings at Park Spring. Primary: Christ the King Catholic Primary School  
Secondary: Swallow Hill Community College, Royds School and David Young Community Academy. Maintained special: BESD SILC (serious weaknesses). LA children's home: SC033638
6. Direction of travel is based on previous month's data, or the most recent inspection if not in the last month.

## Appendix seven: Ward level data (based on home postcode), extracted from autumn 2016 community committee dataset

Select ward from pulldown menu:

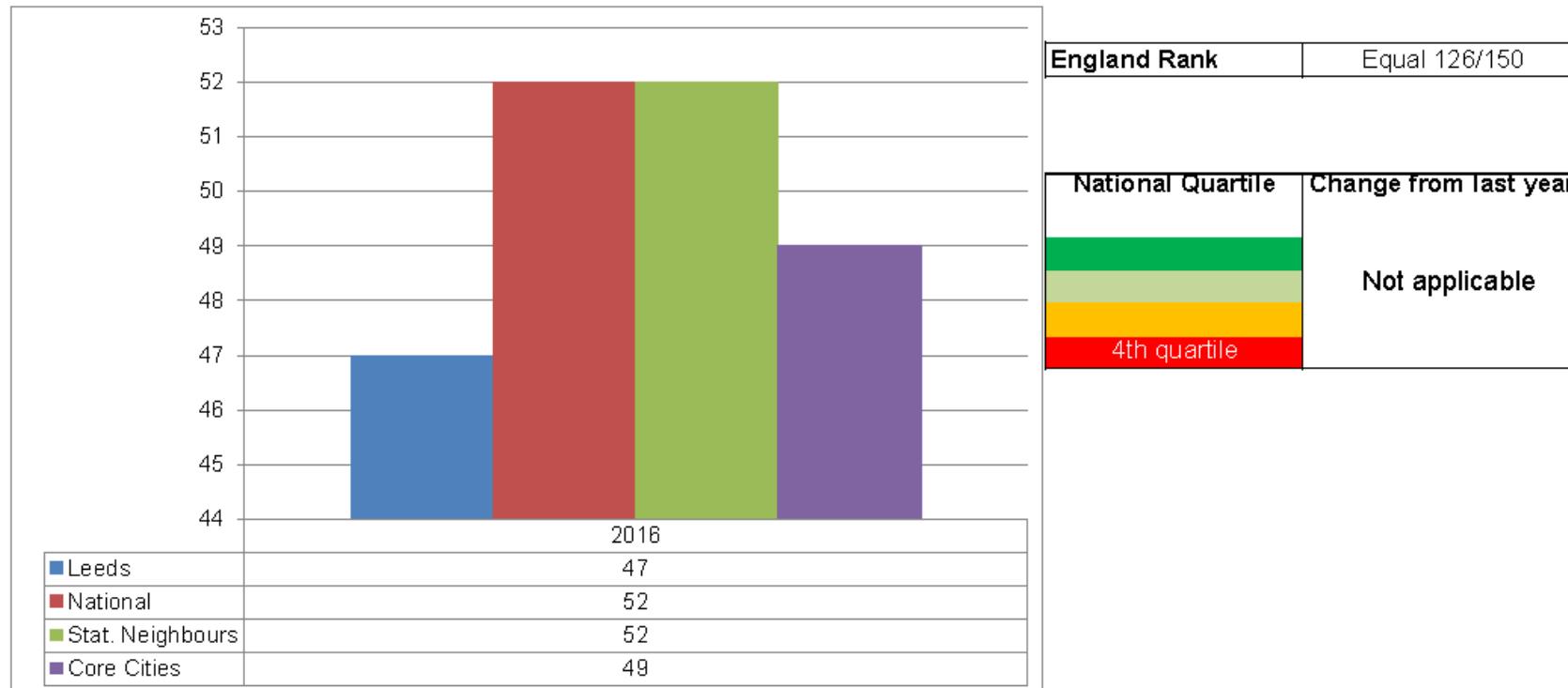
Use the filtered columns in the data table to change the display order of community committees or wards. You can also filter indicators (low to high or high to low). Instances of fewer than five are suppressed to preserve confidentiality.



Data		Good performance is...	(Contextual measure)	Low	(Contextual measure)	Low	(Contextual measure)	High	High	Low	Low	Low	Low	Low	(Contextual measure)	(Contextual measure)	
Community Committee	Ward	Time period	July 2015	30 June 2016	30 June 2016	30 June 2016	30 June 2016	2015/16 HT 1-4	2015/16 HT 1-4	2015/16 HT 1-4	2015/16 HT 1-4	30 June 2016	30 June 2016	30 June 2016	30 June 2016	2016	2016
		0-19 population	Number of children looked after <sup>1</sup>	Percentage of children looked after cohort in ward <sup>1</sup>	Number of children subject to a child protection plan	Percentage of child protection cohort in ward <sup>1</sup>	Primary school attendance levels <sup>2</sup>	Secondary school attendance levels <sup>2</sup>	Number of pupils persistently absent at primary	Number of pupils persistently absent at secondary	Number of NEET young people (adjusted) <sup>3</sup>	Percentage of NEET young people (adjusted) <sup>3</sup>	Number of young people whose status is not known	Percentage of young people whose status is not known	Free school meal eligibility - primary phase	Free school meal eligibility - secondary phase	
ONW	Adel and Wharfedale	3,763	7	0.6%	<5	-	97.1%	95.7%	45	77	10	2.0%	<5	-	5.2%	4.8%	
ONE	Alwoodley	4,788	15	1.2%	<5	-	96.7%	95.5%	82	62	23	4.3%	<5	-	9.4%	13.0%	
OS	Ardsley and Robin Hood	5,519	8	0.6%	23	4.2%	96.7%	96.5%	106	77	16	2.4%	5	0.7%	10.6%	9.4%	
IW	Armley	5,665	64	5.2%	6	1.1%	96.0%	94.3%	198	175	72	9.8%	11	1.5%	28.5%	27.0%	
IS	Beeston and Holbeck	5,942	84	6.8%	31	5.7%	96.0%	94.7%	186	151	62	8.6%	6	0.8%	25.8%	25.8%	
IW	Bramley and Stanningley	5,424	47	3.8%	27	5.0%	95.9%	93.6%	191	216	59	7.6%	<5	-	27.8%	22.3%	
IE	Burmantofts and Richmond Hill	8,383	124	10.0%	33	6.1%	95.2%	93.3%	389	291	95	10.9%	11	1.2%	37.0%	33.0%	
OW	Calverley and Farsley	5,028	8	0.6%	<5	-	96.7%	95.4%	93	99	13	2.3%	<5	-	7.3%	10.1%	
INE	Chapel Allerton	5,422	47	3.8%	17	3.1%	95.8%	94.4%	185	193	52	6.9%	5	0.7%	21.7%	25.3%	
IS	City and Hunslet	5,822	78	6.3%	42	7.7%	96.0%	93.7%	199	193	75	12.1%	11	1.7%	29.5%	30.0%	
OE	Cross Gates and Whinmoor	5,207	40	3.2%	7	1.3%	96.2%	93.5%	168	180	34	4.8%	<5	-	17.4%	15.0%	
OW	Farnley and Wortley	5,978	50	4.0%	14	2.6%	96.3%	95.1%	179	180	73	8.9%	6	0.7%	23.3%	19.4%	
OE	Garforth and Swillington	4,028	<5	-	5	0.9%	97.0%	96.1%	64	89	14	2.2%	6	0.9%	7.5%	7.1%	
IE	Gipton and Harehills	9,958	125	10.1%	23	4.2%	94.7%	93.0%	507	500	127	10.4%	6	0.5%	25.9%	25.3%	
ONW	Guiseley and Rawdon	5,805	15	1.2%	9	1.7%	97.0%	95.7%	88	120	21	2.8%	5	0.7%	6.8%	5.4%	
ONE	Harewood	3,986	<5	-	<5	-	96.9%	96.6%	57	25	6	1.4%	<5	-	3.3%	5.0%	
INW	Headingley	1,690	9	0.7%	5	0.9%	95.3%	93.6%	48	41	9	6.3%	<5	-	25.0%	21.5%	
ONW	Horsforth	4,680	12	1.0%	5	0.9%	97.4%	95.9%	60	71	11	1.8%	6	1.0%	6.0%	5.5%	
INW	Hyde Park and Woodhouse	3,842	31	2.5%	26	4.8%	95.9%	94.3%	110	75	25	8.4%	8	2.6%	32.9%	34.0%	
IE	Killingbeck and Seacroft	6,627	64	5.2%	41	7.6%	95.7%	92.0%	247	357	92	9.2%	7	0.7%	27.7%	27.2%	
OE	Kippax and Methley	4,716	10	0.8%	14	2.6%	96.7%	95.4%	86	117	18	2.9%	<5	-	9.2%	8.0%	
IW	Kirkstall	4,154	29	2.3%	22	4.1%	95.8%	92.8%	131	140	44	8.0%	<5	-	29.4%	25.6%	
IS	Middleton Park	7,461	121	9.8%	40	7.4%	96.1%	94.4%	232	253	90	9.1%	7	0.7%	32.9%	27.6%	
OW	Moortown	4,991	6	0.5%	<5	-	96.9%	95.9%	94	78	18	3.0%	<5	-	8.0%	7.2%	
OS	Morley North	4,773	11	0.9%	17	3.1%	96.7%	96.6%	101	59	26	4.0%	<5	-	10.0%	8.4%	
OS	Morley South	4,620	26	2.1%	22	4.1%	96.4%	96.2%	130	89	33	5.1%	<5	-	14.1%	11.5%	
ONW	Otley and Yeadon	3,927	9	0.7%	10	1.8%	96.5%	94.2%	66	148	19	3.2%	6	1.0%	7.6%	5.7%	
OW	Pudsey	5,316	18	1.5%	9	1.7%	96.7%	95.3%	119	123	21	2.8%	8	1.0%	12.4%	12.2%	
OS	Rothwell	5,145	10	0.8%	16	2.9%	96.6%	95.2%	130	139	24	3.5%	7	1.0%	13.9%	14.7%	
INE	Roundhay	6,360	8	0.6%	5	0.9%	96.4%	95.8%	128	105	23	2.5%	0	0.0%	6.3%	8.3%	
OE	Temple Newsam	4,611	32	2.6%	26	4.8%	96.3%	94.8%	133	159	38	5.3%	<5	-	21.9%	18.7%	
INW	Weetwood	4,608	19	1.5%	13	2.4%	96.6%	95.2%	90	114	24	4.1%	<5	-	10.9%	11.3%	
ONE	Wetherby	4,105	<5	-	5	0.9%	97.0%	96.3%	52	39	14	4.2%	9	2.6%	4.3%	6.8%	

**Appendix eight:** Selected learning outcomes dashboards: academic year 2015/16

**2015-16, Key Stage 2 - Percentage of pupils reaching the expected standard - Reading, Writing and Maths**



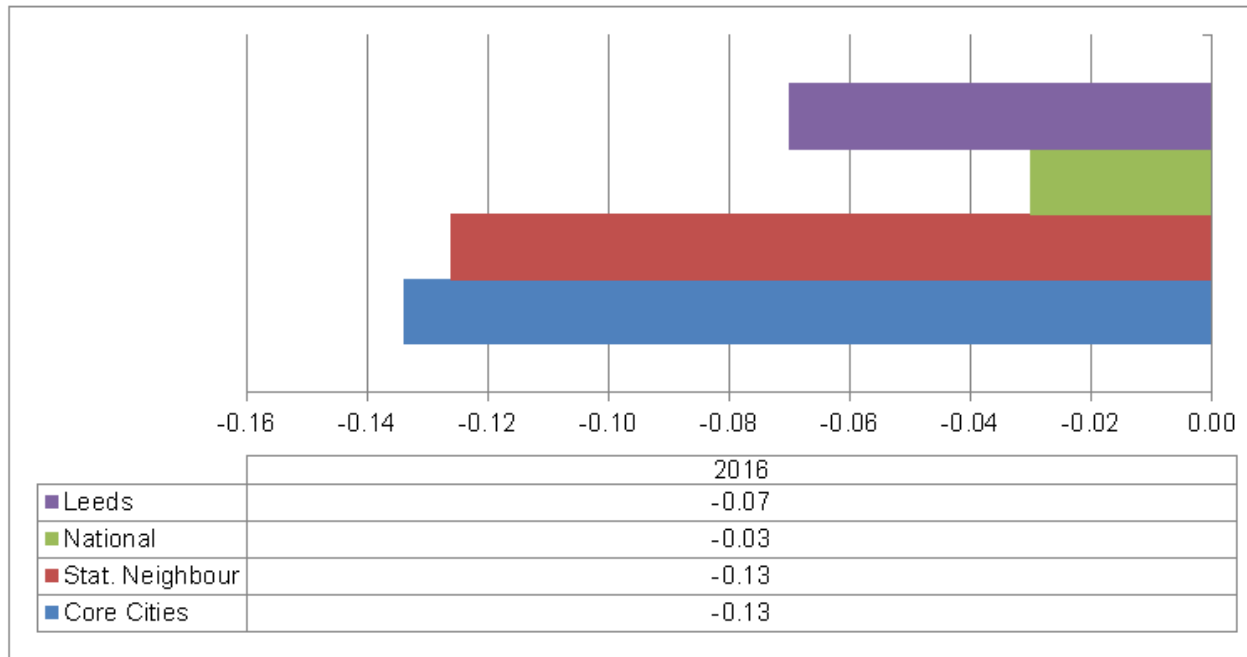
**Key Issues:** 47 per cent of pupils in Leeds reached the expected standard in reading, writing and maths compared to the national average and statistical neighbour average of 52 per cent. Leeds' performance was behind the core cities average by two percentage points.

**Data Status:** Provisional  
**Data Source:** DfE Statistical First Release - SFR 39 2016  
**Data Notes:** There is no comparable data for previous years due to the changes in assessment which were implemented from 2016.





### 2015-16, Key Stage 4 - Overall Progress 8 score



England Rank	equal 90/151
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National Quartile	Change from last
	<b>N/A new indicator</b>
3rd Quartile	

Key Issues: Progress 8 aims to capture the progress a pupil makes from the end of key stage 2 to the end of key stage 4. In 2016 Leeds is below the national average by 0.04 points, but has performed better than statistical neighbours and core cities.

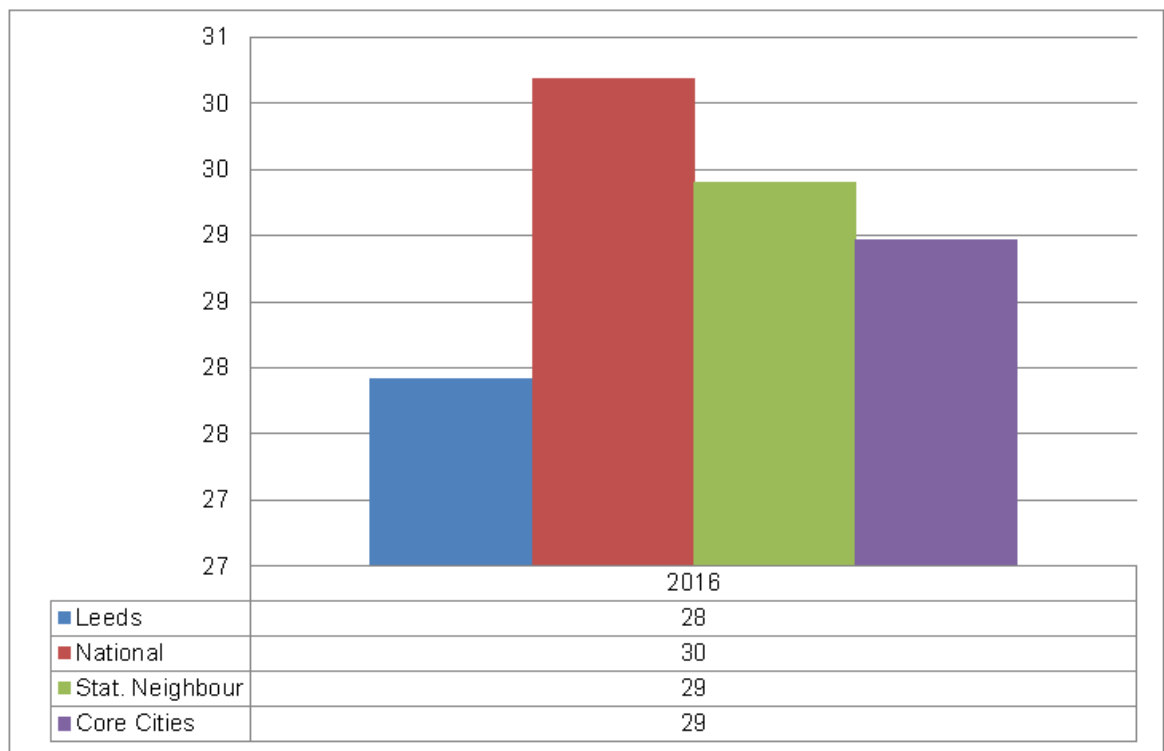
Data Status: Provisional

Data Source: DfE Statistical First Release SFR48/2016

Data Notes: Progress 8 is part of the new secondary accountability system being implemented for all schools from 2016. A Progress 8 score of 1.0 means pupils in the group make on average a grade more progress than the national average; a score of -0.5 means they make on average half a grade less progress than average.



2015-16, Key Stage 5 - Average point score per A level entry



England Rank	114/150
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National Quartile Position	Change from last year
4th Quartile	Not applicable

Key Issues: In 2016 the average point score per A level entry in Leeds was 28, this is below the national average by two points and below comparators by one point.

Data Status: Provisional  
 Data Source: Statistical First Release: SFR 49 2016  
 Data Notes: APS per entry: includes students who have entered for at least 1 AS level qualification. Previously students had to have entered for at least one A level to be included. In addition, the measure is now based on the new performance point system.





Report author: G Ellinor

Tel: 24 74792

## Report of the Head of Governance Services and Scrutiny Support

### Report to Scrutiny Board (Children's Services)

**Date: 15 December 2016**

**Subject: Work Schedule**

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

## 1 Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the forthcoming municipal year.

## 2 Main Issues

2.1 A draft work schedule is attached as appendix 1. The work programme has been provisionally completed pending on going discussions with the Board.

2.2 When considering the draft work programme effort should be undertaken to:

- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
- Avoid pure "information items" except where that information is being received as part of a policy/scrutiny review
- Seek advice about available resources and relevant timings taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place
- Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year

2.3 Also attached as appendix 2 is the minutes of Executive Board for 16 November 2016

### **3. Recommendations**

3.1 Members are asked to:

- a) Consider the draft work schedule and make amendments as appropriate.
- b) Note the Executive Board minutes

4. **Background papers**<sup>1</sup> - None used

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<sup>1</sup> 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.

## Draft Scrutiny Board (Children's Services) Work Schedule for 2016/2017 Municipal Year

Schedule of meetings/visits during 2016/17			
Area of review	June	July	August
<b>Inquiries</b>		Children's Centres - Scoping	
<b>Annual work programme setting - Board initiated pieces of Scrutiny work (if applicable)</b>	Consider potential areas of review		
<b>Budget</b>	Budget Update 2015/16 outturn and 2016/17 update		
<b>Policy Review</b>		Academies – impact and governance	
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Performance Report	Ofsted improvement areas– progress update	
<b>Working Groups</b>			

\*Prepared by S Pentelow

## Draft Scrutiny Board (Children's Services) Work Schedule for 2016/2017 Municipal Year

Schedule of meetings/visits during 2016/17			
Area of review	September	October	November
<b>Inquiries</b>	Agree scope of review for ** Children's Centre inquiry	<b>Evidence Gathering</b> Children's Centre Inquiry	<b>Evidence Gathering</b> Children's Centre Inquiry
<b>Recommendation Tracking</b>	NEET (To include IAG and preparing for post year 11)		
<b>Policy Review</b>	Children's Services Budget	Home Education	
<b>Performance Monitoring</b>			Leeds Safeguarding Children – Annual Report (with Private Fostering Recommendation Tracking)
<b>Working Groups</b>		Post 16 SEN Transport – Nov Exec Board	

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\* Prepared by S Pentelow

## Draft Scrutiny Board (Children's Services) Work Schedule for 2016/2017 Municipal Year

### Schedule of meetings/visits during 2016/17

Area of review	December	January	February
<b>Inquiries</b>		<u><b>Evidence Gathering</b></u> Children's Centre Inquiry – Visits	<u><b>Evidence Gathering</b></u> Children's Centre Inquiry
<b>Budget</b>	Initial Budget Proposals 2017/18 and Budget Update  (including Cluster Funding Arrangements)		
<b>Policy Review</b>	Corporate Parenting		
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Performance Report - Including Voice and Influence		Universal Activity Funding – performance, consistency and delivery since the delegation of responsibility and budgets to Community Committees - review
<b>Working Groups</b>			

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### Schedule of meetings/visits during 2016/17

Key: SB – Scrutiny Board (Children's Services) Meeting

WG – Working Group Meeting

## Draft Scrutiny Board (Children's Services) Work Schedule for 2016/2017 Municipal Year

Area of review	March	April	May
<b>Inquiries</b>	Draft recommendations to pre-meeting	Agree report	
<b>Budget and Policy Framework</b>			
<b>Recommendation Tracking</b>	Maths and English Clusters tracking		
<b>Performance Monitoring</b>	Learning for Leeds - Basic Need Update and School Allocation  Annual Standards Report (Exec Board)		
<b>Working Groups</b>			

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### Unscheduled - required :

- Gledhow School - date to be confirmed
- Ongoing Post16 SEND working group - Transport Statement for final policy– Exec Board March 2017?
- Transition to Adult Services – Young People outside social care
- Targeted Youth Services (March/April ?)
- Behaviour management (Feb/March/April?)
- Data - schools/area performance challenge working group??

### Work being undertaken by other boards

- Autism, TaMHS and CAMHS tracking (Adult Social Services, Public Health, NHS and Scrutiny Board)

Updated - December 2016

\*Prepared by S Pentelow

Key: SB – Scrutiny Board (Children's Services) Meeting

WG – Working Group Meeting



## EXECUTIVE BOARD

WEDNESDAY, 16TH NOVEMBER, 2016

**PRESENT:** Councillor J Blake in the Chair

Councillors A Carter, R Charlwood,  
D Coupar, S Golton, J Lewis, R Lewis,  
L Mulherin, M Rafique and L Yeadon

**97 Declaration of Disclosable Pecuniary Interests**

There were no declarations of interest made at the meeting.

**98 Minutes of the Previous Meeting**

**RESOLVED** - That the minutes of the previous meeting held on 19<sup>th</sup> October 2016 be approved as a correct record, subject to the resolutions within Minute No. 83 (Outcome of the Call In of the Decision taken at Executive Board on 21<sup>st</sup> September 2016 in relation to the 'Better Lives Programme: Phase Three: Next Steps and Progress Report) being amended to read as follows:

- (a) That the Scrutiny Board's recommendations, as detailed at 3.2.1 to 3.2.6 of the submitted report, be accepted, noting the additional comments in relation to The Green, as per resolution (b) below;
- (b) That the original decisions taken by the Executive Board on 21<sup>st</sup> September 2016, be re-affirmed, subject to The Green being retained until there can be a seamless transition to the new facility;
- (c) Whilst the decision is to close The Green as a long term residential care service, it will remain open until there is a transition to a new function/ facility. The Board notes The Green will be retained as a community asset and that discussions will continue with the NHS about future use of the facility. A progress report, including an update on discussions with the NHS, will be brought back to the Executive Board. This update report to also provide information about how the seamless transition would work, with any associated timescales;
- (d) That it be noted and highlighted that the input of the Scrutiny Board is appreciated, and that it also be noted that the Scrutiny Board will be kept informed in order to enable it to monitor the progress made against any decisions taken.

**99 Matters Arising from the Minutes**

Minute No. 83 (Outcome of the Call In of the Decision taken at Executive Board on 21<sup>st</sup> September 2016 in relation to the 'Better Lives Programme: Phase Three: Next Steps and Progress Report')

Reassurance was sought that prior to the closure of the current facility at The Green being implemented, a report on such matters would be submitted to

Draft minutes to be approved at the meeting  
to be held on Wednesday, 14th December, 2016

Executive Board. In response, the Board was advised that The Green would remain open until such time as a transition plan was in place, and that such plans would be detailed within the report to be submitted to the February 2017 Board meeting.

Further to this, Councillor A Carter highlighted that although he was in agreement with the amendment to the minutes which had been approved, he reiterated his position, as stated at the 19<sup>th</sup> October 2016 meeting, to abstain from voting on the Board's decision to reaffirm the resolutions regarding the 'Better Lives Programme' made on 21<sup>st</sup> September 2016.

## **HEALTH, WELLBEING AND ADULTS**

### **100 Safeguarding Adults Board: Annual Report 2015/16 and Strategic Plan**

Further to Minute No. 91, 18<sup>th</sup> November 2015, the Director of Adult Social Services submitted a report presenting the 2015/16 Leeds Safeguarding Adults Board Annual Report and Strategic Plan. The documents summarised the Board's achievements during the previous 12 months and set out the ambitions for the forthcoming year.

(The Board jointly considered this submitted report alongside the Leeds Safeguarding Children Board Annual Report, as referenced at Minute No. 101).

The Board welcomed Richard Jones CBE, Independent Chair of the Leeds Safeguarding Adults Board to the meeting, who was in attendance in order to introduce the key points of the annual report and to highlight key priorities. Mark Peel, Independent Chair of the Leeds Safeguarding Children Board, was also in attendance during the consideration of this item and contributed towards the discussion on related matters.

Responding to an enquiry, the Board, together with the Independent Chairs, considered the role of the Safeguarding Boards in Leeds, and discussed the nature of the relationship, together with the connectivity between those Boards and the Local Authority. Members also discussed the role which could be played by Elected Members in this area.

The Board also highlighted the importance of ensuring that the reporting mechanisms for safeguarding concerns were as clear and effective as possible.

In considering the procedures established to support individuals through the transitional period between the safeguarding arrangements in place for young people and the safeguarding arrangements in place for adults, it was undertaken that a briefing paper on such matters would be provided to Board Members for their information.

In conclusion, it was highlighted that the issue of safeguarding remained a top priority for the Council and that a co-ordinated and partnership approach was

taken in order to ensure that the safeguarding arrangements in place were as effective as possible.

**RESOLVED –**

- (a) That the contents of the submitted covering report, the contents of the Leeds Safeguarding Adults Board 2015/16 Annual Report and also in looking forward, the contents of the Board's Strategic Plan, as appended, be noted;
- (b) That a briefing paper regarding the procedures established to support individuals through the transitional period between the safeguarding arrangements in place for young people and the safeguarding arrangements in place for adults be provided to Board Members.

**CHILDREN AND FAMILIES**

**101 Leeds Safeguarding Children Board Annual Report (2015/16): Evaluating the Effectiveness of Safeguarding Arrangements in Leeds**

Further to Minute No. 92, 18th November 2015, the Independent Chair of the Leeds Safeguarding Children Board (LSCB) submitted a report which introduced and presented the key issues from the LSCB Annual Report (2015/16).

(The Board jointly considered this submitted report alongside the Leeds Safeguarding Adults Board Annual Report, as referenced at Minute No. 100).

The Board welcomed Mark Peel, Independent Chair of the Leeds Safeguarding Children Board, who was in attendance at the meeting in order to introduce the key points of the annual report and to highlight key priorities. As part of his introduction to the report, the Independent Chair highlighted and welcomed the commitment which he had experienced to safeguarding issues across the Council.

Richard Jones CBE, Independent Chair of the Leeds Safeguarding Adults Board, was also in attendance during the consideration of this item.

**RESOLVED –**

- (a) That the contents of the submitted report, together with the LSCB's Annual Report, as appended, be noted, and that the Director of Children's Services be requested to consider any implications for the work of Leeds City Council;
- (b) That a briefing paper regarding the procedures established to support individuals through the transitional period between the safeguarding arrangements in place for young people and the safeguarding arrangements in place for adults be provided to Board Members.

## **ECONOMY AND CULTURE**

### **102 Growing the Leeds Economy**

The Director of City Development submitted a report presenting the approach to be taken in order to review and replace the Leeds Growth Strategy for 2017–2020. The report outlined the main issues and opportunities, whilst also providing a timeframe for delivery. In addition, the report also provided an update on developments in national policy relevant to the Growth Strategy Review.

Members welcomed the proposal to review the current Growth Strategy, with the Board specifically highlighting the need to focus upon areas such as: 'social enterprise', 'health and medical', manufacturing and retail. In addition, emphasis was also placed upon the overriding 'inclusive growth' agenda and the sense of place that was being given to the strategy.

Also, given the Government's recent announcement regarding the HS2 route, Members highlighted the key importance of increased connectivity for Leeds, and emphasised the key role being played by the Leeds City Region in this and other significant areas.

Finally, Members emphasised the need to ensure that the Leeds Growth Strategy was used as a catalyst to maximise opportunities for all, with special reference being made to young people.

#### **RESOLVED –**

- (a) That the approach taken regarding the revision of the Leeds Growth Strategy be noted, and the strategy's publication in summer 2017 be supported;
- (b) That the approach towards strengthening the Council's commitment to working with other cities and city regions in order to develop the Northern Powerhouse agenda, moving this beyond transport in order to encompass education and skills, trade and investment, innovation and enterprise, and housing, be supported;
- (c) That the Chief Executive be asked, in consultation with the Leader of the Council, to prepare a submission to the RSA (Royal Society for the encouragement of Arts, Manufactures & Commerce) Inclusive Growth Commission, which sets out the practical steps being taken as a Council under the 'Strong Economy within a Compassionate City' agenda;
- (d) That the Chief Economic Officer, Economy and Regeneration, be requested to work with Leeds City Region LEP and the Core Cities Group, in consultation with the Leader of the Council, in order to influence the development of the National Industrial Strategy.

## **EMPLOYMENT, SKILLS AND OPPORTUNITY**

### **103 Promoting Apprenticeships**

The Director of Children's Services submitted a report which presented the actions being taken to work with young people, businesses, communities and partners in order to ensure that young people in particular continued to benefit from the opportunities offered by apprenticeships, whilst the report also set out how the Council could most effectively align its resources to achieve this goal.

Members welcomed the submitted report, and received a verbal update in response to an enquiry regarding the availability of further data in respect of the actions being taken to promote apprenticeships. In addition, with a view to keeping Members informed on such matters, it was requested that an update report be submitted to the Board providing further details on this issue, and which also presented statistics on performance against relevant targets and also the matter of job retention for those who had undertaken apprenticeships.

#### **RESOLVED –**

- (a) That the proposed activities, as set out within the submitted report, be endorsed;
- (b) That an update report be submitted to the Board providing further details on the promotion of apprenticeships, and which also presents statistics on performance against relevant targets and the issue of job retention for those who had undertaken apprenticeships.

## **RESOURCES AND STRATEGY**

### **104 Financial Health Monitoring 2016/17 - Half Year**

The Deputy Chief Executive submitted a report setting out the Council's projected financial health position for 2016/17 at the half-year point of the financial year. The report also reviewed the position of the budget and highlighted any potential key risks and variations after 6 months of the year.

Responding to a Member's enquiry, officers undertook to provide the Member in question with further information on the actions being taken within the area of Civic Enterprise Leeds to replace the loss of 7 school catering contracts, as detailed within the submitted report.

**RESOLVED –** That the Council's projected financial position for 2016/17 at the half year point of the financial year, as detailed within the submitted report, be noted.

### **105 Capital Programme Quarter 2 Update 2016-2020**

The Deputy Chief Executive submitted a report providing an update on the Council's Capital Programme position as at period 6. Additionally, the report also sought some specific approvals in relation to funding injections.

## **RESOLVED –**

- (a) That the latest position, as at period 6, on the General Fund and Housing Revenue Account (HRA) Capital programmes, be noted;
- (b) That the net increase in the General Fund and HRA Capital Programme 2016-2020 of £68.8m since Quarter 1, be noted, with the majority of these injections, £51.77m, relating to the inclusion of annual programmes in 2019-20, as shown in Appendix B to the submitted report, £45.9m of which is Council borrowing and £5.88m is grant and external contributions;
- (c) That it be noted that the borrowing required to fund the Capital Programme in 2016-17 has reduced by a further £11.8m since the Quarter 1 update. It also be noted that the Capital Programme remains affordable and that further work is underway through regular capital programme reviews to ensure that future debt costs are maintained within the overall Medium Term Financial strategy;
- (d) That the following injections into the Capital Programme, be approved:-
  - £51.77m, to reflect the roll forward of annual programmes into 2019-20, as set out in Appendix B to the submitted report, funded by £45.89m LCC borrowing and £5.88m grant;
  - £9.0m, to reflect the forecasted 1 for 1 right to buy receipts for 2017/18 and 2018/19, which will be utilised within the Council House Growth programme;
  - £232.8k in relation to Capital Receipts, to be utilised by Ward Councillors under the Capital Receipts Incentive Scheme (CRIS), as detailed at Appendix D to the submitted report;
- (e) That it be noted that the above resolutions to inject funding will be implemented by the Chief Officer (Financial Services);
- (f) That the £3.65m injection covered by the “Sustainable Communities Investment Programme Review” report which is found elsewhere on this Executive Board meeting agenda and which is included within the figures detailed within this submitted report, be noted (Minute No. 108 refers).

### **106 Treasury Management Strategy Update 2016/17**

The Deputy Chief Executive submitted a report providing a review and update of the Council’s 2016/17 Treasury Management Strategy.

Responding to a Member’s enquiry, officers undertook to provide the Member in question with further details on how the Council’s debt, asset and liability levels compared to that of other Core Cities.

In addition, responding to a further enquiry, the Board was also provided with further information on the approach being taken by the Council to monitor and minimise the cost of borrowing.

**RESOLVED –**

- (a) That the update on the Treasury Management borrowing and investment strategy for 2016/17, as detailed within the submitted report, be noted;
- (b) That it be noted that full Council, at its meeting on the 9th November 2016, approved the changes to the borrowing limits for 2016/17, 2017/18 and 2018/19, as detailed in section 3.2 of the submitted report, with the proposed changes to both the Operational Boundary and the Authorised limits also being noted by the Board.

**107 Aireborough Leisure Centre Refurbishment**

The Director of City Development and the Assistant Chief Executive (Citizens and Communities) submitted a joint report highlighting the refurbishment works proposed to be undertaken at Aireborough Leisure Centre. The report also sought the necessary authority to spend in order to carry out the proposed works, whilst the report also highlighted a proposal for Guiseley Library to relocate into Aireborough Leisure Centre, enabling the current library building to be sold and thus generating a capital receipt.

The Board welcomed the proposals detailed within the submitted report, with a Member highlighting that such a positive approach could be used as an example in respect of future community hub provision.

**RESOLVED –**

- (a) That the design proposals for the proposed improvement and refurbishment of Aireborough Leisure Centre, be agreed;
- (b) That the ring fencing of the capital receipt for Guiseley Library, circa £200,000, to fund the relocation of the Library and creation of a Community 'Super' Hub with café facility, be approved;
- (c) That the necessary 'authority to spend' and funding of £1.2M for the proposed improvement and refurbishment of Aireborough Leisure Centre, be approved;
- (d) That it be noted that the Chief Officer for Culture and Sport is responsible for the implementation of such matters.

**COMMUNITIES**

**108 Investing in our Neighbourhoods - a review of the Sustainable Communities Investment Programme and the opportunities for Holbeck**

The Director of Environment and Housing and the Director of City Development submitted a joint report which set out the approach that had been taken to promote regeneration in Cross Green and the Nevilles through the Sustainable Communities Investment Programme (SCIP), detailed the

impact of the investment which had been made there and which also highlighted the lessons that could be learned from an intensive and targeted approach towards neighbourhood regeneration activities. In addition, the report also outlined the work undertaken to date in Holbeck and how this could be intensified through similar interventions. Finally, the report requested an injection into the capital programme and sought related approval of expenditure.

Members welcomed the information and the proposals detailed within the submitted report, highlighting the anticipated positive impact that the approach would have in Holbeck, and how, amongst other things, it would help address the issue of fuel poverty in the area and contribute towards the Council's 'Cutting Carbon and Improving Air Quality' Breakthrough Project.

#### **RESOLVED –**

- (a) That the outcomes from SCIP, together with the lessons learned and how they could inform future regeneration across the city, be noted;
- (b) That the contribution from the Housing Revenue Account (HRA) Housing Leeds programme 2017/18 of £850.0k, be noted;
- (c) That an injection into the capital programme of £3.65m be authorised, of which £1.5m is secured funding from the Local Growth Fund, £0.2m being Energy Company contributions, £0.45m being private sector owners' contributions, with the balance of £1.5m being from the capital programme;
- (d) That expenditure of £0.85m on the Council housing group repair in Holbeck, which will address poor housing conditions and energy efficiency, be authorised;
- (e) That expenditure of £3.65m on the private sector housing group repair in Holbeck, which will address poor housing conditions and energy efficiency, be authorised;
- (f) That responsibility be delegated to the Chief Housing Officer, Housing Leeds, in order to bring forward the group repair scheme.

#### **ENVIRONMENT AND SUSTAINABILITY**

##### **109 Air Quality and Air Quality Update**

The Director of Environment and Housing submitted a report which sought approval to the revocation of the Air Quality Management Areas at Ladybeck Close, Hunslet and Queen Street, Morley. In addition, the report also sought approval to the establishment of an Order to designate the Main Street area of Pool-in-Wharfedale and the Chapel Hill area of Morley as new Air Quality Management Areas. In addition, the report also outlined the proposal to undertake a review of air quality monitoring across the city and highlighted the work which had been undertaken this year in respect of air quality.



Members noted the recent national developments which had taken place in respect of air quality, and also noted the intention to submit a further report to Executive Board in 2017.

The Board highlighted the need to work closely with DEFRA on this issue, and also acknowledged the differing methods used by DEFRA and the Council with regard to the monitoring of air quality.

Finally, it was noted that the Scrutiny Board (Environment and Housing) was undertaking an inquiry into this issue.

**RESOLVED –**

- (a) That the revocation of the Air Quality Management Areas at Ladybeck Close, Hunslet and Queen Street, Morley, be approved;
- (b) That the making of an Order to designate the Main Street area of Pool-in-Wharfedale and the Chapel Hill area of Morley as new Air Quality Management Areas, be approved;
- (c) That it be noted that a review in respect of air quality monitoring across the city is to be undertaken;
- (d) That the work undertaken this year on air quality, together with the timetable to report back to Executive Board in 2017, be noted.

**DATE OF PUBLICATION:** FRIDAY, 18<sup>TH</sup> NOVEMBER 2016

**LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 25<sup>TH</sup> NOVEMBER 2016

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