

## **SCRUTINY BOARD (ADULTS AND HEALTH)**

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 19th December, 2017 at 1.30 pm

*(A pre-meeting will take place for ALL Members of the Board at 1.00 p.m.)*

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### **MEMBERSHIP**

#### **Councillors**

C Anderson	-	Adel and Wharfedale;
J Chapman	-	Weetwood;
B Flynn	-	Adel and Wharfedale;
H Hayden (Chair)	-	Temple Newsam;
A Hussain	-	Gipton and Harehills;
J Jarosz	-	Pudsey;
G Latty	-	Guiselley and Rawdon;
C Macniven	-	Roundhay;
J Pryor	-	Headingley;
D Ragan	-	Burmantofts and Richmond Hill;
P Truswell	-	Middleton Park;
S Varley	-	Morley South;

#### **Co-opted Member (Non-voting)**

Dr J Beal - Healthwatch Leeds

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

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**Principal Scrutiny Adviser:**  
**Steven Courtney**  
**Tel: (0113) 37 88666**

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>2. To consider whether or not to accept the officers recommendation in respect of the above information.</li> <li>3. If so, to formally pass the following resolution:-</li> </ol> <p><b>RESOLVED</b> – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p><b>No exempt items have been identified.</b></p>	

3

### **LATE ITEMS**

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

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

4

### **DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

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.

5

### **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

To receive any apologies for absence and notification of substitutes.

6

### **MINUTES - 14 NOVEMBER 2017**

1 - 8

To approve as a correct record the minutes of the meeting held on 14 November 2017.

7

### **CHAIR'S UPDATE**

9 - 10

To consider a report from the Head of Governance and Scrutiny Support that provides an opportunity for the Scrutiny Board to receive an update from the Chair on scrutiny activity since the previous Board meeting, on matters not specifically included elsewhere on the agenda.

8		<b>BEST COUNCIL PLAN REFRESH FOR 2018/19-2020/21 – INITIAL PROPOSALS</b>  To consider a report from the Head of Governance and Scrutiny Support introducing the initial proposals around the Best Council Plan Refresh for 2018/19 – 2020/21, presented to and considered by Executive Board at its meeting on 13 December 2017.	11 - 26
9		<b>INITIAL BUDGET PROPOSALS FOR 2018/19</b>  To consider a report from the Head of Governance and Scrutiny Support introducing the initial budget proposals for 2018/19, presented to and considered by Executive Board at its meeting on 13 December 2017.	27 - 84
10		<b>CARE QUALITY COMMISSION (CQC) - ADULT SOCIAL CARE PROVIDERS INSPECTION OUTCOMES AUGUST - OCTOBER 2017</b>  To consider a report from the Director of Adults and Health presenting details of recently reported Care Quality Commission inspection outcomes for social care providers across Leeds, covering the reporting period August – October 2018.	85 - 94
11		<b>SHARED LIVES SERVICE</b>  To consider a report for the Director of Adults and Health that sets out the details of the Shared Lives Service in Leeds.	95 - 100
12		<b>WORK SCHEDULE</b>  To consider the Scrutiny Board’s work schedule for the 2017/18 municipal year.	101 - 130

**DATE AND TIME OF NEXT MEETING**

Tuesday, 16 January 2018 at 1:30pm (pre-meeting for all Scrutiny Board members at 1:00pm).

**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:

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

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## **SCRUTINY BOARD (ADULTS AND HEALTH)**

**TUESDAY, 14TH NOVEMBER, 2017**

**PRESENT:** Councillor H Hayden in the Chair

Councillors C Anderson, B Flynn,  
A Hussain, J Jarosz, C Macniven, J Pryor,  
D Ragan and S Varley

**Co-opted Member:** Dr J Beal (HealthWatch Leeds)

### **51 Late Items**

The following late information was submitted to the Board:

- Agenda item 13 – Notes of meeting regarding Community Dental Services and Seacroft Clinic (2 November 2017)

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

### **52 Declaration of Disclosable Pecuniary Interests**

There were no disclosable pecuniary interests declared to the meeting.

### **53 Apologies for Absence and Notification of Substitutes**

Apologies for absence were submitted by Councillors J Chapman, G Latty and P Truswell.

Notification had been received that Councillor D Cohen was to substitute for Councillor G Latty.

### **54 Leeds Safeguarding Adults Board 2016/17 Annual Report and Strategic Plan 2016-2019**

The Head of Governance and Scrutiny Support submitted a report which introduced details of the Leeds Safeguarding Adults Board 2016/17 Annual Report and Strategic Plan 2016-19, presented to Executive Board at its meeting on 18 October 2017.

The following were in attendance:

- Richard Jones (Independent Chair, Leeds Safeguarding Adults Board)
- Councillor Rebecca Charwood, Executive Member for Health, Wellbeing and Adults
- Shona McFarlane (Deputy Director, Social Work and Social Care Services – Adults and Health)

In introducing the Leeds Safeguarding Adults Board (LSAB) 2016/17 Annual Report and Strategic Plan 2016-19, the Independent Chair highlighted a number of matters, including:

- Priority areas for LSAB;
- Work undertaken to build confidence across a broad range of stakeholders;
- Developing the capacity of the LSAB.

The Scrutiny Board considered the LSAB 2016/17 Annual Report and Strategic Plan 2016-19 presented and raised a number of matters for discussion, including:

- The overall view on safeguarding arrangements in Leeds.
- Safeguarding in the context of service quality – particularly in relation to care home provision
- Joint working and sharing good practice, particularly with Leeds Safeguarding Children's Board and key partners.
- The process for investigating safeguarding concerns and ensuring that checks and balances were in place.

**RESOLVED** – That the Leeds Safeguarding Adults Board 2016/17 Annual Report and the Board's Strategic Plan, be noted.

## **55 Leeds Health and Care Plan, Conversations with Citizens**

The Chief Officer (Health Partnerships) submitted a report which provided an overview of the progress made in shaping the Leeds Health and Care Plan and presented proposals to progress a conversation with the public.

The following were in attendance:

- Councillor Rebecca Charlwood (Executive Member for Health, Wellbeing and Adults)
- Tom Riordan (Chief Executive – Leeds City Council)
- Tony Cooke (Chief Officer, Health Partnerships – Adults and Health)
- Paul Bollom (Head of Leeds Plan – Adults and Health).

In introducing the report, the Executive Member for Health, Wellbeing and Adults emphasised the increasing pressures on the public purse; and the aim of the Leeds Health and Care Plan was to protect services as far as possible. It was also highlighted that some reduction in services and/or increases in waiting times were almost inevitable.

The Chief Executive outlined the complexities experienced in developing the Leeds Health and Care Plan, within the context of the west Yorkshire and Harrogate Sustainability and Transformation Plan.

The Scrutiny Board considered the report and the details outlined at the meeting, identifying and discussing a number of issues, including:



- The significant progress and positive engagement since the original details were presented to the Scrutiny Board (in the previous municipal year).
- The lack of any specific reference to dental services across Leeds.
- NHS England's baseline of all Sustainability and Transformation Plans.
- Further work needed regarding the level of funding required to deliver the Plan.
- Development of a communications strategy, particularly in terms of public participation and staff engagement.
- Acknowledgement that attempts had been made to address the concerns previously raised by the Scrutiny Board.
- The role of the West Yorkshire Joint Health Overview and Scrutiny Committee. The Board was advised that a meeting was taking place on Tuesday, 28 November 2017.

## **RESOLVED –**

- (a) That the Scrutiny Board supports the consultation plans on the draft narrative with citizens and staff, outlined in the paper.
- (b) That the Scrutiny Board notes the development of wider influence of the Leeds Plan approach across West Yorkshire.

## **56 One City Care Home Quality and Sustainability Project Update**

The Director of Adults and Health submitted a report which presented a progress update against the priority areas that formed the One City Care Home Quality and Sustainability Project.

The following were in attendance and outlined the report presented for consideration:

- Councillor Rebecca Charwood (Executive Member for Health, Wellbeing and Adults)
- Caroline Baria (Deputy Director Integrated Commissioning – Adults & Health)
- Mark Phillott (Head of Commissioning Contracts and Business Development – Adults & Health)

In considering the information presented, the key areas highlighted and discussed by the Scrutiny Board included:

- The Care Home Quality and Sustainability Project workstreams and associated action plan.
- Development and retention of the workforce, including pay levels for care staff and development of incentive schemes.
- The review of demand and supply of care beds and a request that the Board received details of the review outcome in due course.
- An update on Morley Manor Care Home, with the Board being advised that there had been significant improvements since the appointment of a new manager.

**RESOLVED –**

- (a) That the contents of the report be noted.
- (b) Details of the Care Home Quality and Sustainability Project consolidated action plan to be provided to the Scrutiny Board.
- (c) That the outcome of the demand and supply of care beds review be reported to a future Board meeting.

(Councillor J Pryor joined the meeting at 2.20pm during the consideration of this item.)

**57 Leeds Health and Care System Integration Programme**

The Head of Governance and Scrutiny Support submitted a report which introduced details from Leeds Clinical Commissioning Groups Partnership in relation to System Integration work across Leeds.

The following were in attendance:

- Nigel Gray (Chief Officer (System Integration), Leeds CCG Partnership)
- Martin Wright (Lead Finance Officer (System Integration), Leeds CCG Partnership)
- Lucy Jackson (Chief Officer, Consultant/Public Health – Adults and Health).

The Board received a PowerPoint presentation on System Integration, which highlighted the links to the Leeds Health and Care Plan and the Health and Wellbeing Strategy.

The key areas highlighted and discussed by the Scrutiny Board included:

- Concern about health inequalities and the need for a specific neighbourhood team approach in additional parts of the city.
- Concern about the lack of engagement with Elected Member Health Champions regarding development of a neighbourhood team approach. The Board was advised that consultation was taking place involving Community Committees.
- The focus on prevention and promotion of healthy lifestyles.
- Identifying new ways of working in relation to development of new technology and infrastructure.
- Workforce and estates implications.
- The need to communicate more clearly the financial pressures and associated implications for health and care services.

**RESOLVED – That the Scrutiny Board:**

- (a) Supports the direction of travel highlighted within the report of moving toward more integrated service delivery.
- (b) Notes the development of Local Care Partnerships and the enhancement of the current neighbourhood teams.

- (c) Supports the commitment to engage citizens of Leeds over the coming months.

## **58 Request for Scrutiny: Community Dental Services and Seacroft Clinic**

The Head of Governance and Scrutiny Support submitted a report which presented details of a request for scrutiny in relation to Community Dental Services and Seacroft Clinic.

The following information was appended to the report:

- A copy of the request for scrutiny submitted by Councillor C Dobson
- A briefing note submitted by Leeds Community Healthcare NHS Trust in relation to the request for scrutiny.

The following were in attendance:

- Councillor Catherine Dobson – Ward Councillor for Killingbeck and Seacroft

In considering the specific request for scrutiny and details presented at the meeting, the key areas of discussion included:

- Details of the Community Dental Services pilot arrangements considered by Board members in the Health Service Developments Working Group.
- Proposed consideration of the pilot evaluation work – to include analysis of service users and their travelling arrangements.
- The level of consultation and engagement with dental practitioners.
- The future of Seacroft Clinic, which was no longer considered fit for purpose and in need of investment.
- Leeds Community Healthcare NHS Trust's overall estates strategy.
- Matters associated with access to services and connectivity/ transport issues across the City.

### **RESOLVED –**

- (a) That issues regarding Community Dental Services and Seacroft Clinic continue to be considered by the Board's Health Service Development Working Group.
- (b) That the Board receives an update on Leeds Community Healthcare NHS Trust's overall estates strategy.
- (c) That the Board gives further consideration to matters associated with access to services and connectivity/ transport issues across the City.

(Councillor C Anderson left the meeting at 3.55pm and Councillor D Cohen at 4.00pm during the consideration of this item.)

## **59 Minutes - 10 October 2017**

**RESOLVED** – That the minutes of the meeting held on 10 October 2017 be approved as a correct record.

**60 Executive Board minutes - 18 October 2017**

**RESOLVED** – That the minutes of the Executive Board meeting held on 18 October 2017, be noted.

**61 Health and Wellbeing Board minutes - 28 September 2017**

**RESOLVED** – That the minutes of the Health and Wellbeing Board meeting held on 28 September 2017, be noted.

**62 Chair's Update**

The Chair provided a verbal update on recent scrutiny activity that had not been included elsewhere on the agenda.

The key points were:

- Confirmation regarding reinstatements of Local Authority Placements at Morley Manor and Harewood Court Nursing Home.
- An update regarding the outcome of the CQC inspection of Highfield Medical Centre in Bramley, which had been rated 'inadequate' and was in special measures.
- Confirmation that West Yorkshire Joint Health Overview and Scrutiny Committee was meeting on 28 November 2017, to consider a general update around the West Yorkshire and Harrogate STP and some specific matters around Stroke Care.
- An update on supporting NHS and local government partnerships. It was advised that a workshop was taking place on 12 December 2017. Invitations had been sent to Chairs of Scrutiny Boards covering West Yorkshire and Harrogate.
- Confirmation that a Scrutiny Board (Environment, Housing and Communities) Air quality working group meeting had been planned for Friday 15 December 2017 at 1.30pm. Councillor D Ragan volunteered to attend this meeting.

**RESOLVED** – That the Chair's update be noted.

**63 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 Board was advised that a working group had been scheduled to take place on Tuesday, 7 December in relation to rehabilitation of offenders. It was suggested that the scope of the inquiry be narrowed to adult prisons.

**RESOLVED –**

- (1) That the general matters outlined in the report be noted.
- (2) That the proposals associated with the scope of the Board's inquiry into offender health be agreed (as set out in the report).
- (3) That, subject to any routine scheduling decisions by the Chair, the Board's outline work schedule be approved.

**64 Date and Time of Next Meeting**

Tuesday, 19 December 2017 at 1.30pm (pre-meeting for all Board Members at 1.00pm)

(The meeting concluded at 4.25pm)

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## Report of Head of Governance and Scrutiny Support

### Report to Scrutiny Board (Adult and Health)

**Date: 19 December 2017**

**Subject: Chairs Update – December 2017**

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 provide an opportunity to formally outline some of the areas of work and activity of the Chair of the Scrutiny Board since the previous Scrutiny Board meeting in November 2017.

## 2 Main issues

- 2.1 Invariably, scrutiny activity can often occur outside of the formal monthly Scrutiny Board meetings. Such activity may involve a variety of activities and can require specific actions of the Chair of the Scrutiny Board.
- 2.2 The purpose of this report is, therefore, to provide an opportunity to formally update the Scrutiny Board on the Chair's activity and actions, including any specific outcomes, since the previous Scrutiny Board meeting held in November 2017. It also provides an opportunity for members of the Scrutiny Board to identify and agree any further scrutiny activity that may be necessary.
- 2.3 The Chair and Principal Scrutiny Adviser will provide a verbal update on other activity at the meeting, as required.

## 3. Recommendations

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

## **4. Background papers<sup>1</sup>**

### **4.1 None used**

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



## Report of Head of Governance and Scrutiny Support

### Report to Scrutiny Board (Adults and Health)

**Date: 19 December 2017**

**Subject: Best Council Plan Refresh for 2018/19-2020/21 – Initial Proposals**

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

### Summary of main issues

1. On 13 December 2017 the Executive Board considered an approach for refreshing the Best Council Plan for 2018/19 – 2020/21. The Executive Board report is appended which fully details the initial proposals.
2. For such Budget and Policy Framework matters, the Council's constitution sets out a process which includes referral to appropriate Scrutiny Boards in order to consider and comment on any initial proposals. The attached proposals are therefore submitted to Scrutiny Board for consideration and review.
3. While the appended Best Council Plan initial proposal provides a full overview of the council's priorities and ambitions to provide context, the focus of Scrutiny Board (Adults and Health) should relate to its specific terms of reference. Each of the Council's Scrutiny Boards will consider the proposals and have the opportunity to comment on matters within each Scrutiny Board's terms of reference.
4. Any comments or recommendations identified by the Scrutiny Board (Adults and Health) will need to be submitted to the Director of Resources and Housing by the end of January 2018, in order that the Executive Board can consider these at its meeting in February 2018; and prior to submission of the proposals to full Council on 21 February 2018.

5. In line with the approach to the initial budget proposals for 2018/19, it is intended to produce a summary of the discussion and comments from all Scrutiny Boards in order to make a single submission to Executive Board.
6. Relevant Executive Members and Directors (or their nominees) have been invited to the meeting to contribute to the discussion and address any questions raised by the Scrutiny Board (Adults and Health).

### **Recommendations**

7. The Scrutiny Board (Adults and Health) is recommended to:
  - a) Consider the appended Executive Board report and the initial proposals for the Best Council Plan for 2018/19 – 2020/21; and,
  - b) Provide input to help shape the emerging Best Council Plan for 2018/19 – 2020/21, making any recommendations for consideration by Executive Board as deemed appropriate.

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

8. None

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

## Report of the Director of Resources and Housing

### Report to Executive Board

**Date: 13 December 2017**

### **Subject: Best Council Plan Refresh for 2018/19-2020/21 – Initial Proposals**

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

### Summary of main issues

1. The Best Council Plan is the council's strategic plan, setting out the authority's ambitions and priorities for both the city (working in partnership) and the organisation. The current 2017/18 Best Council Plan was approved by Council in February 2017 and is now due to be refreshed for 2018/19.
2. This paper sets out an approach to doing this that maintains the clear, strategic message expressed for the last two years around Best City meaning a strong economy in a compassionate city, the Best Council Plan articulating what the council and its partners are doing to work towards this ambition, thereby tackling poverty and inequalities; our Best Council ambition of being an efficient and enterprising organisation supporting this. This approach, with its continued focus on tackling poverty and reducing inequalities, the council being both efficient and enterprising, underpins the Medium-Term Financial Strategy 2018/19–2020/21 approved by the Executive Board in July 2017 and the Initial Budget Proposals for 2018/19 on today's agenda.
3. It is therefore proposed that much of the current 2017/18 Best Council Plan is retained but with further refinement of the council's priorities and associated key performance indicators through consultation with elected members and staff. This refinement will be based on the latest socio-economic analysis of Leeds, understanding of government policy and its potential impacts locally, findings from the recent refresh of the Leeds-led Commission on the Future of Local Government and consideration of the most significant 'city' strategies and plans, most notably the

draft Leeds Inclusive Growth Strategy 2017-23 and the Leeds Health and Wellbeing Strategy 2016-21.

4. It is also proposed that the refreshed Best Council Plan covers the period 2018/19-2020/21 in line with the latest Medium-Term Financial Strategy with the Best Council Plan priorities and key performance indicators continuing to be reviewed and updated annually alongside the council's Budget.

## **Recommendations**

Executive Board is asked to approve:

1. Engagement with Scrutiny Boards on the emerging Best Council Plan in accordance with the Budget & Policy Framework Procedure Rules.
2. The approach set out in the report to update the Best Council Plan for 2018/19 – 2020/21 that balances continuity of the Best City (Strong Economy and Compassionate City) / Best Council (Efficient and Enterprising Organisation) ambitions with further refinement of the council's priorities and key performance indicators.
3. That the Best Council Plan priorities and key performance indicators will be reviewed annually and updated as needed alongside the council's Budget.
4. That the Director of Resources and Housing will be responsible for developing the Best Council Plan for 2018/19 - 2020/21 for its consideration by this Board and Full Council in February 2018 alongside the supporting 2018/19 Budget.

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

- 1.1 This paper sets out an approach for Executive Board's consideration for refreshing the Best Council Plan for the period 2018/19 – 2020/21, aligned with the supporting Initial Budget Proposals for 2018/19 on today's agenda.

### **2. Background information**

- 2.1 The Best Council Plan is Leeds City Council's strategic plan, bringing together the headline aspirations from a range of supporting council and partnership plans to set out the authority's overall ambitions, policy direction and priorities for both city and organisation. It informs the council's budget setting and financial strategies, helps our staff understand how the work they do makes a real difference to the people of Leeds and shows our partners how we contribute to city-wide issues.
- 2.2 The Best Council Plan currently consists of two parts: the first, a five-year 'strategic context' narrative that was last updated for the period 2015-20 and next due to be updated for 2021; the second a shorter document setting out the council's priorities for the year and so updated annually. Both parts are publicly available on the leeds.gov website [here](#).
- 2.3 In February 2017 this Board and Council approved bringing forward the next update of the 'strategic context' document from 2021 to 2018, taking account of the significant changes and uncertainties at national and local level and to incorporate the findings of a planned refresh of the Commission on the Future of Local Government.

### **3. Main issues**

- 3.1 There is now the opportunity to merge the two parts of the Best Council Plan into a single document covering the period 2018/19 -2020/21 and therefore in line with the Medium-Term Financial Strategy approved by this Board in July 2017.
- 3.2 It is proposed that the refreshed Best Council Plan will feature an updated 'strategic context' introduction that brings in headlines from the Commission refresh and the latest socio-economic analysis; retains the Best City (Strong Economy and Compassionate City) / Best Council (Efficient and Enterprising) vision and ambitions that have been in place since 2016 and now widely communicated and understood; and presents a draft set of priorities and key performance indicators (KPIs) that will be further developed in the coming weeks through consultation ready for 2018/19.

#### ***Proposed Structure***

- 3.3 The proposed structure for the Best Council Plan 2018/19 - 2020/21 document is as follows:
  - (a) A Foreword, setting out our approach, underpinning principles and coverage of the Best Council Plan (i.e. the council's role and contribution in working in partnership towards city ambitions) with Inclusive Growth and Health and Wellbeing at the heart of our Strong Economy / Compassionate City approach.
  - (b) An analysis of the council's key policy (e.g. locality working, priority neighbourhoods) and financial drivers, linked to the council's 2018/19 Budget proposals and 2018/19 – 2020/21 Medium Term Financial Strategy; emerging findings from the Commission review<sup>1</sup>; a consideration of key 'city' strategies and plans (most notably the draft Inclusive Growth Strategy and the Health and Wellbeing Strategy); and headline socio-economic analysis of Leeds. (This will also inform subsequent work on the next Joint Strategic Needs Assessment of Leeds, the JSNA<sup>2</sup>.)
  - (c) Drawing on this analysis, a revised set of priorities will follow. For each priority there will be a summary of challenges and opportunities (using infographics), policy context, key actions pursuing the priority (including programmes and breakthrough projects), links to the main supporting plans and strategies and headline KPIs.
  - (d) The final section will outline our approach to performance management, both in assessing progress towards city outcomes and organisational performance and improvement. A key part of this will be a new Performance Management Framework which sets out key principles including transparency and accountability, together with the standardisation, sharing and use of data.
  - (e) This final section will also present the full set of KPIs, seeking to highlight accountability for those indicators which the council is responsible for / takes a lead on and those which are shared.

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<sup>1</sup> This builds on the previous Leeds-led Commission in 2012 that brought together a range of experts from across public, private and voluntary sectors to consider how local government can help the UK meet its big social and economic challenges.

<sup>2</sup> The Joint Strategic Needs Assessment (JSNA) is a rolling programme of needs assessments and analysis with a primary focus on Health and Wellbeing. Its purpose is to influence priorities and inform commissioning strategies and plans. The last JSNA for Leeds was produced in 2015 and focused on population, deprivation, housing, mental health, potential years life lost and learning disabilities. The Health and Wellbeing Board will consider proposals in January 2018 for the next JSNA.

### ***Draft Plan on a Page***

- 3.4 The full draft document will be brought to Executive Board at its 7<sup>th</sup> February 2018 meeting prior to approval by Full Council on 21<sup>st</sup> February. In the interim, Annexe 1 presents a draft 'Plan on a Page' for the 2018/19 – 2020/21 Best Council Plan for Executive Board's initial consideration, depicting ambitions, outcomes, draft priorities and values. (Annexe 2 shows the current 2017/18 Plan on a Page for easy reference). It proposes a mixture of continuity of the council's strategic message with further refinement:

### ***Continuity***

- (a) No change to our **Best City** vision and ambition, 'Leeds ... A Strong Economy and Compassionate City': examples of a 'strong economy' including the exciting work around HS2, the South Bank and European Capital of Culture bid; 'compassionate city' encompassing the council's role in protecting the most vulnerable people in our city. A range of reports<sup>3</sup> have been considered by this Board on the progress being made towards this ambition but also the ongoing challenges: significant inequalities persist in the city, requiring continued and long-term efforts to promote economic growth that benefits all our citizens with a focus on those people and areas most at need.
- (b) No change to our **Best Council** vision and ambition: 'Leeds City Council ... An Efficient and Enterprising Organisation'. In order to deliver the Best City vision and ambitions above within the context of a reduced financial envelope, the council must continue to change what it does and how it does it, reducing costs, generating income, considering different service provision models and targeting its resources to where they are most needed and will have the most impact.
- (c) No change to the 8 population **outcomes** (aspirations for everyone in Leeds to, for example, 'be safe and feel safe') agreed for the 2016/17 Best Council Plan. These remain current and aligned with the outcomes agreed across a range of supporting council and partnership plans and strategies. One possible exception may be a minor change to the wording of the current outcome for everyone to 'Do well at all levels of learning and have the skills they need for life' to reflect the wording in the refreshed Children and Young People's Plan (CYPP) 2018-23; at the time of writing, the CYPP is being drafted, due for consideration by this Board in March 2018 prior to Council approval.
- (d) No change to the values which continue to underpin what we do and how we work.

### ***Refinement***

- (e) Some updating to the Best City priorities to reflect our key, interconnected strategies, centred around the Draft Leeds Inclusive Growth Strategy 2017-23 and the Leeds Health and Wellbeing Strategy 2016-21 as shown in Figure 1 below. The priorities also incorporate the Citizens@Leeds propositions supporting communities and tackling poverty and an element of 'environmental sustainability' (for which we do not have a single key strategy).

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<sup>3</sup> These include the current 2017/18 Best Council Plan itself (8/2/17), the 'Best Council Plan Annual Performance Report 2016/17 (17/7/17)', Leeds Inclusive Growth Strategy – Consultation Draft (17/7/17), Leeds Talent and Skills Plan – Consultation Draft (20/9/17), Citizens@Leeds – Tackling Poverty and Supporting Communities Update (20/9/17), 'Locality working – Tackling Poverty and Reducing Inequalities' (15/11/17) and the 'Medium Term Financial Strategy 2017/18 to 2019/20' (21/9/16).

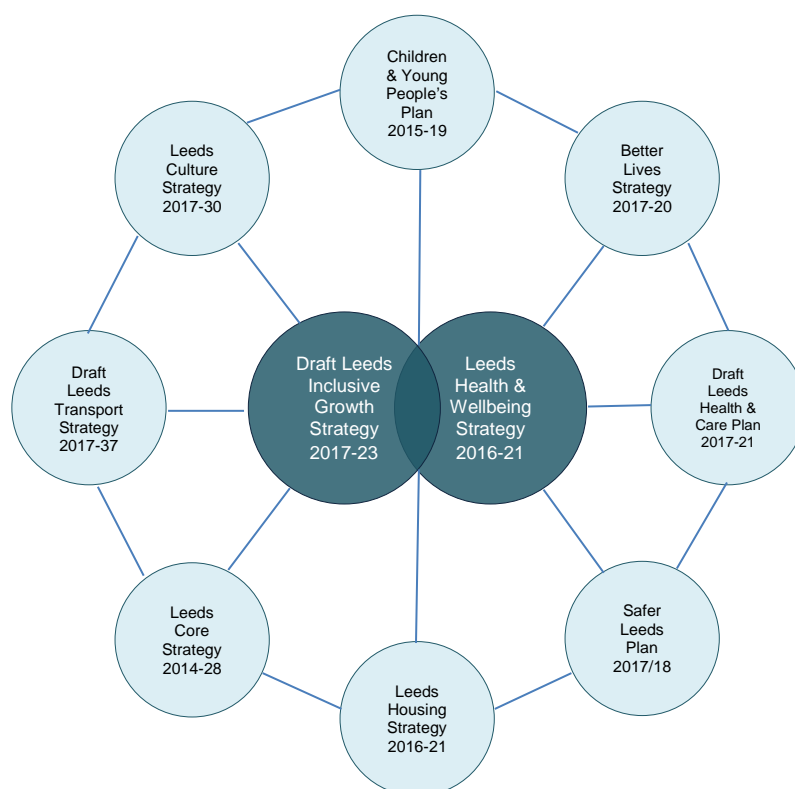


Figure 1

- (f) As such, the Best City priorities proposed for 2018/19 – 2020/21 compared to the priorities in the current 2017/18 Best Council Plan are:

Draft 2018/19 – 2020/21 priorities	Current 17/18 priorities	Notes
<b>Inclusive growth</b>	Good growth	Propose a minor change to the wording in line with the draft Inclusive Growth Strategy
<b>Health &amp; wellbeing</b>	Health & wellbeing	No change
<b>Safe, strong communities</b>	Resilient communities	Propose a minor change to the wording to better incorporate the Safer Leeds Plan and the council's safeguarding responsibilities
<b>21<sup>st</sup> century infrastructure</b>	Transport & infrastructure	Propose a change to wording in line with Inclusive Growth Strategy; also this better encompasses a range of infrastructure including green, blue, digital, social etc.
<b>NEW: Housing</b>	N/A	In the 2017/18 Best Council Plan, housing ran through the narrative of all the priorities which was explicit in the full document but less obvious on the plan on a page. Suggest more prominence needed.
<b>NEW: Culture</b>	N/A	To reflect the importance of the Culture Strategy which was still in development when the 2017/18 Best Council Plan was approved
<b>NEW: Education &amp; skills</b>	N/A	Although referenced in the 2017/18 Best Council Plan priorities on child-friendly city and good growth, given the increased focus on attainment in the Children and Young People's Plan and the new draft Talent & Skills Plan, propose a new priority bringing these together.

Draft 2018/19 – 2020/21 priorities	Current 17/18 priorities	Notes
N/A	Child-friendly city	Suggest deleting as children are at the heart of all our plans and strategies, as will continue to be explicit in the Best Council Plan full narrative.
N/A	Better lives	Suggest deleting as 'Better Lives' is internal organisational terminology so makes less sense to many picking up the Best Council Plan; also, the key aims of the Better Lives Strategy are incorporated in Annexe 1 under the proposed Health & Wellbeing and Housing priorities.
N/A	Low carbon	Suggest deleting as the air quality aspect of the current Low carbon priority is incorporated in Annexe 1 under the proposed 21 <sup>st</sup> century infrastructure priority; the fuel poverty aspect through the proposed Housing priority.

- (g) Beneath each of the draft Best City priorities at Annexe 1 a number of specific areas of focus are proposed for the Board's consideration. These are all drawn from the key supporting strategies outlined above and the Citizens@Leeds propositions.
- (h) No 'Best Council' priorities are included at Annexe 1 as these are captured within the Values. The narrative in the full Best Council Plan document will be updated to reflect this, covering key themes including culture, people, processes, assets, technology and finances.

### ***Draft key performance indicators***

- 3.5 Annexe 3 presents an early draft set of key performance indicators for 2018/19 against each of the proposed Best City priorities and our 'Efficient and Enterprising' Best Council ambition. These draw heavily on the current 2017/18 Best Council Plan KPIs with some changes in line with the emerging priorities and new/updated supporting council and partnership strategies. Further development work will be carried out in the coming weeks to ensure the Best Council Plan indicators remain 'SMART' (specific, measurable, achievable, realistic and time-bound) and, where possible, facilitate benchmarking.
- 3.6 Through consultation and engagement with elected members and staff in the coming weeks, a draft 2018/19 – 2020/21 Best Council Plan will be developed based on this proposed approach and brought to the Executive Board in February, recommending its adoption by Council alongside the 2017/18 Budget. This will be a text version only, with a more visual 'design' version incorporating a strong graphical element to follow. The report will also include an assessment of any equality impacts at a strategic level.

## **4. Corporate considerations**

### **4.1 Consultation and engagement**

- 4.1.1 The 2018/19 – 2020/21 Best Council Plan is being developed through engagement with members and staff and will be informed by other public consultation underway – notably on the 2018/19 Initial Budget Proposals. It will also draw on priorities set



out in existing council and partnership plans and strategies which themselves have been subject to extensive consultation and engagement.

## **4.2 Equality and diversity / cohesion and integration**

- 4.2.1 A strategic equality impact assessment (EIA) will be carried out in the coming weeks and presented to Executive Board in February with the final Best Council Plan 2018/19 – 2020/21 proposals. Additional EIAs have been carried out on key supporting plans and strategies, including the Joint Health and Wellbeing Strategy 2016-21, Children and Young People's Plan 2015-19 and Core Strategy 2014-28.

## **4.3 Council policies and best council plan**

- 4.3.1 This report presents initial proposals for refreshing the Best Council Plan for 2018/19 – 2020/21, continuing to provide a framework for the council's approach to responding to the inequality challenges in Leeds through growing the economy while being a compassionate city.
- 4.3.2 The emerging Best Council Plan will be discussed with Scrutiny Boards in the coming weeks, prior to the final Best Council Plan and budget proposals being presented to Executive Board and Full Council in February. This process is in accordance with the council's Budget and Policy Framework (Article 4 of the council's Constitution) and the Budget and Policy Framework Procedure Rules (Part 4 Rules of Procedure).

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

- 4.4.1 The refreshed Best Council Plan 2018/19 – 2020/21 will set out the council's priorities aligned with the medium-term financial strategy and annual budget. Developing and then implementing the Best Council Plan will continue to inform, and be informed by, the council's funding envelope and staffing and other resources.

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

- 4.5.1 There are no significant legal issues relating to this report and all information within this report is publicly available.
- 4.5.2 This report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the initial Best Council Plan proposals, once approved by the Board will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2018 meeting of this Board at which proposals for the 2018/19 – 2020/21 Best Council Plan will be considered prior to submission to full Council on 21 February 2018. As such, this report is not eligible for call-in in line with Executive & Decision Making Procedure Rule 5.1.2 which states that 'the power to Call In decisions does not extend to decisions made in accordance with the Budget & Policy Framework Procedure Rules'.

## **4.6 Risk management**

- 4.6.1 The council's corporate and directorate risk registers will continue to be reviewed in light of changes to the Best Council Plan to ensure that the key risks that could impact upon new and evolving strategic objectives and priorities are appropriately identified, assessed and managed.
- 4.6.2 A full risk assessment will also be undertaken of the council's financial plans - which support the delivery of the Best Council Plan - as part of the normal budget process

with some of the most significant potential risks to the council's budget and medium-term financial strategy outlined in today's 'Initial Budget Proposals' paper. These arrangements comply with the council's Risk Management Policy.

## **5. Conclusions**

- 5.1 Executive Board has received a range of reports on the progress being made towards our Best City vision and ambition of Leeds having a strong economy and being a compassionate city, but also the ongoing challenges of persistent and significant inequalities. As the council's strategic plan that brings together a range of supporting council and partnership plans and strategies, it is therefore proposed that the updated Best Council Plan maintains its focus on addressing these challenges whilst retaining our ambitious programme to support economic growth.
- 5.2 At a time of continued financial pressures, it is also important that the council continues to play its part by becoming a more efficient and enterprising organisation, using its resources to support the Best City vision, and so it is proposed too that the update retains this 'Best Council' ambition.
- 5.3 This approach provides the framework for the Initial Budget Proposals for 2018/19 being considered today. Alongside the emerging budget, the 2018/19 – 2020/21 Best Council Plan will be developed further in the coming weeks through consultation with members and officers with final detailed proposals coming back to Executive Board in February recommending its adoption by Council.

## **6. Recommendations**

- 6.1 Executive Board is asked to approve:
  - 1. Engagement with Scrutiny Boards on the emerging Best Council Plan in accordance with the Budget & Policy Framework Procedure Rules.
  - 2. The approach set out in the report to update the Best Council Plan for 2018/19 – 2020/21 that balances continuity of the Best City (Strong Economy and Compassionate City) / Best Council (Efficient and Enterprising Organisation) ambitions with further refinement of the council's priorities and key performance indicators.
  - 3. That the Best Council Plan priorities and key performance indicators will be reviewed annually and updated as needed alongside the council's Budget.
  - 4. That the Director of Resources and Housing will be responsible for developing the Best Council Plan for 2018/19 - 2020/21 for its consideration by this Board and Full Council in February 2018 alongside the supporting 2018/19 Budget.

## **7. Background documents<sup>4</sup>**

- 7.1 None

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<sup>4</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**DRAFT Best Council Plan 2018/19 – 2020/21***Tackling poverty and reducing inequalities***LEEDS' BEST CITY AMBITION****Best City.....A Strong Economy in a Compassionate City****BEST CITY OUTCOMES****We want everyone in Leeds to...**

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live in good quality, affordable homes within clean and well cared for places
- Do well at all levels of learning and have skills for life *[wording may change slightly in line with Children & Young People's Plan refresh]*
- Enjoy greater access to green spaces, leisure and the arts
- Earn enough to support themselves and their families
- Move around a well-planned city easily
- Live with dignity and stay independent for as long as possible

**BEST CITY PRIORITIES**
**What we and our partners are focusing on in 2018/19 to improve outcomes  
with our Inclusive Growth and Health & Wellbeing Strategies as key drivers**
**INCLUSIVE GROWTH**

- Supporting growth and investment across the city, helping everyone benefit from the economy to their full potential
  - Targeting interventions to tackle poverty in priority neighbourhoods
- Helping people into work
- Tackling low pay

**HEALTH & WELLBEING**

- Giving children the best start in life, a child-friendly city
- Reducing health inequalities and improving the health of the poorest the fastest
  - Supporting healthy, active lifestyles
- Supporting self-care, with more people managing their own health conditions in the community
  - Enabling people with care and support needs to have choice and control

*Examples of the areas that will be covered in the full Best Council Plan narrative and will inform the key performance indicators*

**SAFE, STRONG COMMUNITIES**

- Keeping people safe from harm, protecting the most vulnerable
  - Helping people out of financial hardship
- Promoting community respect and resilience
  - Tackling crime and anti-social behaviour
- Being responsive to the needs of local communities

**EDUCATION & SKILLS**

- Improving educational attainment and closing achievement gaps for vulnerable learners
  - Helping ready students for the world of work
- Supporting businesses and people to improve skills and progress into better jobs

**CULTURE**

- Growing the cultural and creative sector
- Ensuring that culture can be created and experienced by anyone
  - Enhancing the image of Leeds through major events and attractions

**HOUSING**

- Housing of the right quality, type, tenure and affordability in the right places
  - Minimising homelessness through a greater focus on prevention
- Providing the right housing options to support older people and vulnerable residents to remain active and independent
  - Tackling fuel poverty

**21<sup>st</sup> CENTURY INFRASTRUCTURE**

- Improving transport connections, reliability and affordability
- Improving social, green and blue infrastructure, including flood protection
- Strengthening digital and data 'Smart City' infrastructure and increasing digital inclusion
  - Reducing consumption and promoting low carbon energy
  - Improving air quality, reducing noise and carbon emissions

**LEEDS' BEST COUNCIL AMBITION****Best Council..... An Efficient and Enterprising Organisation****OUR VALUES****Underpinning what we do and how we work**

- Being open, honest and trusted
- Treating people fairly
- Spending money wisely
- Working as a team for Leeds
- Working with all communities



## BEST COUNCIL PLAN 2017/18: *Tackling poverty and reducing inequalities*

### AMBITIONS

• Leeds... **A Strong Economy and a Compassionate City** • Leeds City Council... **An Efficient and Enterprising Organisation**



### BREAKTHROUGH PROJECTS – Helping deliver the Best Council Plan



Cutting carbon and improving air quality



World class events and a vibrant city centre that all can benefit from



More jobs, better jobs



Early intervention and reducing health inequalities



Strong communities benefiting from a strong city



Making Leeds the best place to grow old in



Housing growth and high standards in all sectors



Tackling domestic violence and abuse

### OUR VALUES

*Being open, honest and trusted • Treating people fairly • Spending money wisely • Working as a team for Leeds • Working with all communities*



*Underpinning what we do and how we work*

### Annexe 3: Best Council Plan 2018/19 – 2020/21 Key Performance Indicators

*DRAFT work in progress at 1/12/17*

The tables below presents an early working draft set of key performance indicators (KPIs) to help monitor progress and performance on the proposed Best Council Plan 2018/19 – 2020/21. The majority of these have been rolled forward from the current Best Council Plan 2017/18 as they remain relevant and provide continuity and year-on-year analysis. Some additions are suggested, many of which are taken from key supporting plans and strategies that have been recently updated (e.g. the Better Lives Strategy) or are the process of being refreshed (e.g. the Children and Young People's Plan - CYPP).

Table 1 presents the KPIs against the Best City ambition and proposed priorities but it should be emphasised that the priorities are interlinked and therefore the KPIs should be read as a whole. Table 2 shows KPIs against the Best Council ambition. These will continue to be developed in the coming weeks through consultation.

<b>Table 1 - Best City ambition: A strong economy in a compassionate city</b>	
<b>Best City proposed priority and draft KPIs</b>	<b>Current BCP KPI?</b>
<b>Health and Wellbeing</b>	
Infant mortality rate	Yes
Obesity levels at age 11	Yes
Percentage of physically active adults	Yes
Percentage of adults who smoke	Yes
Avoidable years of life lost	Yes
Suicide rates	Yes
Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage	No. In draft CYPP 2018-23
Under-18 conception rates	No. In draft CYPP 2018-23
Reduced rate of early death for people with a serious mental illness	No. In Joint Health & Wellbeing Strategy
Percentage of CQC registered care services in Leeds rated as 'good' or 'outstanding'	Yes
Number of permanent admissions to residential and nursing care homes (a) for people aged 18-64 including 12 week disregards; (b) for people aged 65+ including 12 week disregards	Yes (but wording amended in line with Better Lives Strategy 2017-21)
Delayed discharges from hospital (report both total delayed discharges and those due to social care - per 100,000 population)	Yes
Percentage of new referrals for social care which were resolved at initial point of contact or through accessing universal services	Yes
<b>Inclusive Growth</b>	
Jobs growth in the Leeds economy (with additional quarterly proxy measures on employment rate and economic activity & inactivity)	Yes
Productivity forecast – GVA per head	Yes

**Table 1 - Best City ambition: A strong economy in a compassionate city**

Best City proposed priority and draft KPIs	Current BCP KPI?
Number of new business start-ups	Yes
Business rates growth	Yes
Increased earnings for the lowest paid 10% of working Leeds residents	Yes
<i>At the time of writing, additional KPIs to be considered in the coming weeks in conjunction in particular with Inclusive Growth Strategy</i>	
<b>Education and Skills</b>	
Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2	No. In draft CYPP 2018-23
Progress 8 score for Leeds at the end of Key Stage 4	Yes (but wording amended in line with draft CYPP)
Percentage / number <i>[report both]</i> of young people who are not in employment, education or training or whose status is 'not known'	Yes
Percentage of working age Leeds residents with at least a Level 4 qualification	Yes
Number of people supported to improve their skills	Yes
Attendance at primary and secondary schools	Yes
KPI on Leeds as a destination for higher education leavers ( <i>i.e. graduates</i> )	No – data available and measured through More Jobs Better Jobs breakthrough project already
<b>21<sup>st</sup> century infrastructure</b>	
Increase in city centre travel by sustainable transport (bus, train, cycling, walking)	Yes
Percentage of waste recycled	Yes
Carbon emissions across the city	Yes
Level of CO2 emissions from council buildings and operations	Yes
<i>At the time of writing, additional KPIs to be agreed in the coming weeks in line with key supporting strategies and action plans</i>	
<b>Housing</b>	
Growth in new homes in Leeds	Yes
Number of new units of extra care housing	No. In Better Lives Strategy 2017-21
Improved energy and thermal efficiency performance of houses	Yes
Number of homeless preventions	Yes
Percentage of housing adaptations completed within target timescale	No – but data already collected and reported to Scrutiny

**Table 1 - Best City ambition: A strong economy in a compassionate city**

Best City proposed priority and draft KPIs	Current BCP KPI?
Percentage of council housing repairs completed within target	No – but data already collected and reported to Scrutiny
Tenant satisfaction with the neighbourhood as a place to live	No – but data already collected and reported to Scrutiny
<i>At the time of writing, potential KPI on affordable homes to be considered</i>	
<b>Safe, strong communities</b>	
Number of children who need to be looked after	Yes (but wording amended in line with draft CYPP)
Number of children and young people subject to a child protection plan	No. In draft CYPP 2018-23
Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met	No. In Better Lives Strategy 2017-21
Increased self-reporting of domestic violence and abuse incidents	Yes
Number of people killed or seriously injured in road traffic accidents ( <i>total number and number of children within this currently reported</i> )	Yes
Level of tenant satisfaction with the neighbourhood as a place to live	No – but data available and reported to Scrutiny
<i>At the time of writing, wording of new KPI to be agreed around 'how safe do you feel in your local area' (based on a perception survey carried out by the Office of the Policy &amp; Crime Commissioner across West Yorkshire with results then broken down into the 5 districts by percentage)</i>	No – Safer Leeds
Proportion of households reporting repeated anti-social behaviour / nuisance concerns	Yes
Number of reported hate incidents	Yes
Claimant rate for Employment Support Allowance	Yes
Number of adults of working age affected by in-work poverty	Yes
Number of households in fuel poverty	Yes
<b>Culture</b>	
Number of visitors at a range of venues and events	Yes – includes LCC venues and others across the city, e.g. Arena, Grand Theatre etc.
<i>At the time of writing, additional KPIs to be agreed in the coming weeks in line with the Culture Strategy</i>	

**Table 2 - Best Council ambition: An efficient and enterprising organisation**

<b>Draft KPIs</b>	<b>Current BCP KPI?</b>
Workforce more representative of our communities	Yes
Number of apprentices employed by the council	Yes
Average staff sickness levels	Yes
Staff engagement ( <i>Currently reported based on the overall staff survey engagement score, 'If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what would it be? For 18/19, will also report on the number/percentage of online and offline responses to the survey.'</i> )	Yes
Percentage of staff appraisals and mid-year reviews completed	Yes
Level of over/ underspend for this financial year	Yes
Council tax collection rates	Yes
Business rates collection rates	No but data available and reported to Executive Board monthly within the financial health monitoring report
Council housing rental collection rates	No – but data available and reported to Scrutiny
Percentage of ICT service desk calls fixed at the first point of contact	Yes
Level of customer complaints	Yes
Proportion of customers using self-service when getting in touch with the council	Yes
Percentage of information requests received responded to within statutory timescales ( <i>Relates to both Freedom of Information requests and Subject Access Requirement requests</i> )	No – but data already collected



## Report of Head of Governance and Scrutiny Support

### Report to Scrutiny Board (Adults and Health)

**Date: 19 December 2017**

**Subject: Initial Budget Proposals for 2018/19**

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

### Summary of main issues

1. In accordance with the Council's Budget and Policy Framework, the Chief Officer – Financial Services submitted the attached report to the Executive Board, which sets out the Initial Budget Proposals for 2018/19. The proposals are subsequently submitted to Scrutiny for consideration and review.
2. Any comments or recommendations made by the Scrutiny Board will need to be submitted to the Chief Officer – Financial Services by the end of January 2018 in order that the Executive Board can consider these at its meeting in February 2018; and prior to submission of the proposed budget to full Council on 21 February 2018.
3. Other Scrutiny Boards will consider elements of the budget proposals relevant to individual terms of reference.
4. As in previous years, it is intended to produce a summary of the discussion and comments from all Scrutiny Boards in order to make a single submission to Executive Board.
5. While the main focus of the discussion relates to the 2018/19 budget proposals, the Scrutiny Board may also wish to consider the anticipated medium to longer-term budget pressures likely to be faced by Council and consider any areas where early involvement of the Scrutiny Board may help inform future proposals / approaches.

6. Relevant Executive Members and Directors (or their nominees) have been invited to the meeting to discuss the Executive's initial budget proposals.

### **Recommendations**

7. The Scrutiny Board (Adults and Health) is recommended to:
- (a) Consider the Executive's initial budget proposals as set out in the attached Executive Board report;
  - (b) Identify any comments and/or recommendations to be submitted for consideration by the Executive Board; and
  - (c) Consider any areas where early involvement of the Scrutiny Board may help inform future budget proposals or approaches.

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

8. None

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

**Report of the Chief Officer – Financial Services**  
**Report to Executive Board**  
**Date: 13<sup>th</sup> December 2017**

**Subject: Initial Budget Proposals for 2018/19**

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? Recommendation 15.2 is eligible for call in; 15.1 is not eligible.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. The purpose of this report is to set out the initial budget proposals for 2018/19.
2. These budget proposals support the Council's Best City/Best Council ambitions, policies and priorities aimed at tackling inequalities (please refer to the Best Council Plan 2018/19 refresh report which is on today's agenda).
3. These budget proposals are set within the context of the 2018/19 – 2020/21 medium term financial strategy which was approved by the Executive Board in July 2017 and the implications of the Chancellor's Autumn budget statement on 22<sup>nd</sup> November 2017.
4. Whilst the government's multi-year funding settlement 2016/17 to 2019/20 provides some certainty, there are still a number of assumptions within the budget proposals that will not be known until the provisional local government finance settlement is announced, which is likely to be mid-December 2017.
5. The financial climate for local government continues to present significant risks to the Council's priorities and ambitions. The Council continues to make every effort possible to protect the front line delivery of services, and whilst we have been able to balance the budget each year since 2010, have continued to deliver a broad range of services despite declining income, and have avoided large scale compulsory redundancies, it is clear that the position is becoming increasingly challenging to manage and looking ahead over the medium term it will be increasingly difficult to maintain current levels of service provision without significant changes in the way the Council operates.

6. The headlines from the 2018/19 initial budget proposals, when compared to the 2017/18 budget, are as follows:
- A reduction in revenue support grant from government of £18.5m (28.5%)
  - A reduction in the settlement funding assessment of £14.0m (6.6%)
  - An increase in council tax of 1.99% together with a further 3% in respect of the Adult Social Care precept and an increase in the council tax base, generating an additional £17.5m of local funding
  - A combination of reduced core funding and cost pressures means that the Council will need to deliver £38.2m of savings by March 2019.
  - An increase in the Council's net revenue budget of £13.5m to £506.2m
7. In respect of the Housing Revenue Account, whilst there are proposals to increase service charges, the continued implementation of the Government's rent cap, introduced from April 2016, will mean that the majority of tenants, excluding those properties that have benefited through PFI investment, will again see reductions of 1% from April 2018.
8. Further, this report explains that Government has invited applications from local authorities to pilot 100% Business Rates Retention in 2018/19, and that the Leeds City Region Business Rates Pool, of which Leeds is a member, has submitted an application. The opportunity to pilot 100% retention appears to offer the prospect of significant financial benefits for the Leeds City Region, with minimal risk to the constituent authorities. However, funding for pilot schemes is limited and it is anticipated that not all applications will be successful. Successful applications will be announced before or alongside the publication of the draft local government finance settlement in December 2017. As such, these initial budget proposals do not reflect the application to pilot 100% retention.

## **Recommendations**

9. Executive Board is asked to agree the initial budget proposals and for them to be submitted to Scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders.
10. Executive Board is asked to agree that, should the application to pilot 100% business rates retention succeed, Leeds should continue as a member of that designated Business Rates Pool and should act as lead authority for it. Notwithstanding this decision, the continuation of the Pool will be dependent upon none of the other member authorities choosing to withdraw within the statutory period after designation.

## **1. Purpose of report**

- 1.1 In line with the Council's constitution, the Executive Board is required to publish initial budget proposals two months before approval of the budget by

Full Council, scheduled for the 21st February 2018. This report sets out the initial budget proposals for 2018/19, set within the context of the medium term financial strategy approved by Executive Board in July 2017, the implications of the Chancellor's Autumn Budget statement in November 2017 and further savings proposals to bridge the revised estimated budget gap.

- 1.2 Subject to the approval of the Executive Board, these initial budget proposals will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on the 7th February 2018. These budget proposals will also be made available to other stakeholders as part of a wider and continuing process of engagement and consultation. Further, at the meeting of the board in February 2018, it is proposed to provide an update of the medium-term financial strategy approved by the board at its July 2017 meeting.
- 1.3 In accordance with the Council's budget and policy framework, decisions as to the council's budget are reserved to full council. As such, the recommendation in paragraph 15.1 is not subject to call in as the budget is a matter that will ultimately be determined by full council.
- 1.4 However, the recommendation in paragraph 15.2, regarding the Council's participation in the 2018/19 100% business rates retention pilot scheme, the potential impact of which is not currently reflected in these initial budget proposals, is a decision of the Executive Board and as such is subject to call-in.

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

- 2.1. The economic context in which public spending must be considered is very much dominated by the debate concerning the impact of the EU referendum and the strength and resilience of the national economy. Further, the fiscal rules approved by Parliament in January 2017 commit the Government to reducing the cyclically-adjusted deficit to below 2% of GDP by 2020/21 and having debt as a share of GDP falling in 2020/21. In its November 2017 "Economic and Fiscal outlook" the Office of Budget Responsibility (OBR) expects that the government will meet both fiscal targets, and that borrowing will reach its lowest level since 2001/02 by the end of the forecast period. Debt as a share of GDP is forecast to fall in 2018/19 and in every year of the forecast.
- 2.2. Within its economic forecast the OBR notes that economic growth has been stable but modest so far in 2017 on the back of a slowdown in consumer spending, but also that GDP growth has been slowing in contrast with many other advanced economies. The OBR projects that GDP growth will be 1.4% and 1.3% in 2018 and 2019 respectively, down from the 1.6% and 1.7% forecast at the March Budget, whilst CPI inflation is forecast at 2.4% and 1.9% respectively over the same period. Whilst the unemployment rate is projected to be 4.4% and 4.3% during 2018 and 2019 respectively, lower

than the March forecast of 5.1% and 5.2%, earnings growth has also been revised down in line with a weaker outlook for productivity. It is within this economic context that the initial budget proposals for 2018/19 need to be considered.

### **2.3. Autumn Budget 2017**

2.3.1. On the 22<sup>nd</sup> November 2017, the Chancellor delivered his first Autumn Budget.

2.3.2. The key announcements in the 2017 Autumn Budget were:

- The Budget sets aside a further £3 billion over two years to prepare for EU exit;
- Government will lend local authorities in England up to £1 billion at a new discounted interest rate, the 'Local Infrastructure Rate', accessible for three years to support infrastructure projects that are high value for money. Details of the bidding process will be published in December;
- A £1.7 billion Transforming Cities Fund to support intra-city transport, targeting projects which drive productivity. Half will be allocated via competition for transport projects in cities and the other half on a per capita basis to the six combined authorities with elected mayors;
- A range of measures to increase housing supply, including lifting the Housing Revenue Account borrowing caps for councils in areas of high affordability pressure (£1 billion), so they can build more council homes, the introduction of planning reforms to ensure more land is available for housing, £204 million to fund innovation and skills in the construction sector and raising the stamp duty threshold to £300,000 for first time buyers;
- A power for local authorities to increase the council tax premium on empty homes from 50% to 100%, a measure intended to encourage owners to bring empty properties back into use rather than to increase local authority funding;
- A £220 million Clean Air Fund to allow local authorities to help individuals and businesses adapt as measures to improve air quality are implemented, funded by a Vehicle Excise Duty supplement on some diesel cars first registered from 1 April 2018 and a rise in the existing Company Car Tax diesel supplement;
- £6.3 billion of additional funding for the NHS: £3.5 billion of capital investment in estates transformation and improvement and efficiency schemes and £2.8 billion in resource funding, of which £335 million will be provided in 2017/18 to address winter pressures;
- A commitment to fund pay awards as part of a pay deal for NHS staff on the Agenda for Change contract;
- £42 million of additional Disabled Facilities Grant in 2017/8;

- Following the recommendations of the Low Pay Commission (LPC) the National Living Wage (NLW) will increase by 4.4% from £7.50 to £7.83 from April 2018. The Government has also accepted the LPC's recommendations for the other National Minimum Wage rates;
- A £1.5 billion package to address concerns regarding the delivery of Universal Credit, including removal of the seven-day waiting period for entitlement, enabling claimants who need it to access up to a month's worth of Universal Credit within five days as an interest-free advance and, from April 2018, new claimants already in receipt of housing benefit will continue to receive it for two weeks. Also, Government will make it easier for claimants to have the housing element of their award paid directly to their landlord;
- A number of changes to business rates, including bringing forward the switch in business rates indexation from RPI to CPI to 2018/19 and continuing the £1,000 business rate discount for public houses introduced in 2017/18 for a further year, all of which will be fully compensated by Government. The frequency of business rate revaluations will increase from five years to three following the next revaluation, currently due in 2022;
- Fuel and alcohol duties have been frozen for 2018/19.

### **3. Developing the 2018/19 budget and medium term financial strategy with the refreshed 2017/18 Best Council Plan.**

- 3.1. Between the 2010/11 and 2017/18 budgets, the Council's core funding from Government has reduced by around £239m. Additionally the Council has faced significant demand-led cost pressures, especially within Adult Social Care and Children's Services. To date, the Council has responded successfully to the challenge since 2010 through a combination of stimulating good economic growth, creatively managing demand for services, increasing traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies, including reducing staffing levels by over 3,200 FTEs.
- 3.2. Through targeting resources into preventative services the Council has ensured that the implications of demand and demographic pressures, that have resulted in significant cost pressures in other local authorities, have been contained within Leeds. Specifically within Housing Services Leeds only as 33 households registered in temporary accommodation and no one in Bed & Breakfast accommodation. In comparison Birmingham had 1,740 households in temporary accommodation of which 379 are in Bed & Breakfast. In respect of the Bed & Breakfast this equates to an annual cost to Birmingham of £9m whereas Leeds spends nothing. Similarly since 2010 the rate per 10,000 of children looked after has reduced by 18% whilst the national average has risen by around 3.4%

- 3.3. In February 2017, Council approved the 2017/18 Best Council Plan and the supporting budget. The Best Council Plan is the Council's strategic planning document and sets the context and policy direction against which the budget and medium-term financial strategy are developed. The policy direction is clearly explained in the 2017/18 Best Council Plan: that the Council's 'Best City' and 'Best Council' ambitions remain - articulated around Leeds having a strong economy and being a compassionate city and the Council being an efficient and enterprising organisation – with a focus on reducing poverty and tackling the range of interlinked inequalities that persist across the city.
- 3.4. Inevitably, managing the large reduction in government funding and increasing cost pressures has meant that the Council has had to make some difficult decisions around the level and quality of services. However, as signposted in the 2017/18 Best Council Plan and 2017/18 budget reports to Council in February 2017, it will become increasingly difficult over the coming years to identify further financial savings without significant changes in what the Council does and how it does it. This will have significant implications for the services provided directly and those commissioned by the local authority, impacting upon staff, partners and service users. In order to deliver the Council's ambitions of tackling poverty and reducing inequalities, consideration may have to be given to stopping, delivering differently or charging for those services that are no longer affordable and are a lesser priority than others. This will be achieved through a continuing process of policy and service reviews across the Council's functions and ongoing consultation and engagement.
4. **Estimating the net revenue budget for 2018/19**
- 4.1. **Settlement funding assessment – reduction of £14.0m**
- 4.1.1. Settlement funding assessment is essentially the aggregate of government grant and business rate baseline funding for a local authority. As part of the 2016/17 financial settlement, Government offered councils a 4-year funding settlement for the period 2016/17 to 2019/20, which Executive Board agreed to accept in September 2016.
- 4.1.2. 2018/19 represents the third year of the four year funding offer, approved by Executive Board in September 2016 and confirmed by DCLG in November 2016. The Council continues to expect to receive the amounts published as part of that offer, barring any exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement.
- 4.1.3. Table 1 below sets out the council's settlement funding assessment for 2018/19 which is in line with the multi-year settlement. For 2018/19, this represents a reduction of £14.0m compared to 2017/18 which is equivalent to a 6.6% reduction.



**Table 1 – Settlement Funding Assessment**

	2017/18 £m	2018/19 £m	Change £m	%
Revenue Support Grant	65.0	46.5	(18.5)	-28.5
Business Rates Baseline Funding	148.0	152.4	4.5	3.0
<b>Settlement Funding Assessment</b>	<b>213.0</b>	<b>198.9</b>	<b>(14.0)</b>	<b>-6.6</b>

4.1.4. The business rates element of the settlement funding assessment is determined by taking the 2017/18 baseline business rates amount of £148.0m and uplifting it by inflation. Following the decision in the Autumn Budget to bring forward the switch in business rates indexation from RPI to CPI, this uplift for inflation, based on the September 2017 Consumer Price Index, is 3.0%. In 2018/19 the calculated baseline business rates has then been adjusted by £0.1m, the difference between the estimated business rates tariffs for 2017/18 and 2018/19 before and after the impact of the 2017 Revaluation was known. The business rates element of settlement funding assessment is therefore £152.4m, net of the estimated 2018/19 tariff adjustment of £13.7m.

4.1.5. In addition to formula grant, there are a number of other funding streams that notionally comprise the settlement funding assessment. These are outlined in table 2 below and include early intervention, homelessness prevention, lead local flood authorities and learning disability & health reform funding.

**Table 2 - Breakdown of the Settlement Funding Assessment**

	2017/18 £m	2018/19 £m	Change £m
Formula Grant	167.65	154.51	(13.14)
Council tax freeze grant 2011/12	6.64	6.64	0.00
Council tax freeze grant 2013/14	2.77	2.77	0.00
Early intervention grant	16.34	15.05	(1.29)
Preventing homelessness	0.86	0.86	0.00
Lead local flood authority grant	0.23	0.24	0.01
Learning disability & health reform grant	11.03	11.27	0.24
Local welfare provision	2.59	2.59	0.00
Care act funding	4.84	4.98	0.14
Sustainable drainage systems	0.02	0.02	0.00
Carbon monoxide & fire alarm grant	0.00	0.00	0.00
<b>Settlement Funding Assessment</b>	<b>212.97</b>	<b>198.93</b>	<b>(14.04)</b>

## 4.2. Business rates retention

4.2.1. Leeds has the most diverse economy of all the UK's main employment centres and has seen the fastest rate of private sector jobs growth of any UK city in recent years. Yet this apparent growth in the economy has not

translated into business rates growth; in fact the income from business rates available to the Council declined from 2014/15 to 2016/17, and is only expected to return to 2014/15 levels in 2018/19.

- 4.2.2. The total projected rateable value of businesses in Leeds is £918.7m which would generate gross business rates income of £440m. Further business rates growth is anticipated in 2018/19 increasing gross business rates collected to £453m. However, as shown in Table 3, the impact of a range of business rate reliefs (see paragraph 4.3 below) and statutory adjustments reduces this to a net income figure of £375.5m.
- 4.2.3. Under the current business rates retention (BRR) scheme, Leeds City Council's share of this income is £184m (49%). The Authority then pays a tariff of £13.7m to Government as Leeds is assessed to generate more business rates income than it needs and must also meet its share of the business rates deficit created in 2017/18, a further £12.9m. This leaves net income of £157.4m which contributes to the Council's net revenue budget.

**Table 3 – Rateable Value in Leeds and Business Rates Income Generated**

	£m
<b>Rateable Value in Leeds projected to 31 December 2017</b>	<b>918.7</b>
multiplied by business rates multiplier	0.479
<b>Gross business rates based on projected rateable value</b>	<b>440.1</b>
Estimated Growth	12.5
<b>equals gross business rates to be collected in Leeds</b>	<b>452.6</b>
less: -	
Uprated Mandatory Reliefs	-65.7
Uprated Discretionary Reliefs	-2.5
Transitional Adjustments (year 2)	15.8
<b>equals net business rates paid by ratepayers</b>	<b>400.1</b>
less adjustments for: -	
Bad debts and appeals	-5.9
Cost of collection	-1.2
Projected Enterprise Zone and renewable energy projects yield	-1.7
Transitional Adjustments repaid to Government	-15.8
<b>equals non-domestic rating income in Leeds</b>	<b>375.5</b>
Split into shares: -	
<b>Leeds City Council (49%)</b>	<b>184.0</b>
<i>West Yorkshire Fire Authority (1%)</i>	<i>3.8</i>
<i>Central Government (50%)</i>	<i>187.8</i>
less deductions from operation of business rates retention scheme: -	
Leeds City Council's tariff from Local Government Finance Settlement	-13.7
Leeds City Council's share of deficit from 2017-18	-12.9
<b>Leeds City Council 's 2018-19 income from business rates</b>	<b>157.4</b>

- 4.2.4. As shown above, business rates income is shared between local and central government. Local authorities experiencing business rates growth are able to retain 49% of that growth locally, but also bear 49% of the risk if business rates fall or fail to keep pace with inflation, although a safety-net mechanism is in place to limit losses in year.

- 4.2.5. In particular, BRR exposes local authorities to risk from reductions in rateable values. The system allows appeals if ratepayers think rateable values have been wrongly assessed or that local circumstances have changed. One major issue is that successful appeals are usually backdated to the start of the relevant valuation list, which means that for every £1 of rateable value lost on the 2010 list growth of £6 would be necessary to fund the cost. At the end of October 2017 there were around 3,600 outstanding appeals against the 2010 ratings list in Leeds.
- 4.2.6. A new rating list, primarily based on rental values in 2015, was introduced on 1<sup>st</sup> April 2017. This ratings list should be more accurate than the previous 2010 list which was based on rental values in 2008, just before the 'financial & economic crisis'. Further, appeals submitted against this new list can only be backdated to 1<sup>st</sup> April 2017. This, together with the impact of the new 'check, challenge, appeal' appeals process also introduced on 1<sup>st</sup> April 2017, should reduce business rate appeals and volatility going forward. At the end of October 2017, the Council has received only 70 checks and challenges against the 2017 ratings list, with only 17 of these remaining outstanding. No appeals have been received as yet.
- 4.2.7. Since 2013/14 the total amount repaid by way of business rate appeals is in the order of £125m, with a cost to the Council of £61m. The provision for business rate appeals within the collection fund has been reviewed and recalculated to recognise new appeals and the settlement of existing appeals, and the 2018/19 initial budget proposals provide for an additional £13.5m contribution from the general fund to fund this provision.
- 4.3. **Small Business Rates Relief and other mandatory reliefs**
- 4.3.1. From April 2017, Government increased the rateable value threshold for small businesses from £6,000 to £12,000. As a result an additional 3,300 small businesses in Leeds now pay no business rates at all and in total in the current year around 11,500 or 40% of business properties in Leeds pay no business rates. Whilst Small Business Rates Relief reduces the business rates income available to Leeds, the authority recovers 50% of this income through government grant and a further proportion through other ratepayers who pay rates based on a slightly higher business rate multiplier. The proportion any individual authority recovers depends on the mix of large and small businesses in that area.
- 4.3.2. Unlike Small Business Rates Relief, local authorities do bear 50% of the cost of other mandatory business rate reliefs such as mandatory charity relief and empty rate relief, but have no control over entitlement and no powers to deal with their use in business rates avoidance. Costs of mandatory reliefs have increased significantly since the introduction of BRR, further reducing Leeds' retained business rates income: mandatory charity relief alone has increased by over 48%, from approximately £18.5m in 2012/13 to £27.5m in 2017/18, costing the council an estimated £4.4m more in lost income in 2017/18.
- 4.3.3. At the March 2017 Budget, the Chancellor announced three additional measures to support businesses affected by the 2017 Revaluation: support

for small businesses, a business rate discount for public houses and £300 million of funding over four years for local authorities to establish local discretionary relief schemes 'to deliver targeted support to the most hard-pressed ratepayers'. The discount for public houses was initially for one year only but has been extended for a further year in the Autumn Budget, whereas the other two reliefs will be provided for four years. These reliefs reduce business rates income by £590k in 2018/19 but the Council will be fully compensated through government grant.

#### 4.4. Business rates Retention and the Initial Budget Proposals

- 4.4.1. In terms of the initial budget proposals, it is estimated that the local share of business rates funding in 2018/19 will be £184.0m, as set out in table 3 above. This includes an estimated £8.0m for a national appeals adjustment which relates to the potential future appeals against the 2017 business rates list. As per table 4 below, the initial budget proposals recognise business rate growth above the baseline of £17.86m, an increase of £1.14m (6.8%) from the 2017/18 budget.

**Table 4 – Business Rates, Estimated Growth above the Baseline**

	2017/18 £m	2018/19 £m	Change £m
Business rates local share	178.07	184.00	5.93
Less: business rates baseline	161.35	166.13	4.79
Growth above baseline	16.72	17.86	1.14

- 4.4.2. The £184.0m local share of business rates funding is then reduced by the £13.7m tariff payment and the £12.9m deficit on the collection fund to give the £157.4m estimated business rates funding shown in table 5 below.

**Table 5 – Business Rates Retention 2017/18 & 2018/19**

	2017/18 £m	2018/19 £m
<b>Business rates baseline (including tariff)</b>	<b>148.0</b>	<b>152.4</b>
Projected growth above the baseline to March	13.6	11.9
Estimated growth in the year	3.2	5.9
<b>Total estimated growth</b>	<b>16.7</b>	<b>17.9</b>
Estimated provision for appeals	(22.4)	(13.5)
Additional cost of transitional arrangements and provision for bad debts	0.6	0.7
<b>Estimated year-end Collection Fund deficit (Leeds Share)</b>	<b>(21.8)</b>	<b>(12.9)</b>
<b>Estimated Business Rates Funding</b>	<b>142.9</b>	<b>157.4</b>
<b>Increase/(reduction) against the Business Rates baseline</b>	<b>(5.0)</b>	<b>5.0</b>
<b>Business Rates Retention - Additional General Fund Income</b>		<b>10.0</b>

- 4.4.3. Comparing the £157.4m of business rates funding against the £152.4m business rates baseline produces a surplus of £5.0m which is a £10.0m improvement against the budgeted shortfall in the 2017/18 financial year. Contained within this £10m improvement is an £8.9m improvement in the budgeted deficit ( £12.9m in 2018/19 and £21.8m in 2017/18), releasing additional funding for frontline services.
- 4.4.4. The council is a member of the Leeds City Region Business Rates Pool along with the other four West Yorkshire Authorities, Harrogate and York. The benefit of the current pooling arrangement is that the levy income generated by Leeds, Harrogate and York is retained in the region rather than being paid over to the Government. The initial budget proposals assume that this arrangement will continue in 2018/19. Based on the estimated growth in business rates above the baseline, the estimated levy payment from Leeds to the Pool in 2018/19 is £2.0m.
- 4.5. **Application to Pilot 100% Business Rate Retention**
- 4.5.1. In September 2017, Government invited applications from local authorities to pilot 100% Business Rates Retention in 2018/19. This is an expansion of the existing 100% pilot programme and is intended to help Government and the local government sector to explore options for the design of future increased business rate retention.
- 4.5.2. These pilot schemes are for one year only and would allow participating authorities to retain all additional growth in business rates above the business rate baseline determined by Government, whereas currently 50% of that growth is remitted to Government. Government wants to see this additional growth income being used to promote financial stability and sustainability in pooled areas and being invested to encourage further growth. Successful applicants will be given a 'no detriment' guarantee so that no pool of authorities will be worse off as a result of piloting 100% retention: thus removing the increased risks associated with 100% business rate retention whereby losses would no longer be shared 50/50 with Government.
- 4.5.3. The Leeds City Region Business Rates Pool has submitted an application to pilot 100% retention. The additional growth which could be retained regionally if the Pool's application succeeds is estimated to be in excess of £30m. The business plan submitted to Government proposes that member authorities would be allocated 50% of this additional growth income to improve financial stability within their authorities, with the Pool itself retaining 50% to continue to support and enable regional economic growth. Given the 'no detriment guarantee', the opportunity to pilot 100% retention appears to offer the prospect of significant financial benefits for the Leeds City Region, with minimal risk to the constituent authorities.
- 4.5.4. However, funding for pilot schemes is limited and it is anticipated that not all applications will be successful. Successful applications are expected to be announced before or alongside the publication of the draft local government

finance settlement in December 2017. At this stage these initial budget proposals do not reflect the application to pilot 100% retention.

- 4.5.5. The application itself is not binding. Should the application be successful, any member of the proposed pilot Pool will still be able to withdraw during the statutory 28 day window after Government designates the new 100% pilot Pool, as set out in the Local Government Finance Act. It must be noted that, should any member withdraw, not only would the pilot Pool be revoked but there would be no opportunity to fall back on the existing pooling arrangements.
- 4.5.6. This report asks Executive Board to agree that, should the application to pilot succeed, Leeds should continue as a member of that designated Business Rates Pool and should act as lead authority for the Pool. Notwithstanding this decision, the continuation of the Pool will be dependent upon none of the other member authorities choosing to withdraw within the statutory period after designation.

#### 4.6. **Council Tax**

- 4.6.1. The 2017/18 budget was supported by a 4.99% increase in the level of council tax, 3% of which was attributable to the adult social care precept. Leeds council tax remains the 2<sup>nd</sup> lowest of the English core cities and mid-point of the West Yorkshire districts, as detailed in table 6 below.

**Table 6 – 2017/18 Council Tax Levels (Figures include Police and Fire Precepts)**

Core Cities	Band D £:p	West Yorkshire Districts	Band D £:p
Nottingham	1,851.74	Kirklees	1,594.80
Bristol	1,799.75	Calderdale	1,575.89
Liverpool	1,751.92	<b>Leeds</b>	<b>1,488.05</b>
Newcastle	1,682.34	Wakefield	1,479.89
Sheffield	1,655.48	Bradford	1,469.71
Manchester	1,502.12		
<b>Leeds</b>	<b>1,488.05</b>		
Birmingham	1,438.45		

- 4.6.2. Government provided funding for the on-going effect of previous council tax freezes up to 2015/16. The council accepted council tax freeze grant for the years 2011/12 to 2013/14. As a result government funding of £9.4m was built into the council's 2015/16 settlement (the grant for freezing council tax in 2012/13 was for one year only).
- 4.6.3. The 2018/19 initial budget proposals recognise £4.9m of additional income from increases to the Council Tax base (3,773 band D equivalent properties) but also a decrease in the contribution from the collection fund of £1.7m (a budgeted £1.5m collection fund surplus in 2017/18 decreasing to an

estimated deficit on the collection fund of £0.2m in 2018/19).

- 4.6.4. In previous years Government has set a limit of up to but not including 2% for council tax increases above which a Local Authority must seek approval through a local referendum. The referendum ceiling for 2018/19 has yet to be announced; once known the council will need to make a decision about the proposed council tax increase. However, subject to an announcement, it is proposed that the standard council tax is increased by 1.99%.
- 4.6.5. In the 2017/18 provisional local government settlement, the Secretary of State announced additional flexibility, permitting local authorities to increase council tax by up to an additional 3% each year between 2017/18 and 2019/20 specifically to fund adult social care services, with the maximum total increase in these three years not exceeding 6%. This flexibility recognised demographic changes leading to growing demand for adult social care, and increased pressure on council budgets.
- 4.6.6. Table 7 below sets out the estimated total council tax income in 2018/19, recognising the estimated increase in the council tax base and the £0.2m estimated deficit on the collection fund together with £8.6m of additional income generated from the Adult Social Care precept and the general increase in the council tax rate.

**Table 7 – Estimated Council Tax Income in 2018/19**

	2017/18 Baseline £m	2018/19 Forecast £m
Previous year council tax funding	267.1	284.8
Change in tax base - increase / (decrease)	4.5	4.9
Increase in council tax level (1.99%)	5.4	5.6
Adult Social Care precept (3%)	8.1	8.6
<b>Council Tax Funding before surplus/(deficit)</b>	<b>285.1</b>	<b>303.9</b>
Surplus/(Deficit) 2016/17	1.8	
Surplus/(Deficit) 2017/18	1.5	1.5
Surplus/(Deficit) 2018/19		(0.2)
<b>Change in collection fund contribution - increase/(decrease)</b>	<b>(0.3)</b>	<b>(1.7)</b>
<b>Total - Council Tax Funding</b>	<b>284.8</b>	<b>302.3</b>
Increase from previous year		17.5

- 4.6.7. The settlement funding assessment includes an element to compensate parish and town councils for losses to their council tax bases arising as a result of local council tax support (LCTS). As this amount is not separately identifiable it is proposed, as in previous years, that LCTS grant should be reduced in line with the assumptions for Leeds's overall reduction in the settlement funding assessment, a reduction of 6.6% for 2018/19 from £75k to £70k.

#### **4.7. Adult Social Care Precept and Grant Income**

- 4.7.1. The initial budget proposals for 2018/19 also reflect additional grant monies made available by Government specifically for adult social care. Together the precept and the grant will be utilised to fund a range of adult social care pressures and priorities with the use of the balance of the “Spring Budget “ money for which bids were invited from both internal and external partners, having now been agreed by NHS England
- 4.7.2. As discussed above in para 4.6.6, it is proposed that the Leeds element of the council tax is again increased by a 3% adult social care precept in 2018/19.
- 4.7.3. In applying the precept the Government require Councils to demonstrate that adult social care budgets, (when compared to changes in other non-ring fenced services), are not reduced by a greater proportion than those non-ring fenced services. Based on the equivalent return made to Government in 2017, the 2018/19 initial budget proposals for Adults and Health are consistent with this requirement.
- 4.7.4. Collectively the Spring Budget monies, announced in the March 2017 budget, and the improved Better Care Fund total approximately £51m over the period 2017 to 2020. The ‘Spring Budget’ money was to be included within the improved Better Care Fund and was targeted at three areas: sustaining the care market, provision of social care and to ease the pressures on local health services.
- 4.7.5. The Council has agreed the planned spend with health partners and this has also been approved by the Health and Wellbeing Board for the three years of funding and by NHS England for 2017/18 and 2018/19 (being the current two year cycle of approval).
- 4.7.6. A summary of the use of the additional funding made available through the iBCF and the Spring Budget is as follows:
- Prevention/Self Care/Self-Management £5.5m
  - Reducing Pressures on the NHS £7.6m
  - Stability of the Provider Market £1.0m
  - Provision for Leeds Health & Care Plan £2.0m
  - Demand and Demographic Pressures in Social Care £22.7m
  - Reducing/Reversing planned reductions in Social Care £15.3m
- 4.7.7. The above priorities total £54.1m, however it is expected that this level of overprogramming can be managed within the overall allocation of £51m over the next three years.
- 4.7.8. Table 8 below outlines how the additional funding provided by the Better Care Fund, the “Spring Budget” grant announcement and the proposed adult social care council tax precept all combine to increase the spending power



within adult social care.

4.7.9. **Table 8 Adult Social Care “Spending Power”**

	2017/18 £m	2018/19 £m	2019/20 £m
Base Budget	205.6	220.3	225.2
Spring Grant 17/18	14.7	(14.7)	
Spring Grant 18/19		9.4	(9.4)
Spring Grant 19/20			4.8
Improved Better Care Fund		11.1	10.1
ASC Support Grant		(3.3)	
ASC Precept		8.6	
ASC 3% Savings target		(6.2)	
	<b>220.3</b>	<b>225.2</b>	<b>230.7</b>

4.7.10. Members should note that the increased “spending power” figures reflected in the table above will not necessarily translate into how the Council’s Adults and Health managed budget for 2018/19 and beyond will look. This is because the grant income and the associated expenditure will net each other off in budget terms in each year that the grant is received.

4.8. **The net revenue budget 2018/19**

4.8.1. After taking into account the anticipated changes to the settlement funding assessment, business rates and council tax, the council’s overall net revenue budget is anticipated to increase by £13.5m or 2.7% from £492.7m to £506.2m, as detailed in table 9 below and at Appendix 1.

**Table 9 – Estimated Net Revenue Budget 2018/19 Compared to the 2017/18 Net Revenue Budget**

	2017/18 £m	2018/19 £m	Change £m
Revenue Support Grant	65.0	46.5	(18.5)
Business Rates Baseline	148.0	152.4	4.5
<b>Settlement Funding Assessment</b>	<b>213.0</b>	<b>198.9</b>	<b>(14.0)</b>
Business Rates Growth	8.9	9.9	1.0
National Appeals Adjustment	7.9	8.0	0.1
Business Rates Deficit	(21.8)	(12.9)	8.9
Council Tax (incl. Adult Social Care Precept)	283.2	302.4	19.2
Council Tax surplus/(deficit)	1.5	(0.2)	(1.7)
<b>Net Revenue Budget</b>	<b>492.7</b>	<b>506.2</b>	<b>13.5</b>

- 4.8.2. Table 10 below analyses the £13.5m estimated increase in the net revenue budget between the settlement funding assessment and locally determined funding sources.

**Table 10 – Increase in the Funding Envelope**

<b>Funding Envelope</b>	<b>2018/19 £m</b>
Government Funding	
Settlement Funding Assessment	(14.0)
<b>Sub-total Government Funding</b>	<b>(14.0)</b>
Locally Determined Funding	
Council Tax (incl tax base growth)	17.5
Business Rates	10.0
<b>Sub-total Locally Determined Funding</b>	<b>27.5</b>
<b>Increase/(decrease) in the Net Revenue Budget</b>	<b>13.5</b>

## **5. Initial budget proposals 2018/19**

- 5.1. This section provides an overview of the changes in funding, primarily specific grants (paragraphs 5.3 to 5.4), and cost increases (paragraphs 6.1 to 6.19) which the council is facing in 2018/19 and concludes with the savings proposals (paragraphs 7.1 to 7.11) to balance the 2018/19 budget to the estimated available resources.
- 5.2. Table 11 provides a high level of summary of these changes:

**Table 11 Summary of Changes in Funding, Cost Increases and Savings Proposals**

	2018/19 £m
<b>Funding</b>	
Additional Net Revenue Charge	(13.5)
Increases in Specific Grant	(13.1)
Fall out of one off funding	5.8
	<b>(20.9)</b>
<b>Pressures</b>	
Pressures - Inflation	10.9
Pressures - Other	48.2
	<b>59.1</b>
<b>Funding and Cost Pressures</b>	<b>38.2</b>
<b>Solutions</b>	<b>£m</b>
Efficiencies	(22.2)
Changes to services	(1.0)
Income - fees & charges	(6.3)
Income - traded services, partner & other income	(1.5)
Grant & Other income	(3.4)
Proposal to Use Capital Receipts / S106 balances	(3.9)
	<b>(38.2)</b>

### 5.3. Decreases/(Increases) in Funding

5.3.1. Changes in both the Settlement Funding Assessment (SFA) of £14.0m and local funding (£27.5m) are detailed in sections 4.1.3, 4.4.3 and 4.6.6 respectively.

5.3.2. **Specific Grant Funding Changes- Adults and Health (£16.1m).** In February 2017 the Government announced a total of £2.021bn as supplementary funding to the Improved Better Care Fund (Spring Budget money) which is required to be spent on social care. Of the £674m to be distributed in 2018/19 Leeds will receive £9.4m. This is in addition to the known increase of £11.1m in Improved Better Care Fund receivable by Leeds which had previously been announced. The one off Adult Social Care support grant of £3.3m, part funded by changes in New Homes Bonus, will fall out of the base budget in 2018/19.

5.3.3. In the 2015 spending review the Government indicated its intention to make savings on local authority public health spending and a further £1.2m reduction in the Public Health Grant has been included in these initial budget proposals for 2018/19.

5.3.4. **Specific Grant Funding Changes – Children and Families Directorate.** There will be a further reduction in the Education Services grant (ESG) receivable of £2.47m in 2018/19, meaning there is no ESG in the Council's base budget going forward. In 2018/19 £2.5m of Department for Education Innovations grant, which is supporting the base budget in 2017/18, will drop out with the balance of the grant being carried forward so that it can be

deployed to continue to invest in the Leeds children strategy through trialling new approaches to working with children and families and by investing in and reforming preventative services in order to manage demand.

**5.3.5. Specific Grant Funding Changes – Communities and Environment.**

The Housing Benefits administration grant is expected to reduce by £0.25m, whilst the Fraud & Error Recovery Incentive Scheme grant has been replaced by the new Right Benefit Initiative grant and the bonus and maintenance elements of FERIS will no longer be paid with a consequent reduction in the level of grant receivable (£0.35m).

**5.3.6. Specific Grant Funding Changes – Flexible Homelessness Support Grant.**

In February 2017 the Government announced details of the new Flexible Homelessness Support Grant (FHSG) which replaced the Temporary Accommodation Management Fee. Since FHSG is calculated on the basis of homelessness prevention outcomes and, as Leeds has achieved a high level of preventions, the allocation for Leeds in 2018/19 has been set at £1.794m.

**5.3.7. Specific Grant Funding Changes - Homelessness Reduction Act.**

The Council has received £0.168m in 2018/19 to meet the new burdens associated with the Homelessness Reduction Act.

**5.3.8. Specific Grant Funding Changes - New Homes Bonus.**

Government introduced the New Homes Bonus in 2011 to encourage housing growth: councils receive grant for a number of years for each net additional property added in each year. This grant is funded by top slicing revenue support grant. In 2016/17 Government made some changes, including reducing the number of years the bonus is receivable from six to four over two years and imposing a growth baseline before bonus is paid. The £1.5m pressure reflects the impact of these changes on the base budget and reduces the base budget in 2018/19 for NHB to £11.8m Government has recently consulted on further changes, to be announced in the Local Government Finance Settlement, that may impact upon future bonus payments.

**5.3.9. Grant Funding Changes – Section 31 grant.**

An additional £2.2m of Section 31 grant is estimated in 2018/19. Approximately £1.7m of this income is compensation for losses to business rates income as a result of the change in business rate indexation (inflation) announced at the Autumn Budget, from RPI (3.9%) to CPI (3%). Most of the remainder of the S31 grant relate for reliefs granted to businesses following the 2017 revaluation, the majority of which have been awarded through the West Yorkshire Local Discount Scheme, approved by Executive Board in June 2017, providing targeted support to the small and medium sized local businesses most affected by the business rates revaluation.

**5.4. Contributions to/(from) Earmarked Reserves – the reduction of £5.8m in the use of earmarked reserves to support the base budget reflects a**

reduction in the contributions of £6.7m from the ELI reserve, the capital reserve and the Street Lighting reserves. These reductions are partially offset by contributions from the Insurance Reserve and the Wellbeing and Youth Activity Fund Reserve (£0.9m).

## 6. Projected Cost Increases

6.1. The table below summarises the projected cost increases in the 2018/19 initial budget proposals.

### 6.2. *Table 12 Cost Increases*

	2018/19 £m
Inflation	10.9
Employer's LGPS contribution	0.9
Leeds CC minimum pay rate	0.6
National Living Wage - commissioned services	4.7
Fall-out of capitalised pension costs	(0.4)
Demand and demography - Children Looked After	3.0
Demand and demography - Adult Social Care	3.2
Demand and demography - Other	0.1
Adult Social Care - Client Contributions	1.4
Adult Social Care - Partner Income	8.0
Adult Social Care Spring Budget Spend	9.4
Homelessness Grant Spend	2.0
Income pressures (S278, Markets, Sport)	1.8
Cultural Legacy	0.4
Tour de Yorkshire	0.2
West Yorkshire Transport Fund	0.2
Elections - after fallow year	1.1
Expansion of Brown Bin Collections	0.4
Housing Benefit Overpayment income	1.2
Other Pressures	6.2
Debt - external interest / Minimum Revenue Provision	4.0
<b>Projected Cost Increases</b>	<b>59.1</b>

6.3. **Inflation** - the budget proposals include allowance for £10.9m of net inflation in 2018/19. This includes provision of £4m for a 1% pay award for those staff not impacted by the Council's minimum pay rate (see paragraph 6.5 below). The budget proposals allow for inflation where there is a contractual commitment, but anticipate that the majority of other spending budgets are cash-limited. An anticipated 3% general rise in fees and charges has also been built into the budget proposals where they can be borne by the market, although there are instances where individual fees and charges will increase more than this.

- 6.4. **Local government pensions** - the most recent actuarial valuation took place in December 2016 and, in line with the agreed phased increase, the employer's contribution will rise from the 15.6% contribution in 2017/18 to 15.9% by 2018/19. This increase creates a pressure of £0.9m which has been incorporated into these initial budget proposals for 2018/19.
- 6.5. **Leeds City Council minimum pay rate**— at its September 2015 meeting Executive Board agreed that the Council would move towards becoming a real Living Wage employer. In November 2015 the Living Wage Foundation announced a living wage of £8.25 per hour (outside London) and this was implemented by the Council in January 2017. The initial budget submission provides £0.6m for further increases in the Leeds City Council minimum wage which assumes a rise from the current £8.25 to £8.45 in 2018/19.
- 6.6. **National Living Wage for commissioned services** - in respect of services commissioned from external providers by both Adults and Health and Children and Families directorates, provision of £4.7m has been included and this is consistent with the national minimum wage assumptions for 2018/19.
- 6.7. **Fall out of capitalised pension costs** – the fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's Initiative (ELI) will save an estimated £0.4m.
- 6.8. **Demand and Demography** – the initial budget proposals recognise the increasing demography and consequential demand pressures for services in Adults and Health and Children and Families. Within Adults and Health the population growth forecast assumes a steady increase from 2017 in the number of people aged 85-89 during 2018 (1.87%). This will result in additional costs of £0.8m for domiciliary care and placements and increasing cash personal budgets. The learning disability demography is expected to grow by £0.5m per annum, which includes an anticipated growth in numbers of 0.6% (based on ONS data) over the period; but noting that the high cost increase is primarily a combination of increasingly complex (and costly) packages for those entering adult care, as well as meeting the costs of the increasing need for existing clients whose packages may last a lifetime. The demography for clients with a Mental Health need and those with a Physical Impairment are expected to grow by 2.6% and 2.1% respectively incurring a combination of £0.3m of support. In addition, demand over that anticipated in 2017/18 is calculated to add £1.6m to package costs across all client groups in 2018/19.
- 6.9. Children and Families directorate continues to face demographic and demand pressures and £3m has been included to address this in the 2018/19 initial budget proposals. These pressures reflect relatively high birth rates (particularly within the most deprived clusters within the city), increasing inward migration into the city (particularly from BME groups from outside the UK), the increasing population of children & young people with special and very complex needs, greater awareness of the risks of child sexual exploitation, growing expectations of families and carers in terms of

- services offered and changes in government legislation, including ‘staying put’ arrangements that enable young people to remain with their carers up to the age of 21.
- 6.10. The initial budget proposals also provides £0.1m for demand and demography within the Waste Management function.
  - 6.11. **Within Adults and Health**, the Adult Social Care precept and the grant will be utilised to fund a range of pressures, identified at paragraph 4.7 above. These include demand and demography, the minimum wage in commissioned services, further reductions in the public health grant and the loss of targeted income from partners.
  - 6.12. The receipt of the **Homelessness Grant** represents a significant windfall to the Council and it will be used to achieve further increases in homelessness prevention outcomes, further reductions in temporary accommodation placements and to best assist entrenched rough sleepers with drug and alcohol dependency issues. Additional resources have been provided to fund costs associated with the new duties arising from the Homelessness Reduction Act.
  - 6.13. **Income variations** - the level of Section 278 grant (Highways Act 1980) receivable to support the 2018/19 budget is anticipated to reduce by £1m. In addition income receivable from rents at Kirkgate Market is anticipated to reduce by £0.58m whilst income receivable at the Council's Leisure Centres is also projected to reduce by £0.2m.
  - 6.14. **Cultural legacy** - in October 2017 Executive Board agreed that the city's bid to be European Capital of Culture in 2023 be submitted. Despite the recent EU announcement that UK cities will be not be allowed to bid, the Council remains committed to creating a cultural legacy for the city. An amount of £0.38m has been incorporated into the 2018/19 budget to help deliver these outcomes and this amount will be held in an earmarked reserve pending further updates.
  - 6.15. **Tour de Yorkshire** – in order for the Council to host one of the stages of the Tour de Yorkshire a resource of £0.2m is required to be reinstated into City Development's budget. This budget was removed in 2017/18, a year in which Leeds did not host a start/finish stage of the race.
  - 6.16. **West Yorkshire Transport Fund** – from the 1<sup>st</sup> April 2015 the West Yorkshire Combined Authority began operations overseeing strategies for growing the economy, creating jobs, developing new affordable homes and improving the transport network. The initial forecast for council levies indicates an increase of £0.2m in 2018/19 and contributes towards the aspiration to deliver a regional £1.4bn transport fund.
  - 6.17. **Expansion of Brown Bin Collections** - in order to cover the remainder of suitable properties across the city an additional three garden waste routes are estimated to be required. The annual net cost of these routes, based on

15,000 properties per route and including disposal, is around £360k.

6.18. **Debt (external interest)** – the Council forecasts an additional borrowing requirement of £108m to support the 2018/19 capital programme of £325m. The additional revenue cost of this borrowing is forecast at £4m. This increase comprises £2.4m relating to funding new capital programme spend, £0.5m additional cost of switching some short term funding to long term funding, £0.3m additional costs of premiums as a result of previous restructuring of debt and the remainder due to the impact of use of capital receipts to fund PFI liabilities, £0.3m brokerage fees and movements in other income streams

6.19. **Other Pressures** - other budget pressures of £8.5m have been identified for 2018/19. These pressures include:

- A £1.2m net reduction in income receivable from Housing Benefits overpayment;
- £1.1m is required to reinstate the Elections budget after a fallow year;
- A net £1.4m is required to reinstate the budget associated with the re-occupation of the refurbished Merrion House, most of which relates to the business rates payable;
- £0.5m increased maintenance requirement for the Council's buildings;
- £1.7m of pressures with Children and Family directorate;
- £0.3m of pressures in Adults and Health directorate;
- £1.1m of pressures within Resources & Housing directorate;
- £0.4m of pressures within Communities & Environment directorate; and
- £0.8m of pressures within the Council's Strategic Accounts.

## 7. **The Budget Gap – Savings Options - £38.2m**

7.1. After taking into account the impact of the anticipated changes in funding of £20.9m and cost pressures of £59.1m outlined above, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £38.2m in 2018/19 to balance to the anticipated level of resources available.

7.2. Table 13 below summarises the proposed savings to balance the 2018/19 budget with additional detail in the sections below and in Appendix 2.



7.3. **Table 13 Proposals to Balance**

<b>Solutions</b>	<b>£m</b>
Efficiencies	(22.2)
Changes to services	(1.0)
Income - fees & charges	(6.3)
Income - traded services, partner & other income	(1.5)
Grant & Other income	(3.4)
Proposal to Use Capital Receipts / S106 balances	(3.9)
	<u>(38.2)</u>

7.4. In order to both manage the reductions required for the period 2017/18 to 2019/20, and protect front line services, the Council embarked on an ongoing process of review across a range of services and policy areas in 2016. The outcome of these reviews were incorporated into the Council's 2017/18 budget and they have also been included in these initial budget proposals for 2018/19. These service and policy reviews have been, and will continue to be, updated as part of an iterative approach to developing the Council's strategic plan and aligned medium term financial strategy and annual budgets. All services are within scope though the Council remains committed to protecting front line services as far as possible especially those that provide support to the most vulnerable.

7.5. **Efficiencies – savings of £22.2m**

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

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

7.5.3. Appendix 2 provides the detail of a range of proposed efficiency savings across all directorates which total some £22.2m in 2018/19. These savings are across a number of initiatives around:

- Organisational design;
- Continuing demand management through investment in prevention and early intervention, particularly in Adult Social Care and Children's Services;
- Savings across the range of support service functions;
- Ongoing recruitment and retention management;
- Reviewing leadership and management;
- Realising savings by cash-limiting and reducing non-essential budgets;
- Ongoing procurement and purchasing savings.

#### **7.6. Changes to Services – savings of £1.0m**

- 7.6.1. By necessity, managing the reductions in government funding in addition to a range of cost increases means that the council will have to make some difficult decisions around the level and quality of services that it provides and whether these services should be increasingly targeted toward need.
- 7.6.2. Appendix 2 sets out these detailed service change proposals, which together target savings of £1.0m by March 2019.

#### **7.7. Fees & Charges – additional income of £6.3m**

- 7.7.1. At its February 2016 meeting, Executive Board approved the recommendations from Scrutiny Board (Strategy & Resources) on fees and charges which included agreement that all fees would be reviewed annually and increased by at least the rate of inflation, that officers should benchmark their charging frameworks each year and that full-cost recovery in line with CIPFA guidance should apply as part of the annual budget setting process.
- 7.7.2. The initial budget proposals reflect these principles and assume a general increase in fees and charges of 3%, and Appendix 2 sets out detailed proposals around a number of fees, charges and subsidised services. If approved, these proposals would generate an additional net £6.3m of income in 2018/19.

#### **7.8. Traded Services, partner income & other income – additional income of £1.5m**

- 7.8.1. Appendix 2 provides details across directorates of a number of proposals that together would generate additional net income of £1.5m.

#### **7.9. Grants – additional income / reduction in grant related spend £3.4m**

- 7.9.1. A combination of reduced grant related spend and additional grant income will save a net £3.4m in Adults and Health and Children and Families directorates, details of which can be found in Appendix 2.

## **7.10. Use of Section 106 balances.**

- 7.10.1. Planning obligations, also known as Section 106 agreements (based on that section of the 1990 Town & Country Planning Act) are private agreements made between Local Authorities and developers and can be attached to a planning permission. Through this mechanism contributions can be sought for the costs associated with providing community and social infrastructure the need for which has arisen as a result of a new development taking place.
- 7.10.2. At 31<sup>st</sup> March 2017 the Council had £32.1m of Section 106 earmarked reserves on its balance sheet. Subject to satisfying any legal requirements contained in the Section 106 agreement e.g. clawback, it is proposed that the balances held by the Council be used to support the 2018/19 revenue budget. If the balances are used in this way it needs to be recognised that this creates an obligation in future years as the Council will be required to identify the resources to meet expenditure commitments that would previously have been funded through Section 106 balances.

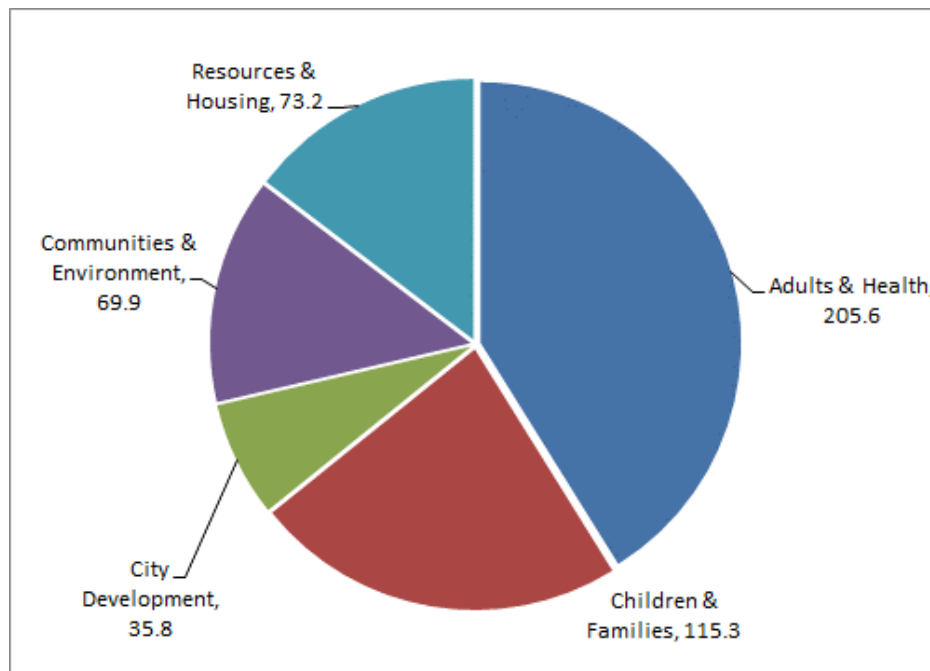
## **7.11. Flexible use of Capital Receipts.**

- 7.11.1. In March 2016 the Secretary of State for Communities and Local Government issued guidance, which allowed Local Authorities to use capital receipts to support the delivery of more efficient and sustainable services by extending the use of capital receipts to finance costs of efficiency initiatives that deliver significant savings. This guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy. The Strategy, received at Council on February 22<sup>nd</sup> 2017, agreed the use of capital receipts to fund the severance/redundancy costs associated with the transformation of the council implemented through the policy and service programme and with members of staff seeking to exit the Authority through the Early Leaver's Initiative. These initial budget proposals assume that capital receipts are set aside to resource similar transformational expenditure in 2018/19 and 2019/20.
- 7.11.2. In using capital receipts in the manner described above this will increase the estimated budget gap for 2020/21 since the pressure of £26.2m, identified in Medium Term Financial Strategy that was received at July's Executive Board, assumed the full use of capital receipts to contribute towards offsetting the pressure associated with the required increase in the Council's Minimum Revenue Provision (MRP).

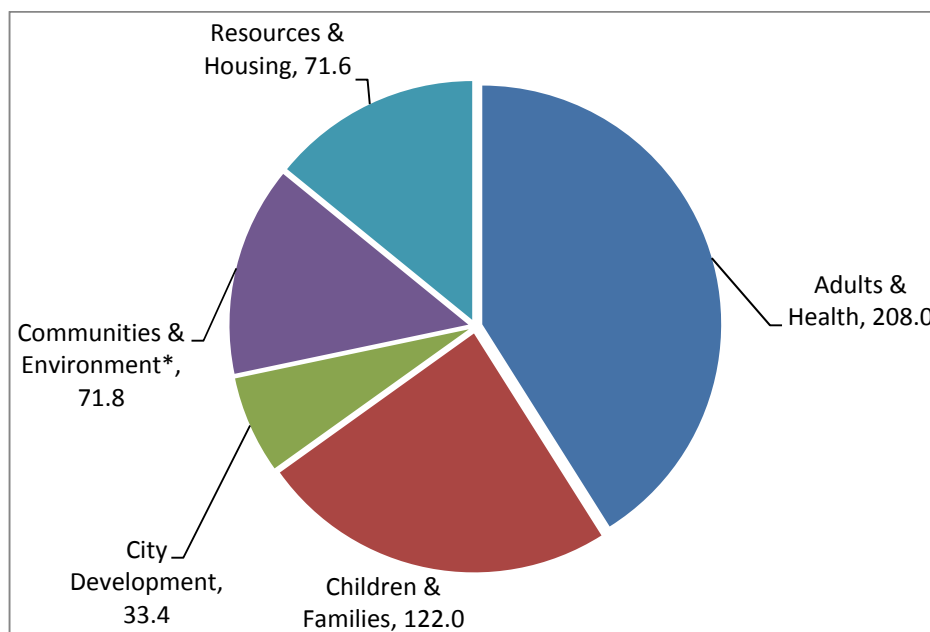
## **7.12. Summary Budget By Directorate**

- 7.12.1. The pie charts below show the share of the council's net managed expenditure between directorates for 2017/18 and the proposed allocations for 2018/19 based on the initial budget proposals.

**7.12.2. Net Managed Budget 17/18 OE £m (restated)**



**7.12.3. Net Managed Budget 18/19 OE £m (Proposed)**



7.12.4. It should be noted that these resource allocations may be subject to amendments as we move through the budget setting process. Net managed expenditure represents the budgets under the control of individual directorates and excludes items such as capital charges

pensions adjustments and allocation of support costs in directorate budgets.

- 7.12.5. The initial budget proposals would mean that the council's spend on Children and Families and Adult Social Care will increase from 64.2% of service budgets in 2017/18 to 65.1% in 2018/19 which reflects the council's priorities around supporting the most vulnerable across the city and to prioritise spending in these areas.

## **8. Impact of proposals on employees**

- 8.1. The council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the workforce of around 3,200 ftes to March 2017, generating savings of £60m per year.
- 8.2. The 2017/18 budget requires a reduction in staffing numbers of 484 FTEs. In July 2017 Executive Board received an update to the Medium Term Financial Strategy in which the budget gap over the next 3 years was forecast at around £44m.
- 8.3. The Council reissued a S188 notice on 3<sup>rd</sup> August 2017 which indicated that an estimated reduction of a further 415 FTEs would be required by 2020.
- 8.4. The council will continue to strive to avoid compulsory redundancies – through natural turnover, continuing the voluntary early leaver scheme, staff flexibility and continuing the positive working with the trade unions.
- 8.5. The initial budget proposals outlined in this report provide for an estimated net reduction of circa 53 full time equivalents by 31<sup>st</sup> March 2019.

## **9. General Reserve**

- 9.1. Under the 2003 Local Government Act, the Council's Statutory Financial Officer is required to make a statement to Council on the adequacy of reserves as a part of the annual budget setting process. It is also good practice for the Authority to have a policy on the level of its general reserve and to ensure that it is monitored and maintained.
- 9.2. The purposes of the general reserve policy are to help longer-term financial stability and identify any future events or developments which may cause financial difficulty by allowing time to mitigate these.
- 9.3. The general reserve policy encompasses an assessment of financial risks both within the Medium Term Financial Strategy and also in the annual budget. These risks should include corporate/organisation wide risks and also specific risks within individual directorate and service budgets. This analysis of risks should identify areas of the budget which may be uncertain

and a quantification of each “at risk” element. This will represent the scale of any potential overspend or income shortfall and will not necessarily represent the whole of a particular budget heading. Each assessed risk will then be rated and scored in terms of impact and probability.

- 9.4. The initial budget proposals for 2018/19 do not assume any contribution from the general reserve and the level of general reserves at 31<sup>st</sup> March 2019, as set out in the table below, is projected to be £18.6m.

**Table 14 - General Reserve**

General Reserve	2017/18	2018/19
	£m	£m
Brought Forward 1st April	20.0	18.6
Budgeted contribution/(use) in-year	(1.4)	0.0
Carried Forward 31st March	18.6	18.6

- 9.5. Whilst the Council maintains a robust approach towards its management of risk and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of other local authorities of a similar size. However KPMG’s External Audit report 2016/17 concluded that “the Authority have demonstrated they have managed the level of reserves effectively in recent years despite the budgetary pressures they face. Overall we consider the Authority to have adequate arrangements in place regarding the management of its financial risks and potential impact on resource deployment.”
- 9.6. Whilst the continued reductions in funding and the pressures faced by the Authority make the current financial climate challenging, we will continue to keep the level of the Council’s reserves under review to ensure that they are adequate to meet identified risks.

## 10. Schools Budget

- 10.1. The Dedicated Schools Grant (DSG) for 2018/19 will now be funded in four separate blocks for early years, high needs, schools and central schools services.
- 10.2. A new National Funding Formula (NFF) will be implemented from April 2018 for high needs, schools and central schools services. The schools formula will be “soft” in 2018/19 and 2019/20 which means that local authorities will continue to set local formulae for schools.
- 10.3. The early years block will fund 15 hours per week of free early education for 3 and 4 year olds and the early education of eligible vulnerable 2 year olds. From September 2017, there is an additional 15 hours per week provision for working families of 3 and 4 year old children. The per pupil

units of funding will be confirmed in later in 2017/18 and the grant received will continue to be based on participation. The actual grant received during 2018/19 depends on pupil numbers in the 2018 and 2019 January censuses. The early year's pupil premium is now included in this calculation and is payable to providers for eligible 3 and 4 year olds at the rate of £0.53 per child per hour. The pupil premium grant will continue and it is expected that the rates will be protected. The grant value shown below is based on the projected pupil numbers in January 2018.

- 10.4. The high needs block will support places and top-up funding in special schools, resourced provision in mainstream schools and alternative provision; top-up funding for early years, primary, secondary, post-16 and out of authority provision; central SEN support and hospital & home education. A draft allocation under the NFF calculation has been published, though the final allocation will not be issued until December 2017. The value in the table below is before any deductions are made by the Education and Skills Funding agency (ESFA) in respect of funding for academies, free schools and post 16 places. The high needs block is facing a number of financial pressures and although Leeds is a net gainer under the national funding formula the full benefit of the increase in funding will not be felt for a number of years as there is an annual cap on gains within the national funding formula. Children and Families directorate have led a review of the high needs block which has included consultation with partners on options to bring spend back in line with the available funding. These options include transferring funding from the schools block and the central schools services block which will be subject to a separate consultation with schools and to approval from Schools Forum.
- 10.5. The schools block funds the delegated budgets of primary and secondary schools for pupils in reception to year 11. The grant for 2018/19 will be based on pupil numbers (including those in academies and free schools) as at October 2017. The pupil numbers from this census are not yet available, but it is expected that there will be an increase. Schools have been consulted on options for the local formula in 2018/19. The results of the consultation will be presented to Schools Forum to enable further discussion with a final decision being made by the Director of Children and Families in early 2018
- 10.6. As part of the NFF, the central school services block (CSSB) has been created from the DSG funding that is held centrally by the local authority for central services. This includes the funding which was previously delivered through the retained duties element of the ESG along with previously reported ongoing responsibilities and historic commitments. A draft allocation under the NFF calculation has been published, though the final allocation will not be issued until December 2017.
- 10.7. Funding for post-16 provision is allocated by the ESFA and no changes to the formula are expected for 2018/19. Funding for 2018/19 will be based

on 2017/18 lagged student numbers

- 10.8. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on the schools roll in January each year. The rates for 2018/19 are expected to remain at: primary £1,320, secondary £935, for each pupil registered as eligible for free school meals (FSM) at any point in the last 6 years and £300 for children of service families. The pupil premium plus rate for children looked after and children who have ceased to be looked after by a local authority because of adoption, a special guardianship order, a child arrangements order or a residence order will increase from £1,900 to £2,300
- 10.9. The Primary PE grant will be paid in the 2017/18 academic year to all primary schools at a rate of £16,000 plus £10 per pupil.
- 10.10. For the Year 7 catch up grant in 2017/18, funding is allocated to schools on the basis that they receive the same overall amount of year 7 catch-up premium funding received in 2016/17. It will be adjusted to reflect the percentage change in the size of their year 7 cohort, based on the October 2017 census. It is assumed that the 2018/19 will be on the same basis and so dependent on the October 2018 census information.
- 10.11. A grant for the universal provision of free school meals for all pupils in reception, year 1 and year 2 was introduced in September 2014. Funding for the 2017/18 academic year is based on a rate of £2.30 per meal taken by eligible pupils, giving an annual value of £437. Data from the October and January censuses will be used to calculate the allocations for the academic year.
- 10.12. The Education Services Grant (ESG) ceased at the end of August 2017. ESG funding for retained duties has transferred to the DSG from April 2017. Schools Forum previously agreed that this funding could be passported to the Local Authority. Approval for this for 2018/19 will be sought later in 2017/18.
- 10.13. **Schools funding summary**  
The grants before ESFA deductions (e.g. for payments to academies) for 2017/18 (latest estimate) and 2018/19 are shown in table 15 above. The amounts for 2018/19 are subject to final confirmation.



**Table 15 – The Estimated Schools Budget**

	2017/18	2018/19	Change
	£m	£m	%
DSG - Schools Block	482.07	486.59	4.52
DSG - Central Schools Services Block		5.08	5.08
DSG - High Needs Block	62.65	66.34	3.69
DSG - Early Years Block	50.88	55.42	4.54
ESFA Post 16 Funding	31.54	31.33	-0.21
Pupil Premium Grant	42.28	42.94	0.66
PE & Sports Grant	3.36	4.26	0.9
Year 7 Catch-up Grant	0.87	0.87	0
Universal Infant Free School Meals Grant	8.87	8.58	-0.29
	<b>682.52</b>	<b>701.41</b>	<b>18.89</b>

## **11. Housing Revenue Account**

- 11.1. The Housing Revenue Account (HRA) includes all expenditure and income incurred in managing the Council's housing stock and, in accordance with Government legislation, operates as a ring fenced account. The key movements in 2018/19 are detailed in Table 16.
- 11.2. The 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17. This reduction was implemented by the council in 2016/17 with a subsequent loss of £2.1m in rental income. Reducing rents by a further 1% in each of the three years from 2017/18 to 2019/20 equates to an additional estimated loss of £18.5m in rental income over this period. When compared to the level of resources assumed in the financial plan (and assuming that from 2020/21 rent increases will revert back to the previous policy of CPI+1%) this equates to a loss of £283m of rental income over the 10 year period (2016/17 to 2024/25).
- 11.3. Whilst the 2016 Act requires that social rents have to reduce by 1% per annum until 2019/20, properties funded through PFI can be exempt from this requirement. An increase in accordance with the government's rent formula of CPI (1% as at September 2016) + 1% is therefore proposed. This overall 4% rise equates to approximately £0.46m in rental income.
- 11.4. The costs associated with servicing the HRA's borrowing have increased due to a combination of discounts that had previously been applied to the overall level of debt falling out and the planned increase in borrowing to support the Council's new build programme.
- 11.5. The rollout of universal credit in Leeds commenced in 2016 and once fully implemented it will require the council to collect rent directly from around 24,000 tenants who are in receipt of full or partial housing benefit. Although the financial impact of this is still difficult to quantify it is likely to have

implications for the level of rental income receivable since the level of arrears is anticipated to increase.

- 11.6. A reduction in the qualifying period after which tenants are able to submit an application to purchase a council house through the government's Right to Buy legislation continues to sustain an increase in the number of sales with a subsequent reduction in the amount of rent receivable.
- 11.7. The reduction in rental income will need to be managed in addition to other pay, price and service pressures. A combination of staffing efficiencies, a reduction in the budget for supplies and services and the use of some of the retained element from Right to Buy receipts which can be used to fund capital expenditure will contribute towards off-setting these pressures.
- 11.8. Further consideration will be given to increasing service charges to reflect more closely the costs associated with providing services. This will generate additional income which will contribute towards offsetting the reduction in rental income receivable as a result of the change in Government's rent policy.
- 11.9. Tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and only pay a notional charge towards the cost of these services meaning other tenants are in effect subsidising the additional services received. It is proposed that an additional £2 per week increase on multi storey flats with an inflationary increase of £1 per week on low/medium rise flats in 2018/19 would generate an additional £687k compared to 2016/17.
- 11.10. Currently tenants in sheltered accommodation receiving a warden service are charged £13 per week for this service. This charge is eligible for Housing Benefit. In 2016/17 a nominal charge of £2 per week was introduced for those tenants who benefited from the service but did not pay. This was increased to £4 a week in 2017/18 and it is proposed to increase this charge by a further £2 per week in 2018/19.
- 11.11. An analysis of the impact on individual tenants of reducing rents by 1% and implementing the proposed charges as above has been undertaken. This analysis shows that should the proposals be agreed 82.2% of tenants will pay 78p less per week less in overall terms in 2018/19 than in 2017/18. Of those paying more, 11.5% will pay up to £1.36 more per week, 2.8% will pay 2.97p per week more, with the remaining 3.5% paying between £1.33 and £4.34 per week. These increases will be funded through Housing Benefit for eligible tenants. Approximately 58% of tenants are in receipt of Housing Benefits.
- 11.12. Since all housing priorities are funded through the HRA any variations in the rental income stream will impact upon the level of resources that are available for the delivery of housing priorities. Resources will be directed towards key priority areas which include fulfilling the plan to improve the homes people live in, expanding and improving older person's housing and improving estates to ensure that they are safe and clean places to live. Additional resources will also be spent on further fire prevention.
- 11.13. The Council remains committed to prioritising resources to meet the capital investment strategy and to replace homes lost through Right to Buy by the

planned investment in new homes and the buying up of empty homes. The council aims to maintain a consistent level of capital expenditure with a view to improving the condition of the stock.

11.14. **Table 16 – Housing Revenue Account Pressures and Savings**

	£m
<b>Income</b>	
Reduced rental income due to 1% rent reduction and reduced stock	4.06
Rent increase (CPI + 1%) for housing stock in PFI areas	(0.46)
Increases in service charges	(0.69)
Other Income	(0.43)
<b>Total</b>	<b>2.48</b>
<b>Expenditure</b>	
Pay and price pressures	1.00
Supplies and Services	(0.32)
Provision for Bad Debts	0.08
Variation in the contribution to the PFI contractor	1.41
Reduction in the revenue contribution to capital which is being realised through the use of additional Right to Buy receipts (debt set aside)	(5.50)
Increase in Fire Prevention Works	0.46
Other pressures	0.39
<b>Total</b>	<b>(2.48)</b>

## 12. Capital Programme

- 12.1. Over the period 2017/18 to 2020/21 the existing capital programme includes investment plans which total £1.2bn. The programme is funded by external sources in the form of grants and contributions and also by the Council through borrowing and reserves. Where borrowing is used to fund the programme, the revenue costs of the borrowing will be included within the revenue budget. Our asset portfolio is valued in the Council's published accounts at £4.9bn, and the council's net debt, including PFI liabilities stands at £2.46bn.
- 12.2. The initial budget proposals provide for a £4.0m increase in the cost of debt and capital financing. This assumes that all borrowing is taken short term at 0.50% interest for the remainder of 2017/18 and 0.85% in 2018/19.
- 12.3. The strategy allows for capital investment in key annual programmes, major schemes that contribute to the Best Council Plan objectives and schemes that generate income or reduce costs. Capital investment will continue to be subject to robust business cases being reviewed and approved prior to schemes approval. Whilst the capital programme remains affordable, its

continued affordability will be monitored as part of the treasury management and financial health reporting.

- 12.4. A capital programme update report will be presented to the Executive Board in February 2018.

### **13. Corporate Considerations**

#### **13.1. Consultation and Engagement**

- 13.1.1. The initial budget proposals have been informed through the wealth of consultation evidence gathered in recent years on residents' budget priorities. Since 2012 there has been only minor changes to those priorities and, in addition, residents and service users have had significant involvement in on-going service-led change projects. Subject to the approval of the board, this report will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this Board on the 7<sup>th</sup> February 2018.
- 13.1.2. Consultation is an ongoing process and residents are consulted on many issues during the year. It is also proposed that this report is used for wider consultation with the public through the Leeds internet and with other stakeholders. Consultation is on-going with representatives from the Third Sector, and plans are in place to consult with the Business sector prior to finalisation of the budget.

#### **13.2. Equality and Diversity / Cohesion and Integration**

- 13.2.1. The council continues to have a clear approach to embedding equality in all aspects of its work and recognises the lead role we have in the city to promote equality and diversity. This includes putting equality into practice taking into account legislative requirements, the changing landscape in which we work and the current and future financial challenges that the city faces.
- 13.2.2. As an example of the commitment to equality, scrutiny will again play a strong role in challenging and ensuring equality is considered appropriately within the decision making processes.
- 13.2.3. The proposals within this report have been screened for relevance to equality, diversity, cohesion and integration (Appendix 3) and a full strategic analysis and assessment will be undertaken on the revenue budget and council tax 2018/19 which will be considered by Executive Board in February 2018. Specific equality impact assessments will also be undertaken on all budget decisions as identified as relevant to equality as they are considered during the decision-making processes in 2018/19.

### **13.3. Council Policies and Best Council Plan**

- 13.3.1. The refreshed Best Council Plan 2018/19 will set out the council's priorities aligned with the medium-term financial strategy and annual budget. Developing and then implementing the Best Council Plan will continue to inform, and be informed by the council's funding envelope and staffing and other resources.

### **13.4. Resources and Value for Money**

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

### **13.5. Legal Implications, Access to Information and Call In**

- 13.5.1. This report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the initial budget proposals, once approved by the board will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2018 meeting of this Board at which proposals for the 2018/19 budget will be considered prior to submission to full Council on the 21<sup>st</sup> February 2018.
- 13.5.2. The initial budget proposals will, if implemented, have significant implications for Council policy and governance and these are explained within the report. The budget is a key element of the council's budget and policy framework, but many of the proposals will also be subject to separate consultation and decision making processes, which will operate within their own defined timetables and managed by individual directorates
- 13.5.3. In accordance with the council's budget and policy framework, decisions as to the council's budget are reserved to full council. As such, the recommendation at 15.1 is not subject to call in, as the budget is a matter that will ultimately be determined by full council, and this report is in compliance with the council's constitution as to the publication of initial budget proposals two months prior to adoption.
- 13.5.4. However, the recommendation in paragraph 15.2, regarding the Council's participation in the 2018/19 100% business rates retention pilot scheme, the potential impact of which is not currently reflected in these initial budget proposals, is a decision of the Executive Board and as such is subject to call-in.

### **13.6. Risk Management**

- 13.6.1. The Council's current and future financial position is subject to a number of risk management processes. Failure to address medium-term financial pressures in a sustainable way is identified as one of the council's corporate risks, as is the council's financial position going into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's risk-based reserves policy. Both these risks are subject to regular review. In addition, financial

management and monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This risk-based approach has been reinforced with specific project management based support and reporting around the achievement of the key budget actions plans.

- 13.6.2. It is recognised that the proposed strategy carries a number of significant risks. Delivery of the annual budget savings and efficiencies proposed will be difficult, but failure to do so will inevitably require the council to start to consider even more difficult decisions which will have far greater impact upon the provision of front line services to the people of Leeds.
- 13.6.3. A full risk assessment will be undertaken of the council's financial plans as part of the normal budget process, but it is clear that there are a number of risks that could impact upon these plans put forward in this report; some of the more significant ones are set out below.
- The reductions in government grants are greater than anticipated. Specific grant figures for the council for 2018/19 will not be known until later in the budget planning period.
  - Demographic and demand pressures, particularly in Adult Social care and Children's services could be greater than anticipated.
  - The implementation of proposed savings and additional income realisation could be delayed or the savings/additional income is less than that assumed in the budget.
  - Inflation and pay awards could be greater than anticipated. The Consumer Prices Index (CPI) is now at its highest level since March 2012 and the Government's announcement in September 2017 that it is lifting the public sector pay cap could have implications for the 1% increase in pay assumed in these initial budget proposals. However, it should be noted that no additional funding was announced in the Chancellor's budget.
  - The level of funding from partners could be less than assumed in the budget.
  - Other sources of income and funding could continue to decline.
  - The increase in the council tax base could be less than anticipated.
  - The level of business rates appeals continues to be a risk. Whilst there is very little scope for new appeals against the 2010 list there are still a significant number of back dated appeals for which the Council has an appropriate provision. However there is very little information on which to assess appeals against the new 2017 list, therefore business rates income could be adversely affected which would have implications for the level of resources available to the Authority. In addition the position

on business rates retention, and specifically the impact of back-dated appeals, could deteriorate further.

- The initial budget proposals makes a number of assumptions about the costs associated with managing its debt. Currently the Council benefits from low interest rates but following the Monetary Policy Committee's decision on 2<sup>nd</sup> November there is now an upward movement in interest rates. If these are greater than increases assumed in the budget proposals then this will lead to an further increase in the costs associated with financing the Council's debt portfolio.
  - The Council and City's economic and fiscal position is clearly impacted upon by the wider national economic context. The UK's decision to exit the EU has undoubtedly fuelled economic and political uncertainty and the outcome of the negotiations between the UK and EU potentially, in the short term, could weaken the pound, increase inflation, reduce domestic and foreign direct investment and impact on borrowing costs. All of these have the potential to impact upon both not only the level of resources available to the Council but also the level of demand for the services that it provides.
  - Following the introduction of the National Living Wage, national negotiations are underway to review the NJC spine structure and we are awaiting confirmation of these negotiations to understand the implications for the LCC pay structure to ensure an equal pay proof structure. These initial budget proposals do not reflect any implications of this review although it is recognised that pending the outcome of discussions it will be necessary to provide for this.
- 13.6.4. A full analysis of all budget risks in accordance will continue to be maintained and will be subject to monthly review as part of the in-year monitoring and management of the budget. Any significant and new risks and budget variations are contained in the in-year financial health reports submitted to the Executive Board.

## **14. Conclusions**

- 14.1. This report has shown that the current financial position continues to be very challenging. The Council is committed to providing the best service possible for the citizens of Leeds and to achieving the ambition for the city of being the best in the UK with a firm focus on tackling inequalities. In order to achieve both the strategic aims and financial constraints, the council will need to work differently, helping people to look after themselves, others and the places they live and work by considering the respective responsibilities of the 'state' and the 'citizen' (the social contract). This approach underpins the medium-term financial strategy and the refreshed 2018/19 Best Council Plan.
- 14.2. Based on the government multi-year settlement there will be a further reduction in the settlement funding assessment for 2018/19 of £14.0m. This is offset by additional funding from business rates and council tax of £27.5m to give an increased net revenue budget of £506.2m (in 2018/19). However, the initial budget proposals for 2018/19 set out in this report,

subject to the finalisation of the detailed proposals in February 2018, will still require savings and additional income of £38.2m to produce a balanced budget.

- 14.3. Clearly savings of this magnitude will not be without risk and they also need to be seen in the context of the Council having undertaken a significant programme of budget reductions since 2010/11.

## **15. Recommendations**

- 15.1. Executive Board is asked to agree the initial budget proposals and for them to be submitted to scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders
- 15.2. Executive Board is asked to agree that, should the application to pilot 100% business rates retention succeed, Leeds should continue as a member of that designated Business Rates Pool and should act as lead authority for it. Notwithstanding this decision, the continuation of the Pool will be dependent upon none of the other member authorities choosing to withdraw within the statutory period after designation.

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

None.

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



## 2018/19 SUBMISSION

	Adults & Health	Children & Families	City Development	Communities & Environment	Resources & Housing	Strategic & Central	Total Net Revenue Budget
	£m	£m	£m	£m	£m	£m	£m
<b>Net managed budget (2017/18) - RESTATED</b>	<b>205.59</b>	<b>115.30</b>	<b>35.81</b>	<b>69.93</b>	<b>73.16</b>	<b>(7.12)</b>	<b>492.68</b>
Inflation	5.70	1.15	1.24	1.51	1.27		10.87
Employer's LGPS contribution	0.11	0.19	0.12	0.17	0.31		0.88
Leeds CC minimum pay rate	0.01	0.06	0.07	0.06	0.37		0.56
National Living Wage - commissioned services	4.10	0.59					4.69
Fall-out of capitalised pension costs						(0.40)	(0.40)
Demand and demography - CLA		3.00					3.00
Demand and demography - ASC	3.17						3.17
Demand and demography - other				0.08			0.08
New Homes Bonus						1.51	1.51
Public Health grant reduction	1.18						1.18
Public Health funding Directorate services		0.22	0.10				0.32
Adult Social Care - iBCF and Spring Budget Grants	(20.53)						(20.53)
Adult Social Care - Support Grant (one off in 17/18)	3.30						3.30
Adult Social Care Grant Spend - Spring Budget	9.43						9.43
Adult Social Care - Client contributions	1.37						1.37
Specific grants - fall out of funding		4.97		0.61	(1.96)	(2.22)	1.41
Homelessness grant spend					1.96		1.96
Partner funding income pressures	8.00						8.00
Cultural Legacy						0.38	0.38
Tour de Yorkshire			0.20				0.20
Changing the Workplace					1.38		1.38
West Yorkshire Transport Fund						0.20	0.20
Elections				1.12			1.12
S278 income						1.00	1.00
Debt - external interest						4.00	4.00
Housing Benefit overpayment income reductions				1.20			1.20
Markets income trends and rent relief			0.58				0.58
Sport income			0.20				0.20
Expansion of Brown Bin Collections				0.36			0.36
Other pressures/savings	0.25	1.50	0.04	0.38	1.60	0.75	4.51
Contribution to / (from ) Earmarked / Other Reserve				(0.35)		4.17	3.82
Create an ELI reserve						2.00	2.00
<b>Total - cost and funding changes</b>	<b>16.08</b>	<b>11.68</b>	<b>2.54</b>	<b>5.13</b>	<b>4.93</b>	<b>11.40</b>	<b>51.75</b>
Budget savings proposals							
As per Appendix 2	(13.68)	(5.00)	(4.91)	(3.22)	(6.51)	(1.00)	(34.32)
Use of Capital Receipts / S106 balances						(3.92)	(3.92)
<b>Total - Budget savings proposals</b>	<b>(13.68)</b>	<b>(5.00)</b>	<b>(4.91)</b>	<b>(3.22)</b>	<b>(6.51)</b>	<b>(4.92)</b>	<b>(38.24)</b>
<b>2018/19 Submission</b>	<b>208.00</b>	<b>121.98</b>	<b>33.44</b>	<b>71.84</b>	<b>71.58</b>	<b>(0.64)</b>	<b>506.17</b>
<b>Increase/(decrease) from 2017/18 £m</b>	<b>2.40</b>	<b>6.68</b>	<b>(2.37)</b>	<b>1.92</b>	<b>(1.58)</b>	<b>6.48</b>	<b>13.50</b>
<b>Increase/(decrease) from 2017/18 %</b>	<b>1.17%</b>	<b>5.79%</b>	<b>(6.61%)</b>	<b>2.74%</b>	<b>(2.17%)</b>		<b>2.74%</b>
<b>TOTAL FUNDING AVAILABLE (Forecast Net Revenue Charge)</b>							<b>506.17</b>
<b>GAP</b>							<b>0.00</b>

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## Savings Proposal

## Comments

2018/19

2019/20  
fyeIs this relevant  
to Equality &  
Diversity?

£m

£m

## A) Efficiencies

No further contribution made to earmarked reserves	Fall out of one off Adult Social Care Support Grant	(3.3)	0.0	N
Demand: review Care Package costs, preventative and recovery services	Review care packages and impact of strengths based social work. Review increase in the use of reablement, telecare and the recovery service.	(3.5)	0.0	Y
Staffing - strengths based approach	Invest Spring Budget money for two years	(0.5)	0.0	N
Better Lives Phase 4	Defer plans and utilise Spring Budget money for two years	(0.4)	0.0	N
Equipment (for social care clients)	Utilise Spring Budget monies for two years	(0.3)	0.0	N
CIC bed, CBS savings and Better Lives Phase 3	Savings resulting from new contracts for the Community Beds and Intermediate Care Beds services and full year effect of Better Lives Phase III	(0.7)	0.0	N
Staffing savings	Set a universal 3% turnover factor across all services	(0.7)	0.0	N
Agency spend	Cessation of temporary change service	(0.1)	0.0	N
Direct Payment Audit - additional recovery		(0.4)	0.0	Y
Running Cost savings	Review and reduction of non-essential spend budgets	(0.3)	0.0	N
Other efficiency savings to be identified by the Directorate	One off funding sources e.g. use of earmarked reserves would be available, but Directorate to pursue efficiency savings that are sustainable solutions as a priority	(0.7)	0.0	N
<b>Sub-Total Efficiencies</b>		<b>(10.8)</b>	<b>0.0</b>	

Savings Proposal		Comments	2018/19 £m	2019/20 fye £m	Is this relevant to Equality & Diversity?
<b>B) Changes to Service</b>					
<b>Sub-Total Service Changes</b>			<b>0.0</b>	<b>0.00</b>	
<b>C) Additional Income - Fees and Charges</b>					
Income	Improved income collection from community care services		(1.0)	0.0	Y
<b>Sub-Total Additional Income (Fees &amp; Charges)</b>			<b>(1.0)</b>	<b>0.0</b>	
<b>D) Additional Income - Traded Services, Partner and Other Income</b>					
iBCF	Better Care Fund inflation		(0.5)	0.0	N
<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>			<b>(0.5)</b>	<b>0.0</b>	
<b>E) Grants &amp; Other Income</b>					
Public Health grant	Public Health grant - £0.7m use Spring Budget money for 2 years; £0.3m budget to repay borrowed reserve no longer required & £0.1m reduction to Children centre funding (see pressure in Children services)		(1.2)	0.0	Y
War Pensions Grant	New Grant for 2017/18		(0.1)	0.0	N
<b>Sub-Total Grants &amp; Other Income</b>			<b>(1.3)</b>	<b>0.0</b>	
<b>Sub-Total Revised Plans</b>			<b>(13.7)</b>	<b>0.0</b>	

## Children & Families - Savings options 2018/19

Savings Proposal	Comments	2018/19 £m	2019/20 fye £m	Is this relevant to Equality & Diversity?
<b>A) Efficiencies</b>				
Children & Family Services general efficiencies	The Service has commenced a series of reviews to realign staffing resources within the directorate to deliver services more efficiently. This also includes a reduction in directorate running costs and other running costs.	(1.3)		Y
Non-Staffing inflation	Reduce amount of allowable non-staffing inflation in the strategy.	(0.3)		N
Direct Payments and Independent Support Workers	Recovery of Direct Payments costs (new hub led by ASC audits) and reduction in the use of Independent Support Workers reflecting recent trend.	(0.3)		N
Family Services (Early Years)	Review of funding for Family Services provision within Early Years..	(0.3)		Y
<b>Sub-Total Efficiencies</b>		<b>(2.1)</b>	<b>0.0</b>	
<b>B) Changes to Service</b>				
Children & Family Services reviews	A review of core and traded activities to reduce net subsidies. This will include reviewing spend and income.	(0.4)		Y
<b>Sub-Total Service Changes</b>		<b>(0.4)</b>	<b>0.0</b>	
<b>C) Additional Income - Fees and Charges</b>				
<b>Sub-Total Additional Income (Fees &amp; Charges)</b>		<b>0.0</b>	<b>0.0</b>	
<b>D) Additional Income - Traded Services, Partner and Other Income</b>				
Adel Beck	Additional income from price rises and demand for placements and also reviewing costs.	(0.4)		N
Safeguarding Protection Team	Additional income target	(0.1)		N
<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(0.5)</b>	<b>0.0</b>	

## E) Grants & Other Income

School Improvement Grant	Additional grant income reflecting Summer Term funding for 2017-18 academic year. Anticipated for one year only	(0.3)	0.3	N
Utilisation of Reserves and reduction in Provisions (Pfi & Bad Debt)	Review of Pfi Reserves & Bad Debt provision. Part one off impact.	(0.3)	0.2	N
Additional DSG funding for educational element of external residential placements and teachers severance costs.	Additional DSG contribution towards educational elements of external residential placements and costs associated with teachers severance costs.	(0.5)		N
Educational Support Grant (ESG)	Reduction of the net impact of loss of ESG in 2018-19.	(0.3)		N
Education programme for Teenage Pregnancy	To be funded by the DfE PiP grant	(0.2)		N
Unaccompanied Asylum Seekers Children Grant	Additional grant income (above 17/18 base budget)	(0.4)		N
Improvement Partner Income	Additional income from the DfE for the improvement partnership with Kirklees Council.	(0.1)		N
<b>Sub-Total Grants &amp; Other Income</b>		<b>(2.1)</b>	<b>0.5</b>	
<b>Total Savings Options - Children &amp; Families</b>		<b>(5.0)</b>	<b>0.0</b>	

## City Development - Savings options 2018/19

Savings Proposal		Comments	2018/19	2019/20 fye	Is this relevant to Equality & Diversity?
			£m	£m	
Efficiencies					
Economic Dev't		Economic Development & Tourism - running cost savings and additional income	(0.10)		N
Highways		Extension of street lighting part-night switch off	(0.10)		N
Sport		Sport & Active Lifestyles - Increase income and operational cost reductions.	(0.10)		N
Sport		Sport & Active Lifestyles - additional income from sport VAT exemption (with HMRC following EU judgement in favour)	(1.20)		N
Arts		Events	(0.03)		N
Arts		Tour de Yorkshire - assumed income from the LCR Business Rates Pool funds stage hosting	(0.20)		N
Directorate Wide		Increased Vacancy Factor	(0.29)		N
Employment & Skills		Review of line by line expenditure	(0.02)		N
Sub-Total Efficiencies			(2.0)	0.0	
Changes to Service					
Sub-Total Service Changes			0.00	0.0	

## City Development - Savings options 2018/19

Savings Proposal		Comments	2018/19	2019/20 fye	Is this relevant to Equality & Diversity?
			£m	£m	
Additional Income - Fees and Charges					
Asset Management	Strategic Investment - new rental income from the purchase of commercial assets	(1.00)		N	
Asset Management	Commercial Property - additional fee income from capital sales and additional income from assets and activities	(0.27)		N	
Asset Management	Additional Fee income	(0.15)		N	
Asset Management	Additional fee recoveries	(0.05)		N	
Economic Dev't	Additional income from events and licences	(0.04)		N	
Economic Dev't	Markets - increased income from Street Trading & speciality markets	(0.03)		N	
Highways	Fee Income from Highways Capital Schemes	(0.50)		N	
Planning	Full year effect of income from street naming & numbering	(0.03)		N	
Planning	Additional fees from premium services & savings from business process review	(0.10)		N	
Planning	Additional income from volumes (not fee increases)	(0.25)		N	
Sport	Increase income and operational cost reductions.	(0.28)		N	
Arts	Museums - FYE of trends at Thwaite Mills	(0.03)		N	
Arts	Breeze - increase income	(0.05)		N	
Arts	Increased income opportunities and realignment of services	(0.04)		N	
Arts	Museums -increase income opportunities	(0.05)		N	
Sub-Total Additional Income (Fees & Charges)			(2.9)	0.0	
Additional Income - Traded Services, Partner and Other Income					
Planning	Building Control - additional income & savings from business process review	(0.02)		N	
Sub-Total Additional Income (Traded Services, Partner and Other Income)			(0.02)	0.0	
Total Savings Options - City Development			(4.9)	0.0	



## Resources & Housing - savings options 2018/19

Savings Proposal		Comments	2018/19	2019/20	Is this relevant to Equality & Diversity?
			£m	£m	
<b>A) Efficiencies</b>					
Shared Services	Staffing savings		(1.0)		Y
Shared Services	Review of Mail & Print (cross cutting)		(0.1)		N
LBS	Additional impact on bottom line of LBS from insourced work & efficiencies		(1.1)		N
Early Payment of Invoices	Target savings to be generated from agreeing discounts with suppliers for early payment of invoices		(0.6)		N
Directorate Wide	Additional staffing vacancy factor across the Directorate		(0.2)		Y
CEL	Review of Passenger transport costs - savings to accrue to Childrens Services		(0.2)		N
CEL	Facilities Managment operations review		(0.1)		N
CEL	Fleet staffing restructure & operational savings		(0.1)		Y
Housing Related Support	Projected contract savings		(0.2)		N
Democratic Services / Legal Services	Review of staff and running costs		(0.1)		N
Strategy and Improvement	Targeted staffing and cost savings		(0.1)		Y
PPPU	Review of PPPU		(0.3)		N
HR	Targeted staffing and cost savings		(0.4)		Y
Finance	Targeted staffing and cost savings		(0.5)		Y
<b>Sub-Total Efficiencies</b>			<b>(4.9)</b>	<b>0.0</b>	
<b>B) Changes to Service</b>					
<b>Sub-Total Service Changes</b>			<b>0.0</b>	<b>0.0</b>	
<b>C) Additional Income - Fees and Charges</b>					
Strategy & Improvement	Potential communications support income from schools and savings target		(0.1)		N
CEL	Increased Cleaning income		(0.04)		N
Shared Services	Additional income target		(0.4)		N
HR	Schools HR service price increase & supply contract charges; apprenticeship levy income		(0.1)		N
DIS	Review of operational costs and charges to capital schemes		(1.0)		N
Strategic Housing Partnerships	Capitalisation of staff costs and efficiencies		(0.1)		N
<b>Sub-Total Additional Income (Fees &amp; Charges)</b>			<b>(1.6)</b>	<b>0.0</b>	

## Savings Proposal

## Comments

2018/19	2019/20	Is this relevant
£m	fye	to Equality & Diversity?

## D) Additional Income - Traded Services, Partner and Other Income

CEL

Efficiencies linked to capital investment &amp; capital injection of annual equipment replacement programme.

(0.1)

N

## Sub-Total Additional Income (Traded Services, Partner and Other Income)

(0.1)

0.0

## Total Savings Options - Resources &amp; Housing

(6.5)

0.0

## Communities and Environment - Savings options 2018/19

Savings Proposal		Comments	2018/19 £m	2019/20 fye £m	Is this relevant to Equality & Diversity?
<b>A) Efficiencies</b>					
Waste Management		Savings in waste disposal budgets, reflects trends witnessed in 17/18	(0.2)	0.0	N
Waste Management		Review of line by line budgets including bin replacement financing costs, refuse plastic sacks, closed landfill site maintenance	(0.5)	(0.2)	N
Community Safety		Identify efficiencies in use of Community Safety Funding	(0.1)	0.0	N
Welfare & Benefits		Estimated savings from retendering in respect of Advice consortium	(0.1)	0.0	Y
Customer Access		Estimated savings from consolidating Library Management Systems contracts and retendering	(0.1)	0.0	N
Customer Access		Closer working between Council Tax Recovery and Contact Centre Teams	(0.03)	0.0	Y
Customer Access		Migration of Contact Centre telephone lines to new datalines	(0.1)	0.0	N
Customer Access		Council wide savings in respect of Compliments and Complaints service as part of Support Services review	(0.1)	0.0	Y
Communities		Community Centres: reduced Facilities Management costs/additional lettings income	(0.1)	0.0	Y
Communities		Review management & leadership arrangements	(0.1)	0.0	Y
Car Parking		Reduction in parking enforcement staff through deletion of vacant posts	(0.1)	0.0	Y
Elections/Licensing & Registrars		Savings on hire of porta cabins used for elections	(0.03)	0.0	N
All Services		Increased vacancy factors across the directorate	(0.2)	0.0	N
<b>Sub-Total Efficiencies</b>			<b>(1.4)</b>	<b>(0.2)</b>	
<b>B) Changes to Service</b>					
Welfare & Benefits		Local Welfare Support Scheme - reduction in scheme budget reflecting review of white goods and carpet replacements	(0.2)	0.0	Y
Customer Access		Home Library Service - transfer to voluntary sector	(0.03)	0.0	Y
Customer Access		Contact Centre Digital Centre of Excellence Proposals - Channel Shift/Channel Shove - involves switching off phone lines/using eforms/remove email option. Saving also includes full year effect of reduced service failure target from 2017/18.	(0.3)	0.0	Y
Customer Access		Use of Automated Switchboard in Contact Centre	(0.1)	0.0	Y
Communities		Targeted 10 % savings on third sector contracts	(0.03)	0.0	Y
<b>Sub-Total Service Changes</b>			<b>(0.6)</b>	<b>0.0</b>	

### C) Additional Income - Fees and Charges

Waste Management	Implement previously approved decision to charge for Inert Building Waste, Plasterboard and Tyres at HWSS	(0.3)	0.0	Y
Waste Management	Additional weighbridge income - reflects trends witnessed in 2017/18	(0.1)	0.0	N
Parks & Countryside	Review of charges at Attractions (Tropical World, Lotherton Bird Garden and Temple Newsam Home Farm) following capital investment work	(0.1)	0.0	Y
Parks & Countryside	Bereavement charges - inflationary increase, net of costs for additional community engagement	(0.2)	0.0	Y
Parks & Countryside	Estimated additional net income from plant and other retail sales at the Arium	(0.1)	0.0	Y
Elections / Licensing & Registrars	Registrars: fee review in respect of non statutory charges	(0.05)	0.0	Y
Car Parking	Increase parking charges at Woodhouse Lane Multi Storey Car Park by 50p to £7.50 for a full day	(0.1)	0.0	Y

<b>Sub-Total Additional Income (Fees &amp; Charges)</b>		<b>(0.8)</b>	<b>0.0</b>	
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### D) Additional Income - Traded Services, Partner and Other Income

Waste Management	Review Medi-Waste service to eliminate current subsidy	(0.2)	0.0	Y
Welfare & Benefits	Introduce management fee for Free School Meals for Academies admin service	(0.01)	0.0	N
Community Safety	Additional CCTV income from Housing Leeds	(0.1)	0.1	N
Customer Access	Additional income from Interpreting Service	(0.1)	0.1	N

<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(0.4)</b>	<b>0.2</b>	
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<b>Total Savings Options - Communities and Environment</b>		<b>(3.2)</b>	<b>0.0</b>	
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Strategic & Central 2018/19

Savings Proposal	Comments	2018/19	2019/20	Is this relevant to Equality & Diversity?
		£m	fye £m	
A) Efficiencies				
Additional Capitalisation	Short term increase in additional capitalisation	(1.0)	0.0	N
Sub-Total Efficiencies		(1.0)	0.0	
Total Savings Options - Strategic & Central		(1.0)	0.0	

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## Equality, Diversity, Cohesion and Integration Screening

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

<b>Directorate: Resources and Housing</b>	<b>Service area: Corporate Financial Management</b>
<b>Lead person: Doug Meeson</b>	<b>Contact number: 88540</b>

### 1. Title: Initial Budget Proposals 2018/19

Is this a:

☒

**Strategy / Policy**

☐

**Service / Function**

☐

**Other**

**If other, please specify**

### 2. Please provide a brief description of what you are screening

The council is required to publish its initial budget proposals two months prior to approval of the budget by full council in February 2018. The initial budget proposals report for 2018/19 sets out the Executive's plans to deliver a balanced budget within the overall funding envelope. It should be noted that the budget represents a financial plan for the forthcoming year and individual decisions to implement these plans will be subject to equality impact assessments where appropriate.

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

All of the council's strategies/policies, services/functions affect service users, employees or the wider community – city-wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?	X	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> <li>Eliminating unlawful discrimination, victimisation and harassment</li> <li>Advancing equality of opportunity</li> <li>Fostering good relations</li> </ul>	X  X X	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

### 4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**



(think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

The initial budget proposals identify a savings requirement of £34.3m due to a reduction in Government funding and unavoidable pressures such as inflation and demand/demography. Savings proposals to bridge this gap will affect all citizens of Leeds to some extent. The council has consulted on its priorities in recent years and has sought to protect the most vulnerable groups. However, the cumulative effect of successive annual government funding reductions, means that protecting vulnerable groups is becoming increasingly difficult. Further consultation regarding the specific proposals contained in this report will be carried out before the final budget for 2018/19 is agreed.

#### • **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

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

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

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

#### • **Actions**

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

A strategic equality impact assessment of the budget will be undertaken prior to its approval in February 2018.

There will also be further equality impact assessments on all key decisions as they go through the decision making process in 2018/19.

**5. If you are *not* already considering the impact on equality, diversity, cohesion and integration you *will need to carry out an impact assessment*.**

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	

Lead person for your impact assessment (Include name and job title)	
------------------------------------------------------------------------	--

**6. Governance, ownership and approval**

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Doug Meeson	Chief Officer Financial Services	24/11/17
Date screening completed		24/11/17

**7. Publishing**

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

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

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk) for record.

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

For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent: 5/12/17
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent:

## Report of the Director of Adults and Health

### Report to Scrutiny Board (Adults and Health)

**Date: 19 December 2017**

**Subject: Care Quality Commission (CQC) – Adult Social Care Providers Inspection Outcomes August – October 2017**

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

## 1 Purpose of this report

- 1.1 The purpose of this report is to provide members of the Scrutiny Board with details of recently reported Care Quality Commission inspection outcomes for social care providers across Leeds.

## 2 Background

- 2.1 Established in 2009, the Care Quality Commission (CQC) regulates all health and social care services in England and ensures the quality and safety of care in hospitals, dentists, ambulances, and care homes, and the care given in people's own homes. The CQC routinely inspects health and social care service providers: publishing its inspection reports, findings and judgments.
- 2.2 To help ensure the Scrutiny Board maintains a focus on the quality of social care services across the City, the purpose of this report is provide an overview of recently reported CQC inspection outcomes for social care providers across Leeds.
- 2.3 During the previous municipal year (2015/16), a system of routinely presenting and reporting CQC inspection outcomes to the Scrutiny Board was established. The processes involved continue to be developed and refined in order to help the Scrutiny Board maintain an overview of quality across local health and social care service providers.

2.4 This report covers Adult Social Care providers, with a separate report being produced for regulated health care services. The report now outlines further detail on the CQC reports to include the outcome across all the five CQC domains of:

- Are they safe?
- Are they effective?
- Are they caring?
- Are they responsive to people's needs?
- Are they well-led?

### **3 Summary of main issues**

#### CQC Inspection reports

- 3.1 Appendix 1 provides a summary of the inspection outcomes across Leeds published since between August and October 2017.
- 3.2 It should be noted that the purpose of this report is only to provide a summary of inspection outcomes across health and social care providers in Leeds. As such, full inspection reports are not routinely provided as part of this report: However, these are available from the CQC website. Links to individual inspection reports are highlighted in Appendix 1.
- 3.3 It should be noted that CQC representatives have been invited to attend the meeting in order to help respond to any questions Scrutiny Board members may have.
- 3.4 During the period covered by this report CQC published 32 inspections. Of these services 22 are rated good, 10 as requires improvement, and 0 were inadequate. Of these, since their last inspection, 14 organisations have improved their rating, 8 have stayed the same and 1 has declined. 9 have been rated for the first time under this methodology.
- 3.5 The Adults and Health Commissioning and Contracts Team continue to work with providers it contracts with to improve quality, including those who 'require improvement' and detailed improvement plans are in place for any providers who are deemed inadequate. Adults and Health routinely suspends new placements with these providers, and others that we have serious concerns with, until improvements are in place.

### **4. Recommendations**

- 4.1 That the Scrutiny Board considers the details presented in this report and determines any further scrutiny activity and/or actions as appropriate.

### **5. Background papers<sup>1</sup>**

None.

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

**Scrutiny Board (Adults & Health)**  
**Care Quality Commission (CQC) - Inspection Outcomes**  
**August 2017 – October 2017**

O = Outstanding  
 G = Good  
 RI = Requires Improvement  
 I = Inadequate

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Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel	
Community Support SKILs - Central	Leeds City Council	In - house	Homecare agency	LS6 1SD	17/08/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2411126424.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2411126424.pdf</a>	Good	G	G	G	G	G	N/A	First Inspection	–
ILS24Health Care Limited	ILS24Health Care Limited	Spot Provider	Homecare agency	LS9 7DR	23/08/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2783490176.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2783490176.pdf</a>	Requires Improvement	RI	RI	G	G	RI	N/A	First Inspection	–
EcoClean Community Care	EcoClean Community Care Limited	No	Homecare agency	LS16 6DJ	22/08/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-3538892661.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-3538892661.pdf</a>	Good	G	G	G	G	RI	N/A	First Inspection	–

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel
Moorcare	Leeds Jewish Welfare Board	Spot Provider	Homecare agency	LS17 6AZ	24/08/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2761574681.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2761574681.pdf</a>	Requires Improvement	RI	RI	G	G	RI	01/02/2016	G ↓
The PACEYS	The Wilf Ward Family Trust	Spot Provider	Residential home	LS26 8DT	22/08/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2443240430.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2443240430.pdf</a>	Good	G	G	G	G	G	15/05/2015	G →
Sunningdale Nursing Home	Sunningdale Care Limited	Framework Provider	Nursing home	LS19 6PU	22/08/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2448407270.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2448407270.pdf</a>	Good	G	G	G	G	G	25/12/2014	G →
Seacroft Grange Care Village	Springfield Healthcare (The Grange) Limited	Framework Provider	Nursing home	LS14 6JL	24/08/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2731747652.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2731747652.pdf</a>	Requires Improvement	RI	G	G	G	RI	24/06/2016	RI →

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel
Claremont Care Home	Park Homes (UK) Limited	Framework Provider	Nursing home	LS28 5BF	02/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2709024078.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2709024078.pdf</a>	Good	G	G	G	G	G	14/06/2016	RI ↑
Options The Thicket	Options Autism (3) Limited	Spot Provider	Residential home Supported living	LS21 3HA	05/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2449174095.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2449174095.pdf</a>	Good	G	G	G	O	G	01/05/2015	G →
Meadowbrook Manor	Mrs Beverley McHale	Framework Provider	Residential home	LS25 1NE	18/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2828173745.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2828173745.pdf</a>	Good	G	G	G	G	RI	05/08/2016	RI ↑
Sue Ryder - Wheatfields Hospice	Sue Ryder	No	Hospice	LS6 2AE	12/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2796217260.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2796217260.pdf</a>	Good	G	G	G	G	G	21/07/2016	RI ↑

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel
West Yorkshire	Team Personnel Solutions Limited	No	Community services - Nursing Homecare agency	LS11 9RT	12/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2850434203.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2850434203.pdf</a>	Good	G	G	G	G	G	16/08/2016	RI ↑
Hales Group Limited - Leeds	Hales Group Limited	Primary Homecare Provider	Homecare agency	LS9 6PW	18/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2788742910.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2788742910.pdf</a>	Requires Improvement	RI	RI	G	RI	RI	N/A	First Inspection -
SignHealth Constance Way	SignHealth	Spot Provider	Homecare agency Residential home	LS7 1HX	18/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2783595281.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2783595281.pdf</a>	Good	G	G	G	G	G	14/07/2017	RI ↑
Suffolk Court	Leeds City Council	In-House	Residential home	LS19 7JN	22/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2448190549.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2448190549.pdf</a>	Good	G	G	O	G	G	30/09/2015	G ↑



Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel	
Leeds Shared Lives	Leeds City Council	In-House	Shared lives	LS7 3BE	25/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2448407655.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2448407655.pdf</a>	Good	G	G	G	G	G	N/A	First Inspection	–
Leeds Learning Disability Community Support Services- West and North West Leeds	Aspire Community Benefit Society Limited	Block Contract	Homecare agency Supported living	LS13 3AA	20/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2444865266.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2444865266.pdf</a>	Good	G	G	G	G	G	01/02/2014	Met Standards	↑
Your life (Leeds)	Yourlife Management Services Limited	No	Homecare agency	LS17 8FQ	22/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2453001027.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2453001027.pdf</a>	Good	G	G	G	G	G	N/A	First Inspection	–
The Outwood	Isand Limited	Spot Provider	Residential home	LS18 4JN	22/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2938888283.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2938888283.pdf</a>	Good	G	G	G	G	G	N/A	First Inspection	–

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel	
Interserve Healthcare - Leeds	Interserve Healthcare Limited	No	Homecare agency	LS1 2JG	26/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2650626825.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2650626825.pdf</a>	Requires Improvement	RI	RI	G	G	RI	18/05/2016	RI	→
Mears Care Limited Leeds	Mears Care Limited	Homecare Framework Provider	Homecare agency	LS9 6PW	27/09/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-3210765596.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-3210765596.pdf</a>	Requires Improvement	G	RI	G	G	RI	31/05/2016	RI	→
Trust Life Care	Miss Margaret Anne Morrison	Spot Provider	Homecare agency	LS15 4TA	23/10/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2866568809.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2866568809.pdf</a>	Requires Improvement	RI	RI	G	G	RI	24/08/2016	RI	→
Love In Care	Love In Care Limited	Spot provider	Homecare agency	LS7 4DR	20/10/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2521712739.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2521712739.pdf</a>	Requires Improvement	RI	RI	RI	RI	RI	N/A	First Inspection	–

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel	
Woodhouse Hall	J C Care Limited	Spot provider	Residential home	WF3 2JS	25/10/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2950641217.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2950641217.pdf</a>	Good	G	G	G	G	G	29/09/2016	RI	↑
Community Integrated Care, Leeds Regional Office		Spot Provider	Homecare agency	LS4 2PU	27/10/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2761467589.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2761467589.pdf</a>	Good	G	G	G	G	G	08/07/2016	RI	↑
Paisley Lodge	Indigo Care Services Limited	Framework Provider	Residential home	LS12 3UA	24/10/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2838602325.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2838602325.pdf</a>	Requires Improvement	RI	RI	G	RI	RI	11/08/2016	RI	→
Reflections Community Support	Reflections Community Support	Spot Provider	Homecare agency	LS20 9AX	25/10/2017	<a href="http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2904986094.pdf">http://www.cqc.org.uk/sites/default/files/new_reports/INS2-2904986094.pdf</a>	Good	G	G	G	G	G	08/09/2016	RI	↑

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel	
Ashcroft House	Ashcroft House Care Services Ltd	Framework Provider	Residential home	LS16 9BQ	8/08/2017	<a href="http://www.cqc.org.uk/location/1-109574569">http://www.cqc.org.uk/location/1-109574569</a>	Good	G	G	G	G	G	22/06/2017	RI	↑
Elmwood Care Home	BUPA	Framework provider	Residential home	LS8 2JU	3/10/2017	<a href="http://www.cqc.org.uk/location/1-128272518">http://www.cqc.org.uk/location/1-128272518</a>	Good	RI	G	G	G	G	1/07/2017	RI	↑
Heathcotes (Hembrigg Park)	Heathcotes Care Ltd	Spot Provider	Residential Home	LS27 0EY	05/10/2017	<a href="http://www.cqc.org.uk/location/1-2843340929">http://www.cqc.org.uk/location/1-2843340929</a>	Good	G	G	G	G	G	N/A	First Inspection	–
Harewood Court	Solutions (Yorkshire) Ltd	Framework Provider	Nursing Home	LS7 4HA	6/10/2017	<a href="http://www.cqc.org.uk/location/1-155030449">http://www.cqc.org.uk/location/1-155030449</a>	Requires Improvement	RI	RI	G	G	RI	2/02/2017	Inadequate	↑
Rest Assured Homecare	Rest Assured Homecare Services Ltd	Spot provider	Homecare Agency	LS21 1AG	13/10/2017	<a href="http://www.cqc.org.uk/location/1-215299781">http://www.cqc.org.uk/location/1-215299781</a>	Good	G	G	G	G	G	19/09/2016	RI	↑

## Report of Director of Adults & Health

### Scrutiny Board (Adults and Health)

**Date: 19 December 2017**

**Subject: Leeds Shared Lives Service**

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

### Summary of main issues

1. The purpose of this paper is to provide Scrutiny Board (Adults and Health) with an overview of the Leeds Shared Lives Service, following interest in the service having been shown at a previous Scrutiny meeting.
2. Adults and Health recognise the vital contribution that unpaid carers make to health and care in Leeds and the benefits that having a short break can provide for both unpaid carers and for the people they care for. Any support that provides a break for the unpaid carer by replacing the care they normally provide must provide a meaningful and fulfilling experience for the person they care for. Short breaks, or respite can take a number of forms, from a residential placement for a week or two or for a service or an individual to take over caring on a temporary basis ranging from a couple of hours to a couple of weeks.

### Recommendations

3. Scrutiny Board is asked to note the information within this report that provides an overview of the Shared Lives Service

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

- 1.1 The purpose of this paper is to provide Scrutiny Board (Adults and Health) with an overview of the Leeds Shared Lives Service following interest in the service having been expressed at a previous Scrutiny meeting.

## **2. Leeds Shared Lives Scheme**

- 2.1 The Leeds Short Breaks service was set up in 1977 and at that time, it was managed by the Adult Resources section of Leeds City Council as one unit which covered all age groups. In 2008 the Department separated its Children and Adult services and the Shared Lives Scheme moved to be managed within Adults & Health. In line with national developments the scheme was renamed as Leeds Shared Lives in May 2010.
- 2.2 The Scheme offers two different types of support: Shared Lives Short Breaks and Day Support which are offered in approved Shared Lives carers homes and an Outreach Service which offers support in the homes of customers. The two types of support work very closely together to provide a city wide range of preventative and outcomes focused services.
- 2.3 The Scheme is registered with the Care Quality Commission as a Domiciliary Care Service and has an overall rating of 'Good' following an inspection in September 2017.
- 2.4 The Scheme is staffed by 1 Registered Manager, 5 Qualified Social Workers, 2 Social Work Assistants and 2 Administrators.
- 2.5 The Scheme does not provide any long-term Shared Lives placements. These are provided by St Anne's Shared Lives, which is commissioned separately by Adults and Health to provide long-term support for people with a learning disability.
- 2.6 There is currently no long-term Shared Lives provision for older people, people with physical impairments or people with mental health needs provided through either the Leeds Shared Lives Service or St Anne's Shared Lives Service.

### **Leeds Shared Lives Outreach Service**

- 2.7 The Outreach Service was developed in 1997 in response to the needs of older people with Dementia who were considered to be better supported in a familiar environment such as their own homes.
- 2.8 The service provides an alternative to traditional residential respite and day services and aims to provide a positive experience for those using the service by supporting choice, independence and control for the customer whilst enabling their unpaid carer to take a break from their caring role.
- 2.9 The Outreach Service works on the ethos of ensuring positive relationships via compatibility for successful outcomes. The service is delivered via a 'matching' process between the customer and outreach worker.

- 2.10 The service offers flexible and regular day and night support and where possible supports in emergency situations for a short period of time, where a considered risk assessment has been completed.
- 2.11 The Outreach Service is not limited to the customer's home as outreach workers are able to support person centred activities within the community to promote social inclusion and wellbeing.
- 2.12 There are currently 190 customers who are supported by the Outreach Service, the majority of whom are older people with dementia. Each person receives between 2 and 8 hours of replacement care per week.
- 2.13 The types of support range from assistance with personal care, medication and meals to a sitting service and accessing the community to undertake a specific activities.
- 2.14 Access to the outreach service is via a direct referral from a Health or Social Care Professional where eligibility has been assessed.
- 2.15 Each customer has a "Fairer Charging" assessment to determine if they have ability to contribute to the service they receive.

#### **Leeds Short Breaks Scheme**

- 2.16 The Short Breaks scheme originated in 1978 and was the first of its kind in the country. The service has retained a national reputation for innovation and good practice and takes an active role in supporting and developing the Leeds Shared Lives scheme via the national association, Shared Lives Plus.
- 2.17 The Short Breaks scheme provides regular short breaks, emergency cover and some medium term placements to allow informal carers to take a break from their caring role. Approved Shared Lives carers who have a room to spare in their home can offer flexible, personalised and community based support to a customer on a regular, planned or emergency basis.
- 2.18 The Short Breaks scheme does not provide long-term placements but works closely with St Anne's to achieve and support such placements via joint working approaches.
- 2.19 As an alternative and in addition to Short Breaks the scheme offers flexible day support in an approved carer's home and community. This service is a valued part of the Leeds Shared Lives Service in offering support to adults and older people who live alone or with family, to access community activities and promote social inclusion. Day support provides customers with opportunities to develop skills and experiences which promote choice, control, independence and wellbeing.
- 2.20 There are currently 103 customers who are supported by the Short Breaks scheme, the majority of whom have a learning disability and are aged between 25 and 65 years of age.

- 2.21 Access to the Short Breaks service is via a direct referral from a Health or Social Care Professional where eligibility has been assessed.
- 2.22 Each customer has a “Fairer Charging” assessment to determine if they have ability to contribute to the service they receive.
- Shared Lives Carers**
- 2.23 A Shared Lives carer is someone who opens up their home and family life to include an adult with support needs.
- 2.24 They are paid a fixed amount, rather than an hourly rate and have access to preferential tax arrangements. These carers have a self-employed status.
- 2.25 Shared Lives carers are recruited within the safer recruitment process to ensure that they are suitable to work with vulnerable adults
- 2.26 Once approved they are trained and supported to provide high quality placements and arrangements through a person centred and strength based approach

### **3. Main issues**

- 3.1 Having a break from caring can provide positive outcomes for unpaid carers as well as the people they care for and short breaks should be seen as a key component in our approach to supporting both.
- 3.2 Evidence suggests that there is a gap in meeting the needs of older people particularly with dementia in delivering respite services and promoting social inclusion in a person centred and strength based approach.
- 3.3 The Shared Lives Service is delivered in a manner which is tailored and responsive to the customer’s needs. It is highly flexible in comparison to other areas where service delivery is sometimes task centred and commissioned in block. The Shared Lives Service is a cost effective service for those receiving it and offers good value as a service.
- 3.4 The aspiration is to expand the Short Breaks Scheme to offer a short break to a greater variety of people and for a wider range of needs, including older people who would otherwise face unnecessarily prolonged hospital stays or inappropriate admission to acute inpatient care, long term residential or nursing care. The service also has aspirations to support people leaving prison and disabled people including those with mental health needs

### **4. Corporate Considerations**

#### **4.1 Consultation, engagement**

- 4.1.1 There are no specific consultation or engagement issues relating to this report.

#### **4.2 Equality and diversity / cohesion and integration**

- 4.2.1 A break from caring can reduce health inequalities experienced by unpaid carers by providing opportunities to maintain social contacts, to pursue personal and leisure



interests and to fulfil their educational and employment potential. It is important therefore, that there is equity of access to a break from caring.

- 4.2.2 The provision of the Shared Lives Service promotes opportunities to maintain social contacts, to pursue personal and leisure interests and to lead a fulfilling and independent life for those who receive it. The service also enables customers to access health and social care services which may ordinarily be difficult to reach for disadvantaged and vulnerable adults.

### 4.3 Resources and value for money

- 4.3.1 The provision of unpaid care is an important policy issue because it not only makes a vital contribution to the supply of care, but can also affect the health and well-being, employment opportunities, finances and social and leisure activities of those providing it.
- 4.3.2 As public services face continued financial pressures set against increasing demand, the introduction of new legislation and models of delivery and changing expectations of citizens, unpaid carers are taking on responsibility for increasing amounts of care. The table below shows that although the most common level of unpaid care is 1-19 hours per week, the number of people providing this level of care fell between 2001 and 2011.

Census	1-19 hours	20-49 hours	50+ hours	Total
2011	45,684	9,473	16,441	71,598
2001	48,446	7,631	14,369	70,446

The numbers of people providing higher levels of care however both increased. In 2011, 36.2% of all carers in Leeds were providing more than 20 hours of unpaid care per week compared to 31.2% in 2001.

- 4.3.3 Unpaid carers provide the bulk of care in the community. If people on average provide towards the mid-range of hours per week in the 1-19 and 20-49 categories and the minimum 50 hours in the remaining category, then this equates to over 1.5 million hours of unpaid care per week across the city. The University of Leeds estimate the cost of this unpaid care to be £1.4billion per year in Leeds.
- 4.3.4 There is strong evidence from various research that many unpaid carers pay a heavy price for their caring role in terms of both their health and their wealth, for example:
- 40% of carers experience significant distress and depression
  - The more care you provide the more likely you are to report bad or very bad health
  - 20% of carers report back injury as a result of caring
  - Providing higher levels of care is associated with a 23% higher risk of stroke
  - 73% of carers say that worrying about their finances is affecting their health

- 4.3.5 It is widely recognised that good support for unpaid carers benefits not only unpaid carers by maintaining their health and wellbeing, but also the health and wellbeing of the person they care for. Supporting unpaid carers to continue caring is therefore fundamental to strong communities as well as to the sustainability of the NHS and Social Care. Leeds has been recognised for its integrated approach to supporting unpaid carers and recently Carers Leeds, with Leeds City Council and NHS Leeds Clinical Commissioning Groups, won the Health Service Journal Award in the Integrated Commissioning for Carers category.
- 4.3.6 The total budget for the Shared Lives Service in 17/18 is £663k. This is broken down as follows:

Service	17/18 Budget	Projected year end spend
Short Breaks	337k	309k
Outreach	326k	261k

#### 4.4 **Legal Implications, access to information and call In**

- 4.4.1 This report does not contain any exempt or confidential information.

#### 4.5 **Risk management**

- 4.5.1 Each customer receives an individual risk assessment as part of the holistic assessment of need. Known risks and managed and mitigated through an appropriate support plan.

### 5. **Conclusions**

- 5.1 Adults and Health recognise the vital contribution that unpaid carers make to health and care in Leeds and the benefits that having a short break can provide both for carers and for the people they care for.
- 5.2 The Shared Lives Service provides positive outcomes for unpaid carers and the people they care for and should be seen as a key component in our overall approach to supporting both.

### 6. **Recommendations**

- 6.1 Scrutiny Board is asked to note the information within this report that provides an overview of the Shared Lives Service.

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

- 7.1 None

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

## Report of Head of Governance and Scrutiny Support

### Report to Scrutiny Board (Adults and Health)

**Date: 19 December 2017**

**Subject: Work Schedule – December 2017**

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 (2017/18).

## 2 Main issues

- 2.1 During discussions at the initial meeting in June 2017, the Scrutiny Board discussed and identified a broad range of matters for possible inclusion within the overall work schedule for 2017/18. However, it was acknowledged that, due to the resources directly available to support the Board's work, there would be limitations on the work schedule; and that the Scrutiny Board would need to prioritise its main areas of focus for 2017/18.
- 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 Executive Board minutes from the meeting held on 15 November 2017 and minutes from the Health and Wellbeing Board meeting held on 23 November 2017 are attached at Appendix 2 and Appendix 3, respectively. The Scrutiny Board is asked to consider and note these minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may subsequently be warranted.

### Developing the work schedule

- 2.4 The work schedule should not be considered to be a fixed and rigid programme, 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 timetabling 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 undertake 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

- 2.7 Given the nature of the Scrutiny Board’s broad remit, which is reflected in the overall work schedule, it is perhaps useful to consider specific updates and proposals to particular aspects of the work schedule going forward – and building on details previously presented to the Board. Further details are presented below.

### Health and Care Needs of Offenders

- 2.8 Since the previous Scrutiny Board meeting in November 2017, the Board held a working group meeting on 7 December 2017, meeting with commissioning representatives from NHS England, Public Health England and Adult and Health.
- 2.9 Details from the working group meeting are being progressed – including any identified follow-up actions. Further activities being planned as part of the inquiry are likely to include:
- Visits to HMP Leeds and HMP Wealstun (subject to agreement with the relevant Prison Governor). Letters detailing a requested visit have been issued to both Prison Governors.
  - Consideration of HealthWatch Leeds’ (HWL) research, which analyses prisoner experiences of healthcare services at HMP Leeds. It is intended to present the HWL report to the January 2018 meeting of the Scrutiny Board.
  - Discussions with the healthcare provider at HMP Leeds and HMP Wealston (Care UK) are planned for the February 2018 Scrutiny Board meeting.

- Potential discussions with representatives from the appropriate Independent Monitoring Boards are still be pursued on behalf of the Scrutiny Board.

#### Current provision of GP services

- 2.10 Due to unavoidable delays in commissioning the necessary reports from Leeds Clinical Commissioning Group Partnership, further aspects / areas for consideration are likely to be delayed by a meeting cycle. These details are reflected in the outline schedule attached at Appendix 1.

#### Other Matters

- 2.11 A range of other matters were identified as part of the Board's work schedule, and any specific updates and/or developments are detailed below.

#### Leeds Health and Social Care Academic Partnership Strategy

- 2.12 The Partnership Board agreed the strategy at its meeting in early November 2017 and it is proposed to present this to the Scrutiny Board for consideration in January 2018.

#### Renal Patient Transport Update

- 2.13 A brief update from the Kidney Patient's Association suggests the changes to the transport arrangements have settled and patients' experiences have improved. Discussions with Leeds Teaching Hospitals NHS Trust regarding any future service developments continue; and will be reported to the Board and/or the Health Service Developments Working Group, in due course.

#### NHSE Children's Epilepsy Surgery Services – update

- 2.14 Reflecting on the rescheduling of other matters (such as the Renal Patient Transport Update and the Leeds Health and Social Care Academic Partnership Strategy); and subject to any other emerging issues, it is proposed to request an update from NHS England for early 2018.

#### Request for Scrutiny – Seacroft Clinic / Community Dental Services

- 2.15 As agreed at the previous meeting, the Scrutiny Board will continue to review the pilot evaluation of the delivery of Community Dental Services and will aim to consider Leeds Community Healthcare NHS Trust's overall future estates strategy.

#### Health Service Developments Working Group

- 2.16 An additional working group meeting is due to take place on 13 December 2017 – which will include discussions on Ophthalmology, Maternity Services and Urgent Care.
- 2.17 Performance discussions are also planned with the three main NHS Trusts (providers) across Leeds. The next meeting is scheduled for early January 2018, where it is planned to present the following details for consideration:
- Integrated finance report (prepared by Leeds CCG Partnership)
  - Integrated performance report (prepared by Leeds CCG Partnership)
  - Chief Executive reports from:
    - Leeds Teaching Hospitals NHS Trust

- Leeds Community Healthcare NHS Trust
- Leeds and York Partnership MHS Foundation Trust

2.18 A separate performance discussion covering Adult Social Care and Public Health is also planned for January 2018. The proposal is to continue with this approach, primarily due to the number and range of bodies involved and the capacity at a single working group meeting.

### **3 Recommendations**

3.1 Members are asked to consider the details in this report, in particular the details set out in paragraphs 2.7 – 2.18 of this report and agree/ amend the updated work schedule presented at Appendix 1.

### **4 Background papers<sup>1</sup>**

4.1 None used

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

**SCRUTINY BOARD  
(ADULTS AND HEALTH)**

**APPENDIX 1**

**2017/18 WORK SCHEDULE**

Title	Type of Item	Notes	Dec-17	Jan-18	Feb-18	Mar-18
<b>Men's Health</b>	<i>Scrutiny Inquiry</i>	Summary of outcomes from 2016/17. Position statement / summary - TBC				
<b>Quality of Health &amp; Social Care in Leeds</b>	<i>Scrutiny Inquiry</i>	Quarterly report on CQC outcomes for social care regulated services in 2017/18. Reports on health regulated services.	ASC Report: CQC Inspection Outcomes		Leeds CCG Partnership Report: CQC Inspection Outcomes	ASC Report: CQC Inspection Outcomes
		Other aspects / update report to include Better Lives Strategy overall; updates on implementation of previous phases; Leeds Quality Account; Re-commissioning of independent sector care homes; Shared Lives service	ASC Report: (1) Shared lives service	Health Partnerships Report: (1) Hospital discharges in Leeds		Draft Scrutiny Board report/ statement (if required)
<b>Health and Social Care Needs of Offenders</b>	<i>Scrutiny Inquiry</i>	Scope to include: (1) LCC's care obligations and implications (2) Current commissioning & delivery arrangements of offender health services (focus on HMP Leeds) (3) Health issues identified in IMB report (21 June 2017) (4) Outcome of HWL work around health and care service experience (5) Potential visits (TBC)	<b>Working Group meeting</b> (7 December): Service commissioners evidence.	Potential visit(s) - TBC <b>SB meeting:</b> HWL research report/ findings into offenders views / experiences of health and care services	Evidence session: Care UK	Draft Scrutiny Board report/ statement (if required)
<b>Current provision of GP services and the future vision</b>	<i>Scrutiny Inquiry</i>	To include: (1) current delivery of GP services across the city, with specific focus on South East Leeds challenges and proposed action (2) System integration / vision for the future (3) public / patient involvement and engagement (4) role/ implications for the Third Sector		Leeds CCG Partnerships reports: Public and patient involvement and engagement across the City <b>HSDWG Specific GP matters also to be considered in the working group meeting.</b>	Leeds CCG Partnerships reports: Role and implications for the Third Sector	Leeds CCG Partnerships reports: Delivery of GP services across the city, including challenges and proposed actions in the longer-term
<b>Leeds Health and Care Plan</b>	<i>Policy Review</i>	Further consideration of the Leeds Health and Care Plan. Proposals and engagement.				Health Partnerships Report: Update report

**SCRUTINY BOARD  
(ADULTS AND HEALTH)**

**APPENDIX 1**

**2017/18 WORK SCHEDULE**

Title	Type of Item	Notes	Dec-17	Jan-18	Feb-18	Mar-18
<b>Budget scrutiny</b>		Budget monitoring forms part of the extended remit of the Health Service Developments Working Group.	ASC & PH report: Initial 2018/19 budget proposals	Draft response to 2018/19 budget proposals		
<b>Other matters</b>	<i>Various</i>	Various issues, including (1) One Voice Project (2) Renal Patient Transport (3) Children's Epilepsy Surgery Services (4) Blood Donor Centre in Seacroft (5) Community Dental Services		NHS Blood and Transplant Report: Update on impact of the closure of the Blood Donor Centre in Seacroft	NHS England Report: Children's Epilepsy Surgery Services update	
				Health Partnerships Report: (1) Leeds Health and Social Care Academic Partnership Strategy	Leeds CCG Partnerships report: Renal Patient Transport Update (TBC)	
<b>REQUEST FOR SCRUTINY</b>	<i>Request for Scrutiny</i>	<b>Outcomes:</b> (1) Review / evaluation of Community Dental Services Pilot (TBC) (2) LCH overall estates strategy (TBC)		<b>Working Group:</b> Review / evaluation of Community Dental Services Pilot (TBC)		
<b>HEALTH SERVICE DEVELOPMENTS WORKING GROUP</b>	<i>Various</i>	HSDWG arrangements for 2017/18 confirmed in July. Includes an expanded remit beyond proposed service changes.	<b>Meeting date:</b> <b>13 December 2017</b>	<b>Meeting date:</b> <b>5 January 2018</b>		
	<i>Service change</i>	An opportunity to identify and discuss any proposed service changes and/or developments	Service Areas/ Proposals: Maternity Services, Opthamology; Urgent Care	TBC		
				GP matters (CCG Partnership)		



**SCRUTINY BOARD**  
**(ADULTS AND HEALTH)**

**APPENDIX 1**

**2017/18 WORK SCHEDULE**

Title	Type of Item	Notes	Dec-17	Jan-18	Feb-18	Mar-18
NHS provider updates	<i>Performance Review</i>	Provider updates to include progress against CQC actions, key performance measures, quality account actions and specific matters identified by the Scrutiny Board. Also to include some CCG assurance. Consider inviting updates from Leeds' hospices at future working group meetings.		Integrated finance and performance reports (Leeds CCG partnership) CEx reports from LTHT, LCH and LYPFT		
ASC & PH Performance Monitoring	<i>Performance Review</i>	Performance information in relation to ASC and PH.		ASC & PH performance report <b>(meeting 8/1/18)</b>		
ASC & PH Budget Monitoring	<i>Performance Review</i>	Focus on impact of budget decisions on patients / service users		ASC & PH 2017/18 budget monitoring report <b>(meeting 8/1/18)</b>		
<b>OTHER MATTERS / WORKING GROUPS / VISITS</b>	<i>Briefings</i>	To be identified as and when required.	Joint work with HWL - Quality account (TBC)			

**SCRUTINY BOARD**  
**(ADULTS AND HEALTH)**

**APPENDIX 1**

**2017/18 WORK SCHEDULE**

<b>Title</b>	<b>Type of Item</b>	<b>Notes</b>	<b>Apr-18</b>	<b>Unscheduled / Carry over 2018/19</b>
<b>Men's Health</b>	<i>Scrutiny Inquiry</i>	Summary of outcomes from 2016/17. Position statement / summary - TBC		
<b>Quality of Health &amp; Social Care in Leeds</b>	<i>Scrutiny Inquiry</i>	Quarterly report on CQC outcomes for social care regulated services in 2017/18. Reports on health regulated services.		
		Other aspects / update report to include Better Lives Strategy overall; updates on implementation of previous phases; Leeds Quality Account; Re-commissioning of independent sector care homes; Shared Lives service		
<b>Health and Social Care Needs of Offenders</b>	<i>Scrutiny Inquiry</i>	Scope to include: (1) LCC's care obligations and implications (2) Current commissioning & delivery arrangements of offender health services (focus on HMP Leeds) (3) Health issues identified in IMB report (21 June 2017) (4) Outcome of HWL work around health and care service experience (5) Potential visits (TBC)		
<b>Current provision of GP services and the future vision</b>	<i>Scrutiny Inquiry</i>	To include: (1) current delivery of GP services across the city, with specific focus on South East Leeds challenges and proposed action (2) System integration / vision for the future (3) public / patient involvement and engagement (4) role/ implications for the Third Sector	Draft Scrutiny Board report/ statement (if required)	
<b>Leeds Health and Care Plan</b>	<i>Policy Review</i>	Further consideration of the Leeds Health and Care Plan. Proposals and engagement.		

**SCRUTINY BOARD**  
**(ADULTS AND HEALTH)**

**APPENDIX 1**

**2017/18 WORK SCHEDULE**

Title	Type of Item	Notes	Apr-18	Unscheduled / Carry over 2018/19
<b>Budget scrutiny</b>		Budget monitoring forms part of the extended remit of the Health Service Developments Working Group.		
<b>Other matters</b>	<i>Various</i>	Various issues, including (1) One Voice Project (2) Renal Patient Transport (3) Children's Epilepsy Surgery Services (4) Blood Donor Centre in Seacroft (5) Community Dental Services		
<b>REQUEST FOR SCRUTINY</b>	<i>Request for Scrutiny</i>	<b>Outcomes:</b> (1) Review / evaluation of Community Dental Services Pilot (TBC) (2) LCH overall estates strategy (TBC)		
<b>HEALTH SERVICE DEVELOPMENTS WORKING GROUP</b>	<i>Various</i>	HSDWG arrangements for 2017/18 confirmed in July. Includes an expanded remit beyond proposed service changes.	<b>Meeting date: 6 April 2018</b>	
	<i>Service change</i>	An opportunity to identify and discuss any proposed service changes and/or developments		

**SCRUTINY BOARD**  
**(ADULTS AND HEALTH)**

**APPENDIX 1**

**2017/18 WORK SCHEDULE**

Title	Type of Item	Notes	Apr-18	Unscheduled / Carry over 2018/19
NHS provider updates	<i>Performance Review</i>	Provider updates to include progress against CQC actions, key performance measures, quality account actions and specific matters identified by the Scrutiny Board. Also to include some CCG assurance. Consider inviting updates from Leeds' hospices at future working group meetings.	Integrated finance and performance reports (Leeds CCG partnership) CEx reports from LTHT, LCH and LYPFT	
ASC & PH Performance Monitoring	<i>Performance Review</i>	Performance information in relation to ASC and PH.	ASC & PH performance report	
ASC & PH Budget Monitoring	<i>Performance Review</i>	Focus on impact of budget decisions on patients / service users	ASC & PH 2017/18 budget monitoring report	
<b>OTHER MATTERS / WORKING GROUPS / VISITS</b>	<i>Briefings</i>	To be identified as and when required.	Joint work with HWL - Quality account (TBC)	Joint session with HWL to discuss Annual Report / future work areas in more detail (Timing TBC)

## **EXECUTIVE BOARD**

**WEDNESDAY, 15TH NOVEMBER, 2017**

**PRESENT:** Councillor L Yeadon in the Chair

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

**APOLOGIES:** Councillor J Blake

**89 Chair of the Meeting**

In accordance with Executive and Decision Making Procedure Rule 3.1.5, in the absence of Councillor Blake who had submitted her apologies for absence from the meeting, Councillor Yeadon presided as Chair of the Board for the duration of the meeting.

**90 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda item entitled, 'The Grand Quarter Townscape Heritage Scheme', Councillor Yeadon drew the Board's attention to her position as a member of the Leeds Grand Theatre and Opera House Board of Management. (Minute No. 96 refers).

**91 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 18<sup>th</sup> October 2017 be approved as a correct record.

### **EMPLOYMENT, SKILLS AND OPPORTUNITY**

**92 Improving Health and Work Outcomes**

The Director of City Development and the Director of Adults and Health submitted a joint report proposing the development of a new approach towards the improvement of health and work outcomes, and summarising the joint activity undertaken with partners in order to refocus provision. The report also highlighted the need to develop an integrated approach towards health and employment support in order to ensure that disabled people and those with long term health conditions that wished to work were supported to secure and sustain employment. Finally, the report provided details on the ambition to involve a wider group of stakeholders in the promotion of healthy workplaces, with a focus on creating and retaining a talented and diverse workforce.

Members highlighted the importance of the work being undertaken in this area, which it was noted, was in line with Council initiatives such as the Leeds Inclusive Growth Strategy.

Responding to a Member's enquiry, information was provided in respect of how further positive outcomes in this area would continue to be delivered. It was emphasised that in order to achieve such positive outcomes, the Council would need to work with those companies it had contracts with and also the private sector in general, in addition to working collaboratively with the Authority's more long standing partners, such as those within the health sector. It was also highlighted by Members that as work in this area continued to progress, further detail in respect of outcomes and associated targets would be welcomed, with it being suggested that such data be provided to the Board in due course.

Members also highlighted the importance of ensuring that a proactive approach was taken in tackling the issue of stress related illness and the promotion of good mental health. In response, the Board was provided with examples of the work currently being undertaken and which continued to be developed in this area.

With regard to the further development of work regarding health and work outcomes, emphasis was placed upon the need for the Council to be well positioned to bid for any further sources of external funding, should they become available in the future.

#### **RESOLVED -**

- (a) That the work undertaken to date in respect of improving health and work outcomes, together with the progress which has been achieved in this area, be noted;
- (b) That the proposed approach which will continue to engage with a broad range of stakeholders and seek their commitment to improving health and work outcomes in the city, be supported;
- (c) That agreement be given for the Council to work with Health and Care partners in order to build the business case for a revised joint delivery model which would support disabled people and those with health barriers to access and sustain employment;
- (d) That it be noted that the Chief Officer, Employment and Skills and the Chief Officer, Health Partnerships will be responsible for the implementation of such matters.

#### **RESOURCES AND STRATEGY**

##### **93 Treasury Management Strategy Update 2017/18**

The Chief Officer, Financial Services submitted a report which provided a review and an update of the Council's Treasury Management Strategy for 2017/18.

With regard to a Member's enquiry, the Board was provided with further details in respect of the Council's approach towards New Replacement Borrowing, which aimed to maintain an appropriate balance between short

and long term loans. Also, in respect of Leeds' approach towards such matters when compared to other Local Authorities, officers undertook to provide the relevant Member with a further briefing.

**RESOLVED** – That the update on the Treasury Management borrowing and investment strategy for 2017/18, as detailed within the submitted report, be noted.

**94 Capital Programme Quarter 2 Update 2017 - 2021**

The Chief Officer, Financial Services submitted a report providing an update on the Council's Capital Programme position as at the end of the second quarter of the financial year. In addition, the report also sought specific approvals in relation to funding injections, as detailed within the covering report and the associated appendices.

Responding to a Member's enquiry regarding the nature of the jobs being created as a result of the Council's Capital Programme investment, officers undertook to provide the Member in question with a briefing on such matters.

**RESOLVED -**

- (a) That the latest position, as at quarter 2, on the General Fund and Housing Revenue Account Capital Programmes, as detailed within the submitted report and appendices, be noted;
- (b) That the net increase in the General Fund and Housing Revenue Account Capital Programme 2017-2021 of £337.5m since the setting of the Capital Programme in February 2017, be noted, with it also being noted that such injections are detailed in Appendix D to the submitted report, and that £64.1m of schemes require approval as part of the report;
- (c) That it be noted that the borrowing required to fund the Capital Programme in 2017-18 has reduced by £5.4m since the February Capital Programme update 2017, with it also being noted that the Capital Programme remains affordable within the approved debt budget for 2017-18, and that further work is underway through regular Capital Programme reviews in order to ensure that future debt costs are maintained within the overall Medium Term Financial Strategy;
- (d) That the following £64.1m of injections into the Capital Programme, as set out below, and as detailed within Appendix D to the submitted report, be approved:-
  - £38.2m education grants funding;
  - £9.6m Better Care Fund grant;
  - £5.4m annual programme injections reconciling to the medium term financial strategy, as set out in Appendix B to the submitted report, funded by Leeds City Council borrowing;
  - £5.0m Local Centres Programme;
  - £3.1m other grants and contributions;
  - £2.0m Grand Quarter Townscape Heritage Scheme Grant;

Draft minutes to be approved at the meeting  
to be held on Wednesday, 13th December, 2017

- £0.8m Capital Receipts Incentive Scheme (CRIS), as detailed at Appendix E to the submitted report.

(e) That it be noted that the above resolution (d) to inject funding will be implemented by the Chief Officer, Financial Services.

## **95 Financial Health Monitoring Report - Month 6**

The Chief Officer, Financial Services submitted a report regarding the Council's projected financial health position for 2017/18, as at month 6 of the financial year.

Responding to a Member's enquiry, the Board was provided with further information on the current position in respect of the Dedicated Schools Grant, and the actions being taken and proposed to be taken in order to manage the associated budgetary pressures.

In addition, with regard to the Children's Centres budget, Members received clarification on the source of the pressures in this area, together with further information on the actions being taken to monitor and manage them. Also, the Board received further details of the projection as detailed within the report, with regard to the 'Children Looked After' budget.

**RESOLVED** – That the projected financial health position of the Authority, as at month 6 of the financial year, be noted.

## **REGENERATION, TRANSPORT AND PLANNING**

## **96 The Grand Quarter Townscape Heritage Scheme**

The Director of City Development submitted a report seeking authorisation for the resubmission of the Grand Quarter Townscape Heritage scheme to the Heritage Lottery Fund (HLF) in December 2017, together with the allocation of £500,000 Council match funding for the project.

The Board was supportive of the proposals detailed within the submitted report.

Members highlighted the unique character which had been developed in this area over time, referencing the wide range of independent retailers located in the Quarter. Emphasis was placed upon the need to maintain a mixed economy of uses following any potential regeneration of the area, in order to maximise the benefit for all.

Responding to a Member's specific enquiry, the Board was provided with further information regarding the disposal of the Belgrave Gardens site, which it was noted, formed part of the Council's Capital Receipts programme.

## **RESOLVED –**

- (a) That the submission of a Stage 1 Application to the Heritage Lottery Fund in December 2017 in respect of the Grand Quarter Townscape Heritage Scheme, be approved;



- (b) That the allocation of £500,000 Leeds City Council match funding from within the general contingency budget be approved, subject to a successful Townscape Heritage bid to the Heritage Lottery Fund, with it being noted that this will lever in up to £2m of Heritage Lottery Fund grant and, subject to individual property grant agreements, £2.5m of private match funding;
- (c) That it be noted that the Executive Manager (Town Centres, Heritage & Buildings) will be responsible for the implementation of such matters.

## **97 The Local Centres Programme (LCP)**

The Director of City Development submitted a report which presented details of the emerging Local Centres Programme (LCP), provided information on the proposed scope and application procedure for the initiative and which also sought agreement to implement the programme, as outlined within the submitted report.

Members welcomed the proposals detailed within the submitted report. The Board considered the flexible approach which was proposed to be taken towards the bidding process for programme funding, discussed the impact that such an approach may have, with the key role of local Ward Members in this process being highlighted.

### **RESOLVED –**

- (a) That the contents of the submitted report, be noted;
- (b) That the Director of City Development, in liaison with the Executive Member (Regeneration, Transport and Planning), be authorised to implement the Local Centres Programme, as outlined in paragraphs 3.1 to 3.9 and appendices 1 to 3 of the submitted report;
- (c) That it be noted that the Executive Manager (Town Centres, Heritage and Buildings) will be responsible for the implementation of such matters.

## **HEALTH, WELLBEING AND ADULTS**

## **98 Refresh of the Better Lives Strategy**

The Director of Adults and Health submitted a report presenting a refreshed and updated version of the Council's 'Better Lives' strategy, together with an associated action plan for the period 2017-2021.

In acknowledging how the refreshed strategy aimed to prioritise the delivery of high quality of provision in Leeds, a suggestion was made as to whether consideration could potentially be given to making the monitoring arrangements for such provision more participative.

Responding to a Member's enquiry, the Board received an update regarding the progress being made on the development of infrastructure as part of the

Better Lives Strategy. Specifically however, Members also discussed the current position with regard to Extra Care housing provision in the city, with a detailed update being provided on the ongoing work being undertaken in this area and with it being noted that the intention was for the Council to go out to tender for the development of 2 sites in January 2018. When considering the position of the Council in terms of Extra Care housing provision compared to other Local Authorities, it was noted that the Council did communicate and share best practice with other Authorities. In conclusion, a briefing on such matters was also offered to Board Members, should they require it.

With regard to the issue of social isolation, the Board was provided with further details on the actions being taken to address this issue across the city.

**RESOLVED –**

- (a) That the refreshed Better Lives strategy and associated action plan for the period 2017-2021, be approved;
- (b) That it be noted that the Director of Adults and Health is responsible for the implementation of such matters.

**CHILDREN AND FAMILIES**

**99 The Leeds Preparing for Adulthood Strategy 2017-2022**

The Director of Children and Families submitted a report which sought to raise awareness of the Leeds 'Preparing for Adulthood' Strategy 2017- 2011. The report provided the background, the strategic fit and how the vision and strategy had been designed using a co-production approach – which had been undertaken with key stakeholders including young people and families, together with partners from the education, health and care sectors across the city.

Emphasis was placed upon the successes to date of the supported internship pilot programme.

Responding to an enquiry regarding the performance indicators which had been developed for the strategy, it was noted that a mechanism would be developed in order to ensure that outcomes were monitored and measured.

**RESOLVED –**

- (a) That the work undertaken to date on the Preparing for Adulthood Strategy 2017 – 2022 be acknowledged; and that the intended outcomes of the Strategy be supported and agreed;
- (b) That the 'supported internship' programme, as detailed within the submitted report, be supported and promoted across the Council and its partners by offering 'supported internship' placements, and also by embedding the 'ask' in the social value commissioning framework and the Child Friendly Leeds Employers' network;

- (c) That it be noted that the Head of the Complex Needs Service is the responsible officer for the implementation of the Strategy.

**100 Proposal for a 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 proposing the undertaking of a Strategic Review of 0-25 SEND (Special Educational Needs and Disability) provision in Leeds. The report also set out the Local Authority's duties in this area, and provided details of the proposed scope and methodology of the review together with the associated consultation.

Members highlighted the importance of the work proposed to be undertaken in this area, and in response to an enquiry, assurance was provided that the associated communication process with young people and their families would be clear, and that consultation would be robust.

**RESOLVED –**

- (a) That the Strategic Review process, including the consultation period running from 6<sup>th</sup> November 2017 to 4th December 2017, be noted;
- (b) That agreement be given for the Good Learning Places Board to hold the accountability for governance and permissions in relation to the implementation of the outcomes arising from the review;
- (c) That it be noted that the final proposals will be presented in the document entitled, 'Local Authority Strategic Plan of SEND Provision 2018-2021', which will be presented to the Executive Board for consideration and approval in February 2018;
- (d) That it be noted that the overall responsible officer for the implementation of the Strategic Review, together with the publication of the plan is the Head of Complex Needs.

**COMMUNITIES**

**101 Locality Working - Tackling Poverty and Reducing Inequalities**

The Director of Communities and Environment submitted a report which sought approval to introduce a new place-based, integrated approach towards the delivery of service provision, the tackling of poverty and the reduction of inequality in some of the city's poorest neighbourhoods.

In considering the proposals, the Board acknowledged the continuing involvement of Scrutiny in the development of the approach. In addition, Members noted that the locations of the priority Council estates needed further work to ensure that all relevant estates meeting the set criteria were identified. Furthermore, and responding to a Member's comments, it was emphasised that the universal service provision for communities across the city would remain.

Also, responding to a Member's enquiry, the Board was provided with further information on: how the proposed multi-agency approach would work; how the performance of previous approaches had informed the current proposals; and how Scrutiny would help to evaluate the progress being made by the initiative as it developed.

**RESOLVED –**

- (a) That the deployment of a new place-based approach towards early intervention and prevention in respect of tackling poverty, reducing inequality and addressing vulnerability in Leeds, be approved;
- (b) That the Director for Communities and Environment be requested to provide an annual progress report on the impact of this initiative as it develops.

**102 Beyond Decent Homes - The 2018 Housing Revenue Account (HRA) Capital Investment Plan**

Further to Minute No. 171, 22<sup>nd</sup> March 2017, the Director of Resources and Housing submitted a report providing an update on, and seeking support of the latest position regarding capital investment proposals for the Housing Revenue Account (HRA) assets over the next 10 years.

In introducing the report, the Executive Member for Communities highlighted the extensive engagement and communication exercises which had taken place with tenants following the Grenfell Tower fire, and it was noted that following the undertaking of independent inspections in all of the Council's high rise blocks, it was confirmed that all of the Council's blocks had achieved the necessary standard.

Members welcomed the proposals to lobby Government in respect of the removal of the HRA borrowing cap in order to allow the replacement of homes sold under the 'Right to Buy' initiative, and also welcomed the prioritisation being given to the proposed fire safety measures, including the installation of sprinkler systems in high rise stock.

Responding to a Member's enquiry, it was noted that should Government funding be made available for the provision of required fire safety measures, then further information would be submitted to the Board for consideration in terms of the extent to which such funding contributed towards the cost of meeting all required measures, and the impact that it would have upon the wider HRA Capital Investment Plan.

Finally, the Board also noted that the proposed Council investment into fire safety measures, as detailed within the report, enabled work to progress in this area, whilst the outcomes from the Grenfell Tower inquiry and any subsequent Government decisions were awaited.

## **RESOLVED –**

- (a) That the 10 Year HRA Capital Investment Plan, as detailed within the submitted report and appendices, be supported, subject to further annual review being undertaken as part of the HRA Business Plan;
- (b) That Executive Board support be given to the lobbying of Government: to provide funding for any new fire safety requirements which arise from the Grenfell Tower inquiry, such as the installation of sprinklers in all high-rise stock; and also to the removal of the HRA borrowing cap in order to allow the replacement of homes sold under the 'Right to Buy' initiative.

## **ENVIRONMENT AND SUSTAINABILITY**

### **103 The future of the Waste and Recycling Strategy for Leeds**

Further to Minute No. 56, 27<sup>th</sup> July 2016, the Director of Communities and Environment submitted a report which set out the proposed programme regarding the development of a revised waste and recycling strategy for Leeds. The report provided an update on the local and national context, and discussed some of the key issues for consideration in terms of the Council's future ambitions and the achievement of targets. Also, the report outlined the detailed appraisal work to be undertaken on the options for the Council's kerbside recycling strategy, and sought approval to the guiding principles and proposed programme for the development of the strategy.

Members received clarification on the role of DEFRA's (Department for Environment, Food and Rural Affairs) Waste and Resources Action Programme (WRAP) in respect of the proposals, and noted that funding had been received from WRAP in order to undertake an assessment of a range of kerbside recycling options.

The Board discussed the proposals detailed within the submitted report, and considered the future opportunities and challenges that the waste and recycling service faced, and how such matters would be taken into consideration as part of the overall review.

Responding to a Member's enquiry, emphasis was placed upon the need to ensure that an overarching and joined up approach was taken when considering matters such as the delivery of recycling provision. A specific example was provided in relation to the planning and waste management teams. In response to that specific example, officers undertook to liaise with the relevant directorates and report back to Board Members with the findings.

In addition, it was also highlighted that any future strategy would need to: have a long term vision, in order to ensure that it was able to adapt to the changes brought about by events such as Brexit or the evolving global recycling market; maximise any opportunities to access external funding sources should they become available; and also use Leeds' large scale to its advantage whilst at the same time ensuring that the range of differing requirements found in communities across the city were recognised.

**RESOLVED –**

- (a) That the contents of the submitted report, in particular the context and issues relating to the Council's waste and recycling strategy, as detailed within the submitted report, be noted;
- (b) That the areas and options to be considered and assessed (as detailed within section 5.3 of the submitted report), as a part of the proposed options appraisal exercise, to be led by the Chief Waste Management Officer, be supported;
- (c) That in principle approval be given to the outline programme (as detailed at section 5.5 of the submitted report) for the development of a revised Leeds Waste Strategy, including the undertaking of public consultation, with the detail to be subsequently agreed with the Director of Communities and Environment.

**DATE OF PUBLICATION:** FRIDAY, 17<sup>TH</sup> NOVEMBER 2017

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00 PM, FRIDAY, 24<sup>TH</sup> NOVEMBER 2017

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on Monday, 27<sup>th</sup> November 2017)

## **HEALTH AND WELLBEING BOARD**

**THURSDAY, 23RD NOVEMBER, 2017**

**PRESENT:** Councillor R Charlwood in the Chair

Councillor L Mulherin

### **Representatives of Clinical Commissioning Groups**

Alistair Walling	NHS Leeds South and East CCG
Dr Gordon Sinclair	NHS Leeds West CCG
Nigel Gray	NHS Leeds North CCG
Phil Corrigan	NHS Leeds West CCG

### **Directors of Leeds City Council**

Dr Ian Cameron – Director of Public Health  
Cath Roff – Director of Adults and Health  
Sue Rumbold – Chief Officer, Children and Families

### **Representative of NHS (England)**

Moirá Dúmma - NHS England

### **Third Sector Representative**

Heather Nelson – Black Health Initiative  
Hannah Howe – Forum Central

### **Representative of Local Health Watch Organisation**

Tanya Matilainen – Healthwatch Leeds

### **Representatives of NHS providers**

Sara Munro - Leeds and York Partnership NHS Foundation Trust  
Julian Hartley - Leeds Teaching Hospitals NHS Trust  
Thea Stein - Leeds Community Healthcare NHS Trust

### **Safer Leeds Representative**

Michelle de Souza – Communities & Environment

## **31 Welcome and introductions**

Councillor Charlwood welcomed all present and brief introductions were made. The Chair reported that Lesley Sterling-Baxter had resigned from her role as Co-Chair of Leeds Healthwatch and from the Health and Wellbeing Board. Councillor Charlwood agreed to write to Lesley to express the Board's thanks for her work on the Board as the voice of the public and health system users.

## **32 Appeals against refusal of inspection of documents**

There were no appeals against the refusal of inspection of documents.

## **33 Exempt Information - Possible Exclusion of the Press and Public**

The agenda contained no exempt information.

**34 Late Items**

No formal late items of business were added to the agenda, however Members had received a supplementary pack to agenda Item 12 (iBCF (Spring Budget) and BCF 2017/18 Quarter 2 Returns) containing Appendix 2 of the report which was not available at the time the agenda for the meeting was despatched. The document had also been published to the LCC website (Minute 42 refers).

**35 Declarations of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

**36 Apologies for Absence**

Apologies for absence were received from Councillor Coupar, Councillor Golton, Councillor G Latty, Jason Broch, Steve Walker and Sam Millar. Sue Rumbold and Michelle de Souza attended the meeting as substitutes.

**37 Open Forum**

Community engagement – In response to a representation from a member of the public about the take-up; promotion, and value of public engagement in shaping the Leeds Health & Care Plan, the Chair responded that the main focus of the consultation with Leeds Community Committees was to encourage discussion in local areas, with local representatives as this was important for shaping the future health and care system.

The Executive Lead, Leeds Health & Care Plan, acknowledged that each Community Committee operated differently in response to its locality. Further additional public consultation was planned for 2018, including public events; specific website and events targeted towards harder to reach groups and communities.

**38 Minutes**

**RESOLVED** – To agree the minutes of the meeting held 28<sup>th</sup> September 2017 as a correct record.

**39 Inclusive Growth Strategy - Alignment with Health and Wellbeing Strategy**

The Board considered a report on the recent work to review and replace the Leeds Inclusive Growth Strategy for 2017-2023. A copy of the draft Leeds Inclusive Growth Strategy (IGS) was attached to the report as an appendix.

The Chief Officer, Health Partnerships, reported on a recent meeting with West Yorkshire Combined Authority. He emphasised the need for the IGS to include health and care skills based on the emerging evidence of the close links between skills and education supporting good health; and in the knowledge that the health, care and medical sectors will be one of the fastest growing.

Simon Brereton, LCC Economic Development Programme Leader, presented the Strategy which anticipated Leeds continued economic growth and



included proposals to meet that challenge. He posed the question 'how do we ensure it reaches all parts of the city?' and highlighted the following issues:

- Leeds's jobs growth does not reach right across the jobs spectrum. There is growth in degree level qualification jobs but middle sector job numbers are declining; and there is a gap in the market which is traditionally filled with low level skill, administrative, process jobs.
- Two thirds of the working population have not attained a level 4 qualification or above.
- Leeds has a young population that is getting younger; and we need to ensure that they have the qualifications and skills to sustain employment. The ageing population means that we need to cater for those who have been in the job market for a long time.
- The IGS includes '12 Big Ideas' to tackle the issues and targets 7 job priority sectors, including the health and medical sector and the aging population.
- The IGS proposed measures to tackle poverty across the city – 150,000 residents live within the 10% most deprived localities in England. Although growth was predicted, a key issue would be how to ensure that growth did not contribute to a widening disparity between rich and poor in the city.
- The IGS anticipated 80,000 new jobs by 2020, with a further 600,000 posts released through the churn of retirement or movement.
- The concentration of low paid jobs in Universities, the health and care and education sectors was noted - despite the work done to achieve the living or minimum wage; and the reliance on these sectors to equip the city for economic growth.
- Future changes to the city infrastructure through the HS2 rail link and anticipated doubling in size of the city centre will impact on the economy; jobs and how we travel to and from the workplace. Poverty and low pay required consideration at the Leeds City Region level. It was noted that people on low pay only travel an average of 1 mile for work – therefore jobs must be created throughout the city, closer to where people on low pay live.

In conclusion, a focus for the meeting was to consider the Board's influence to challenge to bring about changes to wages and investment in order to promote economic growth and reduce poverty.

The Board's discussions focussed on the following matters:

Local Procurement and the power to affect change locally in Leeds. Local commissioners could influence and contribute as employers and buyers - making sure low paid staff are supported and paid a living wage; seeking high quality and supporting not for profit care for local communities through partnerships with social enterprise. Future commissioning to consider care delivery differently - to be inclusive and framed around local communities.

The Leeds Health and Wellbeing Strategy – Linking the IGS will encourage partners to use their influence as commissioners and employers to promote apprenticeship opportunities and to support mechanisms which assist people into and back to work.

Draft minutes to be approved at the meeting  
to be held on Monday, 19th February, 2018

Children and Young People at the heart of the IGS – Linking the IGS will ensure it looks at achievement and resilience to enable young people to be work ready and able to influence their careers. Support for vulnerable learners and young people with learning difficulties was also highlighted with input welcomed from health partners to support the work already being done by LCC to support these groups. Additionally, the need to work with schools was identified to ensure that a variety of roles in the jobs market are promoted to support aspiration and ensure that young people are given opportunities. Giving children and young people the opportunity to meet adults from a variety of skilled jobs was also suggested to support their future choices. There was also recognition for the need to work closely with employers to match young people with the right opportunity; apprenticeships were not the answer for all communities – this was identified as a proposal which health and care partners could support. Equally, work with parents was key to ensuring a ‘can-do’ attitude and support amongst the whole family.

Links to the Leeds Health & Care Plan – Linking to IGS will ensure there is a coherent vision and will join up some of the big ideas with community cohesion and neighbourhood work.

Consideration of the ‘Social Charter’ – This will provide information on what action is already being taken by Leeds’s Third Sector to support people back into work.

Future Action Planning - It was noted that an IGS Action Plan was being developed, informed by the consultation so far, and would be presented early in 2018. The Action Plan would reference commitments and pledges by partners. The Board noted and welcomed the offer made by Julian Hartley on behalf of Leeds Teaching Hospitals Trust to commit to the Inclusive Anchors Programme.

In conclusion, the Board supported the IGS and the development of the Action Plan noting the opportunity for the Board and its partners to influence the wider economy and suggested the following be considered;

- Inclusion of specific targets and priorities that partners could progress (such as reducing poverty, number of people with disabilities in employment) and targets that are place based and ensure inclusivity
- The need to clearly connect to the Leeds Health and Wellbeing Strategy
- The Action Plan to reflect the needs of Leeds most vulnerable communities

**RESOLVED -**

- a) To note work done to broaden the understanding of health issues in the economic development world and the understanding about the importance of a strong economy in the health and care system.
- b) To approve subsequent closer alignment of the Health and Wellbeing and Inclusive Growth strategies
- c) To seek to ensure broader health input from both commissioners and providers into the Inclusive Growth Strategy via programmes such as

Inclusive Anchors, Leeds Academic Health Partnership and the impending Innovation District and Nexus projects.

**40 Making a breakthrough: a different approach to affect change**

The Board considered a joint report providing an overview of the approaches taken to address challenges relating to three Breakthrough Projects with very clear links to the priorities of the Leeds Health and Wellbeing Strategy and the wider determinants of health and wellbeing: supporting the inactive to become active, air quality, and domestic violence and abuse.

The report provided the Board with an opportunity to discuss and explore the challenges related to the issues; to provide a view on what else could be done to ensure links with Leeds's other strategic plans and to consider individual or collective action that can contribute to improved outcomes for people in Leeds.

**1. Supporting the Inactive to become Active** – In presenting the report, Anna Frearson (Consultant in Public Health) and Mark Allman (Head of Sport & Active Lifestyles) encouraged discussion on:

- How to reduce sedentary behaviour in staff as well as residents. As representatives of large employers/organisations how to encourage physical activity and/or exercise which was acknowledged as being beneficial to work and home wellbeing.
- Meeting the challenge of what else can be done to embed support for physical activity in terms of the workplace, built environment and infrastructure

The Board acknowledged the relationship between activity, mobility, health, mental health and work and made the following comments:

- Leeds Teaching Hospitals NHS Trust staff had responded well to health and wellbeing training, challenges, etc. and the use of sustainable travel transport schemes. Extension of the Leeds Cycleway to link St James's and the Leeds General Infirmary was identified as an additional measure to further encourage activity.
- A campaign of information and signposting on the location of cycle paths, walkways and bridleways was identified as a measure to increase their use; alongside information on cycle safety.
- Recognition of the need to link to Mindful Employer measures.
- Acknowledged that Leeds West NHS CCG was committed to factoring in physical activity in its approach to commissioning pathways of care, particularly for musculoskeletal disorders; and the commitment to build this into health coaching and Making Every Contact Count policies.
- Recognition of concerns for the health of some health & care sector staff, particularly community health staff, who were physically inactive due to the nature of their work which required them to drive between appointments and impacted on their diet as well as their ability to be active.
- The need to consider any cultural or behavioural issues which may prevent people from taking up physical activity and to consider how individual communities provide their own activities. It was noted that

the Third Sector had a key role to play in being able to provide information on what is provided throughout Leeds own communities.

- The role of education – through schools, health visitors and parents to encourage physical activity.
- Whether ‘physical activity’ could be promoted through; and encourage wider involvement in; the Leeds Health & Care Plan, noting that any campaign would need to be sustainable with a long term commitment

The Board noted the intention for further discussions between the Chief Officer, Health Partnerships and the Head of Sport & Active Lifestyle on a collective approach to this Breakthrough Project.

**RESOLVED -**

- 1) To note the discussions on the contribution that physical activity and moving more can make to the city’s priorities;
- 2) To note the comments and pledges made during discussions outlined above in terms of how to contribute to increasing physical activity including:
  - As commissioners – how to integrate physical activity into health and care pathways and services.
  - As employers – how to upskill staff to better support people to become active and commit to creating workplaces that support staff to become more active / less sedentary (including active travel to work).
  - As collective leaders – how to develop a whole systems approach to physical activity in Leeds in relation to improving collaboration and the sharing of resources between partners.
- 3) To note the comments made during discussions which provide views on the role of the HWB in terms of new governance structures that will be put in place for Sport Leeds and the new Sport and Active Lifestyle Strategy; to better reflect the positioning of Physical Activity in the City and focus on decreasing inactivity levels
- 4) To note the intention for discussions to be held between the Chief Officer, Health Partnerships and the Head of Service for Sport & Active Lifestyle on a collective approach to this Breakthrough Project which will further the consideration of the matters outlined in points 1 to 3 above.

**2. Air Quality** – Andrew Hickford (Project Manager, Resources & Housing) and Dr Ian Cameron (Director of Public Health) presented this section of the report, and sought to encourage discussion focussing on the role of health organisations in transport, the use of use of air pollution information to inform the public and providing advice and guidance on the link between air pollution and health to health professionals.

The following issues were highlighted:

- The Department for the Environment, Food and Rural Affairs had recommended the use of Clean Air Zones (CAZ) in Leeds to tackle pollution, with 4 key roads requiring action. A further report would be

presented to the Board for consultation once CAZ areas are determined.

- Important to note that most of Leeds maintained good air quality
- Air pollution in Leeds contributed to 680 deaths annually and was a factor in the number of recorded cases of respiratory; lung and Chronic Ventricular Diseases
- The public's attitude towards air pollution showed that in general, more people were concerned about the impact of air pollution on asthma, than its impact on cancer.
- The link between fuel poverty and health. It was noted that Leeds had 70,000 Victorian era homes, which were expensive and difficult to insulate and upgrade to modern effective, heating systems
- Affordable warmth was very important for good health. Community nurses often came into contact with patients in cold homes and the offer of close working and support between health organisations was welcomed to tackle fuel poverty and provide information to residents and staff on the opportunities available to them to improve air pollution and reduce fuel poverty.
- Both Leeds Community Healthcare NHS Trust and Leeds and York Partnership NHS Foundation Trust representatives expressed an interest in closer working with Leeds Teaching Hospitals NHS Trust to see the work being done there in terms of the vehicle fleet and reducing individual air pollution.
- Important to reiterate that cycling in high polluted areas was still better than being in a car
- In response to a query about how to encourage wider use of electric cars, a number of measures were identified; including parking permits for electric vehicle owners/users which grants free on-street parking and use of LCC car parks; and grant funding was available for electric charging point installation. Further information on this would be sent directly to Board members and partners to encourage consideration of electric vehicle use. Acknowledgement that despite the work already done in Leeds, the need to increase uptake in public transport and active travel whilst reducing the number of private vehicles entering the city centre still remained

#### **RESOLVED -**

- 1) To provide advice and guidance on how best to link through to the city's health professionals to promote key messages on air quality.
- 2) To encourage the city's health organisations to lead by example in terms of their own fleet and travel planning.
- 3) To consider how best to utilise air pollution data to support vulnerable groups
- 4) To participate in the air quality consultation process and to commit to provide input in to the Leeds Transport Conversation
- 5) To support an integrated independent living and affordable warmth service to ensure that vulnerable people receive physical improvements to their homes that will allow them to be warm and well at home.

- 6) To champion affordable warmth across the health and social care sectors, to ensure that trusted frontline carers continue to refer clients for support.
- 7) To consider new joint investment in energy efficiency improvements for particularly vulnerable residents where there is a health business case (i.e. to improve hospital discharge processes).

**3. Domestic Violence and Abuse** – Michelle de Souza presented this element of the report, seeking consideration of the impact of domestic violence and abuse on health and wellbeing; mental health and cost to services. She reported that Leeds was regarded as being at the forefront of DV work, with good links operating between adult social care, midwifery services and Accident & Emergency departments. However key challenges for the future were development of the workforce; consideration of how to deal with perpetrators of domestic violence and the scale of the issue – with approximately 19,500 domestic violence related calls to West Yorkshire Police recorded last year. Other key issues to note included;

- Serious Case Reviews often revealed social isolation as a recurring theme in cases
- When dealing with case reporting; using family members to translate could prevent a victim from reporting the full details
- Not all victims report to the police in the first instance, as some may feel safer in other settings.

It was noted that LCC Department of Children and Families sought to employ a multi-agency partnership to support affected families, with a scheme in place to support the children of the family. The Board further discussed:

- Whether the definition of domestic violence included Female Genital Mutilation. It was noted that this had been considered as part of the DV Breakthrough Project but was not a key focus of the Leeds Health and Wellbeing Strategy. As a safeguarding issue, several sectors within the health & care sector received awareness training with health professionals being duty bound to report cases. However it was acknowledged that victims may not know how to access support. The Board further noted the offer from the representative of NHS England to provide a co-ordination role in order to prevent a fragmented support system.
- Understanding of what 'safe' means is different and based on cultural experiences. Part of domestic violence support work must be about clearly explaining rights, expectations, etc. across the Leeds community
- Reference was made to the Making Every Contact Count initiative, noting that this was being rolled out across the city.
- Raising awareness was identified as key to tackling the issue

In terms of identifying measures that the health & care sector could undertake to capture and identify cases the following comments were noted:

- To consider the long term impact of what children or others have witnessed in a DV environment

- To seek to encourage more primary care, GP practices and health & care settings to introduce a routine domestic violence enquiry as a general rule.

**RESOLVED -**

- 1) To note the contents of the report and the comments made during discussions seeking to identify collective action to address persistent challenges:
- 2) To continue to identify opportunities to increase capacity at the Front Door Safeguarding Hub.
- 3) To seek to identify new opportunities to upskill staff and services to identify and respond to Domestic Violence and in particular issues of coercion and control
- 4) To remove barriers and improve access to appropriate services for people with complex needs who are experiencing domestic violence
- 5) To continue to consider ways to increase services and interventions available to perpetrators of domestic violence
- 6) To continue to consider opportunities to tackle issues of social isolation as a barrier to addressing issues of domestic violence and abuse.

**41 For Information: Leeds Health and Care Quarterly Financial Reporting**

For information, the Board received the report from Leeds Health and Care Partnership Executive Group (PEG) which provided an overview of the financial positions of the health & care organisations in Leeds, brought together to provide a single citywide quarterly financial report.

**RESOLVED** - To note the Leeds health & care quarterly financial report the end of year forecast.

**42 For Information: iBCF (Spring Budget) and Better Care Fund 2017/18 Quarter 2 Returns**

The Board received for information, a copy of the iBCF Spring Budget and the Better Care Fund 2017/18 Quarter 2 returns.

**RESOLVED**

- a) To note the contents of the Leeds iBCF Quarter 2 return to the DCLG
- b) To note the content of the Leeds HWB BCF Performance Monitoring return to NHSE for quarter 2 of 2017/18

**43 For information: Brief Overview of Delayed Transfers of Care and Non-Elective Admission in Leeds**

The Board received a joint report for information from the Chief Officer Resources & Strategy, LCC Adults & Health and the Director of Commissioning, Strategy & Performance, NHS Leeds CCGs which provided a brief overview of Delayed Transfers of Care (DTOC) and non-elective admissions

Sara Munro, Leeds and York Partnership NHS Foundation Trust, reported that as part of the ongoing work to ensure that the data sets provided are achievable and give an accurate baseline; a correction had been identified. The Board supported the suggestion that a letter be submitted from the Health & Wellbeing Board to NHS England to challenge the current baseline and include support for a revised baseline for Leeds. It was agreed that a letter

would be drafted and circulated for comments from members prior to its submission.

**RESOLVED -**

- a) To note the definition of Delayed Transfers of Care (DTOCs).
- b) To note the impact on the system of high levels of DTOCs.
- c) To note the level of improvement required to deliver the 3.5% iBCF target.
- d) To note the challenges and risks faced by the Health and Care System partners in Leeds associated with delivery of the agreed iBCF trajectory.
- e) To note issues associated with DTOC baselines and trajectories with assessment of position and proposed approach to changes to be reported back to HWB.
- f) To note the intention for a letter to be submitted to NHS England from the Health & Wellbeing Board challenging the current data baseline and including support for a revised baseline for Leeds. A draft letter will be submitted to Board Members for comment prior to submission to NHS England.

**44 For Information: Pharmacy Needs Assessment 2018-21**

For information, the Director of Public Health submitted a report providing the Board with an update on three issues:

- The current status of the 2018-21 Pharmacy Needs Assessment
- An early indication of the findings of community pharmaceutical services across Leeds and highlight any gaps that have become evident at this stage of the work.
- Notes that the Pharmacy Needs Assessment will be placed on the Leeds Observatory website for a period of 60 days from 4th December 2017 to 2nd February 2018.

**RESOLVED -**

- a) To note that the Pharmacy Needs Assessment is on track and progressing to consultation stage.
- b) To note that the Pharmacy Needs Assessment will be placed on the Leeds Observatory website <http://observatory.leeds.gov.uk/> for a period of 60 days for public consultation from 4th December 2017 to 2nd February 2018.
- c) To note that the updated Pharmacy Needs Assessment will be brought to the Health and Wellbeing Board on 19th February 2018 for final approval and sign off, ready for publication by 1st April 2018.
- d) To note the measures to be taken to address the gaps identified so far.

**45 Date and Time of Next Meeting**

**RESOLVED** – To note the date and time of the next meeting as Monday 19<sup>th</sup> February 2018 at 10.00 am (with a pre-meeting for Board members at 9.30 am)