

SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 22nd February, 2018 at 10.30 am

(A pre-meeting will take place for ALL Members of the Board at 10:00 am)

MEMBERSHIP

Councillors

S Bentley	-	Weetwood;
A Garthwaite	-	Headingley;
P Grahame (Chair)	-	Cross Gates and Whinmoor;
P Harrand	-	Alwoodley;
J McKenna	-	Armley;
D Nagle	-	Rothwell;
A Smart	-	Armley;
A Sobel	-	Moortown;
E Tunnicliffe	-	Roundhay;
T Wilford	-	Farnley and Wortley;
R Wood	-	Calverley and Farsley;

Please note: Certain or all items on this agenda may be recorded

Principal Scrutiny Adviser:
Steven Courtney
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Produced on Recycled Paper

A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 18 JANUARY 2018</p> <p>To confirm as a correct record, the draft minutes of the meeting held on 18 January 2018.</p>	1 - 4
7			<p>ELECTIONS, REGISTRARS AND LAND AND PROPERTY SEARCH SERVICES PERFORMANCE REPORT</p> <p>To consider a report from the Director of Communities and Environment setting out a performance report in relation to Elections, Registrars and Land and Property Search Services.</p>	5 - 10

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			UPDATE - EMPLOYEE ENGAGEMENT SURVEY AND APPRAISALS To consider a report from the Director of Resources and Housing presenting details of recent employee engagement survey and appraisals.	11 - 18
9			FINANCIAL HEALTH MONITORING 2017/18 - MONTH 9 To consider a report from the Head of Governance and Scrutiny Support introducing the Financial Health Monitoring 2017/18 - Month 9 report presented to the Executive Board at its meeting on 7 February 2018.	19 - 46
10			WORK SCHEDULE To consider the Scrutiny Board's work schedule for the remainder of the 2017/18 municipal year.	47 - 74
11			DATE AND TIME OF NEXT MEETING THIRD PARTY RECORDING Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda. Use of Recordings by Third Parties – code of practice <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

SCRUTINY BOARD (STRATEGY AND RESOURCES)

THURSDAY, 18TH JANUARY, 2018

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, A Garthwaite,
R Grahame, P Harrand, J McKenna,
D Nagle, E Tunnicliffe, T Wilford and
R Wood

60 Late Items

The following late information was submitted to the Board:

- Agenda item 6 – Scrutiny Board (Strategy and Resources) draft minutes of the meeting held on 21 December 2017
- Agenda item 8 – Business Rates – Scrutiny Inquiry Update:100% Retention of Business Rates for 2018/19 – Pilot

The above information was not available at the time of agenda despatch, but was subsequently made available on the Council's website.

61 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

Councillor R Graham declared a personal interest in relation to agenda item 7 – Employee Health and Wellbeing: Sickness Absence and Positive Intervention – as a member of the GMB Union and remained present during the meeting.

62 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor A Sobel and Councillor A Smart.

Councillor R Grahame was in attendance as a substitute member for Councillor A Sobel.

63 Minutes - 21 December 2017

RESOLVED – That the minutes of the Scrutiny Board (Strategy and Resources) meeting held on 21 December 2017 be agreed as an accurate and correct record.

64 Employee Health and Wellbeing: Sickness Absence and Positive Intervention

Draft minutes to be approved at the meeting
to be held on Thursday, 22nd February, 2018

The Director of Housing and Resources submitted a report that provided an overview of the Council's Employee Wellbeing Strategy and setting out a range of information relating to sickness absence.

The following were in attendance:

- Councillor James Lewis – Executive Member for Strategy and Resources
- Chris Ingham – Head of Health and Safety, Human Resources

The Executive Member and Head of Health and Safety gave a brief introduction to the report, the Council's Employee Wellbeing Strategy and the range of information relating to sickness absence.

The Scrutiny Board considered and discussed the information presented, with the main areas of discussion including:

- An outline of the Council's sickness procedures in relation to short-term and long-term absences.
- Training for managers to help manage sickness absence.
- The Council's average sickness absence levels in comparison to the national average and the general need for more comparative data.
- The Council's approach to managing the impact of mental ill-health related absence and long-term absences on all employees.
- The Council's Employee Assistance Programme.
- Approaches to help early identification where domestic violence or abuse may be affecting employees.
- The need for a range of additional information, including:
 - Specific service areas such as Children's Services and Waste Management.
 - Details relating to retirements on the grounds of ill-health.

RESOLVED –

- (1) To note the details presented in the report and discussed at the meeting.
- (2) That the additional information identified at the meeting be provided to the Scrutiny Board.

65 Business Rates - Scrutiny Inquiry Update

The Head of Governance and Scrutiny Support submitted a report that provided an update and additional information relating to the Scrutiny Board's inquiry into Business Rates.

The following were in attendance:

- Councillor James Lewis – Executive Member for Strategy and Resources
- Doug Meeson – Chief Officer, Financial Services

The Chief Officer, Financial Services briefly outlined the successful Leeds City Region 100% Business Rates Retention pilot, which had been led by Leeds City Council. Some of the main points raised included:

Draft minutes to be approved at the meeting
to be held on Thursday, 22nd February, 2018

- An invitation to submit proposals to Government first emerged in August / September 2017.
- The Leeds City Region bid included the five West Yorkshire local authorities, plus York and Harrogate.
- Eleven new pilot areas were announced in late December 2017, which included the Leeds City Region proposals.
- The established Business Rates Pool Joint Committee, which was specifically concerned with spending proposals across the broad area of Economic Development and Growth.
- Details of the 100% Business Rates Retention proposals compared with the existing 50% retention scheme, including details of the changed level of government tariff and revenue support grant (RSG).
- The 100% Business Rates Retention scheme was expected to generate an expected gain for Leeds of around £7.5M.
- The next steps would include work to further develop the Business Rates Pool Joint Committee.

The Scrutiny Board considered and discussed the information presented, with the main areas of discussion including:

- The respective level of business rates per head collected across the seven local authority areas.
- The Business Rates Pool Joint Committee and the need for further details around the terms of reference of the joint committee and an outline of the governance arrangements.
- The impact of the anticipate gain on the Council's 2018/19 budget proposals.

RESOLVED –

- (1) To note the details in relation to the 100% Business Rates Retention pilot presented and discussed at the meeting.
- (2) That the further details identified at the meeting be provided to the Scrutiny Board for further consideration.

66 Work Schedule

The Head of Governance and Scrutiny Support submitted a report which invited Members to consider the Board's work schedule for the 2017/18 municipal year.

The following matters were highlighted for inclusion within the Board's work programme and for consideration at a future meeting:

- The impact and implications for the Council arising from the recent collapse of Carillion.
- The funding of Out of Area Placements for Looked After Children and the actions taken to mitigate the overall impact on the Council's budget.

- A summary of the Business Rates Pool Committee, referenced as part of the Board's Business Rates inquiry.

RESOLVED – That subject to the inclusion of the matters identified at the meeting, alongside any on-going discussions and scheduling decisions, the Board's outline work schedule be approved.

67 Date and Time of Next Meeting

Thursday, 22 February 2018 at 10.30am (pre-meeting for all Board Members at 10.00am)

(The meeting concluded at 11:50am)

Report of the Director of Communities & Environment

Report to Scrutiny Board (Strategy and Resources)

Date: 22 February 2018

Subject: Elections, Registrars and Land and Property Search Services Performance Report

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input 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. Summary of main issues

This report provides a summary of Elections, Registrars and Land and Property Search Services performance against the strategic priorities for the council and city and other performance areas relevant to the Scrutiny Board (Strategy and Resources).

2. Recommendations

Members are recommended to:-

- Note the most recent performance information in this report and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas; and
- Consider if there is further detail in any of the areas which Scrutiny would like to be further developed in the next performance report.

1 Purpose of this report

- 1.1 This report presents a summary of the most recent performance data, and provides an update on progress in delivering the relevant priorities in the Best Council Plan 2015 – 20.

2 Background information

- 2.1 Members will note that the Best Council Plan (BCP) sets out the Council's key objectives and priorities. This report provides an overview of the relevant Elections, Registrars and Land and Property Search Services performance relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance.
- 2.2 This report includes three Appendices showing a summary of the most recent performance information relevant to the Scrutiny Board (Strategy and Resources).

3 Main issues

- 3.1 The main performance information from Elections, Registrars and Land and Property Search Services is detailed below.

3.2 Elections

Members' attention is drawn to the following performance areas: -

- 3.2.1 General Election - The elections team effectively arranged a snap General Election for 8 June 2017 with 7 weeks' notice. An election of this nature normally takes around 6 months planning.
- 3.2.2 Register of Electors - Publication of the 1 December 2016 register of electors took place in accordance with regulations, and showed there were 552,864 people on the Register of Electors. This had risen to 560,303 on the 1 December 2017 publication of the Register of Electors. On 1 February 2018 this figure had increased to 570,107 due to registration applications continuing to come in after the end of the annual canvass and the late receipt of student data.
- The number of people now registered is the highest Leeds has ever seen for the electorate and the postal voting arrangements.
- 3.2.3 Vote100 - Leeds has been successful in receiving funding to support projects celebrating 100 years of votes for women. The funding is from the Government Equalities office.

As part of this work a commemoration event will be held on 9th February 2018 which will be led and opened by The Leader of the Council to celebrate women getting the vote for the first time. This event will be a city wide event which will have two key themes. This will include commemoration of the Representation of the People Act 1918 which allowed women to vote for the first time. The event will also give women from the City the opportunity to discuss with key policy makers and service providers the key 'challenges' that they still face and give them the opportunity to help to shape the agenda as we move forward.

A Community Outreach programme will be developed and hosted by Women's Lives Leeds. Using the links Women's Lives Leeds has developed with small women's centred and led community groups and organisations the focus will be on reaching out to those

women and girls who are the furthest away from mainstream involvement and engagement activities, and provide activities to empower, inform and encourage them to vote in the future. Their target group is women, younger women, women with complex needs and migrant women. This will link into their existing Community Development strategy and approaches already in place. The project will provide outreach support and appropriate activities and events to target the four listed target groups. The outcomes of the project are that marginalised groups and communities of women will be more informed of the democratic system in Leeds and receive information about how to register and where to vote in the future.

3.2.4 New Software - Elections are moving to a new electoral software system in February 2018. This is to replace the current old software which is outdated and restricting working. The new software is used by over 200 local authorities and has more functionality to support the increasingly complex registration system. Training is currently taking place on this new system to ensure that the all-out elections in May go smoothly. The cost is less than the old software across the 5 year contract period.

3.2.5 Electoral Review - The Local Government Boundary Commission for England selected Leeds City Council for an electoral review due to the variations in electorate in some wards. The review was designed to achieve a balance in the number of electors per ward. There are still 33 wards, but from May there will be 3 new ward names – Headingley & Hyde Park, Hunslet & Riverside and Little London & Woodhouse. All 99 Council seats will be up for election on 3 May which must happen after ward boundaries have changed. Most of the changes in relation to the recent joint polling district and community governance review were to address ward boundary changes brought about by the Electoral Review.

3.3 Registrars

Members' attention are drawn to the following performance areas: -

3.3.1 Registration of Deaths – Whilst availability of appointments to register a death within 2 working days of customer contact has consistently been above target (target of 95% and achieved 100%), the target to register 90% of deaths within 5 days of death has not been achieved (achieved 84% in quarter 1, rising to 87% in quarters 2 and 3). Leeds compares favourably to the national performance of 80% and regional performance of 85%. It is recognised that various factors contribute to failed targets nationally, mainly customer choice (where customer chooses an appointment outside the 5 day statutory target) and delays in receiving the Medical certificate from the hospital.

To try and improve the position Leeds is: -

- Re-enforcing the 5 day target in all literature/web-site information;
- Emphasizing the need, where possible, for Contact centre staff to book appointments to meet the 5 day target, taking into account customer preference as to date/location for their appointment;
- Liaising with hospital Bereavement office to identify where delays in process may occur and to sign-post informants to quicker appointments; and
- Providing more appointments on Fridays.

3.3.2 Registration of Births - Leeds is registering 99% of births within 42 days in comparison to 98% regionally and 97% nationally. The performance target is 98%.

3.3.3. Move to Merrion – considerable preparation is taking place to ensure a smooth and efficient move to Merrion, which includes:-

- a scanning project to digitise the most regularly requested records and to improve processing efficiency (with our records repository due to be located 2 floors away);
- specifying and developing a new electronic diary and on-line forms; and
- specifying storage requirements, re-designing processes, creating additional outlets at other community hubs to provide services in additional locations.

3.4 **Land and Property Search Service (formerly Local Land Charges and Street Registry)**

Members' attention are drawn to the following performance areas: -

3.4.1 Changes to Land Registry - There is currently considerable uncertainty caused by the Land Registry's proposed takeover of part of the service. The Land Registry (LR), through the Infrastructure Act 2015 is set to take over responsibility for the Local Land Charges register (and searches). This is a national project and will involve the LR taking a copy of the register held by every local authority in England and Wales. A phased approach will be followed and it is planned to commence in Spring 2018 and be completed by Autumn 2023. Notification will be sent to the Chief Executive when the LR wish to commence the transfer. Until this point, there is no way of knowing where Leeds will be in this process. The search of the Local Land Charges Register (LLC1) will become the responsibility of LR and anyone wishing to carry one out will need to visit the LR web site (rather than LCC). The income the council will lose will be approximately £250K. The national project will aim to standardise LLC1 search reports, create a national fee and speed up search turnarounds. Unfortunately, it is believed that the project, whilst benefitting citizens nationally, will lead to higher fees and increased turnarounds for the people of Leeds. The council, along with the LGA and others, raised these concerns during the consultation period but changes have not subsequently been made

3.4.2 Local Authority Searches - The service provides local authority searches ie 'the local search' (LLC1 and Con29), which is a key component of the conveyancing process. Approximately 75% of searches relate to residential properties (the remainder to commercial sites and land). These searches are usually done at the end of the entire process so a quick turnaround is vital to ensure solicitors can complete sales.

Staff have continued to work efficiently to ensure high quality service provision. The service has a target to process 90% of searches within 3 working days, and has achieved processing 100% of local searches within an average of 2 working days throughout the first 3 quarters of 2017/18. In 2016/17 it achieved 99.8%

3.4.3 Street Gazetteer - The service also has to submit street gazetteer information on a monthly basis to GeoPlace. A Gold standard was retained, having also been achieved in 2016/17 (Silver, Bronze, At National Standard and Below National Standard being other awards). The Local Highway Authority (LCC) is responsible for maintaining the National Street Gazetteer (NSG) by producing and maintaining Local Street Gazetteer (LSG) data

and Additional Street Data (ASD). This data is used nationally in England and Wales to form a consistent national dataset with local Government and other organisations. The information is required under the New Roads and Street Works Act legislation and involves updated information being submitted monthly to Geoplace. Work is done to maintain the accuracy of the information to maintain a 'Gold Standard' – this being the top of 5 tiers of accuracy. Failing to maintain this standard would result in poor quality information being available for Leeds, and potential issues with Contractors, Statutory Undertakers and other interested bodies.

- 3.4.4 Service Improvement Plan - The team merged successfully with the Street Registry team in Quarter 3 and the service improvement plan (for all the services the team provides) is to be implemented in early 2018. The services covered include: Local Land Charge 1 Searches, Con29 searches (extra enquiries, which are optional depending on the property circumstances), Personal Searches, Solicitors Own Enquiries, Adopted Extent Plans, and Future projects. The key aims of the service improvement plan are to streamline working processes, allow staff to undertake all functions i.e. local land charges and street registry and free up resources for other projects e.g. historic documentation digitisation.

4.1 Consultation and Engagement

- 4.1.1. This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's website and is available to the public.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This is an information report and not a decision so it is not necessary to conduct an equality impact assessment. However, some of the data provided will link to wider issues of equality and diversity and cohesion and integration, and there may be occasions when Scrutiny Board members will want to look more closely at these issues, and may request further information to inform their investigations.

4.3 Council Priorities

- 4.3.1 This report provides an update on progress in delivering the council priorities in line with the council's performance management framework.

4.4 Resources and value for money

- 4.4.1 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

- 4.6.1 There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely with performance management.

5 Conclusions

- 5.1 This report provides a summary of performance against the strategic priorities for the council and city related to the Scrutiny Board (Strategy and Resources).

6 Recommendations

- 6.1 Members are recommended to: -
- Note the most recent performance information in this report and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas; and
 - Consider if there is further detail in any of the areas which Scrutiny would like to be further developed in the next performance report.

7 Background documents¹

- 7.1 Best Council Plan 2015 – 20.

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

Report of the Director of Resources and Housing

Report to Scrutiny Board (Strategy and Resources)

Date: 22 February 2018

Subject: Update - Employee Engagement Survey and Appraisals

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

Summary of main issues

1. This report provides a summary of the Council's annual Employee Engagement Survey and mid-year appraisal round.

Recommendations

2. It is recommended that the Scrutiny Board (Strategy and Resources) note this update. Comments are welcomed.

1. Purpose of this report

- 1.1 To share top level findings from the Council's 2017 Employee Engagement Survey.
- 1.2 To share mid-year appraisal completion rates for the Council.

2. Background Information

- 2.1 This is the fourth year that we have run the Employee Survey in its current format, with a set of questions aligned to our 'Doing our Best' ambitions, values and manager habits. It is one of the important ways by which we listen to staff views, ideas and experiences at work.
- 2.2 Our staff networks also provide a valuable opportunity to listen to our employees, and we estimate that around 1000 employees are now connected to our staff networks. Many of our networks have relaunched and refocussed in 2017, and are having a growing influence and positive impact.
- 2.3 Our current appraisal scheme has been running for the last 5 years. They helps us to drive up performance levels across the organisation, and encourage all employees to 'be their best'. Our aim is to ensure that everyone has a **quality** appraisal that includes a conversation about performance, development and aspirations. The council values sit at the heart of these conversations.

3. Main Issues

Employee Engagement Survey 2017

- 3.1 The survey was conducted during October and November 2017, and was completed by **over 7000 council employees** (49% of all staff). Online and paper based versions of the survey are available to give all staff the opportunity to share their views.
- 3.2 As a council, we achieved **an overall engagement score of 7.6 out of 10**. This was based on answers to a question 'If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what it would be?' All directorates scored over 7 out of 10.
- 3.3 A full summary of the council level results can be found in **Appendix 1**.
- 3.4 Given the tough climate we continue to work in, it's hugely encouraging the see a strong set of results, which show we are getting a lot right. The narrative has been positive for the last 4 years.
- 3.5 We are neither perfect nor complacent though, and we know there are challenges still to work through. Our two lowest performing areas this year are: Appraisals – where only 56% of people agree that their appraisal is a valuable use of time that helps get the best from them and: What I say counts and makes a difference to the way things are – where 57% of staff agree.
- 3.6 We are working hard to look at new ways to engage front line services, and Scrutiny received a report in December 2017 that set out work around a Can-Do approach and Recognition.
- 3.7 We have already conducted some staff focus groups to better understand staff experiences around appraisals, and will shortly be drawing up some options to improve how they work for all.

- 3.8 Whilst each directorate and service will want to take action on their own findings from the survey, this year we are looking to identify 3-5 key themes across the council, and use them as the basis for targeted and concentrated deeper dive focus group improvement work during 2018.
- 3.9 In the 2017 survey, we reintroduced a 'free text' comments box, to capture more qualitative and descriptive information about how staff are feeling, and the things they would like to see change and improve. The analysis of this is currently taking place, and will sit alongside the information in Appendix 1, to aid our improvement planning.
- 3.10 We will also analyse the results by different groups (managers, non-managers, age, carer, religion, sexual orientation, disability, ethnic group, grade and gender). This will help us to pick out the different experiences by group.
- 3.11 Each year, we report a full council position along with directorate and chief officer level reports. At all times we maintain anonymity, to ensure staff trust and confidence. Nobody looks at individual responses.
- 3.12 If there are insufficient completed questionnaires for analysis to be statistically significant, then no report will be provided. This is because we do not want services making decisions on data that it not robust and could lead to changes that are not needed.
- 3.13 For the purposes of this report, only the top level, council wide results are available. The further detailed reports will follow.

Mid-year appraisal results

- 3.14 The completion rates for mid-year appraisals can be found in the table below. This shows that 96% of all council employees completed their reviews on time, in the period Oct-Dec 2017.

Division	Complete Number	Complete %	Incomplete Number	Incomplete %	Total Employees
Adults & Health	1271	96.88%	41	3.13%	1312
Children & Families	1798	83.78%	348	16.22%	2146
City Development	1378	98.92%	15	1.08%	1393
Civic Enterprise Leeds	2582	100.00%	0	0.00%	2582
Communities & Environment	2431	97.51%	62	2.49%	2493
Resources & Housing	3339	97.29%	93	2.71%	3432
Grand Total	12799	95.82%	559	4.18%	13358

- 3.15 We have worked hard as a council over recent years, to stress the importance of appraisals and make sure all employees have the opportunity. Completion rates for both full and mid-year appraisal returns now consistently come in at around 96-98%.
- 3.16 As each appraisal window closes, we still push to make sure that 100% returns are reached.
- 3.17 The **quality** of the conversation remains our key aim, and we know that there is room for further improvement here. As shown in the 2017 staff survey results, 19% of staff do not feel that their appraisal is as valuable as it could be. As already mentioned – review work is underway on this.

4. Consultation and Engagement

- 4.1 Our staff survey, staff networks and appraisal conversations are valuable routes for gauging staff views and opinion to drive improvement at work.

5. Equality and Diversity / Cohesion and Integration

- 5.1 Our staff survey and staff network feedback give valuable insight into the real work experiences of different staff groups and employees. We are using this to become a more inclusive workplace.
- 5.2 As one of the largest employers in the City, the council is working hard with its own workforce to create a work place culture that is truly inclusive. We have a legal duty to eliminate any forms of discrimination, harassment and victimisation

6. Council Policies and City Priorities

- 6.1 The Council's values underpin what we do and how we work to achieve the priorities outlined in the Best Council Plan – and they sit at the heart of all our work around engagement and appraisals.
- 6.2 There are real business benefits to be gained from having a high performing, inclusive workforce, not just in terms of unlocking and maximising our own talent, but also through increased customer trust and confidence and improved service delivery and outcomes

7. Resources and Value for Money

- 7.1 The engagement survey and appraisals are two ways through which we work with our employees to maximise our investment in staffing, and improve the performance of the organisation.

8. Legal Implications, Access to Information and Call In

- 8.1 The council has a public sector duty under the Equality Act 2010 (the Act) to:
- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it. NB the relevant protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

9. Risk Management

- 9.1 A big effort is made to ensure that we hear the views of all staff, including those who don't have regular IT access at work. This year, approximately 30% of those staff without regular IT access at work successfully completed paper questionnaires. We need to find more new and different ways for engaging with all staff, but particular those in front line teams without IT access.

10. Conclusions

- 10.1 This report highlights the latest results from our most recent Employee Engagement Survey and Appraisal round.
- 10.2 Appraisal completions rates are consistently high, but more work is required to improve the overall appraisal experience for some employees, and options are being drawn up.
- 10.3 The overall Employee Engagement feedback is positive, as we continue to listen to and work with all staff to create an inclusive, high performing culture and workplace.

11. Recommendations

- 11.1 It is recommended that the Scrutiny Board (Strategy and Resources) note this update on appraisals and employee engagement. Comments are welcomed.

12 Background documents¹

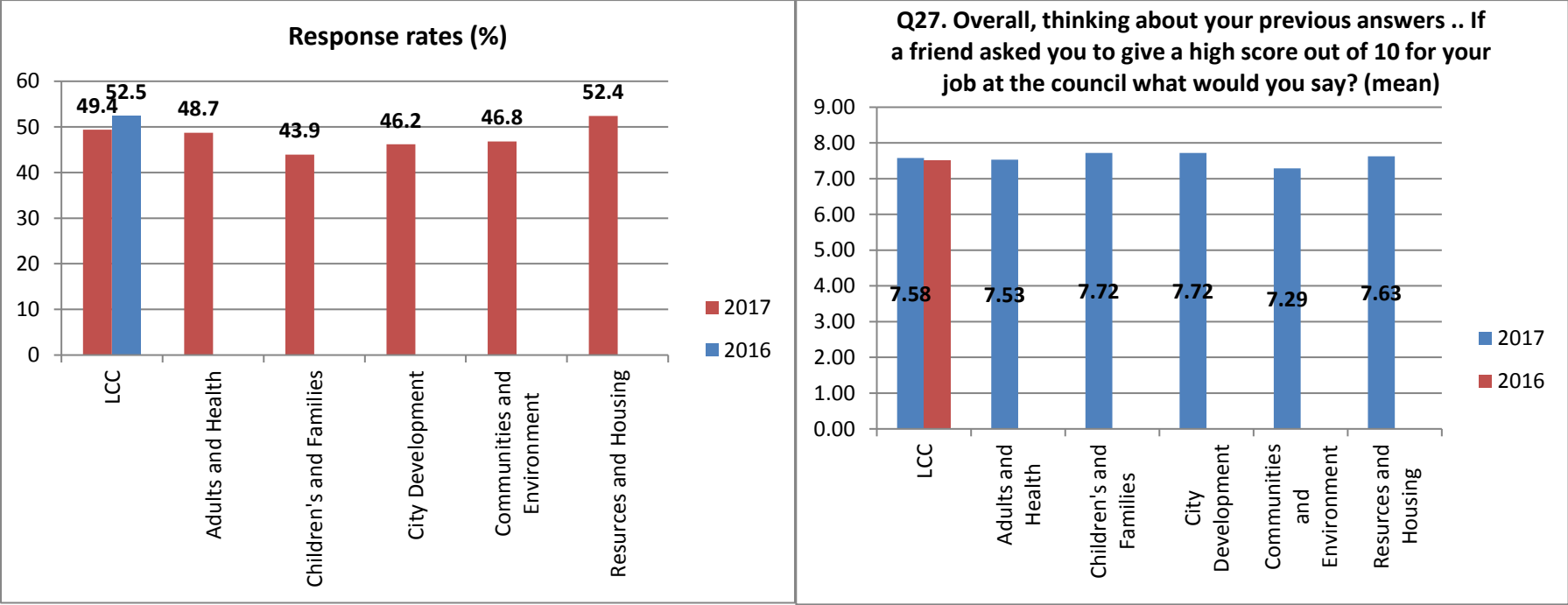
None used.

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

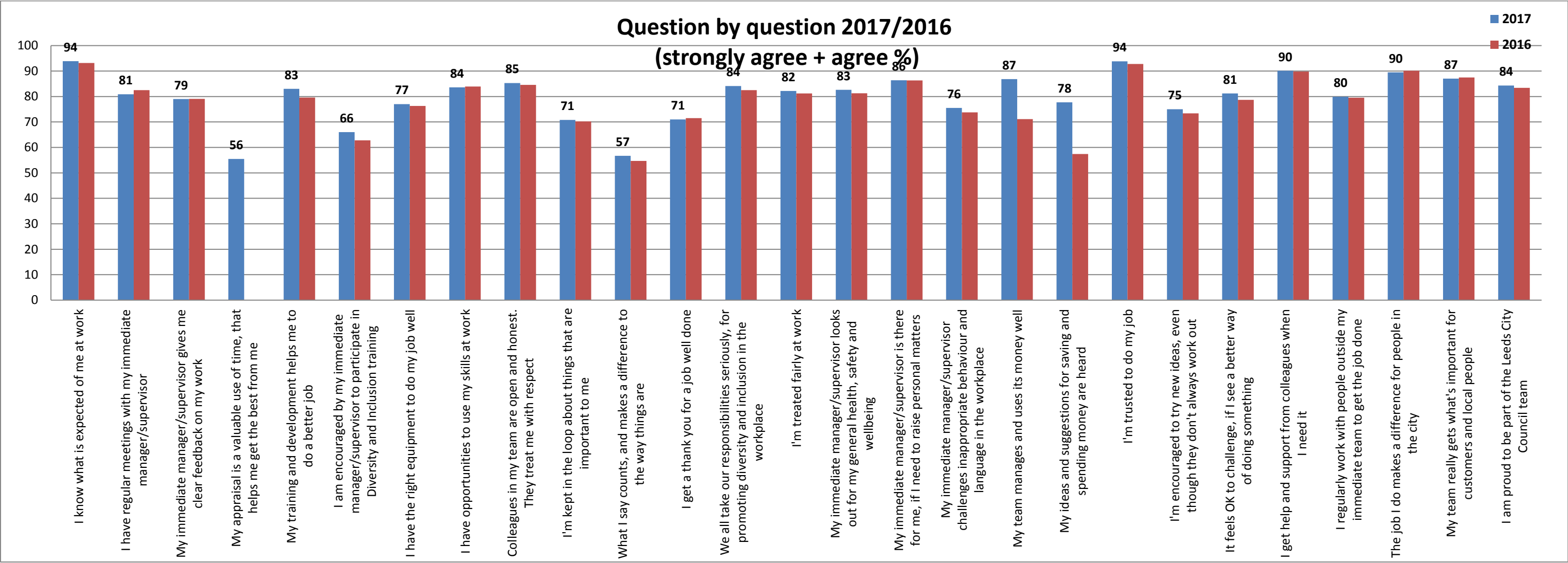
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Employee Engagement Survey 2017

Page 17



Top 5 areas of disagreement - Questions	%
My appraisal is a valuable use of time, that helps to get the best from me	19.9
What I say counts, and makes a difference to the way things are	14.5
I'm kept in the loop about things that are important to me	11.5
I get a thank you for a job well done	11
My ideas and suggestions for saving and spending money are heard	10.5



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Report author: Steven Courtney
Tel: (0113) 37 88666

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date 22 February 2018

Subject: Financial Health Monitoring 2017/18 – Month 9

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

Summary of main issues

1. At its meeting in June 2017, the Scrutiny Board agreed to maintain an overview of the Council's financial health and continue routine monitoring through regular reports from the Chief Finance Officer.
2. Appended to this report is the Financial Health Monitoring 2017/18 – Month 9 report considered by Executive Board at its meeting on 7 February 2018.
3. Appropriate senior officers have been invited to the meeting to discuss the attached report and address any issues raised by the Scrutiny Board.

Recommendations

4. That the Scrutiny Board considers the attached Financial Health Monitoring report and agrees any specific scrutiny actions that may be appropriate.

Background documents¹

5. None.

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

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Report of the Chief Officer Financial Services

Report to Executive Board

Date: 7th February 2018

Subject: Financial Health Monitoring 2017/18 – Month 9

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 both the revenue budget and the Housing Revenue Account as at month 9 of the financial year.
2. The 2017/18 financial year is the second 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 since 2010 and the budget for 2017/18 requires the Council to deliver a further £64m 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 remains challenging and the projected overspend reflects this challenge.
4. Executive Board will recall that the 2017/18 general fund revenue budget, as approved by Council provides for a variety of actions to reduce net spend through the delivery of £64m of budget action plans by March 2018. At this stage of the financial year, it is clear that the majority of these actions are on track to be delivered, and where there are variations, compensating savings have been identified.

5. At month 9 there is a minor projected saving on the General Fund of £0.6m and the Housing Revenue Account is projected to break even.

Recommendation

6. (i) Note the projected financial position of the authority as at month 9.

1. Purpose of this report

- 1.1. This report sets out for the Executive Board the Council's projected financial health position for 2017/18 at month 9.
- 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 the first nine months of the year.

2. Background information

- 2.1. Executive Board will recall that the net budget for the general fund for 2017/18 was set at £492.7m.
- 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. This has again been reinforced through specific project management based support and reporting around the achievement of the key budget actions plans.

3. Main Issues

- 3.1. At month 9, a small underspend of £0.6m (0.11%) is currently projected.

- 3.2. *Table 1*
Summary Position - Financial Year 2017/18 Period 9
Reporting Period December 2017

Directorate	Director	(Under) / Over spend for the current period					Month 7 Position
		Staffing	Total Expenditure	Income	To/from Reserves	Total (under) /overspend	
		£000	£000	£000		£000	£000
Adults & Health	Cath Roff	(1,501)	6,519	(7,113)	594	0	0
Children and Families	Steve Walker	1,131	2,122	(2,122)		0	0
City Development	Martin Farrington	(732)	1,111	(1,111)		0	0
Resources & Housing	Neil Evans	(2,595)	(273)	273		0	0
Communities & Environment	James Rogers	1,565	2,045	(2,045)		0	0
Strategic	Doug Meeson	(56)	822	(1,389)		(567)	0
Total Current Month		(2,188)	12,346	(13,507)	594	(567)	0
Previous month (under)/over spend		(3,011)	11,301	(11,301)	0	0	

- 3.3. The major variations within Directorates are outlined below with additional detail provided on the Directorate dashboards which are included as appendix 1 to this report;

3.4. Adults and Health

- 3.4.1. Adults and Health are currently projecting a £0.6m underspend before the transfer to existing earmarked reserves. It is assumed that there will be a contribution to and a reduction in the planned usage of the existing earmarked reserves as outlined below.
- Adult Safeguarding Board reserve £0.17m
 - Health and Social Care CCG Reserve £0.34m (this represents a reduction in the use of this reserve from the £1.2m budgeted assumption to actual £856k use)
 - £0.1m transfer to the Social Care resilience reserve
- 3.4.2. Community care packages (demand led budgets) are projected to cost an additional £2.1m, mainly as a result of agreed care home and home care fees.
- 3.4.3. Staffing costs are forecast to be £1.5m below budget, principally in Commissioning Services.
- 3.4.4. The report assumes that £8.0m of the additional £14.7m additional grant will be used to offset an income target set against Leeds CCG's. Post the budget setting it has become apparent that both local and national pressures within the NHS mean that this target is no longer realistically achievable. The remainder of the £14.7m Spring Budget monies is being used to protect the care market, sustain care packages and reduce social care related pressures in the health service.
- 3.4.5. Other net income is projected to be £0.5m above budget.
- 3.4.6. Though it should be highlighted that there are potential pressures relating to demand and the impact of recent case law on the payments for sleep-ins, that may impact on this and future year's finances.

3.5. Children and Families

- 3.5.1. Children and Families are projecting a balanced position at Period 9, although there are a number of variations within the directorate. Given the demand led pressures within services in the Directorate these budgets will continue to be closely monitored throughout the rest of the year.
- 3.5.2. The increase in the demand for external residential and IFA (Independent Fostering Agents) placements during the autumn has now steadied. Based on current numbers (192 independent fostering and 61 external residential

placements), a net variance of around £1.4m is projected.

- 3.5.3. Staffing costs are projected to overspend by around £1m, meaning around £250k of the budgeted action plan in this area will be delivered. The Directorate will continue to review recruitment and agency spend to try and reduce this pressure.
- 3.5.4. In order to offset these increased pressures the Directorate is looking to utilise an additional £1.7m of the DfE Partners in Practice funding earlier than profiled and will also maximise external income and identify savings of £0.7m that will help to offset the CLA and staffing pressures.
- 3.6. The Dedicated Schools Grant is also facing a number of budget pressures in 2017/18. As in 2016/17 these are mainly on the High Needs Block in relation to top-up payments and outside placements and some additional costs in relation to the new Social Emotional and Mental Health provision, partly offset by savings in the Early Years Block. Whilst a number of savings proposals have been actioned in the High Needs Block budget, including transferring £2m of funding from the Schools Block, it is currently forecast that there will be an overall overspend in 2017/18 of £0.89m. The deficit reserve from 2016/17 of £3.6m has also been brought forward to 2017/18. The directorate is undertaking a review of the High Needs Block with the aim of identifying options to bring spend in line with the available resources and to repay the deficit balance over the next few years.

3.7. City Development

- 3.7.1. The Directorate continues to project a balanced budget position at the year-end; however, there are net income pressures totalling £1.6m within Asset Management and Economic Development. This is largely offset by an additional £1.4m of Sport VAT income following the EU ruling on Sports admissions and additional net income from Planning of £0.2m.

3.8. Communities and Environment

- 3.8.1. The Directorate continue to project a balanced position, although there are variations within services. The main variations are outlined below.
- 3.8.2. There is a projected shortfall in housing benefit overpayment income of £0.4m, against a budget of £8.4m, following a projected reduction in the number and average value of housing benefit overpayments.
- 3.8.3. Within Customer Access an overspend of £0.7m, mainly in respect of staffing, is forecast due to the delivery of the Community Hub programme and additional security arrangements at sites.
- 3.8.4. Within Waste Management, the Refuse service is projecting an overspend of £0.8m mainly due to slippage on the Refuse collection route efficiency programme. Additional pressures of £0.2m including the deferral of implementing inert building waste charges are offset by business rates savings of £0.5m at the RERF. In addition, £0.6m savings in respect of disposal costs and additional recycling income are projected, together with a further £0.5m of

one-off savings identified across the Waste Management service, contributing to an overall underspend of £0.6m.

- 3.8.5. The directorate will identify further actions of £0.3m to bring the budget back in to balance.

3.9. Resources and Housing

- 3.9.1. No material variations are currently forecast and the Directorate is projecting a balanced position.

3.10. Strategic and Central Accounts

- 3.10.1. There are income pressures of £2.1m on S278 (income from developers) and new homes bonus income £1.7m. However, these are offset by additional S31 grant (business rates) of around £3.8m following confirmation of reliefs. This grant is to recompense for the reduction in business rate income resulting from reliefs. In addition a saving of £0.7m in the levy payment to the pool is forecast. Other minor variations amount to £0.1m.

4. Other Financial Performance

4.1. Council Tax

- 4.1.1. The Council Tax in-year collection rate at the end of December was 81.37% which is very slightly below the performance in 2016/17. Forecasts show the 2017/18 in-year collection target of 96.1% collecting some £321.8m of income will be achieved.

4.2. Business Rates

- 4.2.1. The business rates collection rate at the end of December was 81.35% which is in line with the performance in 2016/17. The forecast is to achieve the 2017/18 in-year collection target of 97.7% collecting some £374.8m of income.
- 4.2.2. The opening total rateable value of business properties in Leeds was £915.54m at 1st April. This grew by £1.7m to £917.24m in mid-May, but, following a number of Valuation Office reductions, had fallen to £914.77m at 30th September. At 31st December the list has recovered and exceeded the growth experienced in the early part of the year and stands at £919.22m.
- 4.2.3. To calculate Leeds' actual income from business rates this total rateable value is multiplied by the national business rates multiplier (46.6p in the pound). After reliefs and adjustments this amount is then shared between Leeds City Council (49%), West Yorkshire Fire Authority (1%) and Central Government (50%). Following deductions for the Business Rates tariff and to meet the business rates deficit brought forward, Leeds' actual business rates income is projected to be in the region of £133.9m, which is lower than the budget requirement of £142.9m and may impact further on the Collection Fund deficit. The position on the Collection Fund deficit is kept under constant review as deficits are carried forward and impact on the resources available in the following year.

4.3. Business Rates Appeals

- 4.3.1. The opening appeals provisions for 2017/18 was £25.0m, made up of £23.0m relating to appeals received against the 2010 ratings list and £2m estimated costs in advance of appeals being received against the new 2017 ratings list. Under 50% Business Rates Retention, Leeds' budget is affected by 49% of any appeals provision.
- 4.3.2. On 1st April 2017, there were 5,337 appeals outstanding. By 1st November 2017, these had reduced to 3,605 appeals outstanding. During November 401 appeals have been settled, 330 of which have not resulted in changes to rateable values. 6 new appeals were received in November, the low number received reflecting that appeals are no longer accepted against the 2010 list except in very specific circumstances. No appeals have been received to date against the 2017 list.
- 4.3.3. At 30th November there are 3,223 outstanding appeals in Leeds, with 24.6% of the city's total rateable value currently subject to at least one appeal.

5. Housing Revenue Account (HRA)

- 5.1. At the end of month 9 the HRA is projecting a balanced position in 2017/18.

6. Corporate Considerations

6.1. Consultation and Engagement

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

6.2. Equality and Diversity / Cohesion and Integration

The Council's revenue budget for 2017/18 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 22nd February 2017.

6.3. Council Policies and Best Council Plan

The 2017/18 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.

6.4. Resources and Value for Money

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

6.5. Legal Implications, Access to Information and Call In

There are no legal implications arising from this report.

7. Recommendations

7.1. Executive Board are asked to

- (i) Note the projected financial position of the authority as at month 9.

8. Background documents¹

None

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

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ADULTS AND HEALTH

Financial Dashboard - 2017/18 Financial Year

Month 9 (December 2017)

The directorate continues to project a balanced position for the year, though it should be noted that the reliance on reserves has been reduced by £0.7m, due to reduced demand based pressures and improved income relating to the Learning Disability service.

The position for Adults and Health has been adjusted to include the monies announced in the Spring Budget. It should be noted that though detailed plans for the associated spend have now been agreed, the monies are yet to be allocated and therefore for the purposes of this report they continue to be shown against the budgets for the procurement of care (Access and Care Delivery and Commissioning).

Budget action plans for demand based services are broadly on target to deliver but slippage in some areas is being monitored.

The main variations at Period 9 across the key expenditure types are as follows:

Staffing (-£1.5m – 3.0%)

Savings are evident across most areas but principally within Strategic Commissioning.

Community care packages (+£8.8m – 4.5%)

The variance on the budget is primarily represented by the 'holding' of £6.7m of the new monies announced as a part of the Spring Budget. There is a £2.1m net pressure on demand led budgets. This is primarily related to the impact of the latest proposed care home fees, an increase in the use of supported accommodation and slippage on savings plans, partially offset by an underspend on Direct Payments.

Income (-£7.1m – 5.6%)

Service user contributions, related to Community Support services, are projected to be lower than budgeted. Though investigations continue to determine the cause of this and to identify potential remedies, it appears that growth in the number of new clients is considerably lower than envisaged, which may be as a result of the strengths based initiative and increased use of preventative solutions including reablement. The grant income from the Spring Budget is recorded here along with an assumption that there will be an offsetting reduction in the funding targeted from Health partners in

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	485	(220)	265	35	0	17	(2)	0	0	0	0	0	49	(17)	33
Access & Care Delivery	251,186	(44,131)	207,056	(242)	(47)	(403)	1	(399)	6,145	(906)	0	171	4,319	(310)	4,009
Commissioning Services	30,263	(36,708)	(6,445)	(982)	21	(24)	(8)	197	3,363	0	0	423	2,991	(6,656)	(3,664)
Resources and Strategy	5,226	(656)	4,570	(196)	1	(176)	9	(79)	100	0	0	0	(341)	(36)	(377)
Public Health (Grant Funded)	46,036	(46,009)	27	(115)	(1)	60	(8)	65	110	0	(17)	0	95	(95)	0
Appropriation Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	333,196	(127,724)	205,472	(1,501)	(26)	(526)	(8)	(215)	9,719	(906)	(17)	594	7,113	(7,113)	0

Key Budget Action Plans and Budget Variations:

				RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£m	£m
A. Key Budget Action Plans						
1.	Older people's residential and day support	D Ramskill	Ongoing Better Lives programme	B	0.4	0.0
2.	Assessment and care management practice	S McFarlane	Delivering the most cost effective service for new customers based on the strengths based approach	A	0.5	0.0
3.	Review of care packages - mental health	M Naismith	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	G	0.8	(0.1)
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	A	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	G	2.5	0.0
6.	Older people: reduction in the number of customers going into residential care	S McFarlane	Increased use of telecare, reablement and recovery service	A	1.3	0.9
7.	Legal Fees	S Hume	Reduction in in-house legal fees	G	0.3	0.0
8.	Vacancy management	Various	Mainly non-frontline services	G	0.6	0.0
9.	Fees and charges	S Hume	Improved income collection and income recovery from direct payment audit	A	0.7	0.2
10.	Review non-essential spend	Various	Review and top-slicing of non-essential spend	G	0.3	0.0
11.	Public health	I Cameron	Review of commissioned services	B	2.9	0.0
12.	Community Support	D Ramskill	In-house community support service closure	B	0.9	0.0
B. Other Significant Variations						
1.	Staffing	All	Relating to staffing turnover and slippage in employing new staff			(1.5)
2.	Community care packages	Various	Relates principally to unallocated Spring Budget monies, impact of proposed care fees, increased use of supported accommodation			7.9
3	General running costs	All				(1.0)
4	Use of reserves	All				0.8
5	Income	S Hume	Primarily Spring Budget monies (offset by non-deliverable Health income target)			(7.3)
				Adults and Health Directorate - Forecast Variation		
				0.0		

CHILDREN & FAMILIES 2017/18 FINANCIAL YEAR

FINANCIAL DASHBOARD - Period 9

Overall Summary - At period 9 the Directorate is projecting a balanced position. The increase in the demand for External Residential (ER) and Independent Fostering Agents (IFA) placements which took place during the autumn has now tailed off with numbers steady during December. The current level of Independent Fostering Agents (IFA) is 192 children whilst the level of External Residential (ER) is 61 children. The overspend on the demand led budgets is still significant at £1.42m but is offset by other anticipated savings. Projected spend on Passenger Transport is now expected to be within the budget. The staffing pressure continues, due to delays in delivering action plans built into the Safeguarding, Specialised and Targeted Service. In order to offset the demand led and staffing pressures, the Directorate is looking to utilise £1.7m of the DFE Partners in Practice funding earlier than profiled and also maximise external income and has identified an additional £1m (see **Other Income**). There are some risks within this position and these are mentioned below.

Children Looked After - Meeting the budgeted assumptions around the numbers of CLA is the most significant budget challenge that the Directorate faces in 2017/18; it is also the most difficult budget to set because numbers can fluctuate for a variety of reasons including demographic pressures. The 2017/18 budget now includes an increase to the CLA budget of £6.7m compared to 2016/17. There has also been an increase in the overall projected spend on Adoption, Special Guardianship Orders (SGOs) and Residence Orders (RO) and there has been a reduction in the costs of In-House Fostering. The period 9 projection assumes that the current level of CLA numbers is maintained to the end of the year (previous months projections assumed a reduction in CLA numbers). There is a risk that CLA numbers continue to rise.

Staffing - It is now projected that staffing will be overspent by £1.1m. This includes an additional £0.3m from capitalised pension costs as a result of prior year early retirements. It is projected that the action plan to deliver savings from the review of vacant posts, agency and overtime will now deliver £0.25m savings.

Transport - At Period 9 overall spend on transport is projected to balance to the budget as the increased demand and increasing complexity of need is offset by efficiency savings. The 2017/18 budget included an increase to the Transport budget of £2.8m reflecting anticipated demand pressures.

Trading and Commissioning - Period 9 projects a shortfall against the £1.2m additional trading target of £0.28m. This is mainly around the Activity Centres and it is recognised that the non-charged work they do means that they will not be able to achieve the budgeted breakeven point without stopping doing this important area of work. This shortfall is offset by an anticipated additional £0.7m of income resulting from the Kirklees Partner Improvement work. There is a pressure of £0.2m against the £1.1m commissioned service savings target.

Other Income - The new Innovations & Partners in Practice bid has now been approved and will provide additional funding to be spent over three years. A total of £7.3m was received in 2016/17 and all this funding has been carried forward to 2017/18; the projection assumes £1.95m additional in-year usage. The use of this grant in 17/18 will not impact on the future delivery of the programme but the earlier than originally planned use of the grant will need reflecting in the financial strategy in 2019/20. There is additional School Improvement Monitoring & Brokering Grant of £0.5m. A shortfall in income in children's centres of £0.95m is forecast. Also, a shortfall of external income of £0.13m at Adel Beck is projected. At period 9 sources of external income have been identified to offset the growing CLA pressure. This includes additional draw down of Kirklees Improvement Partnership income of £0.7m; UASC grant income £0.3 m (Unaccompanied Asylum Seeking Children grant); and additional Dedicated schools Grant contribution to out of area External Residential placements of £0.3m.

Dedicated Schools Grant - There is a separate Dashboard for DSG.

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend
	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	£'000
Demand Led Budgets:															
In House Fostering	12,510	(2,810)	9,700	0	0	0	0	0	(640)	0	0	0	(640)	0	(640)
Internal Residential	3,605	0	3,605	131	49	0	0	0	0	0	0	0	180	0	180
Kinship Care	2,363	0	2,363	0	0	0	0	0	194	0	0	0	194	0	194
Family Placement & Place for Adoption	1,628	0	1,628	0	0	0	0	0	(87)	0	0	0	(87)	0	(87)
IFA	7,769	0	7,769	0	0	0	0	0	519	0	0	0	519	0	519
External Residential	11,016	0	11,016	0	0	0	0	0	283	0	0	0	283	0	283
Semi Independent Living <18 & Secure Justice/Welfare	2,575	0	2,575	0	0	0	0	0	(203)	0	0	0	(203)	0	(203)
Adoption, SGO and RO	6,568	0	6,568	2	0	4	0	0	971	0	0	0	977	(280)	697
Leaving Care	4,659	(1,469)	3,190	0	0	26	3	23	802	(334)	0	0	520	(374)	146
Section 17	444	0	444	0	0	0	0	0	326	0	0	0	326	0	326
SEN Outside Placements	4,857	(4,857)	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport	14,694	(453)	14,241	0	0	0	0	0	0	0	0	0	0	0	0
Sub total Demand Led Budgets	72,688	(9,589)	63,099	133	49	30	3	23	2,165	(334)	0	0	2,069	(654)	1,415
Other Budgets															
Partnerships	21,952	(9,450)	12,502	(4)	1	129	(1)	74	149	(25)	0	(200)	123	(201)	(78)
Learning, Skills & Universal Services	70,982	(68,438)	2,544	102	0	(8)	0	558	0	(250)	0	0	402	(701)	(299)
Safeguarding, Targeted & Specialist Services	99,639	(60,637)	39,002	1,099	4	162	182	(73)	287	16	0	(1,950)	(273)	(66)	(339)
Central Overheads	9,554	(7,735)	1,819	(199)	0	0	0	0	0	0	0	0	(199)	(500)	(699)
Sub total Other Budgets	202,127	(146,261)	55,867	998	5	283	181	559	436	(259)	0	(2,150)	53	(1,468)	(1,415)
Total	274,815	(155,850)	118,966	1,131	54	313	184	582	2,601	(593)	0	(2,150)	2,122	(2,122)	0

Key Budget Action Plans and Budget Variations:		Lead Officer	Additional Comments		Action Plan Value	Forecast Variation
A. Significant Variations				RAG	£m	£m
	Children Looked After	Steve Walker	Pressure on CLA demand led budgets (External Residential placements and Independent Fostering Agencies). The current number of IFAs is 192 and ER is 61. The pressure of £1.42m assumes the current level of CLA numbers continues to the end of the year. There is a risk that numbers continue to increase due to demographic pressures .	R		1.42
	Staffing related costs	CSLT	Capitalised pension costs relating to former employees early retirement costs	R		0.30
	Income - ESG	CSLT	Additional School Improvement Monitoring and Brokering Grant against budgeted income.	G		(0.50)
	Net effect of all other minor variations	CSLT	There are a number of other minor variations within the directorate.	G		0.01
B. Key Budget Action plans (BAP's)						
E1	Remodel Social Work Practice	Sal Tariq	Reduced agency spend in Children's Social work service, and also reduce non-front line staffing in Children's Social work. A shortfall of £0.7m is currently projected against the saving target, primarily due to non-achievement of the Initial Budget Action Plan around Social Work staffing.	R	(0.93)	0.70
E2	Other staffing savings	CSLT	Net staff savings from ELI and through the management of vacant posts.	A	(0.98)	0.10
C2	ESG funded activities	Andrew Eastwood, Sue Rumbold	Proposed savings include running cost savings in information management & technology, learning improvement and information management, and staff savings across a number of services.	G	(0.97)	0.00
C3	Commissioned services	CSLT	Commissioned Services - A shortfall of £0.2m is currently projected against the budgeted savings.	A	(0.65)	0.20
A7	Increase traded income and reduced level of subsidy	CSLT	Additional resources have been committed to provide the capacity to develop a strategy and implement the proposals. Additional traded income has been included in the 17/18 budget for activity centres, complex needs, early years improvement, attendance strategy and a range of other services provided to schools. We are now reporting a pressure relating mainly to Activity Centres although this is offset by an additional traded income from the improvement work with Kirklees Council shown below.	A	(1.25)	0.28
C1	Children's Centre Family Services & Childcare	Andrea Richardson	Reshape of family services which will include a review of the core offer and additional services currently funded by partners.	G	(0.60)	0.00
A4	Additional DfE Innovations funding	Sal Tariq	New Innovations bid approved and £7.3m received in 2016/17. It is anticipated that £5.7m will be spent in 2017/18.	G	(2.50)	(1.95)
A2	Children's Centre Income	Andrea Richardson	Increases in Fees from January 2017 and September 2017 and additional income from the new Free Early Educational Entitlement (FEEE) hourly rates. A shortfall of £0.95m against the overall income target is projected. Planned changes to the Catering Service have been delayed resulting in a pressure of £0.1m. These pressures are partially offset by Family Services staffing savings of £0.55m.	R	(0.30)	0.50
A3	Additional income from top slice Free Early Education Entitlement (FEEE) payments.	Sue Rumbold	New ability to top slice 5% from FEEE payments to nursery providers. Schools Forum approval received.	G	(1.00)	0.01
	Various other budget savings	CSLT	Including short breaks contract savings, additional income from Adel Beck and Children's Centre fees, additional public health and CCG funding, additional DCLG funding for troubled families, running cost savings etc.	A	(2.86)	(0.06)
C. Contingency Plans						
	Utilisation of External Income		Utilisation of additional Kirklees Improvement Partner income £0.7m ; anticipated additional schools funding contribution to area External Residential placements £0.3m.	A		(1.00)
Children and Families Directorate - Forecast Variation						0.00

CHILDREN & FAMILIES 2017/18 FINANCIAL YEAR

DEDICATED SCHOOLS GRANT FINANCIAL DASHBOARD PERIOD 9

Overall Summary - The Dedicated Schools Grant (DSG) is made up of 3 separate blocks - the Schools Block, Early Years Block and High Needs Block. At period 9, general DSG is projected to overspend by £885k and de-delegated services are expected to underspend by £150k as detailed below.

Schools Block - This is the largest element of the DSG and mostly consists of delegated funding to local authority maintained schools. From this, there are a number of "de-delegated" services where schools have agreed for the local authority to retain funding back to cover some costs centrally which otherwise would need to be charged to schools (such as maternity costs, trade unions costs, libraries and museums services). In addition, there is a central provision which covers costs such as growth fund, prudential borrowing repayment, equal pay costs and the admissions service. Following a number of school conversions to academy status, there is a reduction in expenditure which is matched by reduced grant income. De-delegated services are projected to be underspent by £150k, largely due to reduced claims against the contingency fund. Due to slippage in planned places, there is expected to be an underspend of £400k on the Growth Fund and along with a number of minor underspends on other central provision budgets, an underspend of £536k is projected.

Early Years Block - This element is concerned with provision to pre-school children. The final grant amount received is largely based on the January 2018 census and so will not be confirmed until later in the year. The projections at the moment are as follows:

- for 2 year olds, The January census has usually been the lowest of the year and in order to not overspend this budget, the amount paid to providers is £5.05 an hour while the funding is £5.20 per hour to compensate for this. However, the actual pupil numbers in 2016/17 and the projected pupil numbers for 2017/18 suggest that this will not be the case this year. This means that it is now expected that there will £268k more income than expenditure resulting in a saving in 2017/18.
- for 3 and 4 year olds, there is a lot of uncertainty due to the increase in provision for working families to 30 hours per week from 15 hours per week. At this stage, based on the projected January 2018 pupil numbers, there is expected to be a small underspend, though the DSG income for this stream is projected to be significantly higher than the budget.
- the SEN Inclusion Fund has received fewer applications for funding than expected producing a projected underspend of £440k.
- the contingency fund has not yet had any calls on it and so is projected to be underspent by £300k
- Early Years pupil premium is projected to be underspent by £41k, though this is fully offset by reduced grant.

High Needs Block - This element is used to support provision for pupils and students with special educational needs and disabilities. This block is currently experiencing increasing costs due to high levels of demand and increasing complexity of cases. At period 9 there is projected to be an overspend of £4.038m in this area largely due to the following issues:-

- Following negotiations with Area Inclusion Partnerships, a reduced level of savings has been applied to their budgets resulting in a pressure of £929k. This is partly offset by the recovery of £300k of excess balances giving a total net pressure of £629k
- Agreement has been made to contribute a further £535k in 2017/18 in relation to more set-up costs for the new SEMH provision.
- LCC has recently started to receive invoices from private hospitals for the provision of education to young people in mental health beds. Work is on-going with providers to establish the responsibilities around this provision, but it is estimated that there could be additional costs of up to £250k.
- Outside placements have not been able to be brought back into LCC provision as quickly as hoped which means there is currently expected to be an overspend of £250k
- When the budget was set, £300k was set aside for the projected deficit on North West SILC. Current projections based on a projected academy conversion date of February 2018 (though this might slip further) show that this deficit is now likely to be £1m which would result in an overspend of £700k.
- an increase in the number and complexity of children with SEN along with top-up funding at Wellspring remaining at £20k per place rather than the £15k per place assumed in the budget and AIP's no longer contributing to the assessment costs of permanently excluded children, payments passported to other institutions are projected to overspend by £2,481k.
- following an assessment of current expenditure on external residential placements, there is now projected to be an overspend of £300k due to an increase in the number of SEN pupils in these placements.
- These pressures are partly offset by a contribution from the Early Years block for SENIT and Portage. When the budget was produced, it was assumed that the full costs of the service would need to be borne by the High Needs Block. However, as detailed in the paper to Schools Forum in February, £600k of the centrally retained element of the Early Years Block has been set against these costs. There is also an underspend of £75k due to staff vacancies.

Transfers to / from reserves - When the budget was set, it was with a contribution to reserves of £769k. However due to the overspends listed above, this contribution will not now be made.

Grant Income - The initial DSG grant for 2017/18 year was announced in December 2016. However, during the year there have been a number of schools converting to academy status, which has resulted in £5,560k less funding due to LCC. The early years funding is based on 5/12ths of pupil numbers in the January census and 7/12ths of the funding will be based on the census information in January 2018. Based on the expected pupil numbers provided by the service, the DSG income due is expected to be £820k higher than budgeted. However, the final grant amount for 2017/18 will not be confirmed until summer 2018. Within the high needs block, there have been some changes in respect of funding for dual registered pupils and an adjustment in respect of hospital funding resulting in a current projection of an additional £483k of income. Overall, the income received is expected to be £4,257k less than budgeted.

Budget Management - net variations against the approved budget

DSG Grant Reserves

	Budget £'000	Projection £'000	Variance £'000
Schools Block			
DSG Income	(324,708)	(319,148)	5,560
Individual Schools Budgets	311,768	306,258	(5,510)
De-delegated budgets	5,039	4,889	(150)
Central Provision	7,901	7,465	(436)
	0	(536)	(536)
Early Years Block			
DSG Income	(50,233)	(51,053)	(820)
FEEE 3 and 4 year olds	38,671	38,575	(96)
FEEE 2 year olds	8,265	7,997	(268)
Other early years provision	3,297	2,516	(781)
	0	(1,965)	(1,965)
High Needs Block			
DSG Income	(56,759)	(57,242)	(483)
Funding passported to institutions	49,305	54,450	5,145
Commissioned services	1,371	1,389	18
In house provision	5,314	4,639	(675)
Contribution to /from reserves	769	0	(769)
	0	3,236	3,236
Total	0	735	735

Latest Estimate

Balance b/fwd from 2016/17

Contribution to balances

Deficit c/fwd to 2018/19

Projected Outturn

Balance b/fwd from 2016/17

Contribution to/from balances

Deficit c/fwd to 2018/19

General £'000	De-delegated £'000	Total £'000
4,161	(528)	3,633
(769)		(769)
3,392	(528)	2,864
4,161	(528)	3,633
885	(150)	735
5,046	(678)	4,368

Key Budget Action Plans and Budget Variations:

	Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
A. Key Budget Action Plans				£m	£m
Transfer funding from Schools Block to High Needs Block		Transfer of £2m from the schools block to the high needs block as detailed in report to Schools Forum in January 2017.	B	2.00	0.00
Savings to Area Inclusion Partnerships budgets		FYE of 2016/17 reduction (£310k) and realign PRU top-up funding from AIP allocations (£1.5m). Overspend is net of assumed recovery of excess balances.	R	1.80	0.63
Reductions in additional mainstream places		Revision of the criteria and processes on Funding For Inclusion. Changes to calculations of the amount of the notional SEN budget available to fund the first £6,000 of support for pupils.	G	1.50	0.00
B. Significant Variations					
Schools Block		Reduced spend due to academy conversions along with minor underspends on de-delegated services and central provision.			(6.10)
Early Years Block		Reduced expenditure on payments to providers.			(0.36)
Early Years Block		Underspends on centrally managed budgets.			(0.78)
High Needs Block		Increased in numbers and complexity of placements plus retaining top-ups at existing levels and contribution no longer being received from AIP's for assessment places.			2.48
High Needs Block		Further £535k in 2017/18 for more set-up costs in relation to the new SEMH provision.			0.54
High Needs Block		Private hospital charges for education provision for mental health beds.			0.25
High Needs Block		Increased numbers of outside placements compared to budget			0.25
High Needs Block		Increase in numbers and cost of external residential placements for SEND pupils			0.30
High Needs Block		Current projections show that the deficit on North West SILC to be around £1m, which is an overspend of £750k.			0.70
High Needs Block		Net effect of all other variances on the High Needs Block.			(0.06)
High Needs Block		Reduced demand on HNB following early years block contribution to costs of SENIT and Portage.			(0.60)
Contribution to / from reserves		Not making planned contribution to deficit reserve.			(0.77)
Grant income		Reduced grant following academy conversions.			4.26

Dedicated Schools Grant - Forecast Variation

0.74

CITY DEVELOPMENT 2017/18 BUDGET - PERIOD 9

FINANCIAL DASHBOARD - MONTH 9 (APRIL - DECEMBER)

The Period 9 Financial Dashboard maintains a balanced position whilst recognising a number of significant budget pressures and the actions identified to mitigate them.

Planning and Sustainable Development is projecting a £239k pressure on expenditure due to anticipated Inspection and Planning Appeals costs. This is offset by the £493k additional projected income from Planning Fees and Building Control Fees and Charges, assuming current trends continue, and includes £100k additional income anticipated from the £20% increase in Planning Fees from July 17th 2018, resulting in a £254k saving to support the overall Directorate position.

In Economic Development the projected overspend of £622k is predominantly due to increasing income pressures at Kirkgate Market, in addition to the £276k pressure from granting a 7 month (01/07/17) - 01/01/18) 20% discount and then phasing out over 3 months on rental charges to all Kirkgate Market traders (allowing them to invest in their businesses and, therefore, contribute to the market's long term viability). Income pressures of £169k, £146k and £56k relate to the indoor market, the new Covered Daily Market (CDM) and the new Events Space respectively, these are new target income streams following completion of the major capital refurbishment scheme. Whilst some of this is due to the lead in times required for developing and delivering new trading and events, it is acknowledged that some of the budgeted income targets need to be revised down to reflect current trading and operating conditions, therefore the 2018/19 Budget Strategy includes some proposals to address this. This is partially offset by a £178k saving on borrowing costs.

In the last 18 months Asset Management has acquired a number of significant investment properties to add to the authority's portfolio and deliver new income streams. However a £1m pressure on net income (gross rental income - prudential borrowing annuity) against the budget action plan target is now anticipated. The investment policy requires that any investment and acquisition should contribute to and support the Council's ambitions and values, and be financially robust. Market activity and contractual lead times indicate that it is unlikely any further significant investments will be completed in 2017/18. However a review of borrowing costs has identified a £300k saving due to the difference in the assumed and real cost of borrowing, resulting in a net pressure of £700k. Additional ad-hoc income of £229k mitigates this to £471k. The £518k pressure on Advertising income, which assumes all current sites will be fully utilised, remains unchanged. Options are currently being evaluated to address this pressure in 2018/19.

Via careful vacancy management Employment and Skills are projecting an underspend of £105k to assist in offsetting other Directorate pressures.

Highways and Transportation has increased its projected underspend by £11k to £335k reflecting a 5% increase in the capitalisation target to support the Directorates overall financial position. Large, yet offsetting, variations on staffing, supplies and services, and income reflect the constantly fluctuating allocation of works (internal or external to strategic partners WSP) and ongoing recruitment requirements.

Sport and Active Lifestyles have pressures of £217k due to Public Health funding reductions, the failure of the Aquatics Centre moveable pool floor, and the net impact of part closure, refurbishment, and contractor delays at Aireborough Leisure Centre. A further pressure of £228k is due to the notable downturn in income at John Smeaton Leisure Centre due to 2 new budget gyms opening in close proximity. Savings of £60k have been identified at period 9 across the service to mitigate this budget pressure. The EU ruling on VAT for sports admissions has not been challenged by HMRC which means that £1.4m of VAT is estimated to be recovered in this financial year which will assist in mitigating Directorate pressures.

New pressures of £198k have been identified in Period 9 relating to Changing the Workplace and Merrion House. An action plan saving of £293k is required to balance the projected outturn position which will be met by the use of other balances.

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 & Sustainable Development	8,696	(6,320)	2,376	1	(30)	164	(6)	110	0	0	0	0	239	(493)	(254)
Economic Development	5,319	(4,666)	653	(23)	29	70	3	(149)	0	0	0	0	(70)	692	622
Asset Management & Regeneration	13,781	(15,485)	(1,704)	(50)	328	(23)	(5)	(352)	0	0	0	0	(102)	1,270	1,168
Employment & Skills	3,957	(2,208)	1,749	(95)	0	1	0	0	0	0	0	0	(94)	(11)	(105)
Highways & Transportation	58,539	(41,707)	16,832	(458)	(54)	723	508	(16)	0	0	0	0	703	(1,238)	(535)
Arts & Heritage	18,148	(8,598)	9,550	36	(87)	702	23	19	23	0	0	0	716	(476)	240
Sport & Active Lifestyles	24,291	(18,963)	5,328	(79)	(33)	(102)	12	(3)	(45)	0	0	0	(250)	(562)	(812)
Resources & Strategy	997	(125)	872	(64)	0	73	0	(40)	0	0	0	0	(31)	(293)	(324)
Total	133,728	(98,072)	35,656	(732)	153	1,608	535	(431)	(22)	0	0	0	1,111	(1,111)	0

Key Budget Action Plans and Budget Variations:

Key Budget Action Plans and Budget Variations:				RAG	Action Plan Value	Forecast Variation against Plan/Budget
		Lead Officer	Additional Comments		£'000	£'000
A. Budget Action Plans						
1.	Planning and Sustainable Development	Tim Hill	Reduction in the net cost of service via increased income generation.	G	562	(254)
2.	Economic Development		Increased income and running cost savings	A	295	75
3.	Asset Management and Regeneration		Strategic Investment Income and additional fee income.	R	2,827	471
4.	Highways and Transportation	Gary Bartlett	Additional income from fees and developers.	G	1,396	(335)
5.	Arts and Heritage	Cluny MacPherson	Savings via increased income opportunities, not hosting the Tour de Yorkshire in 2017, and minor restructure.	A	810	100
6.	Employment and Skills	Sue Wynne	Staffing and commissioning savings.	G	240	(105)
7.	Sport and Active Lifestyles	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.	R	652	171
8.	Resources and Strategy	Ed Mylan	Directorate wide additional savings requirement.	G	158	0
Total Budget Action Plan Savings					6,940	
B. Other Significant Variations						
1.	Asset Management		Shortfall in Advertising income.			518
2.	Economic Development		Kirkgate Market income pressures - 7 month 20% rent discount for all traders and then phasing out over 3 months(£276k), vacant units in the Indoor Market (£163k), Covered Daily Market (£146k), George Street shops (59k), and Event Space (£56k) and other variations (£25k) , partially offset by a saving of £178k on borrowing costs.			547
3.	Sport and Active Lifestyles	Cluny Macpherson	Income pressures from reduced Public Health funding, JCCS pool floor failure, and Aireborough refurbishment.			217
4.	Arts and Venues	Cluny Macpherson	Carnival and Reggae overspend.			140
5.	Sport and Active Lifestyles	Cluny Macpherson	Sport VAT ruling			(1,400)
6.	City Development	All	Use of balances and reserves to balance position			(293)
7	Asset Management		Changing the Workplace/Merrion House			198
7.	Resources and Strategy	Ed Mylan	General savings across the Service.			(50)
				City Development Directorate - Forecast Variation		
				0		

RESOURCES AND HOUSING

FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR

MONTH 9

Overall

A balanced position is projected at period 9 although there are risks around timely implementation of savings incorporated as part of the 2017/18 budget strategy leading to variations within services.

Resources

For month 9 it is assumed that, overall, support services will achieve the £5m savings which formed part of the Support Services review. However, other risks are emerging within service areas. Shared Services are forecast to underspend by £815k, primarily as a result of savings against the staffing budget due to vacant posts. In addition, the HR budget is forecast to underspend by £72k mainly as a result of savings on staffing partially offset by the loss of school income. These savings are offset by a £150k overspend against the PPPU budget (savings against staffing more than offset by a projected shortfall in income) and a £498k overspend on Finance mainly due to a £396k shortfall against court fees income. A £205k DIS pressure has emerged following the recent cyber attacks on the NHS; this spend is to enable remedial work to be undertaken to mobile devices, the network, patch and configuration and to strengthen access control so that the Council can qualify for the Public Services Network certificate.

Leeds Building Services

A balanced position is projected for LBS through Directorate actions plans to be identified. With the current projection in relation to the delivery of the planned £1.8m savings, required in the budget strategy, indicating a shortfall of £600k at period 9. This variation is due to slippage in the implementation of both the revised staffing structure and the IT infrastructure. A reduction in budgeted overheads combined with anticipated increases in turnover will largely offset this pressure.

Housing and Property Services

Housing and Property Services are expected to achieve the £700k of budgeted savings in this financial year. The savings target of £117k for Housing Support and Partnership is forecast to be achieved through the natural turnover of staff across the service. Within CPM a pressure of £116k is forecast predominantly against the responsive repairs budget but also now includes a part year projection for the recruitment of 3 temporary posts to enable the service to deliver the additional £5m capital investment programme. In terms of managing the responsive repairs pressure moving forward, it is anticipated that increasing the level of capital spend should have a positive impact in eventually reducing the revenue pressure. Work is also underway to ensure that in year pressures against the responsive repairs budget are contained as far as possible to enable the service of being close to a balanced position as possible at the year end. The Supporting People contracts savings target of £350k has been achieved through the renegotiation and reprocurement of 3 sets of contracts. In addition to this, the revision of smaller contracts is expected to achieve a further saving of £53k.

Civic Enterprise Leeds

A balanced position is currently forecast through Directorate action plans to be identified. As a result of the marginal financial impact of the reduced number of feeding days in 2017/18 and inflationary pressure on food costs there's likely to be a £430k pressure for the Catering service, partially offset by savings/actions within the rest of the division to leave a net £200k pressure to be met through Directorate action plans. There is also likely to be a financial impact of Merriam House re-opening in this financial year and budget provision for the anticipated costs is in place. The Facilities Management element of the CEL budget is expected to balance and achieve the £100k budgeted savings for the year.

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend
	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	£'000
Resources	98,324	(38,164)	60,160	(2,470)	30	174	(24)	63	0	0	0	(24)	(2,251)	2,188	(63)
LBS	46,947	(55,327)	(8,380)	(151)	180	1,138	(55)	(20)	0	0	0	0	1,092	(1,092)	0
Housing & Property	26,195	(12,403)	13,792	(419)	138	4	0	(235)	43	0	0	235	(234)	298	64
CEL	71,136	(63,550)	7,586	445	26	464	225	(40)	0	0	0	0	1,120	(1,121)	(1)
Total	242,602	(169,444)	73,158	(2,595)	374	1,780	146	(232)	43	0	0	211	(273)	273	0

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
Efficiencies						
1	Specialist Admin	Helena Phillips	Further efficiencies by consolidating "specialist" admin staff under one professional lead	G	1.00	-0.80
2	ICT, IM &T & Intelligence	Dylan Roberts	Introduce a new operating model to deliver staffing efficiencies.	G	0.90	0.00
3	ICT, IM &T & Intelligence	Mariana Pexton	Introduce a new operating model to deliver staffing efficiencies.	G	0.20	0.00
4	Workforce Development	Lorraine Hallam	Consolidation of training budgets.	A	0.30	0.00
5	PPPU	David Outram	Identify savings through a portfolio approach including development of prioritisation model	A	0.30	0.20
6	Financial Services	Doug Messon	Savings to be delivered through staffing efficiencies.	G	0.90	0.00
7	Human Resources	Lorraine Hallam	Staff savings through continuing to implement new ways of working.	G	0.30	-0.10
8	Strategy & Improvement	Marianna Pexton	Further staff savings and efficiencies within Communications, Marketing and Emergency Planning.	G	0.10	0.00
9	Financial Services	Doug Messon	Additional traded income.	G	0.20	0.00
10	Legal & Democratic Services	Catherine Witham	Staffing efficiencies to fund cost of pay award.	G	0.10	0.00
11	LBS - Consolidation of Construction/Property Maintenance	Simon Costigan	Savings through staffing, both management and support functions and a targeted reduction in running costs. Roll out of Total Mobile software will deliver efficiencies which will result in the reduction in use of sub contractors.	A	1.80	0.60
12	Strategic Housing - integration of functions	Jill Wildman	Closer working arrangements within the different functions will facilitate a reduction in the number of budgeted posts.	G	0.10	0.00
13	Housing related support - reduction in contract payments	Jill Wildman	Savings to be realised through ongoing review and retendering of contracts.	G	0.40	0.00
14	Strategic Housing - review of charging arrangements	Jill Wildman	Adaptations review charges to both the capital programme and Housing Leeds.	G	0.20	0.00
15	Cleaning Savings	Sarah Martin	Efficiencies to be realised through expanding mobile cleaning, changing times and frequency of cleaning resulting in a reduction of the number of staff required.	G	0.50	0.00
16	Management Staff reductions	Sarah Martin	Reduction in level of JNC management support, delivered through a reconfiguration of roles and responsibilities.	G	0.20	0.00
17	Facilities Management Savings	Sarah Martin	Planned realignment of the service to be delivered through a restructure.	G	0.10	0.00
18	Fleet	Sarah Martin	Combination of maximising existing external income streams whilst developing new ones together with the aim of reducing costs.	G	0.10	0.00
19	Commercial Catering	Sarah Martin	Based on internalising commercial catering for some of the services within the Civic Quarter and expanding retail offer.	G	0.10	0.00
B. Other Significant Variations						
1	Financial Services	Doug Meeson	Shortfall against court fees income.	A		0.50
2	CEL	Sarah Martin	Shortfall against Catering income	A		0.20
3	Directorate action plan.		Actions to be identified so that the Directorate can achieve a balanced position.			-0.60
Strategy and Resources Directorate - Forecast Variation						0.00

COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY

FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR

Period 9 (December 2017)

Overall Position (nil variance)
Communities (nil variance) The service is projecting a nil variance against its budget at period 9. Notification has been received of a successful bid for £152k grant funding relating to local activities in celebration of the Centenary of the women's vote.
Customer Access (+£653k over budget) The main area of potential overspend is staffing in Community Hubs where current staff in post are projected to exceed the budget by £650k. This is largely due to delivery of the Community Hub programme which has required additional resource and management/supervision to be put in place. However, the service is anticipating that a number of staff will leave under the ELI scheme and this is expected to reduce the staffing overspend to around £510k. The cost of providing static guards at a number of sites due to safety concerns is likely to cost an additional £145k. These pressures along with an expected shortfall in libraries income of £50k, are offset by additional income (net £199k) in the Interpreting and Translation Team from providing translation services to the NHS
Elections, Licensing and Registration (+£15k over budget) The service is currently projecting a minor variation due to the additional cost of the electoral registration system (HERA). There are also some concerns around income within births, deaths and marriages and this will continue to be closely monitored. Costs in respect of the general election are expected to be met by government grant.
Welfare & Benefits (+£549k over budget) Housing Benefit overpayment income (£8.4m) has reduced in line with the overall reduction in HB payments along with the average value of the overpayments. Current indications are that after making a provision for doubtful debts, there could be a net shortfall of income of around £400k at the year end. In addition there are other projected HB expenditure /subsidy variations based on current data. The service will be able to give a clearer indication of the projected outturn position after the 3rd quarter reconciliation. In other areas the cost of additional offsite processing is largely offset by staffing savings.

Parks & Countryside (nil variance) The service is projecting an overall variance at Cafe/Retail and Attractions of +£193k, which at this stage of the year includes a projected shortfall in income at both Lotherton Hall and Tropical World. The service is increasing marketing activities to offset these shortfalls and an assumption has been made that this will offset the projected shortfall in income. In addition there is a projected reduction in income from Golf of £80k, although other savings within the service, mainly income from land searches within PROW (Public Rights Of Way), are expected to offset this.
Environmental Action:
Car Parking (-£209k below budget) Staffing is projected to be under budget by (£101k) due to delays in ongoing recruitment. Income trends indicate an overall shortfall of (£9k). Significant shortfalls in both on-street income and Bus Lane offences throughout the city are offset by additional off-street and PCN income. Other savings in expenditure are (£117k)
Cleaner Neighbourhoods Teams (+£17k above budget) The projected overspend mainly relates to additional costs of overtime and hired sweepers, largely offset by savings from delayed recruitment to the new structure.
City Centre (-£12k under budget) The projected variance is mainly due to staffing savings whilst recruitment is ongoing to fill the recently approved structure, partially offset by the ongoing usage of overtime and covering City Centre events.
Environmental Health (-£96k below budget) The projected variance is due to savings from delayed recruitment (£102k). These positions are projected to be all filled by January. Variations in Pest control expenditure and income are projected at £56k, partially offset by other expenditure savings (£50k).

Waste Management:
Refuse (+£827k over budget) Within the Refuse Service, the delay in implementing the collection route efficiency programme is forecast to result in a pressure of +£858k. Additional staffing expenditure in relation to backup/sickness cover and union support to the route collection programme is projected to be offset by one-off savings within the service.
HWSS & Infrastructure (+£150k over budget) Additional net expenditure of £180k is projected, mainly in respect of HWSS overtime/sickness cover and HWSS Plant Operator training. The projected shortfall in budgeted income of +£100k, due to the deferral of the introduction of inert building waste charges at Household Waste sites until February 2018, is offset by additional weighbridge income of £130k.
Waste Strategy & Disposal (-£1,545k under budget) The projected underspend includes a saving of £470k in respect of business rates savings at the Recycling and Energy Recovery Facility (RERF), net disposal savings of £460k, including Household Waste Sites savings, additional RERF volumes and SORT disposal savings, £144k additional recycling income (scrap metal, textiles) and other one-off savings of £472k identified within the service.
Community Safety (-£86k below budget) The projected underspend mainly reflects staffing savings of £80k due to vacant posts within CCTV, LABST and delays in recruiting to the new Domestic Violence structure.
Directorate Wide (action plan savings -£265k) The directorate will work towards identifying and implementing appropriate actions to balance the overall projected overspend of £265k.

Budget Management - net variations against the approved budget;

Summary By Service				Period 7 Projected variances											Total (under / overspend)
	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	
Communities	16,122	(10,754)	5,368	0	0	(3)	0	3					0	0	0
Customer Access	22,486	(3,269)	19,217	695	174	105	(4)	26		0			996	(342)	654
Elections, Licensing And Registration	4,676	(4,926)	(250)	480	322	616	3	41					1,462	(1,447)	15
Welfare And Benefits	268,070	(266,116)	1,954	(95)	3	120	2	(23)		0			7	542	549
Car Parking Services	4,895	(13,374)	(8,479)	(101)	(3)	(127)	8	5					(218)	9	(209)
Community Safety	8,105	(6,526)	1,579	(81)		(117)	(9)	(31)					(238)	152	(86)
Waste Management	40,379	(7,368)	33,011	1,058	(8)	(997)	4	(90)					(33)	(533)	(566)
Parks And Countryside	29,587	(23,098)	6,489	63	39	201	(67)	199	0				435	(435)	0
Environmental Action (City Centre)	1,999	(462)	1,537	2	2	69	9	(1)					81	(93)	(12)
Environmental Health	2,107	(565)	1,542	(102)	(4)	1	(4)	(7)					(116)	20	(96)
Cleaner Neighbourhood Teams	12,305	(4,518)	7,787	(88)	4	(113)	128	4					(65)	82	17
Directorate Action Plan				(266)									(266)		(266)
Total	410,731	(340,976)	69,755	1,565	529	(245)	70	126	0	0	0	0	2,045	(2,045)	0

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
1.	Re-design Refuse collection rounds	Tom Smith	Net saving of £1.6m budgeted (£1.38m in the directorate, £0.25m in strategic debt budget)	A	(1.38)	0.86
2.	Implement charging for replacement wheeled bins	Andrew Lingham	Implementation date May 2017	G	(0.24)	0.00
3.	Implement charging for inert building waste	Andrew Lingham	Implementation deferred until February 2018	G	(0.14)	0.10
4.	Environmental Action staffing savings	Helen Freeman	Restructure now agreed	G	(0.71)	0.00
5.	Implement charging for Bulky Waste	Helen Freeman	Implementation date May 2017	G	(0.15)	0.00
6.	Car Parking - review of tariffs	Helen Freeman	includes on street, Sun/Eve, Bank Holiday and Woodhouse Lane	G	(0.50)	0.00
7.	Undertake works for Housing Leeds, assumed to be within environmental action	All COs	Not restricted to environmental action, works may be undertaken by other services	G	(0.30)	0.00
8.	Reduce front line horticultural staff	Sean Flesher	Service to identify posts to be held vacant	G	(0.40)	0.00
9.	Development of visitor attractions/increase admission prices	Sean Flesher	1st phase of Tropical World complete, DCRs required for other sites	G	(0.33)	0.00
10.	Increase Bereavement charges to eliminate subsidy	Sean Flesher	To be increased by 2% above inflation.	G	(0.12)	0.00
11.	Stretched income target across Parks & Countryside	Sean Flesher	To be achieved across all income generating areas	G	(0.16)	0.00
12.	Reduction in Community Safety area co-ordinators	Sam Millar	Achieved through redeployment	G	(0.18)	0.00
13.	Generate CCTV/Security income of £2.1m	Sam Millar	Estimated £200k of unsecured income	G	(0.20)	0.00
14.	Community Safety - secure £1.1m income from WYPCC	Sam Millar	WYPCC agreed to fund PCSOs in Leeds	G	(1.10)	0.00
15.	Communities Teams savings	Shaid Mahmood	Review Management & Leadership, review grants & contributions to 3rd sector	G	(0.20)	0.00
16.	Communities Well Being	Shaid Mahmood	Further reductions to Community Ctees	G	(0.18)	0.00
17.	Community Centres - restrict free lets	Shaid Mahmood	Target to restrict to 75% of present level	G	(0.08)	0.00
18.	Contact Centre staffing savings	Lee Hemsworth	Includes channel shift savings, reducing service failure and reviewing out of hours service	A	(0.53)	0.16
19.	Customer Services Business Support staffing savings	Lee Hemsworth	Includes reducing helpdesk function and merging support and development functions	G	(0.25)	0.00
20.	Libraries efficiencies	Lee Hemsworth	Savings from staffing/running costs/income	G	(0.40)	0.00
21.	Reprovision of mobile library service	Lee Hemsworth	Subject to Executive Board report	A	(0.12)	0.09
22.	Welfare and Benefits - reduction in off-site processing	Andy Cameron	Introduction of e-claims	G	(0.20)	0.12
23.	Local Welfare Support Scheme	Andy Cameron	Reduce scheme by 30%	G	(0.30)	0.00
24.	Welfare and Benefits - additional grant income	Andy Cameron	FERIS, New Burdens. Additional £540k budgeted for in 17/18 on top of £290k in base	G	(0.54)	(0.08)
25.	Registrars	Steve Coupe	Charging /income proposals	G	(0.08)	0.00
B. Other Significant Variations						
1.	Waste Disposal Costs	Andrew Lingham	Net Budget £15.8m incl. £10.7m RERF. Projected saving incl. Business Rates saving at RERF	G		(1.58)
2.	Community Hubs	Lee Hemsworth	Staffing overspend projected - see comments above	A		0.60
3.	Housing Benefits	Lee Hemsworth	Projected shortfall in overpayments income	A		0.40
4.	All other services		All other variations	G		(0.40)
5.	Directorate Action Plan		Actions identified			(0.27)

Communities & Environment - Forecast Variation 0.00

STRATEGIC & CENTRAL ACCOUNTS - 2017/18 FINANCIAL YEAR
FINANCIAL DASHBOARD - PERIOD 09

Overall :

At month 9 the strategic & central budgets are projected to underspend by £0.6m.

The key variations are;

- Section 278 income - a potential £2.1m risk due to lower levels of development activity
- Additional debt costs of £0.2m are forecast
- Savings of £0.7m on the levy contribution to the business rates pool
- Reduction in New Homes Bonus of £1.7m
- Additional £3.8m of S31 grant income for business rates reliefs, primarily £3.2m of reliefs announced after the budget was set. (This is to offset the loss of business rates income)

Page 41

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend £'000
	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'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	(12,277)	(37,944)	(50,221)	202		(224)							(22)	1,801	1,779
Debt	20,235	(920)	19,315			275					(19)		256	46	302
Govt Grants	1,739	(22,399)	(20,660)							(697)			(697)	(2,004)	(2,701)
Joint Committees	37,100	0	37,100						53				53		53
Miscellaneous	6,243	(1,088)	5,155	(258)		1			(13)				(270)	270	0
Insurance	8,410	(9,438)	(1,028)			640		(14)				876	1,502	(1,502)	0
Total	61,450	(71,789)	(10,339)	(56)	0	692	0	(14)	40	(697)	(19)	876	822	(1,389)	(567)

STRATEGIC & CENTRAL ACCOUNTS - 2017/18 FINANCIAL YEAR

Key Budget Action Plans and Budget Variations:

			RAG	Budget	Forecast Variation against Budget
				£m	£m
A. Major Budget Issues					
1.	Debt Costs and External Income	Doug Meeson Additional £275k brokerage fees	A	18.2	0.2
2.	Minimum Revenue Provision	Doug Meeson No variation is anticipated for 2017/18	G	1.0	0.0
3.	New Homes Bonus	Doug Meeson Impact of change to NHB announced in budget	R	(13.3)	1.7
4.	Business Rates (S31 Grants, Tariff adjustment & EZ)	Doug Meeson New S31 grant announced after budget was set	G	(9.6)	(3.8)
5.	S278 Contributions	Doug Meeson Projection from Capital team is £2.8m, therefore there is a risk of a £2.1m shortfall, dependent on progress in capital spend on the relevant schemes during the year.	R	(4.9)	2.1
6.	General capitalisation target	Doug Meeson Capitalisation of eligible spend in directorate/service revenue budgets.	G	(3.5)	(0.1)
7.	Schools capitalisation target	Doug Meeson Capitalisation of eligible spend in school revenue budgets.	G	(3.5)	(0.3)
8.	PFI Procurement savings	Doug Meeson Use of £1m income from 2016/17 Street Lighting PFI negotiated settlement	G	(1.0)	0.0
9.	Joint Committee - Coroners Services	Doug Meeson Likely overspend in 17/18 due to one off tribunal costs and staff restructuring to generate future savings. Lower projected overspend from Wakefield Council received.	G	1.3	0.1
B. Other Significant Budgets					
1.	Insurance	Doug Meeson Potential for some savings on projected cost of insurance claims for this financial year.	G	(1.0)	0.0
2.	Business Rates Levy	Doug Meeson Projections indicate a potential reduction in the levy due.	G	1.7	(0.7)
3.	Prudential Borrowing Recharges	Doug Meeson Changes to some capital schemes in period 8 have impacted on prudential borrowing and the forecast is for £229k than budget.	G	(14.7)	0.1
4.	Earmarked Reserves	Doug Meeson Use of capital and other earmarked reserves.	G	(2.4)	0.0
5.	Miscellaneous	Doug Meeson No significant variation anticipated at this stage.	G	5.2	0.0
6.	Apprenticeship levy	Doug Meeson To be allocated to directorates as training credits are used.	G	0.0	0.2
Strategic & Central Accounts - Forecast Variation					(0.6)

Housing Revenue Account - Period 9

Financial Dashboard - 2017/18 Financial Year

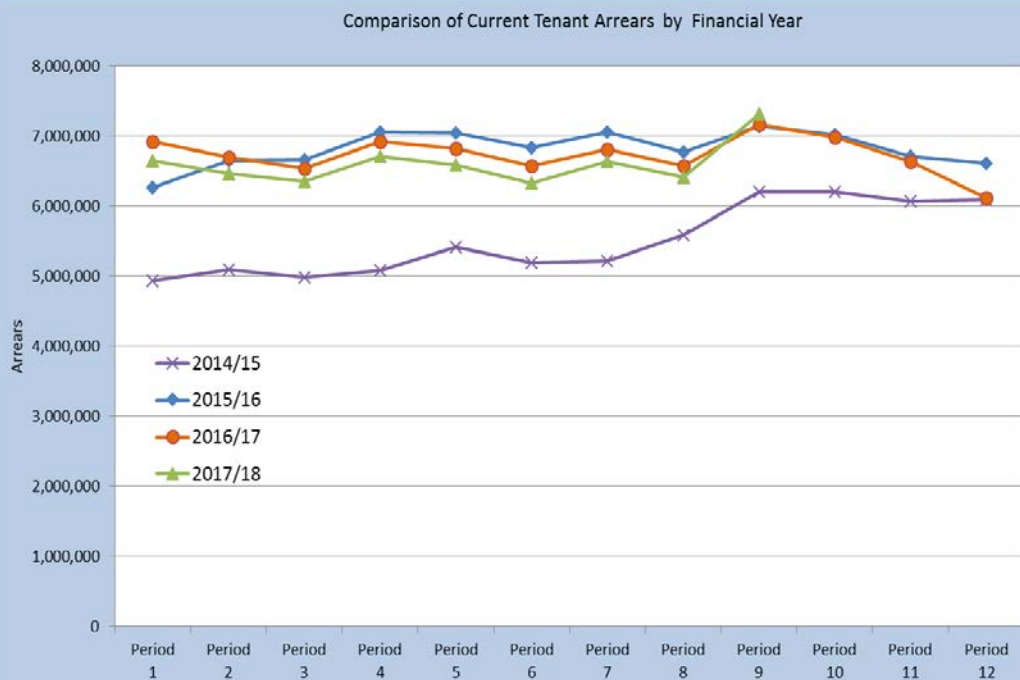
Summary of projected over / (under) spends (Housing Revenue Account)

Directorate	Current Budget	Projected Spend	Variance to budget
	£000	£000	£000
Income			
Rents	(215,352)	(215,058)	294
Service Charges	(6,968)	(6,857)	110
Other Income	(29,408)	(29,682)	(275)
Total Income	(251,727)	(251,598)	129
Expenditure			
Disrepair Provision	1,000	1,503	503
Repairs to Dwellings	43,548	43,548	-
Council Tax on Voids	754	754	-
Employees	26,314	25,481	(833)
Premises	7,362	7,286	(75)
Supplies & Services	4,377	4,052	(325)
Internal Services	40,604	41,023	419
Capital Programme	71,000	71,000	-
Unitary Charge PFI	8,860	8,449	(411)
Capital Charges	45,106	45,150	44
Other Expenditure	6,976	6,949	(27)
Total Expenditure	255,900	255,195	(705)
Net Position	4,173	3,597	(576)
Appropriation: Sinking funds	(3,139)	(2,543)	596
Appropriation: Reserves	(1,034)	(1,054)	(20)
(Surplus)/Deficit	0	0	0
Proposed New Reserves			-
Transfer to Capital Reserve			-
Total Current Month	0	0	0

Comments
<p>Rent lower than budget due to lower stock numbers from increased RTB sales. The void level is at 0.79% and below the 2017/18 target of 0.9%</p> <p>Service charge income £26k, Community Links furniture offset by saving in supplies and services £84k.</p> <p>Increased fee income from projected RTB sales (£233k), KPI income (£88k), Wharfedale View catering income (£36k) (offset by an increase in internal charges), PFI Pass Through Costs (£148k). Underachieved income on budgeted capitalised salary costs</p>
<p>Disrepair compensation and fees</p>
<p>Savings due to vacant posts and temporary staff secondments (£1156k). This saving is offset by Disrepair agency staff £250k, Severance costs to date £47k and other smaller variances £26k.</p> <p>Utilities savings (£70k), other savings (£5k).</p> <p>Community Links furniture savings balanced by reduction in service charge income (£82k), Savings following a review of printing requirements (£110k), Bank Charges (£89k), Annual Support Grant (£20k), ICT project savings (£44k), ERDMs project £20k. Additional Fire Safety work £321k, Additional out of hours service £65k, Savings in other internal charges (£146k), Disrepair legal locums £131k, Increased costs of RTB due to high number of sales £48k</p>
<p>PFI Scheme Adjustments: Unitary Charge (£360k), Insurance refund (£247k), Pass Through Costs £202k. Other adjustments (£6k).</p>
<p>Interest payable to GF</p>
<p>LTF saving (£22k), Transport savings (£5k)</p>
<p>Unitary Charge on PFI funded by sinking fund</p>
<p>Use of reserve to fund ERDMs project</p>

Previous period variance
£000
411
(9)
(232)
170
503
-
-
(781)
(75)
(232)
309
-
(64)
25
(27)
(343)
(173)
193
(20)
0
-
-
0

Housing Revenue Account - Period 9 Financial Dashboard - 2017/18 Financial Year

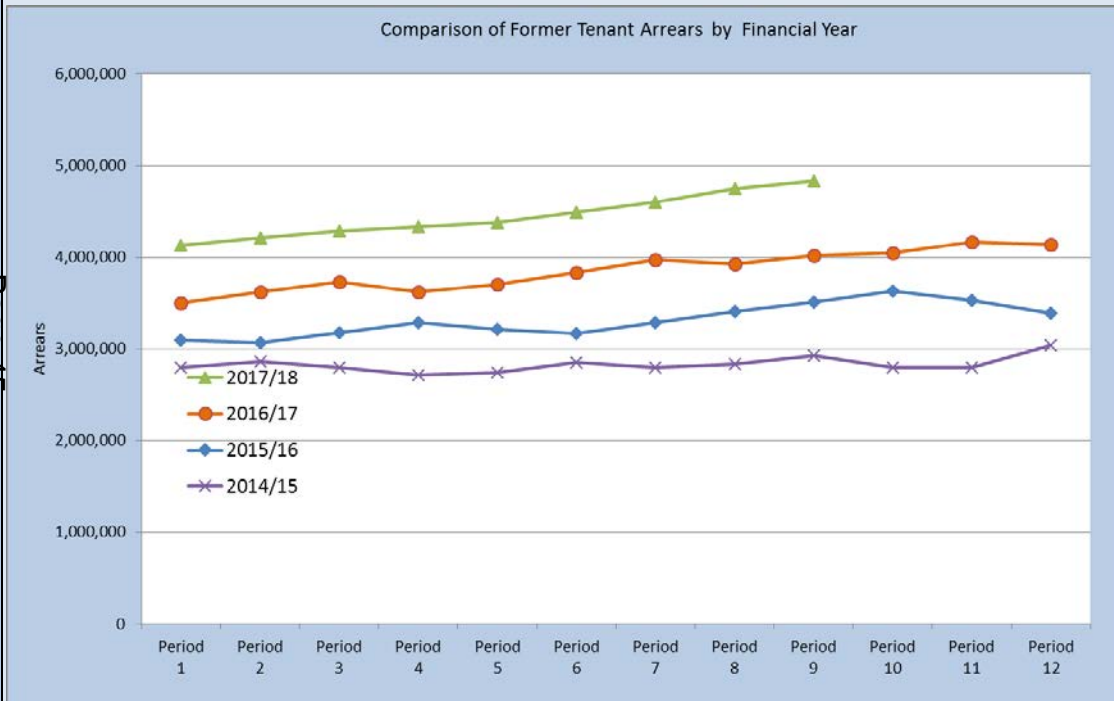


Change in Stock	Budget	Projection
Right to Buy sales*	350	530
New Build (PFI)	0	0
New Build (Council House Growth)	(101)	(101)
Total	249	429

* actual sales as at the end of Period 9: 394

Right to Buy Receipts	2016/17 Actual	2017/18 Projection
Total Value of sales (£000s)	25,983	27,207
Average Selling Price per unit (£000s)	50.4	51.3
Number of Sales*	516	530
Number of Live Applications	1,165	1,295

Housing Revenue Account - Period 9 Financial Dashboard - 2017/18 Financial Year



Arrears	2016/17	2017/18	Variance
	£000	£000	£000
Dwelling rents & charges	2017/18 Week 39		
Current Tenants	7,164	7,313	149
Former Tenants	4,016	4,833	817
	11,180	12,146	966
Under occupation	2017/18 Week 35		
Volume of Accounts	4,655	4,244	(411)
Volume in Arrears	2,155	1,942	(213)
% in Arrears	46%	46%	-1%
Value of Arrears	576	514	(62)
Collection Rates	2017/18 Week 35		
Dwelling rents	97.43%	96.99%	-0.4%
Target	97.50%	97.75%	
Variance to Target	-0.07%	-0.76%	

Housing Revenue Account - Period 9

Financial Dashboard - 2017/18 Financial Year

Projected Financial Position on Reserves	Reserves b/f	Use of Reserves	Contribution to Reserves	Closing reserves
	£000	£000	£000	£000
HRA General Reserve	(6,631)	100	0	(6,531)
Earmarked Reserves				
Environmental Works	(1,668)	1,595		(73)
Insurance - large claims	(137)			(137)
Welfare Change	(1,782)	564		(1,218)
Housing Advisory Panels	(699)	459		(240)
Sheltered Housing (Committed in capital programme)	(3,238)			(3,238)
Holdsworth Place - land purchase	(64)			(64)
Early Leavers' Initiative	(408)			(408)
Changing the Workplace	(353)	353		(0)
eFiles Box-It Project	(262)	262		(0)
	(8,610)	3,233	0	(5,377)
PFI Reserves				
Swarcliffe PFI Sinking Fund	(10,343)	2,929	0	(7,414)
LLBH&H PFI Sinking Fund	(2,515)	0	(386)	(2,901)
	(12,858)	2,929	(386)	(10,315)
Capital Reserve				
MRR (General)	(14,960)	59,093	(71,000)	(26,867)
MRR (New Build)	(12,540)	9,385	0	(3,155)
MRR (HRA RCCOs)	(3,003)			(3,003)
	(30,502)	68,478	(71,000)	(33,024)
Total	(58,601)	74,740	(71,386)	(55,247)

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 22 February 2018

Subject: Work Schedule – February 2018

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 remainder of the current municipal year.

2 Main issues

- 2.1 At its initial meeting in June 2017, the Scrutiny Board discussed a range of matters for possible inclusion within the overall work schedule for 2017/18. The areas discussed included a range of matters which were then used to help formulate an outline work schedule.
- 2.2 The latest iteration of the work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.
- 2.3 The draft minutes from the Executive Board meeting held on 7 February 2018 are also appended to this report for consideration at the meeting – as they relate to the remit of the Scrutiny Board.

Developing the work schedule

- 2.4 The work schedule should not be considered to be a fixed and rigid schedule, it should be recognised as something that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.
- 2.5 However, when considering any developments and/or modifications to the work schedule, effort should be undertaken to:

- Avoid unnecessary 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

2.6 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertaken activities outside the formal schedule of meetings – such as working groups and site visits, where deemed appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

Service area performance

2.7 The work schedule reflects the Board’s discussion about monitoring specific service areas. Any updated proposals will be reported to the Scrutiny Board.

Business Rates Inquiry

2.8 At the beginning of the municipal year, the Scrutiny Board identified ‘Business Rates’ as a specific inquiry topic. The Scrutiny Board has considered a range of information to date.

2.9 As part of the inquiry, members of the Scrutiny Board to attended and observed a Valuation Tribunal Hearing on 12 December 2017.

2.10 On 22 January 2018, the Scrutiny Board met with representatives of the Valuation Office Agency (VOA), in order to better understand the role of the VOA and consider any associated matters relevant to the collection of Business Rates.

2.11 The Scrutiny Board also considered details of the recently announced Leeds City Region 100% Business Rates Retention Pool pilot, which is likely to form part of the Board inquiry report. The Board requested a summary of the Business Rates Pool Committee as part of this part of the inquiry, which will be provided at a future meeting of the Scrutiny Board.

2.12 It also remains the intention to request a meeting with the relevant / responsible government minister. Details of this meeting remain to be finalised and any further developments will be reported at the meeting.

Apprenticeships Levy

2.13 At the Scrutiny Board meeting in October 2017, members of the Scrutiny Board agreed that arrangements should be made for a working group meeting in early 2018 to review progress against the identified ‘inquiry points’ set out in the apprenticeship levy paper.

- 2.14 At its previous meeting in December 2017, the Scrutiny Board agreed to arrange a working group meeting once the outcome of the Council's bid to the Education and Skills Funding Agency to become an Employer Provider is known.
- 2.15 Specific details remain to be finalised and any further developments will be reported at the meeting.

Impact of the failure of Carillion

- 2.16 At its meeting in January 2018, the Board agreed to consider the impact and implications for the Council arising from the recent collapse of Carillion. Details are expected to be considered at an appropriate meeting of the Board.

Outcome of discussions at the Scrutiny Board meeting

- 2.17 Details of any specific outcomes from the meeting may need to be considered and reflected in an updated work schedule, including any longer-term consideration of future budget developments or proposals.

3. Recommendations

- 3.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2017/18.

4. Background papers¹

- 4.1 None used

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

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Scrutiny Board (Strategy and Resources) Work Schedule for 2017/2018 Municipal Year

December	January	February
Meeting Agenda for 21/12/17 2017 at 10.30 am.	Meeting Agenda for 18/01/18 at 10.30 am.	Meeting Agenda for 22/02/18 at 10.30 am.
Service Performance: Effective Procurement (PM)	Service Performance: Human Resources - Employee Health and Wellbeing (PM)	Financial Health Monitoring (PSR)
Service Performance: Human Resources - Can Do Culture (PM)	Business Rates Inquiry Update (PSR)	Service Performance: Electoral, Registrars and Licensing (PM)
Financial Health Monitoring (PSR)	Corporate Risk: Draft Statement (PSR)	Service Performance: Human Resources – Staff Survey / Appraisals (PM)
2018/19 Initial Budget Proposals (PDS)		Carillion – Impact and Implications for the Council (DB)
Best Council Plan Refresh for 2018/19-2020/21 – Initial Proposals (PDS)		
Working Group Meetings		
	Business Rates Inquiry: Valuation Office Agency (22 January 2018 at 12:00 noon)	Apprentice Levy – pending the outcome of the Council's bid to the Education and Skills Funding Agency to become an Employer Provider (PSR) - <i>date to be confirmed.</i>
Site Visits		
Business Rates Inquiry: Valuation Tribunal Hearing (12 December 2017)		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Scrutiny Board (Strategy and Resources) Work Schedule for 2017/2018 Municipal Year

March	April	May
Meeting Agenda for 12/03/18 at 10.30 am	Date to be confirmed	No Scrutiny Board meeting currently scheduled.
Financial Health Monitoring (PSR) Service Performance: Civic Enterprise Leeds (PM) Service Performance: Digital & Information Service (PM) Equalities: Equality Impact Priorities refresh (PSR)	People's Services Commissioning – 6-monthly update report (PM) Business Rates Inquiry – draft statement / report (PSR)	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

EXECUTIVE BOARD

WEDNESDAY, 7TH FEBRUARY, 2018

PRESENT: Councillor J Blake in the Chair

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

Apologies Councillor

127 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) Appendix 3 to the report entitled, 'City Centre Park Delivery', referred to in Minute No. 132 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is therefore considered that the public interest in maintaining the content of the appendix as exempt from publication outweighs the public interest in disclosing the information;
- (b) Appendix 3 to the report entitled, 'Land at East Leeds Extension and Thorpe Park, Leeds', referred to in Minute No. 133 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of particular people, and of the Council. It is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to potential transactions, and as such it is considered that it is in the public interest to maintain the content of the appendix as exempt from publication;
- (c) Appendix 2 to the report entitled, 'Acquisition of Land for Vehicle Fleet Alternative Fuel Filling Station', referred to in Minute No. 134 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of a particular person, and of the Council. This information is not

Draft minutes to be approved at the meeting
to be held on Wednesday, 21st March, 2018

publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one discussions for the acquisition of the property/land, then it is not in the public interest to disclose this information at this point in time. Also, it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

- (d) Appendix 2 to the report entitled, 'Investment into the New Supply of Affordable and Supported Housing', referred to in Minute No. 140 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of a particular organisation and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities and it is therefore considered to be in the public interest for this element of the report to be treated as exempt from publication;
- (e) Appendix 1 to the report entitled, 'Grants to Arts and Cultural Organisations', referred to in Minute No. 145 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). Specifically, it lists the unsuccessful applicants to the arts@leeds scheme, many of whom are likely to apply to other sources for funding. It is considered that the public interest in maintaining the content of this appendix as exempt from publication outweighs the public interest in disclosing the information.

128 Late Items

No formal late items of business were added to the agenda, however, prior to the meeting, with the agreement of the Chair, Board Members were in receipt of a supplementary addendum together with associated revised recommendations in respect of agenda item 19(A) (2018/2019 Revenue Budget and Council Tax) arising from the late receipt of information regarding the level of resources available to the Authority. (Minute No. 144 refers).

In addition, again with the agreement of the Chair, Board Members were in receipt of correspondence from the 'Save Moor Allerton Hall Primary School' Group which related to agenda item 13 (Outcome of Consultation to join Moor

Allerton Hall Primary School with Allerton Grange School as a Through-School and to Increase Primary Learning Places). (Minute No. 138 refers).

129 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda item entitled, 'Grants to Arts and Cultural Organisations', Councillor Yeadon drew the Board's attention to her respective roles as a member of the Yorkshire Dance Board of Management and also as a member of the Leeds Grand Theatre and Opera House Board of Management. (Minute No. 145 refers).

In addition, again, although no Disclosable Pecuniary Interests were declared, in relation to the agenda item entitled, 'Improving Standards in the Private Rented Sector – Consideration for Selective Licensing', Councillors Coupar and Rafique drew the Board's attention to the fact that they had respective interests in properties that they did not live in and were not located within the proposed areas for potential introduction of the scheme. Similarly, Councillor Andrew Carter drew the Board's attention to the fact that his wife (Councillor Amanda Carter) had an interest in property in which they did not reside and which were not located within the proposed areas for potential introduction of the scheme. (Minute No. 141 refers).

130 Minutes

RESOLVED – That the minutes of the previous meeting held on the 13th December 2017 be approved as a correct record.

REGENERATION, TRANSPORT AND PLANNING

131 Core Strategy Selective Review (Publication Draft)

Further to Minute No. 147, 8th February 2017, the Director of City Development submitted a report which sought approval to publish detailed revisions to the policies which were the subject of the Core Strategy Selective Review (CSSR) for the purposes of a six week of consultation exercise.

In presenting the report to the Board it was clarified that Members were being recommended to refer the Publication Draft to Scrutiny Board (Infrastructure and Investment), and not Scrutiny Board (City Development), as detailed within the submitted report.

Responding to a Member's enquiry, the Board noted that in terms of approximate timescales, it was expected that a revised housing requirement figure for Leeds would be adopted into the Core Strategy by Spring 2019.

Also in response to a Member's enquiry, the Board was provided with further information on the actions being taken to maximise the delivery of affordable housing in Leeds, with specific reference to Leeds' performance when compared to the data within a report published by Shelter in November 2017.

In addition, regarding a Member's reference to the potential provision of more accommodation for older people in the city centre, it was noted that the ambition was to deliver a wider mix of accommodation in the city centre, which included provision for older people.

The Board extended its thanks to Development Plan Panel for the work it had undertaken to help progress the development of the CSSR to its current position.

RESOLVED –

- (a) That the proposed revised Publication Draft policies and supporting paragraphs of the Core Strategy Selective Review, as set out within Appendix 1 and the Sustainability Appraisal as set out in Appendix 3 to the submitted report, be endorsed;
- (b) That a 6 week consultation exercise on the proposed revised Publication Draft policies and supporting paragraphs of the Core Strategy Selective Review, as set out within Appendix 1 and the Sustainability Appraisal as set out in Appendix 3 to the submitted report, be approved;
- (c) That the additional draft supporting documents listed in paragraph 7.0 of the submitted report, including background evidence on the Council's website, be noted;
- (d) That the necessary authority be delegated to the Chief Planning Officer in consultation with the relevant Executive Member to make factual and other minor changes to the proposed consultation material;
- (e) That further to the correction to the report, as referenced above, the Publication Draft Plan be referred to the Scrutiny Board (Infrastructure and Investment) in line with the Budget and Policy Framework Procedure Rules, following the public consultation;
- (f) That it be noted that the responsible officer for the delivery of the resolutions (above) is the Head of Strategic Planning.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

132 City Centre Park Delivery

Further to Minute No. 83, 18th October 2017, the Director of City Development and the Director of Communities and Environment submitted a joint report seeking approval of the proposed next steps to facilitate the delivery of the long term ambition for a City Centre Park.

Members welcomed the proposals detailed within the submitted report and highlighted how the establishment of the park would look to improve the connectivity with the South Bank area and promote a more family-friendly environment. Members also noted how the progression of this project during the earlier stages of the South Bank's development had enabled local communities residing in and around the area to be involved in the associated engagement process.

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

RESOLVED –

- (a) That agreement be given for the Council to take steps, as set out at section 3.2 of the submitted report, to support the delivery of a City Centre Park in the South Bank;
- (b) That the Heads of Terms as detailed within exempt Appendix 3 to the report be agreed, with it being requested that legal agreements are developed and finalised between the Council and Vastint, using the principles as set out within the Heads of Terms and as at section 3.8 of the submitted report, in order to guide the development of legal agreements;
- (c) That the principles contained within section 3.14 of the submitted report for the redevelopment of Council land at Meadow Lane be agreed, and it be requested that further work takes place in order to develop proposals for new development and green space at this site;
- (d) That the City Centre Park design principles, as contained within appendix 2 to the submitted report be approved as the basis for the development of the detailed design;
- (e) That a report be submitted to a future Executive Board meeting in order to consider the detailed design that is developed and also to receive an update on the progress being made on such matters;
- (f) That the following be noted:-
 - (i) The Director of City Development and the Director of Communities and Environment are responsible for implementing resolutions (a), (b), (d) and (e), in consultation with the Director of Resources and Housing, the Executive Member for 'Regeneration, Transport and Planning', and the Executive Member for 'Environment and Sustainability';
 - (ii) The Director of City Development is responsible for the implementation of resolution (c).

133 Land at East Leeds Extension and Thorpe Park, Leeds

Further to Minute No. 19, 21st June 2017, the Director of City Development submitted a report which sought approval to assemble land in order to

facilitate the delivery of the East Leeds Orbital Road (ELOR) in respect of the property interests held by Scarborough Group International (SGI) / Thorpe Park Developments Limited (TPDL). In addition, the report also sought the necessary approvals of the terms, as set out within the exempt Appendix 3.

Responding to a Member's enquiry, assurance was provided that the currently envisaged timescale for completing the ELOR scheme by 2021 remained on track.

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

RESOLVED –

- (a) That the terms, as set out in the exempt Appendix 3 to the submitted report, in respect of the Land Agreement with Scarborough Group International / Thorpe Park Developments Limited, be agreed;
- (b) That agreement be given for the costs associated with the financial settlement are injected into the Council's Capital Programme with funding in part to come from the West Yorkshire Transport Fund Grant; and that following the injection of funds into the Capital Programme by the Executive Board, the necessary 'Authority to Spend' be delegated to the Director of City Development, in consultation with the Chief Officer Financial Services in order to complete the transaction;
- (c) That in the event that there are any variations to the terms as set out within the exempt Appendix 3 to the submitted report, agreement be given for the necessary authority to be delegated to the Director of City Development, in consultation with the Chief Officer Financial Services and the Executive Member for 'Regeneration, Transport and Planning' to approve them;
- (d) That when a proposed agreement with relevant parties had been finalised in respect of the required land assembly proposals, the terms for which were detailed within exempt Appendix 3 to the submitted report, Group Leaders be briefed on the terms of that proposed agreement.

134 Acquisition of Land for Vehicle Fleet Alternative Fuel Filling Station

The Director of City Development and the Director of Resources and Housing submitted a joint report on the proposed acquisition of land to facilitate the delivery of an alternative fuelling station to serve the Council's and the city's vehicle fleets.

Members welcomed the proposals detailed within the submitted report. In noting the strategic location of the site, the Board acknowledged the

significant potential that the project had in terms of being an alternative fuel filling station not solely for the Council's fleet, but also for other vehicle fleets.

Members also highlighted how the proposals would positively contribute towards the improvement of the city's air quality.

Following consideration of Appendix 2 to the submitted report designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the draft Heads of Terms, as set out within the exempt Appendix 2 to the submitted report, be agreed, and that the necessary authority be delegated to the Director of City Development to enable the acquisition of the site to be progressed on these or amended terms, should it be commercially acceptable and to protect the Council's interest, in order to facilitate the delivery of the Compressed Natural Gas (CNG) project;
- (b) That should the CNG project not proceed for any reason, it be noted that the site acquisition will have strategic value in the future reconfiguration and use of Council assets within the area;
- (c) That the necessary authority be delegated to the Director of City Development in consultation with the Director of Resources and Housing to enable the Director to sign off the lease or alternative arrangement negotiated with the selected station provider through the competitive process, in order to ensure that it provides value for money to the Council;
- (d) That the injection of funding into the Capital Programme and the related 'Authority to Spend' as set out in Appendix 2 to the submitted report, be agreed;
- (e) That the necessary authority be delegated to the Director of City Development in consultation with the Director of Resources and Housing in order to enable the Director to inject and approve 'Authority to Spend' for any additional funding required to acquire the site, so long as this can be demonstrated to be commercially acceptable.

HEALTH, WELLBEING AND ADULTS

135 Developing Digital Support and Approaches to Health and Wellbeing

The Director of Adults and Health submitted a report providing an update on the progress being made in maximising the use of digital solutions that promote the health and wellbeing of Leeds citizens. In addition, the report illustrated what had been achieved through innovative partnerships, but also provided details on some of the challenges being faced in taking this agenda forward.

Members welcomed the content of the submitted report and the further health and wellbeing benefits that could potentially be realised by the continued development of the digital support agenda. However, a Member highlighted the need to ensure that as the agenda developed, users of the new technology, particularly older people, were provided with appropriate guidance to help them make safe choices.

In conclusion, it was requested that a demonstration of the new developments in this area was provided to Board Members for their information.

RESOLVED –

- (a) That the progress being made in embracing digital opportunities in order to improve the health and wellbeing of Leeds citizens, be noted;
- (b) That the areas for future development, as detailed within the submitted report, together with the comments made by the Board on such matters, be noted.

CHILDREN AND FAMILIES

136 Learning Places Programme - Capital Programme Update

Further to Minute No. 8, 21st June 2017, the Director of Resources and Housing, the Director of Children and Families and the Director of City Development submitted a joint report providing an update on the Learning Places Capital Programme and Social, Emotional and Mental Health (SEMH) Programme, presenting the progress made on the projects currently forming part of the Programmes, and seeking relevant approvals to increase the budget for three specific schemes.

Responding to a Member's enquiry, the Board noted the current balance of the programme's Capital Risk Fund, and was advised that the Risk Fund balance was expected to increase as well as decrease during the life of the programme, as schemes were completed.

In addition, it was noted that officers were confident that the further 16 schemes which were programmed to be delivered in 2018 would be delivered in line with scheme estimates, as detailed within the submitted report.

RESOLVED –

- (a) That the following be approved:-
 - (i) an increase in the capital spending approval of **£3.75m** to reset the budget envelopes on completion of robust feasibility studies for the Beecroft, Greenside and Iveson schemes; and
 - (ii) a reduction in the total held in the programme risk fund, seeing **£3.003m** being returned to support the Council's capital programme commitments elsewhere, with the revised Programme Capital Risk Fund total being reset at **£7.540m**.
- (b) That the following be noted:-
 - (i) The good progress made on this challenging programme of work, which is currently valued at **£97.899m**;

- (ii) That the following benefits have been delivered from the Projects commissioned via the programme from 2014 onwards. These have been called off through either the YORbuild arrangements and/or in conjunction with the Leeds Local Education Partnership (LLEP):
The programme has in total supported **76 new and or existing apprentices in their training as well as successfully assisting 116 people into permanent employment.** These figures relate to employees of both main contractors and their supply chains. These schemes have also **recycled or reused a minimum of 95% of the waste generated during the construction process;**
- (iii) That the projected funding deficit which currently stands at £71.7m is primarily based on Education Funding Agency rates, and that with this in mind, Executive Board support be given to the arrangement of a meeting between the Executive Member for Children's and Families and the Education and Skills Funding Agency (ESFA).

137 Determination of school admissions arrangements 2019/20

The Director of Children and Families submitted a report which sought approval of the Local Authority admissions policy and admissions arrangements for entry to school in 2019. The report described the changes to the policy, described changes to the published admission number for two all-through schools in line with their previously published statutory notices, and invited the Board to note the co-ordination arrangements.

RESOLVED – That the school admission arrangements for 2019 be determined as follows:

- (a) That the Admissions Policy, as detailed within the submitted report, be approved, with the following being noted:-
- the wording in relation to Children Looked After will be amended to reflect current legislation and practice;
 - PAF (Postcode Address File) will no longer be the main source of data for our measuring system, being replaced by LLPG (Local Land and Property Gazetteer);
 - The policy will include clarity that the Local Authority may withdraw an offer if it is found that a family have used a false address on their application;
- (b) That the changes to the admission number for 2 all-through schools at their secondary phase of admission, be noted;
- (c) That the co-ordinated scheme for admissions arrangements for entry in September 2019 be noted, with it also being noted that there are no changes to the 2018 arrangements other than the updating of timelines;
- (d) That it be noted that the officer responsible for such matters is the Lead for Admissions and Family Information Service, and that the date for

implementation (ie determination of any revised policy) is by no later than 28 February 2018;

- (e) That it be noted that the officer responsible for the publication of the determined arrangements is the Lead for Admissions and Family Information Service, and that the date for implementation (ie publication) is by no later than 15 March 2018.

138 Outcome of consultation to join Moor Allerton Hall Primary School with Allerton Grange School as a Through-School and to increase primary learning places

The Director of Children and Families submitted a report describing the outcome of the consultation undertaken regarding proposals to join together Moor Allerton Hall Primary School with Allerton Grange School as a through-school, and to expand primary school provision within the through-school. In addition, the report sought permission to publish a statutory notice in respect of revised proposals following the large number of responses made during the consultation period.

With the agreement of the Chair, Board Members were in receipt of correspondence from the 'Save Moor Allerton Hall Primary School' Group regarding the proposals detailed within the submitted report. In response, the Chair thanked all relevant parties who had contributed towards the related consultation process to date.

The Executive Member for Children and Families advised the Board that since the publication of the submitted report, further discussions had taken place with relevant parties including Roundhay and Moortown local Ward Councillors and the School Council, Governors and the Senior Leadership Team of Moor Allerton Hall Primary School, and in response to the feedback received, it was proposed that the report's recommendations, as submitted, be withdrawn, with a proposal to commence a further round of consultation in order to gain the views of a wider range of stakeholders on the proposed expansion of Moor Allerton Hall Primary School as a stand-alone three form entry school (rather than a through-school), prior to any final decisions being made.

Members welcomed the revised proposal, as set out by the Executive Member.

RESOLVED - That a further round of consultation be undertaken in order to gain the views of a wider range of stakeholders on the proposed expansion of Moor Allerton Hall Primary School as a stand-alone three form entry school (rather than a through-school), prior to any final decisions being made.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

139 Outcome of the consultation on the Strategic Review of provision for children and young people with Special Education Needs and Disabilities (SEND)

The Director of Children and Families submitted a report which provided an overview of the main findings from the public consultation undertaken on the Strategic Review of Special Education Needs and Disability (SEND) provision available to young people (0-25) in Leeds. In addition, the report set out proposals and specific priorities for the allocation of the Department for Education (DfE) capital grant.

Responding to a Member's enquiry, the Board received further detail on the assessment procedures which were in place to deliver SEND provision to children and young people across the city, with assurances being provided around the robustness of those procedures. However, it was highlighted that additional funding for the High Needs Block of the Designated Schools Grant had recently been announced, which, when received would be used to assist with the delivery of related provision.

RESOLVED –

- (a) That the details of the consultation and the final version of the Strategic Review of provision for children and young people with Special Education Needs and Disabilities, as detailed within Appendix A to the submitted report, be noted;
- (b) That it be noted that the DfE capital grant of £3,237,000 will be utilised over the next three years, following the five priorities as detailed within the submitted report;
- (c) That the proposed allocation of the DfE capital grant of £1,079,000 for the financial year 2018/19, as detailed within Section 4.4 of the submitted report, be approved;
- (d) That it be noted that the overall responsible officer for the implementation of the Strategic Review and the publishing of the plan is the Head of Complex Needs.

COMMUNITIES

140 Investment into New Supply of Affordable and Supported Housing

The Director of Resources and Housing submitted a report regarding proposals for a collaborative approach between the Council, St. George's Crypt and LATCH (Leeds Action to Create Homes) in order to seek loan funding of £3.03m from the Council for the provision and development of a new supply of affordable and supported housing.

Responding to a Member's enquiry, the Board received further information on the Council's delivery programme for the provision of affordable housing via the Housing Revenue Account, and how the Council continued to explore other approaches to contribute towards the future delivery of that provision.

In addition, the Board received further details of the types of accommodation which were being proposed as part of this scheme, and the ways in which they would benefit vulnerable people in Leeds.

In conclusion, on behalf of the Board the Chair extended her thanks to St. George's Crypt and LATCH for the crucial work they continued to undertake in this area.

Following consideration of Appendix 2 to the submitted report designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That support be given to the proposals as outlined within the submitted report and exempt Appendix 2 for the Council to provide total loan funding of £3.03m split as follows:
 - loan funding of £2.354m to St George's Crypt; and
 - loan funding of £0.676m to LATCH;
- (b) That agreement be given for the Council to enter into legal agreements with St George's Crypt and LATCH for the provision of new supply affordable housing;
- (c) That the approval of the detailed terms and conditions be delegated to the Director of Resources and Housing in conjunction with the Council's Chief Finance Officer and the Council's Chief Legal Officer.

141 Improving standards in the private rented sector - consideration for selective licensing

The Director of Resources and Housing submitted a report regarding the development of business case(s) for the selective licensing initiative, with the report noting that any business case would need to be considered in the future by the Council on its merits based on the criteria as detailed within in Government guidance prior to any designation. The report also noted that the proposed areas for the potential introduction of any scheme were based upon the Council's priority locality agenda in Harehills and Beeston Hill.

A concern was raised that the proposals detailed within the report were not for the establishment of a citywide scheme, however it was noted that although the submitted report had identified Harehills and Beeston Hill as proposed areas for the potential introduction of any scheme, at this stage it was only recommending the development of potential business cases, with the matter intended to be re-submitted to the Board once the final business cases had been drawn up.

RESOLVED –

- (a) That the development of potential business cases under Part 3 of the Housing Act 2004 for selective licensing schemes for Harehills and Beeston Hill for the purposes of future consideration by the Council, be approved;
- (b) That agreement be given for the Executive Board to consider the matter again at a future date once the final business case(s) have been

fully developed and agreed, in order to assist with the long term development of such business case(s);

- (c) That it be noted that the business case(s) will be developed in line with the timescales as detailed at section 3.8 of the submitted report and will be the responsibility of the Service Managers in Private Sector Housing, Housing Leeds.

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

142 Community Hubs - Phase 3 (Year 1) Business Case

Further to Minute No. 15, 22nd June 2016, the Director of Communities and Environment submitted a report providing an update on the progress made to date on the Community Hub programme and specifically the delivery of Phase 2. In addition, the report sought approval of proposals regarding the Phase 3 Community Hub programme to form Community Hubs in a number of key local buildings, mainly existing Libraries and One Stop Centres to support the delivery of integrated and accessible services.

In introducing the report, the Executive Member for Communities extended her thanks to the significant role that Scrutiny had played in the development of this project to date.

Responding to a Member's concerns regarding the programme and including a specific design issues in respect of an existing hub, emphasis was placed upon the overarching aim of the programme which was to benefit the community by providing integration across a wide range of services and partners, with it being noted that should there be any design issues in respect of a specific project, then these could be brought to the attention of the Executive Member or relevant officers for consideration.

RESOLVED –

- (a) That the contents of the submitted report, specifically the progress made on delivering the Community Hubs as part of Phase 1 and Phase 2, together with the Mobile Community Hub approach, be noted;
- (b) That the delivery of the Phase 3 Community Hub schemes over the next 3 years, be supported;
- (c) That an injection into the capital programme of £3.03m for Phase 3 - Year 1 (2018/19) schemes of the Community Hub programme be authorised, with it being noted that updated business cases for individual Hub schemes will require 'authority to spend' in line with the current capital approvals process;
- (d) That it be noted that further Phase 3 business cases will be submitted to request further injections of funding, with Phase 3 Projects included in Year 2 (2019/20) and 3 (2020/21);

- (e) That it be noted that the two proposed Community Hub schemes in Crossgates and Burmantofts, which are being developed jointly with the NHS, will be subject to a separate report;
- (f) That approval be given for the properties released as part of the Phase 3 (Year 1 2018/19) programme, to be declared as surplus to Council requirements and passed to the Capital receipts programme.

ENVIRONMENT AND SUSTAINABILITY

143 Potential Heritage Lottery Fund Bid for Temple Newsam Estate

The Director of Communities and Environment submitted a report outlining the prospect of a Heritage Lottery Fund (HLF) led bid to restore key features at Temple Newsam Estate, which was aimed at enabling visitors to better engage with how the site had developed over many hundreds of years, as well as securing the heritage features for future generations.

Members welcome the proposals detailed within the submitted report.

RESOLVED –

- (a) That the following be approved:-
 - (i) The submission of a bid to the Heritage Lottery Fund (HLF) 'Heritage Grants' programme;
 - (ii) The injection of £100k into Capital Scheme No. 32890, together with associated 'authority to spend' in order to support the bid submission;
- (b) That it be noted that the Chief Officer (Parks and Countryside) is responsible for the implementation of such matters, with the initial deadline of August 2018 to consider round 1 submissions also being noted;
- (c) That agreement be given to a future report being brought to Executive Board outlining detailed arrangements and match funding proposals, should the bid be successful.

ECONOMY AND CULTURE

144 Revenue Budget Proposals and Capital Programme for 2018/19

Further to Minute No.124, 13th December 2017, the Chief Officer, Financial Services submitted a report regarding the proposals for the City Council's Revenue Budget for 2018/2019 and the Leeds element of the Council Tax to be levied in 2018/2019.

With the agreement of the Chair, Board Members were in receipt of a supplementary addendum together with associated revised recommendations arising from the late receipt of information regarding the level of resources available to the Authority.

The updated information highlighted that the level of additional resource available to the City Council in respect of the 2018/19 revenue budget was

£2,825k, and due to the short notice at which this information had become available, it was proposed for the purposes of recognising this additional resource in the 2018/19 budget, that £756k of it should be placed within the Council's General Reserve (which would increase the overall budgeted contribution to £1,756k in 2018/19) and £2,069k should be placed within an earmarked reserve for Adult Social Care, with proposals to use the additional resource being developed as appropriate.

Responding to a Member's enquiry, the Board received further detail on the total sum of Business Rates Retention monies that the Council would receive in 2018/19.

(A) 2018/2019 Revenue Budget and Council Tax

RESOLVED –

- (a) That Executive Board recommends to Council the adoption of the following, subject to the inclusion of the proposed changes to the submitted 2018/19 Revenue Budget as set out within the addendum:-
- i) That the revenue budget for 2018/19 totalling £510.9m be approved. This means that the Leeds element of the Council Tax for 2018/19 will increase by 2.99% plus the Adult Social Care precept of 2%. This excludes the Police and Fire precepts which will be incorporated into the report to be submitted to Council on the 21st February 2018. The proposed changes to the submitted 2018/19 Revenue Budget, as set out within the addendum will also be incorporated into the report to be submitted to Council;
 - ii) That approval be given for grants totalling £70k to be allocated to parishes;
 - iii) That approval be given to the strategy at Appendix 9 of the submitted report in respect of the flexible use of capital receipts;
 - iv) That, in respect of the Housing Revenue Account Council be recommended to approve the budget with:-
 - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 3% in dwelling rents in PFI areas.
 - A 3.9% increase in district heating charges.
 - That service charges for multi-story flats are increased by £2 per week.
 - That service charges for low/medium rise properties are increased by 3.9%.
 - That the charge for tenants who benefit from the sheltered support service currently paying £4 a week be increased to £6 per week.
 - That any overall increase to tenants in respect of rents, service and sheltered support charges will be no more than £5 per week.

Draft minutes to be approved at the meeting
to be held on Wednesday, 21st March, 2018

- (b) That officers be authorised to begin consultations without delay on the proposals to increase existing fees and charges;
- (c) That agreement be given to the proposals for the local Business Rates discount scheme for 2018/19, namely:-
 - i) to limit the increase faced by small and medium businesses with a rateable value between £20,000 and £100,000 to 11% above the gross rates that would have been payable in 2017/18.
 - ii) to freeze the increase faced by businesses who solely provide childcare to the gross level of rates payable in 2017/18, where this increase is as a result of the revaluation.
- (d) That agreement be given for any savings in the budget for 'looked after children' should be transferred to an earmarked reserve so that it can be used to deal with any future variations in demand;
- (e) That Executive Board's thanks be extended to Scrutiny Boards for their comments and observations in consideration of the Council's initial budget proposals.

(B) Capital Programme Update 2018 – 2021

The Chief Officer Financial Services submitted a report setting out the proposed Capital Programme for the period 2018-2021.

RESOLVED –

- (a) That Executive Board recommends to Council:-
 - (i) the approval of the Capital Programme for 2018-21 totalling £1,472.3m, including the revised projected position for 2017/18, as presented in **Appendix F** to the submitted report;
 - (ii) the approval of the revised MRP policy for 2018/19 as set out in **Appendix D** to the submitted report.
- (b) That Executive Board approval be given to the list of land and property sites shown in **Appendix B** to the submitted report, to be disposed of in order to generate capital receipts for use in accordance with the MRP policy;
- (c) That Executive Board approval be given to the following injections into the capital programme:-
 - £136.6m, of annual programmes as set out in Appendix A(iii) to the submitted report, to be funded by £41.7m LCC borrowing, £73.1m of HRA specific resources and £21.8m of general fund specific resources;
 - £104.6m, of pressures as set out in Appendix A(iii) to the submitted report, to be funded by £80.4m of net borrowing and £24.2m of general fund specific resources.

(With it being noted that the above decisions to inject funding of £241.2m will be implemented by the Chief Officer (Financial Services)).

(C) Treasury Management Strategy 2018/2019

The Chief Officer Financial Services submitted a report setting out the Treasury Management Strategy for 2018/2019 and the revised affordable borrowing limits under the prudential framework. The report also provided a review of strategy and operations in 2017/18.

Responding to a Member's comments, the Board received further information on the Council's approach towards the cost of borrowing and how the overall approach taken aimed to maintain the correct balance between long and short term loans in order ensure that such costs remained affordable. Assurance was also provided on how such matters continued to be monitored and how the costs associated with the Council's borrowing were factored into the budget and the longer term financial strategy.

RESOLVED –

- (a) That the Treasury Strategy for 2018/19, as set out in Section 3.3 of the submitted report be approved, and that the review of the 2017/18 strategy and operations, as set out in Sections 3.1 and 3.2 of the submitted report, be noted;
- (b) That it be noted that the revised CIPFA Codes and Practice and DCLG guidance will be adopted and reported to full Council when fully issued, and that it also be noted that the Council has implemented the European Union Market in Financial Instruments Directive (MiFIDII) legislation, with effect from 3rd January 2018;
- (c) That full Council be recommended to set the borrowing limits for 2017/18, 2018/19, 2019/20 and 2020/21 as detailed in Section 3.4 of the submitted report, with Council being recommended to note the changes to both the Operational Boundary and the Authorised limits;
- (d) That full Council be recommended to set the treasury management indicators for 2017/18, 2018/19, 2019/20 and 2020/21, as detailed in Section 3.5 of the submitted report;
- (e) That full Council be recommended to set the investment limits for 2017/18, 2018/19, 2019/20 and 2020/21 as detailed in Section 3.6 of the submitted report;
- (f) That full Council be recommended to adopt the revised Treasury Management Policy Statement.

(The matters referred to in Minute Nos. 144(A)(a)(i)-(iv)(Revenue Budget and Council Tax); 144(B)(a)(i)-(ii)(Capital Programme) and 144(C)(c)-(f)(Treasury Management Strategy), given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

145 Grants to Arts and Cultural Organisations

The Director of City Development submitted a report which sought approval of the allocation of the 4 year arts@leeds grants for the period 2018 - 2022.

Responding to a Member's enquiry, the Board received an update regarding the current position in respect of the discussions currently taking place with Leeds Community Arts Network (LCAN) and the organisation's use of facilities within the Carriageworks.

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

RESOLVED –

- (a) That the level of support for individual organisations over the 4-year arts@leeds programme, as listed at section 3.4 of the submitted report, be approved;
- (b) That it be noted that the Chief Officer, Culture and Sport is responsible for the implementation of resolution (a) above.

EMPLOYMENT, SKILLS AND OPPORTUNITY

146 Establishment of a Skills Academy - the Centre of Excellence for Retail and Hospitality

Further to Minute No. 159, 8th February 2017, the Director of City Development submitted a report which presented the operational plan for a skills academy, the Centre for Retail and Hospitality Excellence (CORHE), which was an employer-led initiative sponsored by the Council, LeedsBID and a consortia of providers which aimed to deliver a range of bespoke services to attract, retain and develop employees and foster and develop skills training that kept pace with innovations in these sectors and looked to maximise their relevance for Leeds businesses.

Responding to a Member's enquiry, the Board received further information on the balance of representation on the board of management from both large and smaller independent businesses in the target sectors, which was aimed at ensuring that provision met a wide range of needs and that all would have the opportunity to access the services offered.

RESOLVED –

- (a) That the partnership proposals to establish the employer-led skills academy, the Centre for Retail and Hospitality Excellence, be endorsed;

- (b) That expenditure of £195,000 to support the establishment and operation of the skills academy, be authorised;
- (c) That it be noted that the Chief Officer, Employment and Skills will be responsible for the implementation of the resolutions above.

RESOURCES AND STRATEGY

147 Best Council Plan: 2018/19 to 2020/21

Further to Minute No. 109, 13th December 2017, the Director of Resources and Housing submitted a report which presented the Best Council Plan 2018/19 to 2020/21 for the purposes of consideration, and which sought approval that it be recommended for adoption by Council on 21 February 2018.

Members welcomed the proposal that 'Child Friendly City' remained as a 'Best City Priority' in the 2018/19 – 2020/21 Plan.

RESOLVED –

- (a) That full Council be recommended to adopt the Best Council Plan 2018/19 to 2020/21, as detailed at Annexe 1 to the submitted report;
- (b) That the Board's thanks be extended to Scrutiny Boards and others for their comments throughout the consultation process which have informed the proposed Best Council Plan 2018/19 to 2020/21;
- (c) That it be noted that further development and graphic design work will take place prior to the publication of the updated Best Council Plan in March 2018.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

148 Financial Health Monitoring 2017/18 - Month 9

The Chief Officer, Financial Services submitted a report which set out the Council's projected financial health position for 2017/18, as at month 9 of the financial year.

Emphasis was placed upon the extent of the impact that variations in the total rateable value of business properties in Leeds could have upon the Council, when considering the potential levels of income that the Council received from Business Rates. It was highlighted that this needed to be an area which continued to be monitored.

RESOLVED – That the projected financial health position of the Authority, as at month 9 of the financial year, be noted.

149 'Cycling Starts Here' Strategy: Progress and Key Initiatives

Further to Minute No. 16, 21st June 2017, the Director of City Development submitted a report which provided an update on key developments and progress made on the Leeds 'Cycling Starts Here' Strategy. The report also

identified and sought endorsement to make further progress in two key areas: (i) a new partnership agreement with British Cycling; and (ii) progressing the current opportunity to establish a public bike share scheme in the city.

Members welcomed the proposals detailed within the submitted report and highlighted how this was further evidence of the cycling legacy being built in Leeds following the 2014 Tour de France Grand Depart.

Regarding the proposed establishment of a bike share scheme, it was noted that the Council was not procuring the bike share scheme and it was also recommended that should such a scheme be implemented by Ofo, then any issues arising be monitored, with lessons being learned from other areas where such schemes were operational.

Also, responding to an enquiry, the Board received an update on the current position regarding the development of a new partnership between the Council and British Cycling, with Members being encouraged to provide any suggestions they had in terms of potential community activity that the partnership with British Cycling could be involved in.

RESOLVED –

- (a) That the progress made in respect of delivering the Leeds ‘Cycling Starts Here’ Strategy be noted, and that:-
 - (i) the offer of a new formal partnership between British Cycling (BC) and Leeds City Council be welcomed; and that the heads of terms, as expressed in Table 1 of the submitted report, be agreed;
 - (ii) the Chief Officer Culture and Sport be authorised to oversee the final negotiations with British Cycling, based on the terms agreed (above), and upon their satisfactory conclusion consent be provided to enter into the final Agreement;
- (b) That in relation to the proposed bike share scheme for Leeds:-
 - (i) The Board’s endorsement be given to the establishment of a bike share scheme in Leeds and the proposal to work towards reaching an early agreement with an operator for a scheme to commence in Leeds;
 - (ii) That agreement be given for officers to initiate further discussions with the preferred operator (ofo) with a view to them becoming the city’s bike share partner, starting on a trial basis for 12 months from spring 2018;
 - (iii) That authority be provided to the Chief Officer, Highways and Transportation, to oversee the establishment, monitoring and review of a partnership arrangement, and to enter into agreements for a bike share scheme with the operator (ofo), in accordance with the principles as set out in section 3.15 of the submitted report.

150 Leeds Health and Care Partnership - City Digital Governance - Memorandum of Agreement and Public Co-operation Agreement

The Director of Resources and Housing submitted a report which sought support to commit the Council to a Memorandum of Agreement with Health partners in order to make strategic digital and information decisions

supporting the delivery of integrated health and care through city partnership governance. The report also sought support for the decision to enter into a public co-operation agreement, effective from 1st April 2018 with the Health partners in the city for the delivery of shared digital and information services (where appropriate).

RESOLVED –

- (a) That it be noted that the Director of Resources and Housing will commit the Council to a 'Memorandum of Agreement' in order to make strategic digital and information decisions supporting the delivery of integrated health and care through city partnership governance, with it also being noted that the Council's Officer Delegation Scheme will be updated to reflect this agreement;
- (b) That it be noted that the Director of Resources and Housing will enter into a public co-operation agreement effective from 1st April 2018 with the Health partners in the city for the delivery of shared digital and information services (where appropriate), in order to best support the delivery of integrated health and care, and/or where this is economically advantageous and it is in the interests of the Leeds pound;
- (c) That it be noted that the Director of Resources and Housing and the Chief Digital and Information Officer will take any decision to enter into any shared service schedules under the Council's existing Officer Delegation Scheme.

DATE OF PUBLICATION: FRIDAY, 9TH FEBRUARY 2018

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 16TH FEBRUARY 2018

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