



**A meeting of the Council will be held in the Civic Hall, Leeds on Wednesday, 21st February, 2018 at 1.00 pm**

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

- 1 Minutes of the last Meeting** 1 - 14

To approve the minutes of the Council Meeting held on 10<sup>th</sup> January 2018.
- 2 Declarations of Interest**

To receive any declarations of interest from Members
- 3 Communications**

To receive such communications as the Lord Mayor, the Leader, Members of the Executive Board or the Chief Executive consider appropriate.
- 4 Recommendations of the Executive Board - Best Council Plan 2018-2019 Proposals** 15 - 80

To consider the report of the Director of Resources and Housing presenting the Best Council Plan 2018/19 to 2020/21 for Council's consideration and approval following the Executive Board's recommendation on 7<sup>th</sup> February 2018, the Plan provides the strategic framework for the authority's 2018/19 Revenue Budget and Council Tax proposals.
- 5 Report on Attendance** 81 - 84

To consider the report of the City Solicitor in respect of attendance at meetings.
- 6 Amendments to Executive Arrangements** 85 - 90

To note the report of the City Solicitor presenting to Council an amendment to the Leader's executive arrangements for the 2017/18 Municipal year.

**i) Revenue Budget**

- a) To agree that the revenue budget for 2018/19 totalling £510.9m be approved. This means that the Leeds element of the council tax for 2018/19 will increase by 2.99% plus the Adult Social Care precept of 2%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 21<sup>st</sup> February 2018.
- b) To agree grants totalling £70k be allocated to parishes.
- c) To approve the strategy at Appendix 9 in respect of the flexible use of capital receipts.
- d) To agree with respect to the Housing Revenue Account that the following be approved:
  - i) a reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
  - ii) an increase of 3% in dwelling rents in PFI areas.
  - iii) an increase of 3.9% in district heating charges.
  - iv) that service charges for multi-story flats are increased by £2 per week.
  - v) that service charges for low/medium rise properties are increased by 3.9%.
  - vi) that the charge for tenants who benefit from the sheltered support service currently paying £4 a week be increased to £6 per week.
  - vii) That any overall increase to tenants in respect of rents, service and sheltered support charges will be no more than £5 per week.

**ii) Council Tax**

- 1 That it be noted that at the meeting on 10<sup>th</sup> January 2018, Council agreed the following amounts for the year 2018/19, in accordance with regulations made under Sections 31B(3) and 34(4) of the Local Government Finance Act 1992:-
  - a) 225,055.2 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) as its council tax base for the year.

b) **Table 4: Taxbase Numbers 2018/19**

<b>PARISH OF</b>	<b>Taxbase Numbers 2018/19</b>
Aberford and District	773.8
Allerton Bywater	1,429.3
Alwoodley	3,650.9
Arthington	284.7
Austhorpe	25.4
Bardsey cum Rigton	1,126.5
Barwick in Elmet and Scholes	1,985.4
Boston Spa	2,015.4
Bramham cum Oglethorpe	732.6
Bramhope and Carlton	1,815.3
Clifford	742.9
Collingham with Linton	1,704.1
Drighlington	1,865.4
East Keswick	585.3
Gildersome	1,832.7
Great and Little Preston	603.3
Harewood	1,833.2
Horsforth	7,239.2
Kippax	2,884.6
Ledsham	96.1
Ledston	159.2
Micklefield	510.2
Morley	10,642.8
Otley	4,979.0
Pool in Wharfedale	955.7
Rawdon	2,750.0
Scarcroft	811.5
Shadwell	970.9
Swillington	954.5
Thorner	754.1
Thorp Arch	375.5
Walton	116.9
Wetherby	4,707.4
Wothersome	8.2

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

2 That the following amounts be now calculated by the Council for the year 2018/19 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:-

a) **£2,143,997,734** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act.

b) **£1,840,528,831** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act.

- c) **£303,468,903** being the amount by which the aggregate at 2(a) above exceeds the aggregate at 2(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **council tax requirement** for the year.
- d) **£1,348.419868** being the amount at 2(c) above, divided by the amount at 1(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, as **the basic amount of its council tax for the year**.
- e) **£1,919,686.00** being the aggregate amount of all special items referred to in Section 34(1) of the Act.
- f) **£1,339.89** being the amount at 2(d) above, less the result given by dividing the amount at 2(e) above by the amount at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the **basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates**.

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

**g) Table 5: Band D Precept by Parish**

<b>Parish</b>	<b>Band D £ p</b>	
Aberford and District	1,361.28	
Allerton Bywater	1,365.78	
Alwoodley	1,353.89	
Arthington	1,347.79	
Bardsey cum Rigton	1,369.41	
Barwick in Elmet and Scholes	1,358.60	
Boston Spa	1,359.40	
Bramham cum Oglethorpe	1,373.13	
Bramhope and Carlton	1,370.70	
Clifford	1,372.20	
Collingham with Linton	1,393.29	
Drighlington	1,366.16	
East Keswick	1,371.50	
Gildersome	1,352.17	
Great and Little Preston	1,369.73	
Harewood	1,348.62	
Horsforth	1,355.74	
Kippax	1,372.17	
Ledsham	1,392.96	
<b>Ledston</b>	<b>1,339.89</b>	No precept received to date
Micklefield	1,445.87	
Morley	1,359.09	
Otley	1,425.02	
Pool in Wharfedale	1,382.51	
<b>Rawdon</b>	<b>1,355.22</b>	Indicative precept received
Scarcroft	1,371.93	
Shadwell	1,377.76	
Swillington	1,370.80	
Thorner	1,379.01	
Thorp Arch	1,399.81	
Walton	1,390.79	
Wetherby	1,394.16	

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

**h) Table 6: Leeds and Parish Precepts Excluding Police and Fire 2018/19**

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p	
LEEDS EXCEPT PARTS BELOW:	893.26	1,042.14	1,191.01	1,339.89	1,637.64	1,935.40	2,233.15	2,679.78	
<b>Parish of:</b>									
Aberford and District	907.52	1,058.77	1,210.03	1,361.28	1,663.79	1,966.29	2,268.80	2,722.56	
Allerton Bywater	910.52	1,062.27	1,214.03	1,365.78	1,669.29	1,972.79	2,276.30	2,731.56	
Alwoodley	902.59	1,053.03	1,203.46	1,353.89	1,654.75	1,955.62	2,256.48	2,707.78	
Arthington	898.53	1,048.28	1,198.04	1,347.79	1,647.30	1,946.81	2,246.32	2,695.58	
Bardsey cum Rigton	912.94	1,065.10	1,217.25	1,369.41	1,673.72	1,978.04	2,282.35	2,738.82	
Barwick in Elmet and Scholes	905.73	1,056.69	1,207.64	1,358.60	1,660.51	1,962.42	2,264.33	2,717.20	
Boston Spa	906.27	1,057.31	1,208.36	1,359.40	1,661.49	1,963.58	2,265.67	2,718.80	
Bramham cum Oglethorpe	915.42	1,067.99	1,220.56	1,373.13	1,678.27	1,983.41	2,288.55	2,746.26	
Bramhope and Carlton	913.80	1,066.10	1,218.40	1,370.70	1,675.30	1,979.90	2,284.50	2,741.40	
Clifford	914.80	1,067.27	1,219.73	1,372.20	1,677.13	1,982.07	2,287.00	2,744.40	
Collingham with Linton	928.86	1,083.67	1,238.48	1,393.29	1,702.91	2,012.53	2,322.15	2,786.58	
Drighlington	910.77	1,062.57	1,214.36	1,366.16	1,669.75	1,973.34	2,276.93	2,732.32	
East Keswick	914.33	1,066.72	1,219.11	1,371.50	1,676.28	1,981.06	2,285.83	2,743.00	
Gildersome	901.45	1,051.69	1,201.93	1,352.17	1,652.65	1,953.13	2,253.62	2,704.34	
Great and Little Preston	913.15	1,065.35	1,217.54	1,369.73	1,674.11	1,978.50	2,282.88	2,739.46	
Harewood	899.08	1,048.93	1,198.77	1,348.62	1,648.31	1,948.01	2,247.70	2,697.24	
Horsforth	903.83	1,054.46	1,205.10	1,355.74	1,657.02	1,958.29	2,259.57	2,711.48	
Kippax	914.78	1,067.24	1,219.71	1,372.17	1,677.10	1,982.02	2,286.95	2,744.34	
Ledsham	928.64	1,083.41	1,238.19	1,392.96	1,702.51	2,012.05	2,321.60	2,785.92	
<b>Ledston</b>	<b>893.26</b>	<b>1,042.14</b>	<b>1,191.01</b>	<b>1,339.89</b>	<b>1,637.64</b>	<b>1,935.40</b>	<b>2,233.15</b>	<b>2,679.78</b>	TBC
Micklefield	963.91	1,124.57	1,285.22	1,445.87	1,767.17	2,088.48	2,409.78	2,891.74	
Morley	906.06	1,057.07	1,208.08	1,359.09	1,661.11	1,963.13	2,265.15	2,718.18	
Otley	950.01	1,108.35	1,266.68	1,425.02	1,741.69	2,058.36	2,375.03	2,850.04	
Pool in Wharfedale	921.67	1,075.29	1,228.90	1,382.51	1,689.73	1,996.96	2,304.18	2,765.02	
<b>Rawdon</b>	<b>903.48</b>	<b>1,054.06</b>	<b>1,204.64</b>	<b>1,355.22</b>	<b>1,656.38</b>	<b>1,957.54</b>	<b>2,258.70</b>	<b>2,710.44</b>	TBC
Scarcroft	914.62	1,067.06	1,219.49	1,371.93	1,676.80	1,981.68	2,286.55	2,743.86	
Shadwell	918.51	1,071.59	1,224.68	1,377.76	1,683.93	1,990.10	2,296.27	2,755.52	
Swillington	913.87	1,066.18	1,218.49	1,370.80	1,675.42	1,980.04	2,284.67	2,741.60	
Thorner	919.34	1,072.56	1,225.79	1,379.01	1,685.46	1,991.90	2,298.35	2,758.02	
Thorp Arch	933.21	1,088.74	1,244.28	1,399.81	1,710.88	2,021.95	2,333.02	2,799.62	
Walton	927.19	1,081.73	1,236.26	1,390.79	1,699.85	2,008.92	2,317.98	2,781.58	
Wetherby	929.44	1,084.35	1,239.25	1,394.16	1,703.97	2,013.79	2,323.60	2,788.32	

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

3 That it be noted for the year 2018/19 that the Police and Crime Commissioner has issued the following precept and **the Fire & Rescue Authority are expected to issue the following precept** to the Council in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below.

**Table 7: Police and Fire Precepts 2018/19**

Precepting Authority	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
Police & Crime Commissioner West Yorkshire	108.6329	126.7383	144.8438	162.9493	199.1603	235.3712	271.5822	325.8986
West Yorkshire Fire and Rescue Authority	41.810639	48.779078	55.747519	62.715959	76.652838	90.589718	104.526597	125.431918

- 4 That, having calculated the aggregate in each case of the amounts at 2(h) and 3 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, **and subject to confirmation of the Fire & Rescue Authority precept**, hereby sets the following amounts as the amounts of council tax for the year 2018/19 for each of the categories of dwellings shown below:

**Table 8: Leeds and Parish Precepts Including Police and Fire 2018/19**

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p	
LEEDS EXCEPT PARTS BELOW:	1,043.70	1,217.66	1,391.60	1,565.56	1,913.45	2,261.36	2,609.26	3,131.11	
<b>Parish of:</b>									
Aberford and District	1,057.96	1,234.29	1,410.62	1,586.95	1,939.60	2,292.25	2,644.91	3,173.89	
Allerton Bywater	1,060.96	1,237.79	1,414.62	1,591.45	1,945.10	2,298.75	2,652.41	3,182.89	
Alwoodley	1,053.03	1,228.55	1,404.05	1,579.56	1,930.56	2,281.58	2,632.59	3,159.11	
Arthington	1,048.97	1,223.80	1,398.63	1,573.46	1,923.11	2,272.77	2,622.43	3,146.91	
Bardsey cum Rigton	1,063.38	1,240.62	1,417.84	1,595.08	1,949.53	2,304.00	2,658.46	3,190.15	
Barwick in Elmet and Scholes	1,056.17	1,232.21	1,408.23	1,584.27	1,936.32	2,288.38	2,640.44	3,168.53	
Boston Spa	1,056.71	1,232.83	1,408.95	1,585.07	1,937.30	2,289.54	2,641.78	3,170.13	
Bramham cum Oglethorpe	1,065.86	1,243.51	1,421.15	1,598.80	1,954.08	2,309.37	2,664.66	3,197.59	
Bramhope and Carlton	1,064.24	1,241.62	1,418.99	1,596.37	1,951.11	2,305.86	2,660.61	3,192.73	
Clifford	1,065.24	1,242.79	1,420.32	1,597.87	1,952.94	2,308.03	2,663.11	3,195.73	
Collingham with Linton	1,079.30	1,259.19	1,439.07	1,618.96	1,978.72	2,338.49	2,698.26	3,237.91	
Drighlington	1,061.21	1,238.09	1,414.95	1,591.83	1,945.56	2,299.30	2,653.04	3,183.65	
East Keswick	1,064.77	1,242.24	1,419.70	1,597.17	1,952.09	2,307.02	2,661.94	3,194.33	
Gildersome	1,051.89	1,227.21	1,402.52	1,577.84	1,928.46	2,279.09	2,629.73	3,155.67	
Great and Little Preston	1,063.59	1,240.87	1,418.13	1,595.40	1,949.92	2,304.46	2,658.99	3,190.79	
Harewood	1,049.52	1,224.45	1,399.36	1,574.29	1,924.12	2,273.97	2,623.81	3,148.57	
Horsforth	1,054.27	1,229.98	1,405.69	1,581.41	1,932.83	2,284.25	2,635.68	3,162.81	
Kippax	1,065.22	1,242.76	1,420.30	1,597.84	1,952.91	2,307.98	2,663.06	3,195.67	
Ledsham	1,079.08	1,258.93	1,438.78	1,618.63	1,978.32	2,338.01	2,697.71	3,237.25	
<b>Ledston</b>	<b>1,043.70</b>	<b>1,217.66</b>	<b>1,391.60</b>	<b>1,565.56</b>	<b>1,913.45</b>	<b>2,261.36</b>	<b>2,609.26</b>	<b>3,131.11</b>	TBC
Micklefield	1,114.35	1,300.09	1,485.81	1,671.54	2,042.98	2,414.44	2,785.89	3,343.07	
Morley	1,056.50	1,232.59	1,408.67	1,584.76	1,936.92	2,289.09	2,641.26	3,169.51	
Otley	1,100.45	1,283.87	1,467.27	1,650.69	2,017.50	2,384.32	2,751.14	3,301.37	
Pool in Wharfedale	1,072.11	1,250.81	1,429.49	1,608.18	1,965.54	2,322.92	2,680.29	3,216.35	
<b>Rawdon</b>	<b>1,053.92</b>	<b>1,229.58</b>	<b>1,405.23</b>	<b>1,580.89</b>	<b>1,932.19</b>	<b>2,283.50</b>	<b>2,634.81</b>	<b>3,161.77</b>	TBC
Scarcroft	1,065.06	1,242.58	1,420.08	1,597.60	1,952.61	2,307.64	2,662.66	3,195.19	
Shadwell	1,068.95	1,247.11	1,425.27	1,603.43	1,959.74	2,316.06	2,672.38	3,206.85	
Swillington	1,064.31	1,241.70	1,419.08	1,596.47	1,951.23	2,306.00	2,660.78	3,192.93	
Thornor	1,069.78	1,248.08	1,426.38	1,604.68	1,961.27	2,317.86	2,674.46	3,209.35	
Thorp Arch	1,083.65	1,264.26	1,444.87	1,625.48	1,986.69	2,347.91	2,709.13	3,250.95	
Walton	1,077.63	1,257.25	1,436.85	1,616.46	1,975.66	2,334.88	2,694.09	3,232.91	
Wetherby	1,079.88	1,259.87	1,439.84	1,619.83	1,979.78	2,339.75	2,699.71	3,239.65	

- 5 That, in accordance with section 52ZB of the Local Government Finance Act 1992, following the principles set out by the Secretary of State and in the Referendums Relating to Council Tax Increases (Principles) (England) Report 2018/19, it be determined that Leeds City Council's relevant basic amount of council tax for the year 2018/19 is not excessive.

- 6 That the schedule of instalments for 2018/19 for transfers to Leeds City Council and payments to the Police and Crime Commissioner and the Fire & Rescue Authority out of the Collection Fund be determined as set out in Appendix II of this report.

### **iii) Capital Programme Update 2018 – 2021**

- a) That the attached capital programme for 2018-2021 totalling £1,472.3m, including the revised projected position for 2017/18, as presented in Appendix F of the report be approved.
- b) That the Minimum Revenue Provision policy for 2018/19 as set out in Appendix D of the report be approved.

### **iv) Treasury Management Strategy 2018 - 2019**

- a) That the borrowing limits for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.4 of the submitted report and the changes to both the Operational Boundary and the Authorised limits be noted.
- b) That the treasury management indicators for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.5 of the submitted report.
- c) That the investment limits for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.6 of the submitted report
- d) That the revised Treasury Management Policy Statement be adopted.

## **8 Minutes of the Executive Board**

531 - 552

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



Tom Riordan  
Chief Executive

Civic Hall  
Leeds  
LS1 1UR



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

### **Third Party Recording**

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the clerk.

Use of Recordings by Third Parties– code of practice

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

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Proceedings of the Meeting of the Leeds City Council held  
Civic Hall, Leeds on Wednesday, 10th January, 2018

**PRESENT:** The Lord Mayor Councillor Jane Dowson in the Chair.

**WARD**

**ADEL & WHARFEDALE**

Barry John Anderson  
Caroline Anderson  
Billy Flynn

**ALWOODLEY**

Neil Alan Buckley  
Dan Cohen  
Peter Mervyn Harrand

**ARDSLEY & ROBIN HOOD**

Karen Renshaw  
Jack Dunn  
Lisa Mulherin

**ARMLEY**

Alison Natalie Kay Lowe  
James McKenna  
Alice Smart

**BEESTON & HOLBECK**

Angela Gabriel  
Adam Ogilvie  
David Congreve

**BRAMLEY & STANNINGLEY**

Caroline Gruen  
Julie Heselwood  
Kevin Ritchie

**BURMANTOFTS & RICHMOND HILL**

Denise Ragan  
Asghar Khan  
Ron Grahame

**WARD**

**CALVERLEY & FARSLEY**

Andrew Carter  
Amanda Carter  
Rod Wood

**CHAPEL ALLERTON**

Eileen Taylor  
Mohammed Rafique  
Jane Dowson

**CITY & HUNSLET**

Elizabeth Nash  
Mohammed Iqbal

**CROSS GATES & WHINMOOR**

Janette Walker  
Pauleen Grahame  
Peter John Gruen

**FARNLEY & WORTLEY**

David Blackburn  
Ann Blackburn  
Terry Wilford

**GARFORTH & SWILLINGTON**

Sarah Field  
Mark Dobson

**GIPTON & HAREHILLS**

Salma Arif  
Arif Hussain  
Kamila Maqsood

**GUISELEY & RAWDON**

Graham Latty  
Paul John Spencer Wadsworth  
Pat Latty

**HAREWOOD**

Ryan Stephenson  
Rachael Procter  
Matthew James Robinson

**HEADINGLEY**

Alison Garthwaite  
Neil Walshaw  
Jonathon Pryor

**HORSFORTH**

Dawn Collins  
Brian Cleasby

**HYDE PARK & WOODHOUSE**

Christine Denise Towler  
Gerry Harper  
Javaid Akhtar

**KILLINGBECK & SEACROFT**

Graham Hyde  
Catherine Dobson  
Brian Michael Selby

**KIPPAX & METHLEY**

Mary Elizabeth Harland  
James Lewis  
Keith Ivor Wakefield

**KIRKSTALL**

Lucinda Joy Yeadon  
John Anthony Illingworth  
Fiona Elizabeth Venner

**MIDDLETON PARK**

Paul Anthony Truswell  
Judith Blake  
Kim Groves

**MOORTOWN**

Rebecca Charlwood  
Sharon Hamilton

**MORLEY NORTH**

Robert Finnigan  
Robert Gettings  
Thomas Leadley

**MORLEY SOUTH**

Judith Elliott

Shirley Varley

**OTLEY & YEADON**

Colin Campbell

**PUDSEY**

Josephine Patricia Jarosz  
Richard Alwyn Lewis  
Mick Coulson

**ROTHWELL**

David Nagle  
Karen Bruce  
Barry Stewart Golton

**ROUNDHAY**

Eleanor Tunnicliffe  
Christine Macniven  
Ghulam Hussain

**TEMPLE NEWSAM**

Debra Coupar  
Helen Hayden  
Michael Lyons

**WEETWOOD**

Jonathan Bentley  
Susan Bentley  
Judith Mara Chapman

**WETHERBY**

Gerald Wilkinson  
Alan James Lamb  
John Michael Procter

**65 Announcements**

- a) The Lord Mayor wished a Happy New Year to all those present.
- b) The Lord Mayor reminded those present that the meeting was to be webcast.
- c) The Lord Mayor referred to the letter on each Members seat providing an appeal update from Candlelighters setting out the latest amount raised towards the Lord Mayor's Charity.
- d) The Chair congratulated the following who were honoured in the Queen's New Year Honours List:-
  - Mr David Earnshaw CBE
  - Miss Diane Winder OBE
  - Mr Peter Heald MBE
  - Mrs Sheila Miller BEM
  - Mrs Phoebe Ethel Revill-Johnson BEM
  - Mr Steven Robinson BEM
  - Mrs Margaret Stead BEM

**66 Minutes of the last Meeting**

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

**RESOLVED** – That the minutes of the meetings held on 8<sup>th</sup> November 2017 be approved.

**67 Declarations of Interest**

There were no declarations of interests.

**68 Communications**

The Chief Executive informed Council that the a response to a Council resolution has been received from Damian Hinds, the then Minister for Employment in respect of the White Paper on Universal Credit considered by Council in November 2017.

The response has previously been circulated to all Members of Council.

**69 Deputations**

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

- 1) "Chapel Allerton 20 is Plenty" regarding 20mph zones.
- 2) A group regarding the cost of using public conveniences in the City, particularly Leeds Bus Station.
- 3) A group regarding a Public Space Protection Order near to the Marie Stopes Centre
- 4) A group asking for more 'changing places' facilities in the City.

**RESOLVED** – That the subject matter in respect of deputation 1 be referred to the Director of City Development for consideration in consultation with the relevant Executive Member, that the subject matter in respect of deputation 2 be referred to the West Yorkshire Combined Authority, that the subject matter in respect of deputation 3 be referred to the Director of Communities & Environment for consideration in consultation with the relevant Executive Member and that the subject

Draft Minutes to be approved at the meeting held on the 21<sup>st</sup> February 2018.

matter in respect of deputation 4 be referred to the Director of Adults and Health for consideration in consultation with the relevant Executive Member.

## **70 Lord Mayor's Ruling**

The Lord Mayor informed Council that she had considered the submitted amendment to Item 5 (minute 71 refers) and had sought legal advice on the matter by consulting with the Council's City Solicitor before she had taken the decision to rule the amendment out of order.

At the invitation of the Lord Mayor the City Solicitor addressed the Council and set out in detail the legal rationale as to why the Lord Mayor had ruled the amendment out of order.

In summarising this matter the Lord Mayor advised that the amendment was out of order as it had no relevance to the original motion. If it were to be allowed, the council may make a decision to do something that was inappropriate, premature and improper; and it would set a potentially unlawful precedent of being allowed to introduce amendments which were not about the subject of the motion.

## **71 Recommendations of the Executive Board - Amendments to the Leeds Site Allocations Plan**

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

### **RESOLVED -**

- i To note the following proposed amendments arising from the further technical work undertaken: :
  - Revised Submission Draft Schedule of Amendments (January 2018)
  - Revised Submission Draft Amendments (January 2018) (this document comprises extracts from the Submission Draft Plan (May 2017), as amended by the Revised Submission Draft Amendments)
  - Sustainability Appraisal Addendum (January 2018)
  - Revised Submission Draft Amendments (January 2018) Plan Background Paper
- ii To approve that this revised material (referenced in (i) above) be subject to 6 weeks public consultation between 15 January 2018 and 26 February 2018;
- iii To approve that, following the period of consultation, the Revised Submission Draft of the Site Allocations Plan (comprising the Submission Draft SAP (May 2017), as amended by the Revised Submission Draft Amendments (January 2018) be submitted to the Secretary of State (subject to any amendments following public consultation), for Independent Examination prior to Stage 2 of the SAP Examination, pursuant to Section 20 of the Planning and Compulsory Purchase Act 2004 as amended
- iv To delegate authority to the Chief Planning Officer, in consultation with the Executive Member for Regeneration, Transport and Planning to make further amendments to the revised Submission Draft Plan in response to representations received during the consultation period that are considered to be required for the soundness of the Plan;
- v To grant authority to the independent inspectors appointed to hold the Stage 2 Public Examination, to recommend modifications to the Revised Submission Draft Site Allocations Plan, pursuant to Section 20 (7C) of the Planning and Compulsory Purchase Act 2004 as amended.

- vi To delegate authority to the Chief Planning Officer, in consultation with the Executive Member, to a) approve the detail of any further technical documents and supporting evidence required to be submitted alongside the plan for consideration at Public Examination, b) continue discussions with key parties and suggest to the Inspector any edits and consequential changes necessary to be made to the Revised Submission Draft Plan following submission up to and during the Examination and c) prepare and give evidence in support of the Plan at Examination.

**72 Recommendations of General Purposes Committee - Community Governance Review - Final Recommendations**

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

**RESOLVED –**

- a) That the proposals set out at Addendum 2 to the report be approved; and
- b) Confirmed that the proposals set out at Addendum 3 to the report will not be progressed.

**73 Report on Appointments**

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

**RESOLVED –** That the report of the City Solicitor on appointments as a result of a review of Committee places be approved, namely that;

- Councillor C Dobson be appointed to an additional East Leeds Independent Group place on General Purposes Committee.
- Councillor Harland be appointed to an additional Labour Group place on General Purposes Committee.
- Councillor C Dobson be appointed to an additional East Leeds Independent Group place on Member Management Committee
- Councillor Ragan be appointed to an additional Labour Group place on Member Management Committee
- That an additional Conservative Group place on Standards and Conduct Committee be agreed as a 'whips nominee'.
- That one Labour Group place be deleted from the Corporate Governance & Audit Committee and that be the place that Council previously appointed Councillor Sobel to. Councillor Sobel will therefore cease to be a member of that Committee.

That the following appointments requested by the relevant group whip be approved;

- Councillor Ogilvie be appointed to a Labour Group vacancy on Scrutiny Board (Children & Families)
- Councillor Harland be appointed to a Labour Group vacancy on North & East Plans Panel

**74 Report on the Calculation of the Council Tax and Business Rates Tax Bases for 2018/19**

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

**RESOLVED –**

- To agree that, in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012, the amount calculated by the Council as its council tax base for the year 2018/19 shall be 225,055.2 for Leeds and for each parish as listed in Section 3.6, of the report, and detailed in Appendix 1 of the report;
- To note the indicative business rates shares set out in Section 3.9, of the report and delegate authority to the Chief Officer – Financial Services to make the detailed calculations and to submit the final figures to the Department for Communities and Local Government on or before 31<sup>st</sup> January 2018.

**75 Procedural Motion - Suspension of Council Procedure Rules**

It was moved by Councillor J Bentley, seconded by Councillor Campbell that under the provisions of Council Procedure Rule (CPR) 22.1 (Suspension of CPRs), that CPR 11.2 (Notice of Questions) be suspended to allow the question in his name (Question 2) to be replaced with the question set out in italics on the order paper.

Upon being put to the vote it was

**RESOLVED –** That Council Procedure Rule 11.2 (Notice of Questions) be suspended to allow the question in Councillor J Bentley's name (Question 2) to be replaced with the question set out in italics on the order paper.

**76 Questions**

Q1 Councillor R Wood to the Executive Member (Communities):-

Can the Executive Member for Communities set out what the council is doing to prevent illegal street traders from disrupting community events across the city, particularly at Christmas?

The Executive Member (Communities) replied.

Q2 Councillor J Bentley to the Executive Member (Environment & Sustainability):-

Can the executive member for environment and sustainability explain the reasons for the delay to the refuse route reorganisation and the additional cost it has led to the service incurring?

The Executive Member (Environment & Sustainability) replied.



Q3 Councillor J Pryor to the Executive Member (Health, Wellbeing and Adults):-  
Will the Executive Member please provide an update on the state of A&E in Leeds?

The Executive Member (Health, Wellbeing and Adults) replied.

Q4 Councillor A Hussain to the Executive Member (Health, Wellbeing and Adults):-

Can the Executive Member please update Council on the recent launch of new services under the Better Lives Strategy?

The Executive Member (Health, Wellbeing and Adults) replied.

Q5 Councillor Andrew Carter to the Leader of the Council:-

Does the Leader of Council, like I do, fully support the pilot of 100% business rate retention in Leeds?

The Leader of the Council replied.

Q6 Councillor S Golton to the Executive Member (Communities):-

Does the exec board member feel the council should do everything in its power to avoid families facing eviction losing their home?

The Executive Member (Communities) replied

Q7 Councillor J Hesselwood to the Leader of the Council:-

Can the Leader of Council please update Council on what Leeds is doing to celebrate the centenary of women getting the vote?

The Leader of the Council replied.

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

Q8 Councillor S Arif to the Executive Member (Employment, Skills and Opportunity)

Q9 Councillor B Anderson to the Executive Member (Environment and Sustainability)

Q10 Councillor C Campbell to the Executive Member (Regeneration, Transport and Planning)

Q11 Councillor Councillor D Ragan to the Executive Member (Children and Families).

Q12 Councillor M Iqbal to the Executive Member (Communities).

Q13 Councillor C Anderson to the Executive Member (Health, Wellbeing and Adults).

- Q14 Councillor J Bentley to the Executive Member (Children and Families).
- Q15 Councillor S McKenna to the Executive Member (Regeneration, Transport and Planning).
- Q16 Councillor B Anderson to the Executive Member (Environment and Sustainability).
- Q17 Councillor J Chapman to the Executive Member (Health, wellbeing and adults).
- Q18 Councillor M Robinson to the Executive Member (Resources and Strategy).
- Q19 Councillor S Lay to the Executive Member Economy and Culture).
- Q20 Councillor C Anderson to the Executive Member (Environment and Sustainability).
- Q21 Councillor C Campbell to the Executive Member (Regeneration, transport and planning).
- Q22 Councillor B Anderson to the Executive Member (Regeneration, Transport, Planning).
- Q23 Councillor S Golton to the Executive Member (Health, Wellbeing and Adults).
- Q24 Councillor M Robinson to the Executive Member (Environment and Sustainability).
- Q25 Councillor J Bentley to the Executive Member (Environment and Sustainability).
- Q26 Councillor B Anderson to the Executive Member (Communities)
- Q27 Councillor J Bentley to the Executive Member (Communities).
- Q28 Councillor M Robinson to the Executive Member (Communities).
- Q29 Councillor B Anderson to the Executive Member (Children and Families).
- Q30 Councillor M Robinson to the Executive Member (Resources and Strategy).
- Q31 Councillor B Anderson to the Executive Member (Economy and Culture).
- Q32 Councillor M Robinson to the Executive Member (Communities).
- Q33 Councillor M Robinson to the Executive Member (Environment and Sustainability).
- Q34 Councillor M Robinson to the Executive Member (Communities).
- Q35 Councillor R Stephenson to the Leader of Council.

**77 Minutes of the Health and Wellbeing Board and the Executive Board**

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

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

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

At the conclusion of this item Council adjourned from 16.25 to 17.00

**78 Announcements**

The Lord Mayor reported the recent engagement of Councillor Matthew Robinson and Council offered their congratulations.

**79 Report on Devolution**

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

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

**80 White Paper Motion (in the name of Councillor Buckley) - Capital of Culture**

It was moved by Councillor Buckley, seconded by Councillor Blake that this Council is deeply disappointed by the recent announcement from the European Commission that appears to prevent a UK city from being named the European Capital of Culture in 2023.

Rather than lose the work that has already gone into this ambitious project, this Council calls for an alternative approach that would see Leeds host its very own 'Year of Culture' by 2023.

Working in partnership with organisations that have already pledged in support of the Capital of Culture bid this event would showcase the cultural heritage of Leeds, deliver exciting events and projects and would highlight Leeds as a thriving and successful city capable of delivering a cultural showpiece all of its own.

An amendment was moved by Councillor J Bentley, seconded by Councillor Campbell

Delete third paragraph and replace with:

“Working in partnership with organisations that have already pledged financial support and support in kind to the Capital of Culture bid, together with the acquisition of new sponsors, this event would showcase the cultural heritage of Leeds, deliver exciting events and projects, highlight Leeds as a thriving successful city capable of delivering a cultural showpiece all of its own with no higher financial burden to the Leeds council taxpayer.”

The amendment in the name of Councillor J Bentley was declared lost and upon being put to the vote it was

**RESOLVED** – That this Council is deeply disappointed by the recent announcement from the European Commission that appears to prevent a UK city from being named the European Capital of Culture in 2023.

Rather than lose the work that has already gone into this ambitious project, this Council calls for an alternative approach that would see Leeds host its very own 'Year of Culture' by 2023.

Working in partnership with organisations that have already pledged in support of the Capital of Culture bid this event would showcase the cultural heritage of Leeds, deliver exciting events and projects and would highlight Leeds as a thriving and successful city capable of delivering a cultural showpiece all of its own.

**81 White Paper Motion (in the name of Councillor R Lewis) - Rail Networks in Public Ownership**

It was moved by Councillor R Lewis, seconded by Councillor Wakefield that this Council believes modern, responsive and attractive rail and bus networks demand their operators are properly accountable to the passengers and communities they serve.

This Council therefore confirms its support for the rail network to return to public ownership. Council believes this would end the scandal of the use of public money to bail out private companies which have repeatedly failed to fulfil their financial obligations to the public purse, as reported recently with Stagecoach on the East Coast Mainline.

Council believes bus services would improve with increased public accountability, so Council welcomes the commitment from the Secretary of State for Transport calling for councils to consider putting forward proposals for bus franchising arrangements in their areas.

Council therefore calls on the Secretary of State to return the East Coast Mainline to public ownership without delay; and Council requests the Chief Executive works with the council's partners to develop proposals as soon as possible for bus franchising in Leeds to present to the Secretary of State."

An amendment was moved by Councillor D Blackburn, seconded by Councillor Leadley

Add after the final paragraph:

"Council also believes that restrictions stopping Local Authorities setting up their own municipal bus companies are unhelpful and not in the interest of passengers.

Council therefore also calls on the Secretary of State to bring forward amended legislation that will allow all Local Authorities to do this, if they wish."

A second amendment was moved by Councillor Campbell, seconded by Councillor J Bentley

In paragraph two, replace "the rail network to return to public ownership" with "publicly run and locally accountable rail services".

A third amendment was moved by Councillor Andrew Carter, seconded by Councillor Buckley

Delete all after "This Council" and replace with:

"believes that passengers deserve modern, responsive and attractive rail and bus networks.

“Council notes that since 2010 the rail industry has received new investment and seen a huge increase in the number of passengers. This success has inevitably led to the need for a refreshed approach that can tackle problems arising from a congested network and ensure that passengers receive a more reliable and efficient service.

“Council therefore welcomes proposals in the government’s new Strategic Vision for Rail, which aim to increase railway capacity, reform the franchising system to make it work more efficiently, improve passenger experience through the use of digital technology, introduce a new Rail Ombudsman to ensure fair treatment and boost accountability, and build a railway fit for the 21<sup>st</sup> Century. Council regards such proposals as a more realistic way of making improvements to the network, rather than falling back on the flawed and expensive dogma of rail re-nationalisation.

“This Council believes that more local control over bus services could lead to an improved passenger experience, and welcomes the government’s Bus Services Act, which includes options for local authorities to work more closely with bus operators and improve local services. Council requests the Chief Executive works with the council’s partners to develop proposals as soon as possible for bus franchising in Leeds to present to the Secretary of State.”

The amendments in the name of Councillors Campbell and Andrew Carter were declared lost

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

**RESOLVED** – That this Council believes modern, responsive and attractive rail and bus networks demand their operators are properly accountable to the passengers and communities they serve.

This Council therefore confirms its support for the rail network to return to public ownership. Council believes this would end the scandal of the use of public money to bail out private companies which have repeatedly failed to fulfil their financial obligations to the public purse, as reported recently with Stagecoach on the East Coast Mainline.

Council believes bus services would improve with increased public accountability, so Council welcomes the commitment from the Secretary of State for Transport calling for councils to consider putting forward proposals for bus franchising arrangements in their areas.

Council therefore calls on the Secretary of State to return the East Coast Mainline to public ownership without delay; and Council requests the Chief Executive works with the council’s partners to develop proposals as soon as possible for bus franchising in Leeds to present to the Secretary of State.

Council also believes that restrictions stopping Local Authorities setting up their own municipal bus companies are unhelpful and not in the interest of passengers.

Council therefore also calls on the Secretary of State to bring forward amended legislation that will allow all Local Authorities to do this, if they wish.

## **82 White Paper Motion (in the name of Councillor Downes) - Children's Services**

In accordance with Council Procedure Rule 12.4(b) it was moved by Councillor Golton, seconded by Councillor Cleasby that this council notes with concern worsening trends in a number of areas of children’s services including:

Draft Minutes to be approved at the meeting held on the 21<sup>st</sup> February 2018.

- Low educational attainment, with Leeds the second worst council in the worst performing region in England for reading, writing and maths among primary aged children and persistent gaps in attainment for children receiving free school meals and with English as an additional language
- Worsening Ofsted results, in which the number of primary schools that have received a worse score in their 2017 assessment is three times higher than the number that have improved
- Continued reliance on external providers for residential care and independent foster care agencies, which are currently projected to overspend by £1.2 million
- Reduced senior management capacity to improve services

This council is deeply concerned at the effect this decline in service quality is having on vulnerable children and young people in the city.

This Council lacks confidence in the current policies in place to deal with these issues and calls for the creation of an independent cross-party commission to investigate these issues and develop sustainable solutions for the city that will halt the decline in support for our most vulnerable children and help create the infrastructure needed to place the service on a stable footing.

An amendment was moved by Councillor Mulherin, seconded by Councillor Pryor

Delete all after “This Council notes” and replace with:

“...the sharp contrast between the current status of Children’s Services and that which the Labour administration inherited from the Conservative/Lib Dem/Morley Borough Independent coalition in 2010, when Ofsted deemed Children’s Services in the city to be inadequate.

Council notes that despite eight years of damaging cuts and policies by Conservatives and Liberal Democrats in central government, under the current Labour administration this Council has been recognised by the Department for Education as one of the leading local authorities in the country for children’s services.

This Council opposes the Government policy of forced academisation of schools, given the clear lack of accountability of multi-academy trusts, as evidenced by the atrocious conduct of Wakefield City Academies Trust before its collapse.

This Council is appalled by the real term cut in central government funding for children’s services nationally of £2.3bn between 2010 and 2016, with a further £2bn funding gap forecast by the cross-party Local Government Association by 2020 if cuts continue.

Council calls on all political groups to lobby Government to urgently address the £2bn funding gap in children and young people services identified by the cross-party Local Government Association so the Council can continue to invest in early intervention services to ensure all young people in Leeds are given the best possible start in life.”

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

**RESOLVED** – That this Council notes the sharp contrast between the current status of Children’s Services and that which the Labour administration inherited from the Conservative/Lib Dem/Morley Borough Independent coalition in 2010, when Ofsted deemed Children’s Services in the city to be inadequate.

Council notes that despite eight years of damaging cuts and policies by Conservatives and Liberal Democrats in central government, under the current Labour administration this Council has been recognised by the Department for Education as one of the leading local authorities in the country for children’s services.

This Council opposes the Government policy of forced academisation of schools, given the clear lack of accountability of multi-academy trusts, as evidenced by the atrocious conduct of Wakefield City Academies Trust before its collapse.

This Council is appalled by the real term cut in central government funding for children’s services nationally of £2.3bn between 2010 and 2016, with a further £2bn funding gap forecast by the cross-party Local Government Association by 2020 if cuts continue.

Council calls on all political groups to lobby Government to urgently address the £2bn funding gap in children and young people services identified by the cross-party Local Government Association so the Council can continue to invest in early intervention services to ensure all young people in Leeds are given the best possible start in life.

Council rose at 7.20 pm

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**Report of the Director of Resources and Housing**

**Report to Council**

**Date: 21 February 2018**

**Subject: Best Council Plan 2018/19 to 2020/21**

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

**Summary of main issues**

1. This report seeks the approval of Council to adopt the Best Council Plan 2018/19 to 2020/21 at the recommendation of the Executive Board which considered the Plan at its 7 February 2018 meeting. The Plan has been prepared in the context of the initial proposals considered by the Executive Board in December 2017, taking account of the latest socio-economic analysis of Leeds, understanding of government policy and its potential impacts locally 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.
2. The updated Best Council Plan 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 to 2020/21 approved by the Executive Board in July 2017 and the 2018/19 Revenue Budget and Council Tax proposals being considered today.

**Recommendations**

1. Council is asked to adopt the Best Council Plan 2018/19 to 2020/21 at Annexe 1.
2. Also to thank Scrutiny Boards and others for their comments throughout the consultation process that have informed the proposed Best Council Plan 2018/19 to 2020/21.
3. Council is asked to note that further development and graphic design work will take place prior to publication of the updated Best Council Plan in March 2018.

## 1. Purpose of this report

- 1.1 This report presents the Best Council Plan 2018/19 to 2020/21 for Council's consideration and approval. It provides the strategic framework for the authority's 2018/19 Revenue Budget and Council Tax proposals on today's agenda, the financial expression of the council's priorities.

## 2. Background information

### *Developing the Best Council Plan*

- 2.1 On 13 December 2017 the Executive Board agreed an approach for refreshing the Best Council Plan. 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. In December 2017, the Executive Board approved merging these two parts into a single document covering the period 2018/19 to 2020/21 and therefore in line with the Medium-Term Financial Strategy approved by the Board in July 2017.
- 2.3 The Board approved the following approach to strike a balance between maintaining the clarity and continuity of the council's vision and ambitions with further refinement:

### *Continuity*

- 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 and the South Bank; 'compassionate city' encompassing the council's role in protecting the most vulnerable people in our city. A range of reports have been considered by the Executive Board<sup>1</sup> 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.
- 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. This influences our approach to digital, workforce, assets, finance, HR and especially organisational development.

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<sup>1</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 2018/19 – 2020/21 (17/7/17).

- No change to the 8 population **outcomes** (aspirations for everyone in Leeds to, for example, ‘be safe and feel safe’) originally agreed for the 2016/17 Best Council Plan and maintained in the 2017/18 update. 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 the Executive Board in March 2018 prior to Council approval.
- No change to the values which continue to underpin what we do and how we work.

### **Refinement**

- Some updating to the Best City priorities to reflect our key, interconnected strategies, centred on 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).

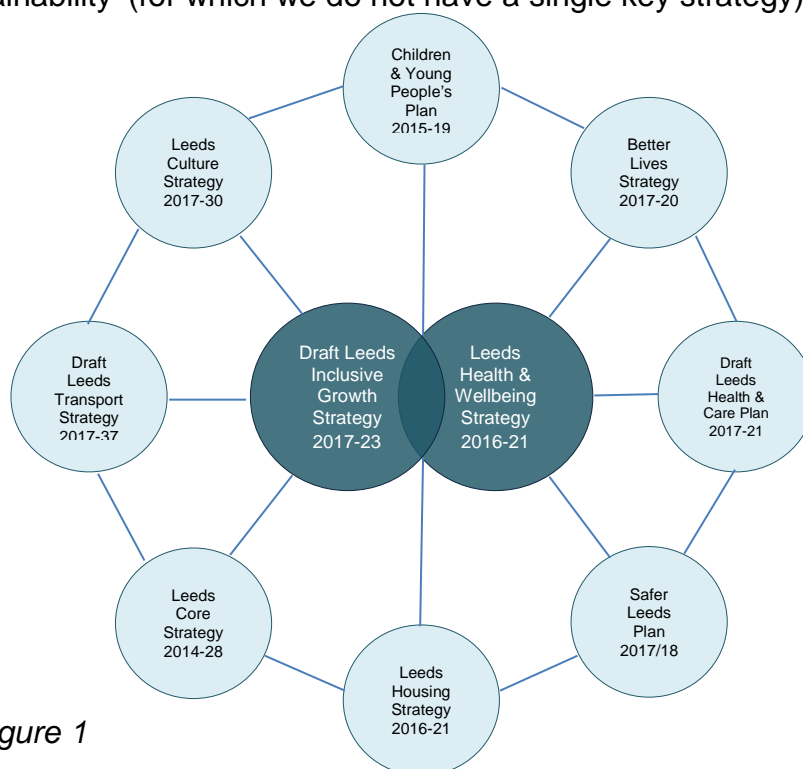


Figure 1

## **3. Main issues**

### **Best Council Plan 2018/19 to 2020/21**

- 3.1 Reflecting this balance of continuing and refinement, and in response to comments received throughout the consultation process, the proposed Best Council Plan 2018/19 to 2020/21 is based around 7 ‘Best City’ priority areas of work. The table below summarises the changes between the current and proposed priorities:

<b>Proposed 2018/1 to 2020/21 priorities</b>	<b>Current 2017/18 priorities</b>	<b>Notes</b>
<b>Inclusive growth</b>	Good growth	Minor change proposed to the wording in line with the Inclusive Growth Strategy
<b>Health &amp; wellbeing</b>	Health & wellbeing	No change
<b>Child-friendly city</b>	Child-friendly city	Initial proposal to December 2017 Executive Board was to amend this to 'Education & Skills', reflecting the specific challenges around improving educational attainment and skills for children and adults and therefore suggesting the merits in having a focused priority on this. Following consultation, this proposal has been amended. Education and skills are therefore incorporated within both the proposed 'Inclusive growth' and 'Child-friendly city' priorities.
<b>Safe, strong communities</b>	Resilient communities	Minor change proposed 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	Minor 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 runs through the narrative of all the priorities which is explicit in the full document but less obvious on the plan on a page. This greater prominence has been welcomed throughout the consultation.
<b>NEW: Culture</b>	N/A	New priority proposed to reflect the importance of the Culture Strategy which was still in early development when the 2017/18 Best Council Plan was approved.
<b>N/A</b>	Better lives	Propose deleting this 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 the updated Best Council Plan under the proposed 'Health and Wellbeing' and 'Housing' priorities.
<b>N/A</b>	Low carbon	Propose deleting as the air quality aspect – which also encompasses nitrous oxides – is incorporated in the updated Best Council Plan under the proposed '21 <sup>st</sup> century infrastructure' priority; the fuel poverty aspect under the proposed 'Housing' priority.

- 3.2 Annexe 1 sets out the draft Best Council Plan 2018/19 to 2020/21 which is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. The annexe includes:
- A foreword from the Council Leader and Chief Executive setting out our approach, high-level socio-economic and policy context and the underpinning principles and coverage of the Best Council Plan, with Inclusive Growth and Health and Wellbeing at the heart of our Strong Economy / Compassionate City ambition.
  - A 'Plan on a Page' setting out our vision, ambitions, desired outcomes and seven 'Best City' priorities:
  - A 'Best City' section that provides an introduction to each of the seven priorities and signposts the reader to the key supporting strategies for further information.
  - A 'Best Council' section, explaining our approach to being an efficient and enterprising organisation with our five council values underpinning what we do and how we work.
  - A set of 'Best City' and 'Best Council' key performance indicators.
- 3.3 Council is asked to note that the draft Best Council Plan at Annexe 1 is currently in text-only version. The final published version will be more visual, incorporating a strong graphical element with a range of related facts and statistics to break up the text, and will be widely communicated using both online and offline channels.

### ***Performance reporting***

- 3.4 The Best Council Plan sits at the top of a range of supporting plans and strategies, each with their own key performance indicators (KPIs) and performance arrangements, including the role of Scrutiny Boards and partnership boards. As a more strategic, cross-cutting document, the Best Council Plan draws on these arrangements and incorporates those KPIs most relevant to the Best Council Plan outcomes and priorities.
- 3.5 The Best Council Plan KPIs are reviewed quarterly with performance scorecards published. This is supplemented by an annual performance report that looks back on progress in delivering the Best Council Plan over the previous year. Both the scorecard and annual reports are publicly available on the leeds.gov website and, for staff and elected members, on the council's intranet site. Operational performance management arrangements are in place at service levels.
- 3.6 These arrangements will continue into 2018/19 with further consideration as to how the strategic focus on delivering better outcomes as articulated in the Best Council Plan is delivered and impacts at more local levels.
- 3.7 Following approval of the Best Council Plan 2018/19 to 2020/21, the 2017/18 Plan will be closed down with an annual performance report later this year provided to the Executive Board looking back on progress on its delivery.

## **4. Corporate considerations**

### **4.1 Consultation and engagement**

- 4.1.1 The proposed Best Council Plan 2018/19 to 2020/21 has been subject to consultation with the Executive Board, all Scrutiny Boards, Community Committee Chairs, the Corporate Leadership Team and other senior officers. The observations and recommendations from Scrutiny Board discussions are summarised at Annexe 2.
- 4.1.2 The outcomes and priorities are drawn from existing and developing plans and strategies, themselves subject to extensive stakeholder consultation and

engagement, including the 2018/19 Budget which has undergone a consultation process with the public, elected members and council officers.

4.1.3 The public consultation on the council's Initial Budget Proposals for 2018/19 took place between the 14th December 2017 and the 15th January 2018. The consultation was introduced through a brief animation, which highlighted the challenges that the council faces and raised some of the themes that would be explored. Though focused on the budget, the animation explained this in the context of the Best Council Plan vision and ambitions with the survey exploring public perception on the council's services and priorities. As such, the results of that consultation exercise are relevant to the proposals to update the Best Council Plan and so the full report is included at Annexe 3. In summary:

- The animation was viewed 28,874 times and, as a result, we received 162 comments, 160 'shares' and 'retweets' and 159 'likes' through social media.
- A total of 1,984 surveys were completed (1,713 online; 217 through the paper postal survey), making the results statistically very robust, by respondents from a range of different demographic groups, broadly representative of the population of Leeds residents as compared against the 2011 Census. 94% of respondents said they live in Leeds and over half (54%) work in Leeds. Around 1 in 7 (14%) said they work for the council. Only 21 respondents (1%) said that they solely visit the city and neither live nor work in Leeds.
- Respondents were asked to rate some of our service priorities by how much they matter to them personally, and by how much they think they matter to the city of Leeds. The service areas that the highest proportion of respondents rated as mattering a lot to them personally were:
  - Keeping streets and neighbourhoods clean and dealing with waste (76%)
  - Working with police to prevent and tackle crime and ASB (73%)
  - Supporting older and vulnerable people (70%)
  - Keeping children safe (67%)
  - Making roads safe, reducing congestion and making it easier to get around (63%)
- The same five service areas were identified as the highest priorities for the city, however this time the top two priorities were:
  - Keeping children safe (86%)
  - Supporting older and vulnerable people (80%)
- The services that had the lowest proportion of respondents rate them as mattering a lot to them personally were:
  - Arranging and promoting cultural events and festivals (17%)
  - Investing in sport and leisure facilities (23%)
  - Supporting people into jobs, training and apprenticeships (35%) - although many more saw this as a priority for the city (48%)
  - Encouraging people to live healthier lifestyles (36%)
- In response to the challenges that the council faces from reduced funding and increasing demand for services, respondents were asked how much they agree or disagree with certain statements. Over three quarters (77%) said we should raise money through increasing council tax and charges, with around half (48%) stating this should be balanced with cuts and reduction of services. With regards to additional funding, 60% of all responses said this should be raised through introducing new charges for some services; over half (56%) agreed with

increasing the rate of council tax and 50% favoured increasing existing charges. Almost a quarter of respondents (23%) said the council should not raise council tax or charges, even if this has a large impact on the services we provide.

- Thinking about how we can deliver services more efficiently, respondents were asked how much they agree or disagree with certain statements. The highest proportion agreed we should deliver more services in partnership with other public organisations (96%). Slightly fewer said that we should work with local community and voluntary groups to deliver more of our services (88%) and that we should encourage local people to voluntarily provide certain services within their communities (74%). A little less than half said that services should mostly be delivered by the council, on its own (48%) and less than a third agreed that more services should be delivered by the private sector (31%).
- 884 comments were received covering a range of issues. These included support for the council's ambitions to tackle poverty and inequalities with a dual focus on both growing the economy while being a compassionate city.

4.1.4 Following approval, staff and member engagement channels will be used to share the Best Council Plan 2018/19 to 2020/21 more widely.

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

4.2.1 A joint equality impact assessment (EIA) of the proposed Best Council Plan 2018/19 to 2020/21 and Budget 2018/19 has been carried out and this is attached at Annexe 4. Additional EIAs have been carried out on the key supporting plans and strategies.

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

4.3.1 This report proposes the Best Council Plan for 2018/19 to 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. It has been developed in consultation, 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).

4.3.2 Detailed delivery plans and key performance indicators are in place for the range of supporting plans and strategies that sit beneath the Best Council Plan. Accountability for monitoring and managing these falls within existing governance arrangements – for example, with partnership boards and project boards and additional scrutiny via Scrutiny Boards – with escalation processes as required to members and the Corporate Leadership Team.

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

4.4.1 The updated Best Council Plan 2018/18 to 2020/21 sets out the council's ambition and priorities aligned with the 2018/19 Budget and consideration of future funding changes. Implementation of the Best Council Plan will continue to inform, and be informed by, the council's funding envelope and staffing and other resources.

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

4.5.1 This report has been produced in compliance with the council's Budget and Policy Framework. As such, it is not eligible for call-in in line with Executive and Decision-Making Procedure Rule 5.1.2.

4.5.2 There are no specific legal implications and all information within this report is available to the public.

## **4.6 Risk management**

4.6.1 Decisions taken as a result of the council's ambitions and priorities as set out in the proposed Best Council Plan 2018/19 to 2020/21 will be risk assessed as appropriate and included in future reports to the Executive Board.

4.6.2 The council's strategic and directorate risk registers will be reviewed in light of the updated Best Council Plan to ensure that the key risks that could impact upon the priorities are appropriately identified, assessed and managed. 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. The most significant risks to the 2018/19 Budget are included within the 2018/19 Revenue Budget and Council Tax report on today's agenda.

4.6.3 An assurance report on the authority's strategic risk management arrangements will be presented to the Corporate Governance and Audit Committee this summer to inform the council's Annual Governance Statement.

## **5 Conclusions**

5.1 The proposed Best Council Plan for 2018/19 to 2020/21 continues the council's aim of tackling poverty and reducing inequalities through a sustained focus on working with partners, organisations and communities to both grow the economy and doing this in a way that is compassionate and caring. It articulates this based around seven inter-connected priority areas of work with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers. At a time of continued financial pressures, it is also important the council continues to play its part to support the 'Best City' vision by becoming a more efficient and enterprising organisation.

## **6 Recommendations**

6.1 Council is asked to adopt the Best Council Plan 2018/19 to 2020/21 at Annexe 1.

6.2 Also to thank Scrutiny Boards and others for their comments throughout the consultation process that have informed the proposed Best Council Plan 2018/19 to 2020/21.

6.3 Council is asked to note that further development and graphic design work will take place prior to publication of the updated Best Council Plan in March 2018.

## **7 Background documents<sup>2</sup>**

7.1 None

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<sup>2</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.



## Best Council Plan 2018/19 to 2020/21

*[Introduction – pages 1-4]*

### **BEST CITY • BEST COUNCIL** ***Tackling poverty and reducing inequalities***

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

#### **About Leeds**

Leeds is a growing city with a population estimated at 781,700 (ONS 2016), an increase of around 50,000 in the last decade. However, it is the shift in the make-up of our population, particularly at local levels, that is most striking. There have been rapid demographic changes during this time, particularly in some of our most deprived communities, driven by a complex combination of immigration and the local housing tenure, with many of these communities being the fastest growing and with the youngest age profile.

This population increase reflects the success of the Leeds economy, both within the city and in neighbouring localities. Leeds has seen the fastest private sector jobs growth of any UK city in recent years and has the largest concentration of financial and professional services and digital jobs in any city in the UK outside London. We also have one of the highest rates of business start-ups and scale-ups in the country. Leeds is a major hub for health innovation, data analytics, innovative manufacturing and knowledge-intensive jobs: for example, the University of Leeds spins out more listed companies than any other UK university, and the city experiences a “brain gain” with more undergraduates and graduates moving into the city than leaving. Leeds is now a top five UK tourism destination, attracting over 26 million visitors a year, and was ranked fifth by the Lonely Planet in its list of the best places to visit in Europe in 2017, the city’s urban regeneration efforts and flourishing cultural scene highlighted.

*[Map of Leeds with key stats/facts about the population as infographics]*

However not everyone is benefiting fully from this economic success. There remain significant issues of poverty and deprivation in the city. Low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression. Our education and skills system does not work for everyone, and we need to continue to make progress in improving our schools so that they are equipping young people with the learning, attributes and awareness of opportunities they will need to succeed in work.

Levels of health and wellbeing are inextricably linked with deprivation within the city. Local mapping highlights these issues and emphasises the different rates of progress between different communities across the city, although targeted interventions have meant that some inequalities are reducing more quickly in our most deprived areas. In addition, there is evidence that some mental health problems are becoming more prevalent, particularly amongst older people. Depression in particular is also more common in people with a physical illness, including those living with long-term conditions.

Looking forward, overall the prospects for future economic growth in Leeds remain robust, supported by the city’s skilled workforce, the growth and innovation by its firms and universities, and the progress being made with infrastructure. However, we will only fulfil this potential for future growth if we sustain the progress we are making, and by taking action on areas where we could perform better. This includes tackling poverty, improving health and wellbeing, supporting greater resilience

across the city, boosting housing growth and regeneration, increasing productivity, attracting and retaining a skilled workforce, and enhancing transport and infrastructure. We must also be prepared for any downturn in the national economy where the outlook is uncertain, particularly in the context of Brexit.

## **Best City**

The Best Council Plan 2018/19 – 2020/21 maintains our long-term ‘Best City’ strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring, allowing us to support our most vulnerable children and adults.

Building on the range of council and partnership strategies in place and in development, this Best Council Plan update sets out seven interconnected priority areas of work that flow in particular from our two main cross-cutting strategies: *Inclusive Growth* and *Health and Wellbeing*. Taken together, a focus on these priorities will deliver better outcomes for everyone in Leeds:

- Inclusive growth
- Health and wellbeing
- Child-friendly city
- Safe, strong communities
- Housing
- 21<sup>st</sup> century infrastructure
- Culture

The following pages briefly explain these priorities and set out the key performance indicators we use to track progress. We have also signposted the most significant ‘Best City’ strategies to read for more detail on both the issues and the collaborative and innovative work that we and our partners are doing in response.

## **Best Council**

*[Infographic of Civic Hall / Town Hall and key stats/facts about the council, including its regional role]*

In 2016 Leeds won the Municipal Journal’s prestigious ‘Local Authority of the Year’ award. The judges commended our “consistent and dynamic leadership” and “clear improvement vision” and noted that winning this category highlights a local authority’s success not just in one project or department but right across the organisation.

In the same year, we won the Local Government Chronicle’s Children’s Services award with judges praising our “genuinely ambitious programme reaching out to all children and young people across the city through concerted interagency drive and an obvious clarity of leadership”.

We are justifiably proud of these accolades but we are not complacent: we recognise the complex challenges facing the city, as outlined above, and that the council has a major place-shaping and leadership role to play to help address them through strong partnership working and engagement with organisations across all sectors and our diverse communities. We can only do this by continuing our efforts to be a more efficient and enterprising organisation with our values at the core of what we do and how we work. Our programme of organisational cultural change alongside delivery of our medium-term financial strategy remain central to this ‘Best Council’ ambition.

The vision, ambitions and priorities set out here would not be achievable without close partnership working and our skilled and dedicated councillors and staff: the elected members who serve the city, our partners and everyone who works for the council plays a vital role in delivering the Best Council Plan. We thank you all.

*[Pull-out with pictures of Cllr Blake and Tom Riordan]*

## 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
- 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 the city's 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
- Helping people into work, supporting businesses and residents to improve skills and progress into better jobs
- Targeting interventions to tackle poverty in priority neighbourhoods
  - Tackling low pay

#### HEALTH & WELLBEING

- Reducing health inequalities and improving the health of the poorest the fastest
  - Supporting healthy, physically 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

#### CHILD-FRIENDLY CITY

- Supporting families to give children the best start in life
- Improving educational attainment and closing achievement gaps for disadvantaged learners
- Improving social, emotional and mental health and wellbeing
- Helping young people into adulthood, to develop life skills and be ready for work

#### 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 local needs, building thriving, resilient communities

#### 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, safety, 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, increasing recycling and promoting low carbon energy
  - Improving air quality, reducing noise and 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

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## **BEST CITY PRIORITIES**

*[Supported by infographics and key stats/facts]*

### ***Inclusive Growth***

To ensure a strong economy in the longer term, Leeds needs to continue to support and attract good-quality jobs and investment. Our diverse economy has helped us to recover from the economic downturn better than many of our neighbours, and we continue to be a good place to invest and do business, with a particularly strong performance in new business creation and expansion.

However our ambition is for a compassionate city as well as a strong economy. Therefore we are pursuing inclusive growth, to enable all people and places realise their full potential in contributing to and benefiting from economic growth. The people of Leeds will be at the heart of everything we do, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever-changing labour market. As the UK navigates its way through Brexit, we will continue to offer support to our firms and our communities, but also further strengthen the city's international profile and its attractiveness as a location for investment. Leeds is, and always will be, open for business and talent.

Education and skills are essential parts of our economic prosperity. Education and skills are of economic value to individuals as workers, to the businesses that employ them and to the wider economy through greater productivity and competitiveness. There are also considerable social benefits to individuals and communities which aid the development of more equitable communities, in turn supporting economic growth. Education and skills are key factors in routes out of poverty and worklessness. The economic and social impact can be maximised by investing in the right skills: these are the skills which achieve business success and create opportunities for individuals. A continuing challenge is clearly identifying future skills' requirements of the economy, but also to ensure more equitable access to education and skills for individuals. Our focus has three main elements: continuing to improve educational attainment across the city, whilst closing the achievement gap for disadvantaged learners – a particular focus of our Leeds Children and Young People's Plan; encouraging greater collaboration between schools and businesses; and supporting businesses and individuals in improving skills to boost competitiveness and aid career progression.

As part of our Inclusive Growth Strategy, we have secured firm commitments from businesses and stakeholders to offer support for our city. Some major institutions have already set out what they will do more of or do differently, and these commitments are key elements of our approach. The Strategy identifies twelve big ideas to shape our city by boosting our long term productivity, competitiveness and social inclusion. There is a lot of good work already taking place in Leeds but there remains an opportunity for this to have renewed focus, a clearer strategic context and stronger commitment from businesses and others in the city.

You can find more information in these key strategies:

- Leeds Inclusive Growth Strategy
- Leeds Talent and Skills Plan
- Leeds City Region Strategic Economic Plan *[wording may change to 'Local Inclusion Industrial Strategy' – timescales for change TBC at time of writing]*

### ***Health and Wellbeing***

So many factors contribute to our health and wellbeing, meaning our challenge is to reflect the breadth of the agenda whilst being specific about the areas we need to focus on to make the biggest difference. In Leeds we believe that our greatest strength and our most important asset is our people.

Health and wellbeing start with people: our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; the environment we create to live in together. Our ambition is for Leeds to be the best city for health and wellbeing, underpinned by a strong commitment to partnership working across health and care services to get behind the shared vision set out in the Health and Wellbeing Strategy: that Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

We believe we are well placed to respond. We are working with communities and partners, delivering asset-based community development approaches, to improve local support for people with care and support needs. In addition, the network of national health leadership and research organisations in the city, along with our city's relatively strong economy and exceptional universities, creates a unique health and care infrastructure. Leeds is a pioneer in the use of information and technology. We have a thriving third sector and inspiring community assets. We have established strong relationships with health and care partners to continue to pursue improvement and integration aimed at making care services more person-centred, joined-up and preventative, whilst also responding to the financial challenges across the whole system. The Leeds Health and Care Plan is key in taking this forward, with its focus on protecting the vulnerable and reducing inequalities; improving quality and consistency; and building a sustainable system against the backdrop of reducing resources.

You can find more information in these key strategies:

- Leeds Health and Wellbeing Strategy
- Leeds Children and Young People's Plan
- Leeds Better Lives Strategy
- Leeds Sport & Active Lifestyles Strategy
- Leeds Health and Care Plan
- West Yorkshire and Harrogate Sustainability and Transformation Plan

### ***Child-Friendly City***

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to improve the homes and places in which children live and play and better their overall health and wellbeing. We aim to improve outcomes for all our children while recognising the need for outcomes to improve faster for children from disadvantaged and vulnerable backgrounds.

Realising this aspiration will require progress across all the Best Council Plan priorities, with renewed action to integrate initiatives across policy areas, for example: through the Health and Wellbeing Strategy, we will promote healthy, physically active lifestyles for our young people; our pursuit of safe, strong communities will endeavour to keep young people safe from harm, protecting the most vulnerable; our approach to transport will aim to address the specific requirements of young people; and, the improvement of the skills and education of our young people as they enter the world of work are central to our approach to inclusive growth.

The Leeds Children and Young People's Plan explains our child-friendly approach and sets out eleven priority areas of work:

- Help children and parents to live in safe and supportive families
- Ensure that the most vulnerable are protected
- Support families to give children the best start in life
- Increase the number of children and young people participating and engaging in learning
- Improve achievement and attainment for all
- Improve at a faster rate educational outcomes for vulnerable children and young people
- Improve social, emotional, and mental health and wellbeing
- Encourage physical activity and healthy eating
- Support young people to make good choices and minimise risk-taking behaviours

- Help young people into adulthood, to develop life skills, and be ready for work
- Improve access to affordable, safe, and reliable connected transport for young people

You can find more information in this key strategy:

- Leeds Children and Young People's Plan

### **21<sup>st</sup> Century Infrastructure**

Like other growing cities, Leeds faces a number of significant challenges, including improving air quality, linking people to services and employment, and increasing the numbers of people choosing public transport. To address these challenges and support our Best City ambition, we require 21st century infrastructure. This means further integration in planning, funding and delivering improved infrastructure for Leeds that will help us support growth and improve connectivity, bringing new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers. However, our approach needs to go beyond a narrow pursuit of growth; rather we need to do this in a way that ensures Leeds is liveable and healthy, as well as prosperous.

A step change in the level of public transport use is needed; employment and housing growth areas in the city need to be advanced and problems such as poor air quality need to be tackled. Local and regional solutions need to be aligned with national projects such as HS2 and Northern Powerhouse Rail to spread the benefits.

The renewed commitment to HS2, the Northern Powerhouse agenda, the potential of further devolution deals and the West Yorkshire Transport Strategy create the appropriate context to set a new strategic transport approach for the city. We have a unique opportunity to invest in new transport initiatives to support growth in the city, using government funding originally earmarked for the New Generation Transport (NGT) trolleybus system. With local and private sector contributions the total investment package is worth almost double.

We want Leeds to be a healthy city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits. Subject to consultation, proposals to address this include the potential introduction of a Clean Air Zone that would charge buses, HGVs, taxis and private hire vehicles that fail to meet the latest emissions standards for entering a defined area within the city centre.

Leeds' digital infrastructure is vital to our future success as this connectivity underpins growth, not only in our flourishing digital sector but across all parts of our economy. Our Smart Cities work is a key priority, working with business, universities and local partners in establishing Leeds as a leader in the application of big data, building on the assets such as the Open Data Institute, Data Mill North and Leeds Institute for Data Analytics (LIDA).

You can find more information in these key strategies:

- Leeds Transport Strategy
- Leeds Inclusive Growth Strategy
- Leeds Local Flood Risk Management Strategy
- West Yorkshire Low Emissions Strategy
- West Yorkshire Local Transport Plan
- Transport for the North Strategic Transport Plan

### **Housing**

One of the biggest challenges Leeds faces is to provide enough quality and accessible homes to meet the city's growing population, whilst protecting the quality of the environment and respecting

community identity. The need for affordable housing and affordable warmth are key issues in meeting this challenge.

The Leeds Housing Strategy sets out our ambitions for effectively meeting housing need to make Leeds the best place to live. We continue to work to deliver six priorities: affordable housing growth; improving housing quality; promoting independent living; creating sustainable communities; improving health through housing and meeting the needs of older residents. In practice, we are co-ordinating activity to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and quality.

Working with developers and housing associations we identify opportunities to build new homes – including affordable homes – and convert empty homes back into use. Our programme of building new council homes, incorporating specialist Extra Care housing schemes, are built to the Leeds Standard: better urban design, meeting space standards and using sustainable construction. Through a mixture of self-regulation and enforcement we encourage landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. These initiatives also provide employment opportunities in construction and increase the energy-efficiency of homes.

We continue to address homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds. Vulnerable young people, adults and families are helped further through our Housing Related Support Programme, providing support and emergency accommodation. We carry out adaptations to housing to help disabled people live independently and prevent admission to hospital or residential care. Our Accessible Housing Register makes it easier for disabled applicants and housing officers to match properties to people's needs.

You can find more information in these key strategies:

- Leeds Housing Strategy
- Leeds Core Strategy
- Leeds Site Allocations Plan

### ***Safe, Strong Communities***

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

Central to our ambition is a new place-based, integrated approach to service delivery, combined with a renewed focus on tackling poverty and reducing inequality in some of our poorest neighbourhoods. We are bringing people together to make a difference and help them to do more for themselves and others so that their communities can thrive, making sure that:

- Residents, communities, businesses and organisations are equal partners;
- Local people are engaged to achieve things that we cannot achieve alone and we add value to their activities;
- The city's strategic priorities are aligned to local communities to deliver joint action;



- Tools and support are provided to local people to take action and we share information, skills and resources.

This place-based, integrated approach expands on the work of Community Committees by outlining a more joined-up service offer in a number of priority wards in the inner city areas and priority council-owned housing estates in the outer areas, and importantly those neighbourhoods who fall into the 1% most deprived nationally.

We will build on our strong partnership approach, working seamlessly with partners from all sectors with the central focus on meeting the needs and demands of communities, regardless of responsibility for resources. We will continue to work to make all our communities safe for everyone, tackling and working to prevent new and existing risks, threats and harms, whether it is anti-social behaviour, domestic violence, hate crime, or serious acquisitive criminal activity. This includes a continued commitment to meeting the statutory Prevent Duty: ensuring the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism and terrorist-related activities. We will also look to take a wide approach to inclusive growth, working to make the connections between tackling low pay and promoting skills and career progression, with the challenges of welfare reform and financial hardship.

You can find more information in these key strategies and related documents:

- Safer Leeds Plan
- Children and Young People's Plan
- Better Lives Strategy
- Citizens@Leeds – Supporting communities and tackling poverty (*annual reports to Leeds City Council's Executive Board*)
- Leeds City Council Equality Improvement Priorities

## **Culture**

We believe culture has a vital role to play in realising our Best City ambition. Our approach, as set out in the Leeds Culture Strategy is to promote a positive attitude towards culture, focussing on the contribution it can make to the city's confidence, profile and economy and to wider community cohesion. Leeds has been selected to be part of the prestigious 'Pilot Cities' European project, a peer-learning programme which will help us benchmark key elements of our Culture Strategy with other cities, learning from each other.

Our approach is rooted in our communities and takes a wide definition of culture, aiming to embed it across such diverse areas as urban regeneration, education and health and wellbeing. Specifically our objectives are:

- For the city to value and prioritise cultural activity, utilising it as a means of improving the quality of life experienced by every person and every community in Leeds;
- For culture to build respect, cohesion and coexistence between and within communities and individuals;
- For people, whatever their background, to be supported to be creative through school, informal learning, training, volunteering and employment, ensuring that culture can be created and experienced by anyone;
- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration;
- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies;
- For the culture sector to grow and increase its contribution to Leeds' economy, by placing culture at the heart of the city's narrative; and

- For established cultural organisations to be resilient, and to create an environment where new cultural organisations can flourish.

You can find more information in this key strategy:

- Leeds Culture Strategy

[\[Pages 11-12: Best Council Ambition and Values\]](#)

## **BEST COUNCIL**

*[Supported by infographics and key stats/facts]*

Our journey to become a more efficient and enterprising organisation centres on an ongoing programme of organisational cultural change aimed at making the best use of the resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally.

To date, we have responded to the financial challenges facing local government and been able to balance the budget each year, protecting front-line services, avoiding large-scale compulsory redundancies and targeting resources into preventative services, helping manage the implications of demand and demographic pressures. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies, including reducing staffing levels by over 3,200 'FTEs' (full-time equivalent members of staff) between 2010/11 and 2017/18. These efforts will continue as set out in our annual Budget with our Medium-Term Financial Strategy updated to reflect the latest financial and economic conditions. For 2018/19, this includes the introduction of 100% business rates retention, the Leeds City Region Business Rates Pool (of which Leeds City Council is a member local authority) having successfully applied to take part in government's pilot programme.

Though we have fewer people employed by the council, we remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing, helping them perform at their very best. We continue to encourage a 'can do' culture across the organisation where people feel more confident and empowered, and maintain our focus on inclusion and diversity, aiming to raise awareness, eliminate barriers, celebrate differences and create a workforce more representative of our communities. The 'breakthrough' approach that has served us so well in bringing together multi-disciplinary teams from across council services, partners and communities to tackle key challenges also continues, with a specific 'task and finish' focus on programmes and projects that support our strategic priorities and help address future financial challenges.

With the reopening of a refurbished Merrion House in 2018, many of our front-line council services are in one place, improving customer access in the city; the ongoing rollout of Community Hubs serving as focal points for members of the public in other parts of Leeds. While face-to-face customer contact remains important, we are using technology and training to grow people's digital skills, making it easier for staff and citizens to self-serve online and enabling a quicker, more streamlined response to customers who can access services at times that best suit them. This is supported by our work to improve the quality and availability of information provided to customers, staff and elected members based on a range of insight, including stakeholder engagement and data analysis; we remain committed to 'open data' where possible and in compliance with the General Data Protection Regulations in effect from May 2018. This insight informs our decision-making, enabling us to better prioritise interventions and resources to where they are most needed.

Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from Leeds City

Council: a council which is honest, fair, good with money, joined up and proud to make a difference – the Best Council in the UK.

*[Infographics with the council's 5 values]*

*[Pages 13-14: Key performance indicators]*

## **KEY PERFORMANCE INDICATORS**

*How we are measuring progress in achieving better outcomes – these can change so check online for the latest version*

The set of key performance indicators (KPIs) below help us measure progress in delivering our Best City and Best Council ambitions, outcomes and priorities. These are indicators that we track over the long-term and report on regularly. For ease of reference, the Best City KPIs have been grouped against the most relevant priority but together they form a basket and so should be read together.

At the end of the year, we look back on our performance and publish an annual report on the 'Best Council Plan' page on the council's leeds.gov.uk website. This is supplemented by more detailed publicly-available performance information produced for the range of plans and strategies that support the Best Council Plan and the operational service performance reports considered by the council's scrutiny boards. A wider set of information about Leeds is also available through the Leeds Observatory, a web-based tool that provides a focal point for information and data about our areas and communities.

### **Best City KPIs**

#### ***Inclusive Growth***

- Jobs change in the Leeds economy (*with additional quarterly proxy measures on employment rate and economic activity and inactivity*)
- Productivity forecast – GVA per head
- Number of new business start-ups and scale-ups
- Business rates growth
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Leeds as a destination for higher education leavers
- Percentages of Leeds residents and Leeds workers earning below the Real Living Wage
- Claimant rate for Employment and Support Allowance
- Number of adults of working age affected by in-work poverty
- *NB: an indicator will be developed on inward investment aiming to report from April 2019*

#### ***Health and Wellbeing***

- Infant mortality rate
- Proportion / percentage (*TBC at the time of writing in line with the updated Children & Young People's Plan*) of children maintaining a healthy weight [*this will be reported at ages 4-5 and 10-11 years*]
- Percentage of physically active adults
- Percentage of adults who smoke
- Avoidable years of life lost
- Suicide rates
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage

- Reduced rate of early death for people with a serious mental health illness
- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'
- 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
- Proportion of people who use social care services who have control over their daily life
- *Potential additional KPI to be included/developed around social isolation and loneliness.*

**Child-Friendly City** – NB: the Children and Young People's Plan and its associated KPIs are currently being refreshed for consideration by the Executive Board in March 2018. Additional KPIs may therefore be added to the list below in line with the refresh.

- Number of children who need to be looked after
- Number of children and young people subject to a child protection plan
- Attendance at primary and secondary schools
- Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2
- Progress 8 score for Leeds at the end of Key Stage 4
- Percentage and number of young people who are not in employment, education or training or whose status is 'not known'

### **21<sup>st</sup> Century Infrastructure**

- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in city centre travel by sustainable travel (bus, train, cycling, walking)
- Percentage of waste recycled
- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- Number of residential and commercial properties moved to a lower level of flood risk
- Percentage of adults in Leeds who have all 5 basic digital skills
- Percentage of adults in Leeds who have not been online in the last 3 months

### **Housing**

- Growth in new homes in Leeds
- Number of affordable homes delivered
- Number of new units of extra care housing
- Improved energy and thermal efficiency performance of houses
- Number of households in fuel poverty
- Number of homeless preventions *[will also report annually on number of rough sleepers in Leeds]*
- Percentage of housing adaptations completed within target timescale
- Percentage of council housing repairs completed within target

### **Safe, Strong Communities**

- Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met
- Increased self-reporting of domestic violence and abuse incidents
- Number of people killed or seriously injured in road traffic accidents *[will report both on total number and the number of children]*

- Council tenant satisfaction with the neighbourhood as a place to live
- Percentage of Leeds residents who say they feel safe in their local area
- Proportion of households reporting repeated anti-social behaviour / nuisance concerns
- Number of reported hate incidents

### **Culture**

- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds
- *The Leeds Culture Strategy delivery plan is in development at the time of writing; this may lead to additional KPIs being added to the Best Council Plan in-year in relation to this priority.*

### **Best Council KPIs**

- Workforce more representative of our communities
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [*Q in annual staff survey*]
- Average staff sickness levels [*reported overall and broken down into Mental health; Musculo-skeletal disorders and Back & neck; Heart & blood pressure*]
- Reduction in workplace accident and incident reports [*with a specific reduction in absence related to violence & aggression and manual handling*]
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed
- Gender pay gap across council staff [*new requirement to report nationally from March 2018 on a range of gender pay gaps: mean and median gap in hourly pay; mean and median bonus pay gaps; proportion of males and females receiving a bonus payment; proportion of males and females in each pay quartile*]
- Level of over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders raised through the council's financial management system that are placed with local suppliers, the third sector and small and medium-sized enterprises
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales [*KPI relates to both Freedom of Information and Subject Access Requirement requests*]
- Percentage of orders raised through the council's financial management system that are placed with local suppliers, the third sector and small and medium-sized enterprises
- Prompt payment of invoices against target

## **Best Council Plan Refresh 2018/19 to 2020/21: Initial Proposals**

### **Scrutiny observations and recommendations**

#### **Introduction**

At its meeting on 13 December 2017, the Executive Board considered a report by the Director of Resources and Housing setting out initial proposals for refreshing the Best Council Plan for the period 2018/19 – 2020/21. Further engagement was then sought with Scrutiny Boards on the emerging Best Council Plan.

This engagement process took place over a series of meetings in December 2017 and January 2018, as follows:

- Children and Families Scrutiny Board – 14 December 2017
- Adults and Health Scrutiny Board – 19 December 2017
- Infrastructure and Investment Scrutiny Board – 20 December 2017
- Strategy and Resources Scrutiny Board – 21 December 2017
- Environment, Housing and Communities Scrutiny Board – 15 January 2018
- Inclusive Growth, Culture and Sport Scrutiny Board – 17 January 2018

Each of the Scrutiny Boards received a copy of the Executive Board's report. Examination of the initial proposals set out within this report included input from Executive Board Members, Directors and other Senior Council Officers.

This summary note sets out the key observations made by individual Scrutiny Boards as well as detailing the concluding recommendations put forward by Scrutiny for consideration by the Executive Board during its meeting on 7<sup>th</sup> February 2018.

#### **Key observations by individual Scrutiny Boards**

In consideration of the initial proposals for refreshing the Best Council Plan for the period 2018/19 – 2020/21, the following key observations were made by the Scrutiny Boards:

##### Children and Families Scrutiny Board (14 December 2017)

- With regard to the Best City priorities proposed for 2018/19 – 2020/21 compared to the priorities in the current 2017/18 Best Council Plan, there was strong opposition to the proposed removal of Child Friendly City. The Board felt that its removal may convey the message to the wider city, particularly children and young people, that this is no longer a priority.

##### Adults and Health Scrutiny Board (19 December 2017)

- Support for the retention of the 'Child Friendly City' priority – as highlighted by the Children's and Families Scrutiny Board.
- Welcomed 'Housing' as a new priority area, and suggested 'affordable housing' and 'housing units back into use' for inclusion as specific performance measures within the priority area.

- Some concern that environmental sustainability is not sufficiently reflected in the current proposals.
- The Board felt it important to ensure that changes in health care demand are adequately captured and reported within the Best Council Plan.
- The Board felt it important to ensure that 'Air Quality' is reflected in the overall priorities.

#### Infrastructure and Investment Scrutiny Board (20 December 2017)

- The delivery of affordable housing. The Board welcomed the intention to include a performance indicator.
- Clarity was sought regarding the performance indicator relating to number of houses built.
- That Sustainable Development is not reflected and this should be at the core consideration for growth.
- That reducing the factors that create global warming should be more prominent.

#### Strategy and Resources Scrutiny Board (21 December 2017)

- Suggested that reference to 'recycling' be included as part of the '21st century infrastructure' priority.
- Suggested that 'sexual violence and harassment' be added under 'increased self-reporting of domestic violence and abuse incidents'.
- Welcomed the inclusion of 'Housing' as a new priority area, and suggested a specific focus on affordable housing, including the development of modern construction technologies to support more people into housing ownership.

#### Environment, Housing and Communities Scrutiny Board (15 January 2018)

- In querying the removal of the 'Low carbon' priority, the Board acknowledged the intention of this being reflected as a KPI under the new '21<sup>st</sup> century infrastructure' priority, alongside other related KPIs around improving air quality and reducing noise.
- The Board focused on the consultation and engagement strategies used to inform the content of the Best Council Plan as well as raising greater public awareness. Whilst acknowledging the cost-benefits of utilising on-line routes of communication and engagement, the Board stressed the need to also make the Plan more accessible via local libraries and Community Hubs.

#### Inclusive Growth, Culture and Sport (17 January 2018)

- Particular reference was made to the recent piece of work undertaken by the Scrutiny Board in supporting the development of a whole systems approach towards physical activity. The Board acknowledged that 'supporting healthy, active lifestyles' is to be reflected within the refreshed Health and Wellbeing priority. However, the Board felt that this area still warranted more prominence in terms of becoming a Best Council Plan priority or city-wide obsession if a sustainable whole systems approach is to be achieved.

- Whilst acknowledging the complexities in capturing data surrounding loneliness and social isolation, the Board emphasised the importance of undertaking further work aimed at developing a Best Council Plan KPI that focuses on reducing loneliness and social isolation.
- There was also support from the Board for the retention of the 'Child Friendly City' priority.

### **Concluding recommendations made by Scrutiny**

The following recommendations have been made by Scrutiny for the consideration of the Executive Board:

#### **Recommendation 1.**

That the Executive Board supports the retention of 'Child Friendly City' as a key priority in the Best Council Plan 2018/19 refresh.

#### **Recommendation 2.**

That the Executive Board supports the need to ensure that local libraries and Community Hubs also form part of the communication and engagement strategy linked to the Best Council Plan to maximise accessibility.

#### **Recommendation 3.**

That the Executive Board supports the need to make 'supporting healthy, active lifestyles' a Best Council Plan priority or city-wide obsession in accordance with existing efforts to develop a sustainable whole systems approach towards physical activity for Leeds.

#### **Recommendation 4.**

That the Executive Board supports the need for further work to be undertaken aimed at developing a Best Council Plan KPI that focuses on reducing loneliness and social isolation.

#### **Recommendation 5.**

That the Executive Board supports the need to ensure that sustainable development has prominence under the Transport and Infrastructure ambition to ensure that the environmental and social needs of communities have greater focus, and that access to supporting facilities and services such as green space, transport and health services are not diminished due to housing and infrastructure growth.



# Initial Budget Proposals 2018/19 - Consultation Report

## Consultation held December 2017 - January 2018

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## 1. Introduction and approach

Public consultation on the council's Initial Budget Proposals (IBP) for 2018/19 took place between the 14<sup>th</sup> December 2017 and the 15<sup>th</sup> January 2018. The full IBP can be viewed in the [public reports pack](#) for the 13<sup>th</sup> December 2017 Executive Board, where the initial proposals were considered. The approach taken recognised the importance of engaging a representative number of respondents from a broad cross-section of demographic groups, and the need to review residents' budget priorities.

The consultation was primarily carried out through an online survey (also available in paper format), which included a brief summary of the key points from the IBP, interspersed with single and multiple-choice questions that focussed on the principles of the council's budget and service priorities. This approach was taken to improve the experience of taking part, with a view to increasing levels of engagement from prior years. An open response question was also included to give respondents flexibility to share any views they wished. (The survey is attached as Appendix 2.)

Residents were primarily invited to take part through social media and a news item on the council's website. Staff were invited via email newsletter and a news item on the staff intranet (InSite). Invitations were also emailed to partner organisations, requesting that they share through their networks. Members of the Citizens' Panel received either an email or postal invitation to the survey. Further targeted advertising, carried out through Facebook, was found to be highly successful in increasing engagement of younger people (bringing in 3 times as many further completions).

The consultation was introduced through a brief animation, which highlighted the challenges that the council faces and raised some of the themes that would be explored. In total, this animation was viewed 28,874 times and, as a result, we received 162 comments, 160 'shares' and 'retweets', and 159 'likes' through social media.

## 2. Analysis of respondents

A total of 1,984 responses were received from a range of respondents from different demographic groups, of which 1,713 were completed online and 271 were from the postal paper survey. These were found to be broadly representative of the population of Leeds residents, as shown below in Table 1 which compares respondents against the 2011 Census (aged 18 and over only – no respondents were below aged 18). Note that percentages of respondents throughout this report relate to only those that answered that question.

Table 1. Comparison of respondents to Census 2011

		% Survey Respondents	% Leeds Residents - Census 2011	
Age / years	18 - 29	22%	27%	Residents of Leeds, aged 18 and over only
	30 - 44	24%	26%	
	45 - 64	34%	29%	
	65+	21%	18%	
Gender	Female	47%	52%	
	Male	53%	48%	
Ethnicity	BME*	11%	17%	
	White: British	89%	83%	
Disability	No	88%	92%	All Leeds Residents - day to day activities limited a lot
	Yes	12%	8%	

\* This refers to all respondents who did not tick 'White: English / Welsh / Scottish / Northern Irish / British'

The high number of responses makes the results statistically very robust and they represent the population to a Confidence Interval of +/-2.2% (with 95% confidence).

In total, 94% of respondents (1,869) said that they live in Leeds and over half (54%) work in Leeds. Around 1 in 7 (14%) said they work for Leeds City Council. Only 21 respondents (1%) said that they solely visit the city and don't live, or work here.

### 3. Executive summary

In response to the challenges that Leeds City Council faces from reducing funding and increasing demand for services, respondents were asked how much they agree or disagree with certain statements:

- Over three quarters of respondents (77%) said we should raise money through increasing council tax and charges, with around half (48%) of all respondents stating that this should be balanced with cuts and reduction of services.
- With regards to additional funding:
  - In total, 60% of all responses said this should be raised through introducing new charges for some services.
  - Over half of respondents agreed with increasing the rate of council tax (56%).
  - 50% favoured increasing existing charges.
- Almost a quarter of respondents (23%) said the council should not raise council tax or charges, even if this has a large impact on the services we provide.

Thinking about how we can deliver services more efficiently, respondents were asked how much they agree or disagree with certain statements:

- Most agreed that we should deliver more services in partnership with other public organisations (96%).
- Slightly fewer agreed we should work with local community and voluntary groups to deliver more of our services (88%).
- Three quarters agreed that we should encourage local people to voluntarily provide certain services within their communities (74%).
- Almost half agreed that services should mostly be delivered by the council, on its own (48%).
- Fewer than a third agreed that more services should be delivered by the private sector (31%).

In total there were 884 comments, many of which covered multiple issues, which were coded into 1,387 sub-comments to reflect dominant themes:

- Of comments relating to the council's approach to the budget, over half (excluding general statements and suggestions) were supportive of this.
- In relation to council tax, almost twice as many comments disagreed with the proposed increase as supported it.
- In relation to council costs the majority of comments referred to the possibility of the council making further efficiency savings.
- A number of comments related to the way the council contracts/works with partners, with the largest proportion of these against the outsourcing of services.
- Many comments related to priority themes including transport, housing, adult social care, the environment, big events and culture, and children's services.

- Some of these highlighted concerns around previous decisions including the cycle superhighway, incomplete infrastructure projects, and spending on big events in a time of austerity.

Respondents were presented with two statements around what their council tax is for:

- The majority said they think it is a contribution to the cost of local services, however around 1 in 13 (8%) said that they think it is a payment for the local services that they use.

Respondents were asked what percentage each of our key funding sources contributes to our total income (excluding specific funds for schools and council housing):

- Many (40%) selected the correct amount for Council Tax, however slightly more of them (43%) overestimated how much this contributes.
- Almost three quarters (73%) overestimated how much business rates contribute.
- Almost two thirds (62%) underestimated how much fees and charges contribute.

Respondents were asked to rate some of our service priorities by how much they matter to them personally, and by how much they think they matter to the city of Leeds. The services that the highest proportion of respondents rated as mattering a lot to them personally were:

- Keeping streets and neighbourhoods clean and dealing with waste (76%)
- Working with police to prevent and tackle crime and ASB (73%)
- Supporting older and vulnerable people (70%)
- Keeping children safe (67%)
- Making roads safe, reducing congestion and making it easier to get around (63%)

The same five services were identified as the highest priorities for the city, however this time the top two priorities were:

- Keeping children safe (86%)
- Supporting older and vulnerable people (80%)

#### 4. Dealing with the challenges of reducing funding and a growing city

The first section of the survey began by explaining the context in which the budget has been set, with a reduction in core funding from government of around £239m since 2010 and increasing costs and demand for services.

Respondents were asked which option they agreed with most in response to the statement: ‘Reduced funding from the government will impact on our ability to deliver the services we (the council) currently provide, unless we find other ways of raising money’. Responses are shown in Table 2.

Table 2. How should we deal with the challenges of reduced funding?

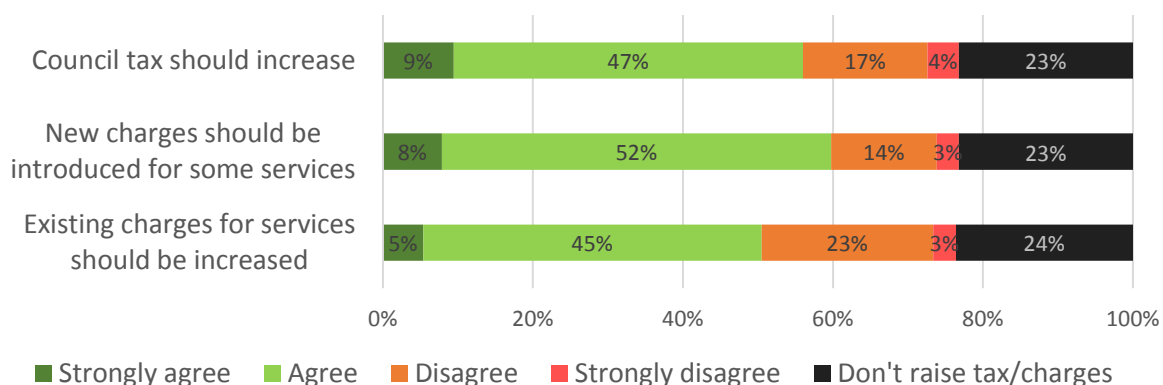
Which option do you agree with most?	Valid %	Count
We should raise enough money by increasing council tax and charges, to avoid having to cut services	30%	581
We should raise money by slightly increasing council tax and charges, whilst reducing or cutting some services	48%	939
We should not raise council tax or charges, even if this has a large impact on the services we can provide	23%	443
Did not respond to this question	N/A	21
<b>Grand Total</b>	<b>100%</b>	<b>1,984</b>

Over three quarters of respondents (77%) agreed we should raise money through increasing council tax and charges, with three in ten (30%) saying we should raise enough to avoid having to cut services, and almost half (48%) of all respondents said that this should be balanced with cuts and a reduction of services.

Almost a quarter of respondents (23%) agreed with the statement that we should not raise council tax or charges, even if this has a large impact on the services we can provide.

Those that said we should raise money were asked how much they agreed or disagreed with different options for how to raise funding. Their responses are shown combined with those that said we should not raise tax or charges in Figure 1 below, to present them as a proportion of all respondents.

Figure 1. How should we raise funding?



The highest proportion said additional funding should be raised through introducing new charges for some services (60% of all responses). Slightly fewer said this should be done through increasing council tax (56% of all response), with increasing existing charges the least popular suggestion (50% of all responses).

#### 4.1 Comments around overall council spend and council tax

The consultation included one open response box at the end, for respondents to add their views on any comments in relation to the budget proposals. In total there were 884 comments, many of which covered multiple issues. For the purpose of analysis comments have been coded to reflect dominant themes. It should be noted that coding of open comments is not an exact methodology, but rather depends on the analyst's interpretation of the respondent's intention. Comments relevant to this area of the consultation are shown in Table 3 below.

Table 3. Comments around overall council spend and council tax

Theme of comment	Count	Examples
<b>Council spending overall</b>	<b>236</b>	
Generally support approach	106	"It's nice to see a council focus on being caring and compassionate and recognising the value of caring for the vulnerable. At that (sic) same time, investing in the city's economy makes it an attractive place to live." "You seem to be doing a very good job at balancing priorities in the face of massive cuts from central government. Keep up the good work."
Disagree with spending decisions	100	"The Council is in danger of just becoming a social care provider and neglecting its other responsibilities by starving other services which help the economy grow. This is not sustainable." "Stop losing vast sums on vanity projects - concentrate on things that are actually needed to help people."
Made a suggestion / statement	30	"The only comment I can make is, why is this done just year on year? Surely more advance planning over say 3-5 years would be better?"
<b>Council tax</b>	<b>54</b>	
Disagreed with proposed increase	27	"I think it is bad strategy to increase council tax by 5% when NHS and public services staff have not and still do not have a proportional salary increase. This sum is over inflation of 3.1% and will put further financial pressure on very many working poor people. I very strongly object to such a large increase."
Support proposed increase	15	"Please increase council tax and invest in the city's future"
Made a suggestion / statement	12	"You need to increase the amount of council tax bands, focusing on the higher bands so people with larger buildings pay their fair share. Currently you spend, in my opinion, in the right proportions..."
<b>Central government</b>	<b>17</b>	
Against austerity policies	17	"The council is underfunded. That needs acknowledging. We need to be more honest that the current government is not providing the funding needed and shortfalls cannot be made up by cutting services or increasing council tax."

It can be seen that slightly over half of the comments around the council's approach to the budget (excluding general statements and suggestions) were supportive. Where comments disagreed with spending decisions this was generally in relation to a specific issue or priority.

In relation to council tax, almost twice as many comments disagreed with the proposed increase as supported it.

## 4.2 Responses by different demographic group

Figure 2. How should we deal with the challenges of reduced funding? By different group

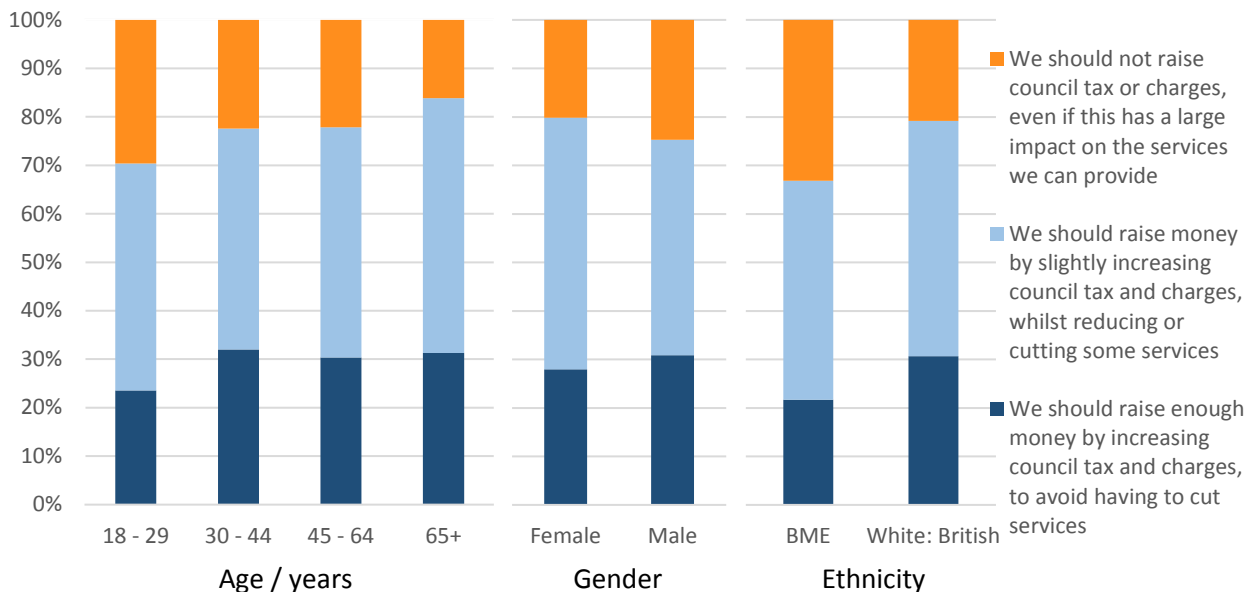


Figure 2 above shows the responses made by different groups.

- Younger people were more likely to say we should not raise council tax or charges and less likely to say that we should avoid having to cut services.
  - They were also much less likely than older people to agree with any of the options for raising funding, including that council tax should increase (44% of all respondents aged 18-29, compared to 65% for those aged 65+)
- Older people were more likely to agree with increasing council tax and charges whilst cutting some services, and less likely to say that we should not raise council tax or charges.
- Men were more likely than women to say we should not raise council tax or charges.
- BME respondents were much more likely to say we should not raise council tax or charges and much less likely to say that we should avoid having to cut services. Although more BME respondents were younger, these differences go beyond what would be expected.
  - They were also much less likely than White: British respondents to agree with any of the options for raising funding, including that council tax should increase (43% of all BME respondents, compared to 58% of White: British)

## 5. Delivering our services more efficiently

This section of the survey began by detailing the funding gap for 2018/19, before going on to list some of the ways we propose to make savings to help us to balance the budget.

Thinking about how we can deliver services more efficiently, respondents were asked how much they agree or disagree with certain statements. The responses are shown in Figure 3 below.

Figure 3. How should we deliver services more efficiently?



The highest proportion agreed we should deliver more services in partnership with other public organisations (96%). Slightly fewer said that we should work with local community and voluntary groups to deliver more of our services (88%) and that we should encourage local people to voluntarily provide certain services within their communities (74%). A little less than half said that services should mostly be delivered by the council, on its own (48%) and less than a third agreed that more services should be delivered by private sector (31%).



## 5.1 Comments about delivering services more efficiently

The comments that are relevant to this area of the consultation are shown in Table 4 below.

In relation to council costs the majority of comments referred to the possibility of the council making further savings in day to day running costs. A number of these related to the costs of senior management wages and council members' expenses.

A number of comments related to the way the council contracts/works with partners, with the largest proportion of these against the outsourcing of services.

A further key theme emerging from the comments was about citizens taking greater responsibility either for themselves or for their local community.

Table 4. Comments around delivering services more efficiently

Theme of comment	Count	Examples
<b>Council costs</b>	<b>97</b>	
Find further efficiencies	60	<i>Find further efficiencies</i>
Management costs	17	<p>"The organisation of each department should be scrutinised to check there is no wastage of equipment, manpower and leadership. Ensure staff are encouraged, valued, listened to..., and given recognition for money saving ideas. Encourage volunteering of retired people who are willing and able to contribute in the community."</p> <p>"Look at everything you do, every task your staff do. Prioritise by making a difference to citizens, do those first. Stop doing the ones that don't matter."</p> <p><i>Management costs</i></p> <p>"Still too many managers within LCC. Culture of entitlement needs to stop. Lots of good practice from private sector to better manage services and challenge the status quo and ensure good value."</p> <p><i>Members costs</i></p> <p>"Cut expense claims to council members. This needs to be addressed as it is an abuse of their so called voluntary role."</p>
Members' costs	14	
Made a suggestion / statement	3	
Sell more services	3	
<b>External contracts</b>	<b>67</b>	
Against outsourcing	18	<i>Against outsourcing</i>
Increase business tax	10	<p>"Much money is spent outsourcing services. Why is it that LCC lacks the ability to provide these same services at reasonable cost?" ...</p> <p><i>Increase business tax</i></p> <p>"Business rates should be increased to raise income not at the expense of the residents of Leeds. This can be done by certain levies for example in Nottingham where they included a business levy to those in the city and ring fenced it specifically for highways and transport infrastructure improvements, an example Leeds should replicate."</p>
More provided by private sector	9	
Third sector	8	
Work more with businesses	8	
Stop subsidising	7	
Make sure value for money	4	
Made a suggestion / statement	3	
<b>Taking responsibility</b>	<b>46</b>	
People should be self-reliant	30	"All people should be encouraged and enabled to earn their own money. Everyone should have the ability to earn a living wage. It is vital young people are encouraged to have a work ethic."
People need to take responsibility	16	"Consultation with community groups. Use the Leeds Citizens' Panel to recruit. Give incentives for participation. Use the lay approach and encourage communities to take ownership and run their communities. More cost effective."

## 5.2 Responses by different demographic group

Analysis of the responses made by different groups showed:

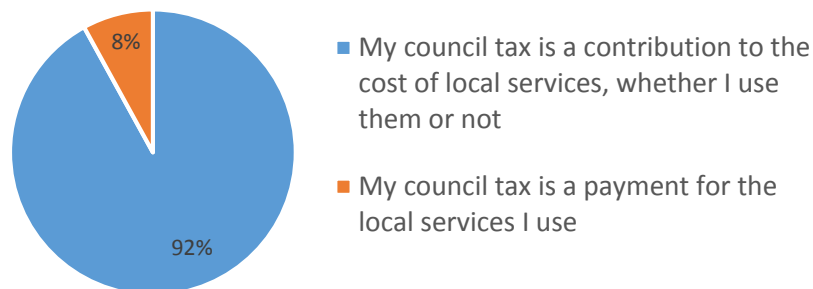
- Respondents aged 30-64 were much less likely to say that the private sector should deliver more of our services than younger and older respondents (26%, compared to 40% and 36% respectively).
- Younger respondents were much less likely to say that services should mostly be delivered by the council, on its own (39%, compared to 52% for those over the age of 30).
- Staff of Leeds City Council were much less likely to agree that the private sector should deliver more of our services (19%, compared to 33%).

## 6. Perceptions of where our money comes from

In this section we detailed our proposed increase in council tax of 4.99%, before going on to discuss some of the other ways that we raise money, including business rates, grants and service charges. Questions in this section were designed to help us to understand perceptions of where our money comes from and what it is for.

Respondents were presented with two statements around what their council tax is for. Responses are shown in Figure 4 below.

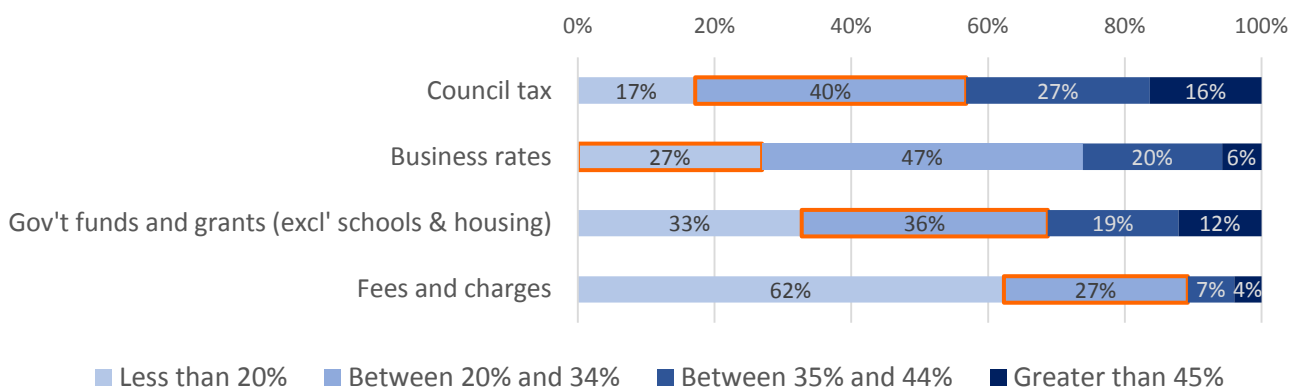
Figure 4. What is my council tax for?



The majority of respondents said they think that their council tax contributes to the cost of local services, however around 1 in 13 (8%) said that they think it is a payment for the local services that they use.

Respondents were then asked to rate into one of four groups ('<20%', '20%-34%', '35%-44%', '>48%') what percentage they think each of our key funding sources contributes to our total income (excluding specific funds for schools and council housing). The responses to each of the four groups are shown in Figure 5 below, with the correct response for each funding source highlighted in orange.

Figure 5. How much do you think funding sources contribute?



Many (40%) selected the correct group for Council Tax, however slightly more of them (43%) overestimated how much this contributes. Almost 3 quarters (73%) overestimated how much business rates contribute, however almost two thirds (62%) underestimated how much fees and charges contribute. There was a balance of responses for government funding and grants, with around a third (36%) selecting the correct group and around a third over and under estimating the amount this contributes respectively.

### 6.1 Responses by different demographic group:

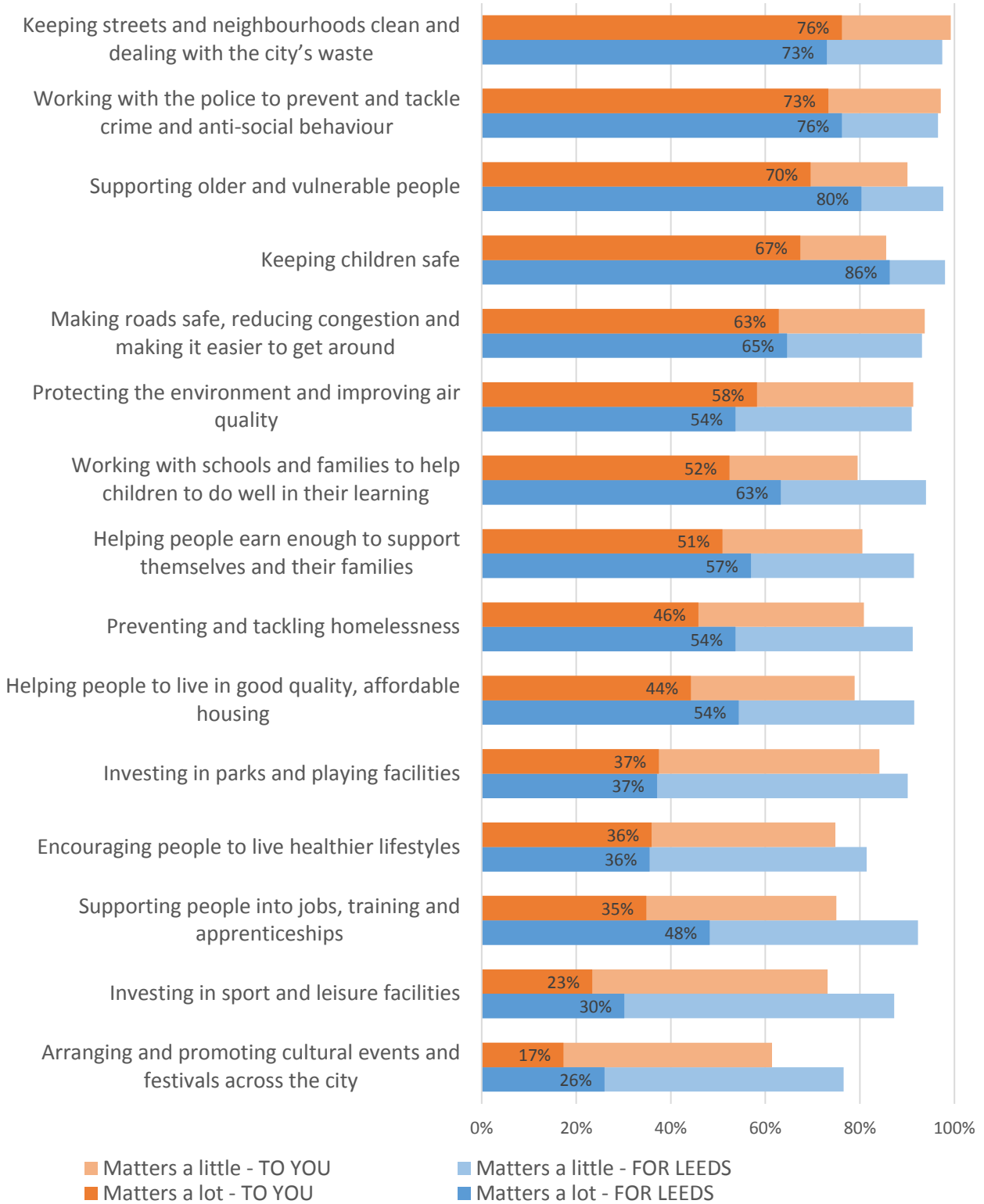
Analysis of the responses by different groups showed:

- BME respondents were more likely than White: British to say that their council tax is a payment for the local services that they use (11%, compared to 7% respectively).
  - They were also much more likely to overestimate the proportion that government funding and grants contribute to our total income than White: British (43% overestimated, compared to 29%).
- Leeds City Council staff were less likely to say that their council tax is a payment for the local services that they use (6%, compared to 8%).
  - They were also much less likely to overestimate the proportion that council tax contributes to our total income (33% overestimated, compared to 45%)
- Older respondents were much more likely to over-estimate the proportion that council tax and business rates contribute to our total income (58% and 82% respectively, compared to 41% and 71% of respondents aged 18-64).

## 7. Budgeting to meet our service priorities

Respondents were asked to rate some of our service priorities by how much they matter to them personally, and by how much they think they matter for the city of Leeds (and the people that live, work and visit here). Figure 6 shows responses for both the respondent personally (in orange) and for Leeds (blue), listed in order of how much they mattered a lot to them personally.

Figure 6. How much of a priority are our services to you personally and for Leeds?



The services that the highest proportion of respondents rated as mattering a lot to them personally were:

- Keeping streets and neighbourhoods clean and dealing with waste (76%)
- Working with police to prevent and tackle crime and ASB (73%)
- Supporting older and vulnerable people (70%)
- Keeping children safe (67%)
- Making roads safe, reducing congestion and making it easier to get around (63%)

The same five services were identified as the highest priorities for the city, however this time the two top priorities were:

- Keeping children safe (86%)
- Supporting older and vulnerable people (80%):

The services that had the lowest proportion of respondents rate them as mattering a lot to them personally were:

- Arranging and promoting cultural events and festivals (17%)
- Investing in sport and leisure facilities (23%)
- Supporting people into jobs, training and apprenticeships (35%)
  - Although many more saw this as a priority for the city (48%)
- Encouraging people to live healthier lifestyles (36%)

### 7.1 Summary of comments about service priorities

The comments that are relevant to this area of the consultation are summarised in Table 5 below, with a full breakdown of each theme including examples in Appendix 1. The comments have been coded to capture the dominant themes mentioned by the respondent. Within each theme the comments were further coded to reflect whether the theme/service should be given greater or less priority, or whether the respondent disagreed with previous spending decisions.

A large proportion of comments related to transport infrastructure and highways. Many of these highlighted concerns around previous decisions including the cycle superhighway, and incomplete projects such as trams and trolleybuses. Another theme that attracted comments that disagreed with previous decisions was 'big events and culture', with comments questioning spending on large events in a time of austerity.

There were a large number of comments around housing which made a suggestion or statement, for example that council housing should not undergo expensive repairs if it is to be sold under right-to-buy.

Table 5. Summary of comments around service priorities

Theme of comment	Count					
	Overall	Should be prioritised	Generally support our approach	Is not such a priority	Disagree with previous decisions	Made a suggestion / statement
Transport	195	105		9	52	29
Housing	118	60		10		48
Adult social care	86	55	7	11		13
Environment	81	60	2	5		14
Big events / culture	72	13	2	28	22	7
Children's social care	59	44	5	6		4
Education	46	36		1		9
Health	41	29	1	2		9
Vulnerable people	39	32		1	1	5
Homelessness	31	30				1
Policing and ASB	28	22		1	4	1
City development	24	8		3	4	9
Jobs	21	18				3
Leisure	19	11		2	1	5
Inequality	10	6	1			3

## 7.2 Responses by different demographic group

Figure 7. Services that matter a lot to you, by age group

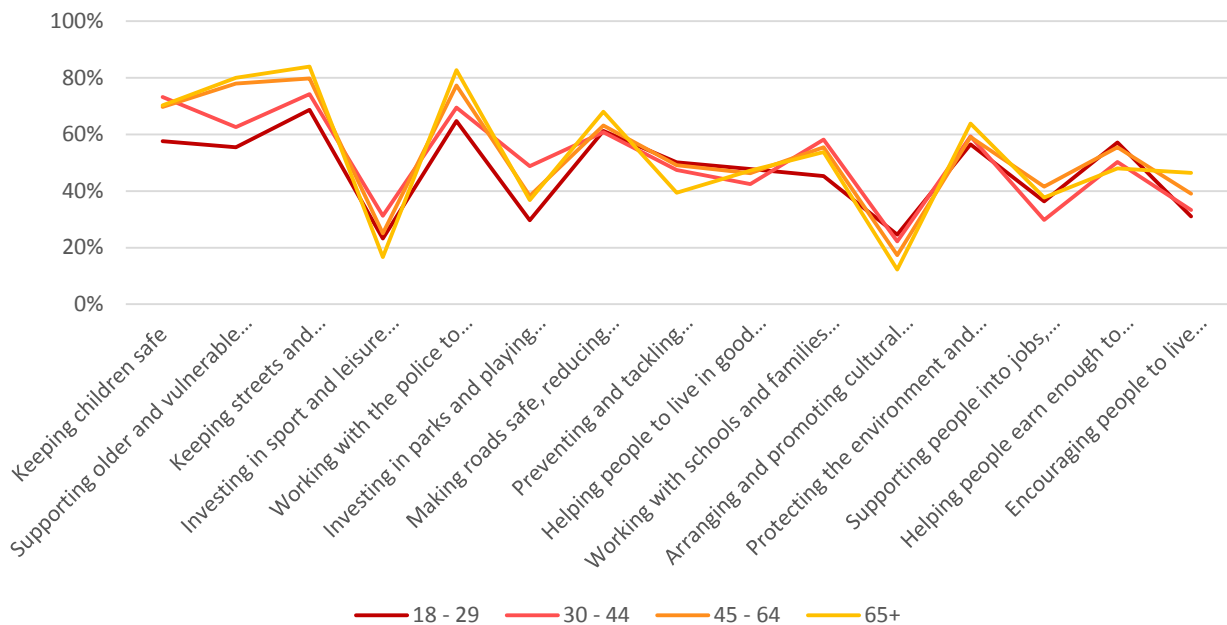


Figure 7 shows analysis of responses by age groups. Analysis by different demographic group shows:

- Older respondents were more likely than others to rate supporting older/vulnerable people, keeping streets clean and dealing with waste, and working with police as mattering a lot to them.
- Younger respondents were less likely than others to rate keeping children safe, supporting older/ vulnerable people, keeping streets clean and dealing with waste, working with police, and working with schools and families as mattering a lot to them.
- Women were more likely than men to rate prevent and tackling homelessness, keeping children safe, supporting older/vulnerable people, helping people live in good quality housing, and helping people to earn enough to support their families as mattering a lot to them.
- BME people were more likely than White: British to rate helping people to earn enough to support their families, supporting people into jobs, and helping people live in good quality housing as mattering a lot to them.

## Appendix 1: Comments about service priorities

Theme of comment	Count	Examples
<b>Transport</b>	<b>195</b>	
Should be prioritised	105	<i>Should be prioritised</i>
Disagree with previous decisions	52	"Improving roads reducing congestion. Invest in front line forces."
Made suggestion / statement	29	"The state of roads & other infrastructure has been allowed to deteriorate unacceptably and must not be allowed to drop further."
Is not such a priority	9	"A huge amount of money is needed to be invested in public transport. This will not only stimulate the whole city's economy, but reduce congestion and pollution, and make it easier to travel." "In maintaining roads and transport, cycle lanes and public transport should be prioritised to create a 'greener' city and improve air quality."
		<i>Disagree with previous decisions</i> "Far too much money has been spent on changes to roads, e. g. the so called cycle super highway." "The council seems to waste money on numerous services and projects such as the abortive tram system. Our transport and roads are inadequate for a city like Leeds. Instead of encouraging people to visit and shop in Leeds there are parking restrictions and a lack of inexpensive car parks. To charge people to park at weekends and at night is counterproductive and should be reversed to encourage people to shop in the city. We also need a better link from the centre of Leeds to the Airport..." "My main concern is the amount of money that has been wasted, and what appears to have been an incompetent general approach to transport issues. Very large amounts of money have been spent firstly on the "supertram" and next on the trolleybus projects, both of which have failed, leaving Leeds languishing behind competitor cities in terms of transport infrastructure."
		<i>Made suggestion / statement</i> "Transport is the big bug bear with most people. Just moving around the city is a nightmare at certain times. Early morning school kick off times. I would look at more park and rides and possibly make the city centre a car free zone."
<b>Housing</b>	<b>118</b>	
Should be prioritised	60	<i>Should be prioritised</i>
Made suggestion / statement	48	"Housing is one of the most crucial issues we face, along with low incomes. As reliance on foodbanks increases, I'd like to see the city focus on finding stable homes and support for our citizens."
Is not such a priority	10	"More money needs to be spent on improving housing and providing for children and their families as they are our future."
		<i>Made suggestion / statement</i> "Think about schemes to encourage people to open a room in their home to somebody who needs somewhere to live. How could you connect them? How could you incentivise this? (e.g. no additional council tax to pay)"



Theme of comment	Count	Examples
<b>Adult social care</b>	<b>86</b>	
Should be prioritised	55	<i>Should be prioritised</i>
Made suggestion / statement	13	"More emphasis on improving social care for the elderly..."
Is not such a priority	11	"Whilst a lot of money is rightly targeted at the inner city and deprived areas, I worry that older people & disabled adults do not receive the support they need, especially in "more affluent" or outlying areas."
Generally support our approach	7	<i>Made suggestion / statement</i> "You need to try and reduce the amount spent on adult social care through using partners more effectively and through early intervention so people need less help in the longer term and can be more independent."
<b>Environment</b>	<b>81</b>	
Should be prioritised	60	<i>Should be prioritised</i>
Made suggestion / statement	14	"Spend money on building a more sustainable and environmentally friendly city and future. Do this through improving education and facilities for young generations and communities who will become the future of Leeds."
Is not such a priority	5	"A community will only thrive if my neighbour thrives. Combine community and environment initiatives with children and family focus."
Generally support our approach	2	<i>Made suggestion / statement</i> "The split seems reasonable but I would like to see an ambition to make Leeds a 'green city'. This would include reducing traffic, encouraging cycling, tree planting, maintaining Green Belt and encouraging green industries. Leeds could get a reputation for this which would encourage investment."
<b>Big events / culture</b>	<b>72</b>	
Is not such a priority	28	<i>Is not such a priority</i>
Disagree with previous decisions	22	"Big events in the city should not cost the tax payers. Events should be run by volunteers and costs to be kept to a minimum. As fantastic as it is to have big events in the city like tour de Yorkshire and the half marathon it should not be costing as much. This money should be put to improving more urgent areas of development e.g. making the city safer and cleaner."
Should be prioritised	13	
Made suggestion / statement	7	
Generally support our approach	2	<i>Disagree with previous decisions</i> "How much did the Leeds City of culture bid cost (when it became obvious right after Brexit that the risk for any UK bid to not be accepted?) I think that was wasted money, and probably in the millions. Can the council be more transparent on this?"  <i>Should be prioritised</i> "Don't let the non-success of Leeds 2023 stop cultural initiatives - so far it (with museums and the art gallery) make a big difference to jollity and happiness"

Theme of comment	Count	Examples
<b>Children's services</b>	<b>59</b>	
Should be prioritised	44	<i>Should be prioritised</i>
Is not such a priority	6	<p>"More money to be invested in youth - especially involving youth crime, youth gang culture, clubs and activities for young people, opportunities for young people."</p> <p>"I think investing in children's services and early intervention such as children's centres and youth service, family support and CAMHs will provide an opportunity to save money on future spending on areas such as policing, housing and NHS."</p>
Generally support our approach	5	
Made suggestion / statement	4	
<b>Education</b>	<b>46</b>	
Should be prioritised	36	<i>Should be prioritised</i>
Made suggestion / statement	9	<p>"I would have thought schools and education would get a larger proportion of the money. So much can be done through schools to educate families and get them involved in the community which would reduce amount needed to be spent on adults and health in the long run, especially for disadvantaged families and ethnic minorities. With the right funding, schools can narrow the gap in children's achievements and opportunities, build support networks for families, and facilitate voluntary work in the community."</p> <p>"We need more new schools. Smaller classes will improve educational outcomes. Schools need larger playgrounds..."</p>
Is not such a priority	1	
<b>Health</b>	<b>41</b>	
Should be prioritised	29	<i>Should be prioritised</i>
Made suggestion / statement	9	<p>"This seems sensible but I feel more on health especially in children and young people needs to happen."</p> <p>"Ultimately, I think poverty, homelessness and mental health are the biggest issues facing Leeds today..."</p>
Is not such a priority	2	
Generally support our approach	1	
<b>Vulnerable people</b>	<b>39</b>	
Should be prioritised	32	<i>Should be prioritised</i>
Made suggestion / statement	5	<p>"Continue to focus efforts on supporting the most vulnerable people."</p> <p>"I believe that money should be spent to help those most in need, if the aim is to build a fairer society. If you earn more you should pay more but any increases in raising funds needs to ensure that people on the cusp are not pushed into poverty or just getting by."</p>
Disagree with previous decisions	1	
Is not such a priority	1	
<b>Homelessness</b>	<b>31</b>	
Should be prioritised	30	<i>Should be prioritised</i>
Made suggestion / statement	1	<p>"Please do more to help tackle homelessness, and in work homelessness. Getting police officers to move people on from the city centre is so dehumanizing and inhumane. Obviously it's a very difficult issue to tackle, but doing more could include: opposing recent welfare reforms (universal credit, LHA &amp; benefit caps, sanctions), taking out larger loans to build real affordable housing (based on LHA levels)."</p> <p>"There has been a major increase in homelessness apparent when in the city centre. Tackling this is a priority and will help show what a caring and compassionate city Leeds is."</p>

Theme of comment	Count	Examples
<b>Policing and ASB</b>	<b>28</b>	
Should be prioritised	22	<i>Should be prioritised</i>
Disagree with previous decisions	4	"Policing the streets is a fundamental part of the council. Keeping people safe and secure in their neighbourhoods should be paramount..." "More money should be spent to prevent crime and homeless"
Is not such a priority	1	
Made suggestion / statement	1	
<b>City centre development</b>	<b>24</b>	
Made suggestion / statement	9	<i>Made suggestion / statement</i>
Should be prioritised	8	"One thing I think could be really improved on is how the council make use of empty premises within the city centre. The centre of Leeds is fast becoming homogenous and pricing out the people who live here. There are very few independent shops. There is a real gap here as empty premises could be leased cheaply to encourage independent business start-ups which would help the economy..."
Disagree with previous decisions	4	
Is not such a priority	3	
<b>Jobs</b>	<b>21</b>	
Should be prioritised	18	<i>Should be prioritised</i>
Made suggestion / statement	3	"Council needs to encourage business into Leeds, creating jobs that don't rely on welfare to survive which has a knock on effect of council receiving more revenue. Cutting some services reduces people's ability to work, especially single parents or carers."
<b>Leisure</b>	<b>19</b>	
Should be prioritised	11	<i>Should be prioritised</i>
Made suggestion / statement	5	"Please ensure libraries are adequately funded. This not only encourages children to read (and thus learn), but helps the unemployed by providing free computer access etc. - as well as being of benefit to the public in general - old and young alike."
Is not such a priority	2	
Disagree with previous decisions	1	
<b>Inequality</b>	<b>10</b>	
Should be prioritised	6	<i>Should be prioritised</i>
Made suggestion / statement	3	"Agree with general principle i.e. focus on reducing inequalities, poverty"
Generally support our approach	1	

# Council Budget Consultation 2018-19

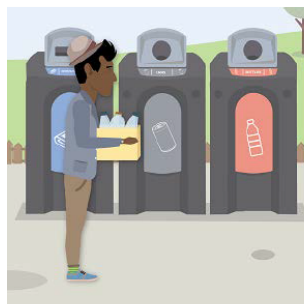
## December 2017 to January 2018

### Public consultation document and questionnaire

## 1. Introduction

We want to hear your views on the council's priorities for the services we provide, and how we should continue to fund them in future.

We're currently proposing our budget for the next financial year (2018/19), and we want to understand how this looks to you. Councillors will see the results of this consultation before they make a final decision on the budget in February.



The survey should take around 10 to 15 minutes to complete. The questions will focus on our broad principles and priorities, rather than any specific changes that are proposed to our services.

In general, residents and people who use our services are given the opportunity to get involved with detailed consultation before service changes happen. For example, you can currently comment on the proposed changes to street lighting at [www.leeds.gov.uk/SLC17](http://www.leeds.gov.uk/SLC17).

To help you think about your answers we will provide a summary of the key points from our proposed budget throughout the survey. If you'd prefer to look at the Initial Budget Proposals (our formal name for the draft budget) in full, you can read this at [www.leeds.gov.uk/budget](http://www.leeds.gov.uk/budget). If you do not have access to the internet, you can use public internet access at any council-run library, One Stop Centre or at one of our Community Hubs. Simply ask staff to assist you with accessing this document.

### Privacy notice (data protection)

Your response to this public consultation is being collected by Leeds City Council (as data controller) and will be used to help us make decisions about our budget proposals.

By submitting your response, you are giving your consent for us to use the information you have provided. When results of the consultation are shared publicly or with other organisations, your information is anonymised so you cannot be identified.

We will keep your information safe and secure in line with UK data protection law. Your data will be processed by the relevant services (departments) within Leeds City Council. Our software supplier, SmartSurvey Ltd, will also process your data on our behalf but will never use these for its own purposes. We will store your responses for up to 2 years.

You have rights under UK data protection law including withdrawing your consent for us to use your information. Contact the Information Commissioner's Office (data protection regulator) to learn more.

## 2. Reduced funding but a growing city

Our proposed budget supports our ambitions of Leeds having a strong economy and being a caring and compassionate city - with a focus on tackling poverty and reducing inequalities. Priority areas include improving people’s health, learning and income, and a commitment to support the vulnerable, and continuing to support the things which can make Leeds the best city for everyone. Our ambitions of being the ‘Best City’ and the ‘Best Council’ are explained in more detail in our Best Council Plan 2017/18.

Since 2010 our core funding from government has reduced by around £239m and, at the same time, we have seen increasing costs and demand for services, particularly due to a growing and ageing population. We have so far met these challenges by stimulating economic growth, finding ways to increase our income and making savings. The council itself has had to get much smaller in size, and has so far reduced staff numbers by over 3,200 full time equivalent posts.

Looking forward, reductions in government funding and rising demand for services will continue. It will become more and more difficult for us to maintain current levels of service. In order to focus on tackling poverty and reducing inequalities, we may have to consider stopping, changing or charging for some services that we cannot afford or are less of a priority to the people of Leeds.

**Reduced funding from the government will impact on our ability to deliver the services we (the council) currently provide, unless we find other ways of raising money.**

**Q1. Which one of these options do you agree with most? (Tick one only)**

- We should raise enough money by increasing council tax and charges, to avoid having to cut services.
- We should raise money by slightly increasing council tax and charges, whilst reducing or cutting some services.
- We should not raise council tax or charges, even if this has a large impact on the services we can provide.

**If you said we should not raise council tax or charges, please skip Q2.**

**Q2. You have said that we should raise money to help us to deliver services. How much do you agree or disagree with these statements?**

	Strongly agree	Agree	Disagree	Strongly disagree
Existing charges for services should be increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New charges should be introduced for some services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council tax should increase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For the upcoming financial year, the support grant that we receive from the government has been cut by £18.5m from the current year to £46.5m, which is a drop of 28.5%. The reducing money that we get from the government, coupled with increasing costs and demand for services, will result in a funding gap of £38.2m in 2018/19.

To balance the budget we propose to make savings of £22.2m through efficiency savings, £1.0m savings through changing the level of services we provide and targeting them at the people with most need, £6.3m in additional income from increasing fees and charges by at least the rate of inflation, and £1.5m in additional income through trading services with partner organisations.

**Q3. Thinking about how we can deliver our services more efficiently. How much do you agree or disagree with these statements?**

	Strongly agree	Agree	Disagree	Strongly disagree
We should work with local community and voluntary groups to deliver more of our services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We should deliver more services in partnership with other public organisations (e.g. Police, NHS, other councils).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The private sector should deliver more of our services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We should encourage local people to voluntarily provide certain services within their communities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services should mostly be delivered by the council, on its own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Where does the money come from?**

Council tax in Leeds is currently the 2nd lowest of the ‘core cities’ in England (the 8 largest cities outside Greater London). The government hasn’t yet set a limit for how much councils can raise council tax for 2018/19 without seeking approval through a referendum, but whilst we wait for this we are proposing to increase the standard council tax in Leeds by 1.99%. For a limited period local authorities are also currently allowed to include a further 3% increase to council tax, specifically to help pay for adult social care services. This additional 3% would bring our total proposed council tax increase to 4.99%.

**Q4. Which of these statements best represents how you think about your council tax?**  
(Tick one only)

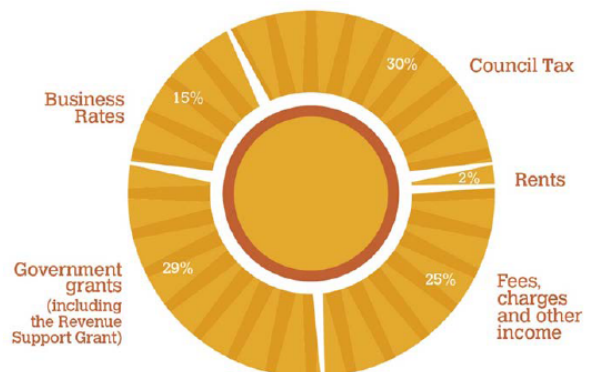
- My council tax is a payment for the local services I use.
- My council tax is a contribution to the cost of local services, whether I use them or not.

Council tax is only one way the council gets money for local services each year. The council also raises money from business rates and by charging for certain services like leisure centres, trade waste, pest control and parking. Money also comes from the government in the form of grants. Many of these grants and service charges have to be spent on specific services, so the council's options at budget time are limited.

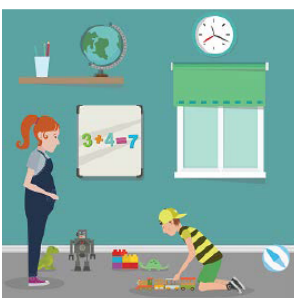
How much do you think each one of these funding sources contributes as a percentage of the council's total income (excluding specific funding for schools). (Please select one option for each)

	Less than 15%	Between 15% and 25%	Between 25% and 35%	Greater than 35%
Council tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government funds and grants (excluding funding for schools)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fees and charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property rental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The percentage that each of these sources of funding contributes to the council's income (excluding specific funds for school and council housing), for the current year was:



**4. What we propose to spend the money on**



We provide a wide range of services, both on our own and in partnership with other organisations. Some have to be delivered to a certain level by law, but for others we can choose what kind of service to provide and to what level. We have to balance the priorities that affect most people in Leeds, such as bin collections and roads, with the issues that impact only some people, such as caring for older people and keeping vulnerable children safe.

### Q5. These are some of our service priorities...

Please rate each one by how much it matters to you personally, and also how much you think it matters to the city of Leeds and the people that live, work and visit here.

(Select one option for you and one for the city, for each priority)

	For you personally			For the city of Leeds		
	Matters a lot	Matters a little	Doesn't matter	Matters a lot	Matters a little	Doesn't matter
Keeping children safe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting older and vulnerable people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping streets and neighbourhoods clean and dealing with the city's waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investing in sport and leisure facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with the police to prevent and tackle crime and anti-social behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investing in parks and playing facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making roads safe, reducing congestion and making it easier to get around	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preventing and tackling homelessness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping people to live in good quality, affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with schools and families to help children to do well in their learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arranging and promoting cultural events and festivals across the city	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Protecting the environment and improving air quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting people into jobs, training and apprenticeships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping people earn enough to support themselves and their families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging people to live healthier lifestyles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



The costs of running a business are managed through a revenue budget, which covers the day to day running costs, and through capital spend, which is the longer term investment to look after and create new assets.

Our net revenue budget is funded from the government support grant, council tax and business rates, and covers the day to day spending for all of our services. Our Initial Budget Proposals set this at £506.2m for 2018/19, of which almost two thirds (65.1%) will fund adult social care and children’s services. This increase (up from 64.2%) will provide additional funding of £9.1m, which reflects our priorities around supporting the most vulnerable people across the city.

## Where our money is spent...



Over the period 2017/18 to 2020/21 our capital programme includes investment plans which total £1.2bn, much of which is paid for through external grants and contributions, and some is from money borrowed. Some of the ways we are using this include £191m for building, improving and maintaining schools, £388m to maintain roads and improve transport, £41m for projects to reduce fuel bills and carbon emissions, £16.5m to help prevent flooding, £3.3m for new park and ride schemes, £256m improvements to council housing and £76.2m for building new council homes.

This overall approach supports our ambitions of Leeds having a strong economy and being a caring and compassionate city – with a focus on tackling poverty and reducing inequalities, through improving people’s health, learning and income and a commitment to support the vulnerable.



**Q6. Please use the space below to make any comments around our approach to how we spend the money we receive:**

## 5. About you

We would like to know a little more about you. This is so we can be sure we are hearing from a wide range of people from different backgrounds. These questions are optional but answering them will help us better understand what you tell us.

**Q7. Do you...?** (Tick all that apply)

Live in Leeds

Work in Leeds

Visit Leeds

Work for Leeds City  
Council

**Q8. How old are you?** (Tick one only)

Under 18

18 - 29

30 - 44

45 - 64

65+

**Q9. What best describes your gender?** (Tick one only)

Male

Female

**Q10. Do you consider yourself to be disabled?** (Tick one only)

Yes

No

**Q11. What is your ethnic group?** (Tick one only)

**White**

- English / Welsh / Scottish / Northern Irish / British
- Irish
- Gypsy or Irish Traveller
- Any other White background

**Mixed / Multiple ethnic groups**

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / Multiple ethnic background

**Asian / Asian British**

- Indian
- Pakistani
- Bangladeshi
- Kashmiri
- Chinese
- Any other Asian background

**Black / African / Caribbean / Black British**

- African
- Caribbean
- Any other Black / African / Caribbean background

**Other ethnic group**

- Arab
- Any other ethnic group

If you selected an 'Any other' option then describe your ethnic group:

**Thank you**

That is all the questions we have for you.

**Please send your completed consultation questionnaire to:**

Freepost Plus RTLL-AXYU-RTCY, Leeds Citizens' Panel, Westland Road, Leeds, LS11 5SB

We must receive your response to this public consultation by **Monday 15 January 2018** for it to be included.

## **Equality Impact Assessment: Best Council Plan 2018/19 to 2020/21 and Budget 2018/19**

### **Introduction**

This paper outlines the equality analysis and strategic equality assessment of the proposed Best Council Plan for 2018/19-2020/21 and proposed Budget and Council Tax for 2018/2019 (as detailed in the accompanying reports to the Executive Board meeting 7 February 2018). The lead person for this equality impact assessment was Neil Evans, Director of Resources and Housing. Members of the assessment team were:

Coral Main	Head of Business Planning & Risk
Richard Ellis	Head of Finance
Lelir Yeung	Head of Equality
Graham Sephton	Head of HR
Pauline Ellis	Senior Policy & Performance Officer
Tim Rollett	Senior Risk Management Officer
Frank Perrins	Research & Satisfaction Manager

### **Overview**

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.

The Best Council Plan 2018/19-2020/21 and the 2018/19 Budget have been developed in the context of the approach agreed by the Executive Board on 13th December 2017 through the Initial Best Council Plan proposals and the Initial Budget Proposals. The 2018/19 Budget also incorporates the local government finance settlement. In accordance with the council's budget and policy framework and as agreed by Executive Board in December, both the Initial Best Council Plan proposals and the Initial Budget Proposals have been submitted to Scrutiny for review and consideration, and have also been used as the basis for wider consultation.

The Best Council Plan 2018/19-2020/21 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 proposed 2018/19 Budget.

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 continues to be difficult to manage. Resource implications will impact on all communities but those who have been identified as being at the greatest potential risk of negative impact include:

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

## Scope

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

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

### *Best Council Plan*

The Best Council Plan 2018/19-2020/21 is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. It includes:

- A foreword setting out our approach, high-level socio-economic and policy context and the underpinning principles and coverage of the Best Council Plan, with Inclusive Growth and Health and Wellbeing at the heart of our Strong Economy / Compassionate City ambition.
- A 'Plan on a Page' setting out our vision, ambitions, desired outcomes and seven 'Best City' priorities:
  - Inclusive Growth
  - Health and Wellbeing
  - Child-Friendly City
  - Safe, Strong Communities
  - Housing
  - 21<sup>st</sup> Century Infrastructure
  - Culture
- A 'Best City' section that provides an introduction to each of the seven priorities and signposts the reader to the key supporting strategies for further information.
- A 'Best Council' section, explaining our approach to being an efficient and enterprising organisation with our five council values underpinning what we do and how we work.
- A set of 'Best City' and 'Best Council' key performance indicators.

The council is committed to responding to the challenges of inequality in Leeds within the pressures of the financial context in which we are now operating.

## *Budget*

The council has so far responded successfully to the funding challenges since 2010 by reducing a number of areas of expenditure, most significantly on employees and through better procurement and demand management, and by increasing income as outlined in the Medium-Term Financial Strategy. Also, through targeting resources into preventative services the council has ensured that the implications of demand and demographic pressures, which have resulted in significant cost pressures in other local authorities, have been contained within Leeds.

After taking into account the impact of the anticipated changes in funding and cost pressures, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £33.9m in 2018/19 to balance to the anticipated level of resources available.

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 outcomes of these reviews were incorporated into the council's 2017/18 budget and they have also been included in these 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 – the Best Council 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.

The council is planning to meet the challenge of the estimated budget gap for 2018/19 through a combination of efficiencies, changes to service, increased income (generated through fees, charges and traded services), increased grant and the use of capital receipts and Section 106 balances. Details of these proposals can be found in the directorate reports appended to the Budget 2018/19 report to February's Executive Board.

### *Impact of budget proposals on employees*

Following the 2015 spending review, it became clear that the council's funding position would give rise to the need for further reductions in staff. At that time it was estimated that the council would need to downsize by between 1,000 and 2,000 full time equivalent (FTE) posts by the end of March 2020. Accordingly the council re-issued a section 188 notice (notice to collectively consult to avoid redundancies issued under s.188 TULRCA 1992). Given the scale of this challenge, it was the council's view that this level of reduction could not easily be achieved without compulsory redundancies.

Since May 2016, the council has held extensive discussions with Trade Unions. This engagement has been both positive and constructive and has collectively explored opportunities to manage staff reductions down in a way that avoids compulsory redundancies.

As a result, through a combination of normal turnover, voluntary retirement and severance, and through greater staff flexibility, the required savings have been achieved. Whilst it still may be necessary in some circumstances, the council will continue to strive to avoid compulsory redundancies.

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

The 2017/18 budget required a reduction in staffing numbers of 484 FTEs in the 2017/18 financial year (to March 2018) which we anticipated making largely through voluntary arrangements. 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. (An updated financial forecast for 2019/20 and 2020/21 is included in section 12 of the 2018/19 Budget report for consideration by Executive Board and Full Council in February 2018.)

The council reissued a S188 notice on 3rd August 2017 which indicated that an estimated reduction of a further 415 FTEs would be required by 2020.

The initial budget proposals for 2018/19 considered by the Executive Board in December 2017 provided for an estimated net reduction of circa 53 FTEs by 31st March 2019. Following the determination of the revenue budget proposals that are contained in the 2018/19 Budget report it is now estimated that in 2018/19 the number of FTE budgeted posts will increase by 59.

This variation between staffing assumptions between the initial budget proposals and the revenue budget submission can largely be explained by the intention to recruit - in response to the government's decision to increase planning fees by 20% - an additional 9 FTEs within the Planning service so that a more responsive service can be provided to the public. In addition Leeds Building Services will be recruiting an additional 109 FTEs to reflect the increased turnover of £9.75m (17.4%) that this traded property maintenance function will be targeting in 2018/19. Further details of these increases are detailed in respective directorate reports which are included as appendix 8 to the 2018/19 Budget report.

## **Fact finding – what do we already know**

### ***Demographics: A Changing Population***

- The population of Leeds is estimated to be 781,700<sup>1</sup> people in 2016 - an increase of 1% (7,600 people) in the year since 2015.
- One in ten people (10.2%) are in the 20-24 age band reflecting the large student population.
- In the 10 years 2006-2016, the Leeds population has increased by 6.2% (45,500 people). The working age population had a smaller percentage increase (3.7%) than the population of children and young people (11.3%) and the population aged 65 and over (11.3%).
- In the last 10 years, the increase in the children's and young people's population has been in the primary school age groups, with an increase of 18,700 children in the 0-9 age group (2006-2016).
- In the next 10 years, this increase will affect the secondary school age group, with a big rise in the number of teenagers in Leeds. There will be a projected 15,400<sup>2</sup> more young people aged between 10 and 19 years old in 2026 compared to 2016.

<sup>1</sup> Rounded to 100. Office for National Statistics (ONS) 2016 Mid-Year Estimates

<sup>2</sup> Rounded to 100. ONS 2014-based population projections

- The population of older people aged 65 and above has increased by 12,200 people (2006-2016). In the next 10 years, the increase in the older population will be even bigger, with 18,300 more people aged 65 and over resident in Leeds in 2026 than in 2016.
- Although the 65 and above age group still has more women than men, there has been a bigger increase in the number of men, with 7,800 more men aged 65 and over resident in Leeds in 2016 than in 2006 (compared to 4,400 more women).
- Leeds has become more ethnically diverse over the last decade and the makeup of Leeds's communities has changed significantly. We now have residents from over 140 ethnic groups residing in Leeds's neighbourhoods (with 170 different languages being spoken), the greatest increase in younger age groups. The proportion of the school population from BME backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 32.6% in 2017.
- Although the population aged 65 and older is less ethnically diverse than younger age groups, the proportion from BME backgrounds will increase as people who settled in Leeds as young adults grow older.
- The Leeds population is predicted to continue to grow, reaching 826,000<sup>3</sup> in 2026. This is a 6% increase in the 10 years 2016 to 2026. The working age population will have a smaller percentage increase (2.9%) than the population of children and young people (9.3%) and the population aged 65 and over (15.2%).
- There is no direct count of disability for the whole population, but the Census 2011 collected information about 'long term health problems or disability'. In Leeds 83.3% of people said that their day-to-day activities are not limited by long term health problems or disability, 7.9% said they are limited a lot and 8.9% said that they are limited a little.
- The religious profile of the city is changing. In the 10 years between the 2001 census and 2011 census, the proportion of people who said they are Christian decreased from 68.9% to 55.9%. The proportion with no religion increased from 16.8% to 28.2%. Compared to England and Wales, Leeds had higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%). The Muslim community had the youngest age profile.
- The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004 which came into effect in the UK in December 2005. In Leeds, 41.5% of adults were married, which is lower than the England and Wales rate of 46.6%; 0.2% of adults were in a registered same-sex civil partnership, which is the same as the England and Wales rate; 40.8% of adults were single (never married or never registered in a same-sex civil partnership), which is much higher than the England and Wales rate of 34.6%; 17.5% of adults were separated, divorced or widowed, which is slightly lower than the England and Wales rate of 18.6%.

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<sup>3</sup> Rounded to 100. ONS 2014-based population projections.



## ***Poverty and Inequality***

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

Our latest socio-economic analysis (notably the 2015 Joint Strategic Needs Assessment, analysis based on the 2015 Index of Multiple Deprivation and the 2016 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society.

The Indices of Multiple Deprivation show the geographic concentration of deprivation in the communities of Inner East and Inner South Leeds, confirming the wider analysis of poverty and deprivation undertaken in the 2015 Joint Strategic Needs Assessment. Analysis of relative change in the city since the previous 2010 Index suggests that there has been some intensification of the concentration of our most deprived and least deprived neighbourhoods.

- A fifth of the Leeds population – around 155,000 people across the city are classified as being in 'absolute poverty'. (Absolute Poverty measures individuals who have household incomes 60% below the median average in 2010/11, adjusted for inflation.)
- Over 26,000 (18.1%) Leeds children are from out-of-work benefit households and are in poverty (2015). In recent years there has been an increase in the number of people in employment who are living in poverty. Nationally over 5 million people now live in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.
- During 2015/16, in-work poverty was estimated to affect 69,000 Leeds adults. Over 28,000 Leeds residents in full-time work earn less than the Real Living Wage of 2017 and almost 10,500 Leeds workers are on zero hour contracts.
- Almost 44,000 Leeds households were in fuel poverty and over 9,000 of these households were paying their fuel bills via prepayment meters during 2015.
- Leeds has 105 neighbourhoods in the most deprived 10% nationally. This is 22% of Leeds neighbourhoods. Leeds is ranked at 31 out of 326 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 45% and Manchester has 41%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as the 3rd most deprived out of 326 local authorities. There are 2 local authority measures that are designed to help identify large deprived populations:
  - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds has the

3<sup>rd</sup> highest number at 120,622<sup>4</sup> (Birmingham has the highest number and Manchester the 2<sup>nd</sup> highest).

- Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds has the 3<sup>rd</sup> highest number at 59,553<sup>5</sup> (Birmingham has the highest number and Liverpool the 2<sup>nd</sup> highest).

### *Financial Hardship*

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

- The implementation of welfare changes from April 2013 has contributed to many families falling into rent and council tax arrears or further into arrears. As a result, in 2016/17 the council saw over 5,000 awards to people accessing its Local Welfare Support Scheme for both emergency (food and fuel) and basic needs provision (household goods), totalling almost £724,000 in direct awards.
- Further welfare changes, including the under-occupancy charges, have affected over 5,400 Leeds households. In January 2017, the Benefit Cap reduced to £20,000 per annum and affected over 1,000 households during 2017.
- Over 19,000 households in Leeds now have to pay 25% of their Council Tax due to changes to Council Tax Support.
- Mirroring national trends, the city has also seen the emergence and significant growth of foodbanks, supported by the establishment of the Leeds Food Aid Network to coordinate emergency food provision across the district. Almost 27,000 people in Leeds have needed assistance with food via a food bank between April 2016 and March 2017.
- Access to credit and interest rates for those on low incomes or with poor credit histories also remains high. The value of the high cost credit sector was £8.9bn nationally in 2016, in Leeds it is estimated to be worth £178m, up almost 19% since the figure was last estimated in 2009. The high cost credit sector includes products and services such as payday loans, rent-to-own, home credit and catalogue credit.

### **Third sector**

The council continues to recognise and value the critical and significant role that the third sector plays in the life of the city. The council and the sector remain committed to working together to ensure the best possible outcomes for the people of Leeds.

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

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<sup>4</sup> The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means tests). Data is from 2012.

<sup>5</sup> A count of working age people who are involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. Data is from 2012

- The Third Sector Partnership has received regular updates on the council's financial position. In November 2017, the council's Chief Officer, Financial Services provided an overview of the financial position and the challenges that will need to be addressed in the council budget 2018/19. Directorate colleagues shared information about their respective budget challenges and any potential impact on the third sector.
- Council directorates have well established on-going arrangements and dialogue with their third sector partners and other interested third sector stakeholders. This shapes and informs their approach to the budget challenges and their priorities. They are also in regular detailed discussions with organisations that will be impacted by any budget reductions.

The council demonstrates its commitment to the sector through its significant financial and in-kind investment. In 2016/17 over £133.7m was invested in the sector, principally in children's and health and social care services, including Aspire. This money was also invested in community and environmental activities, volunteering and in the infrastructure to support organisations to start up, develop and grow.

The council further invested money and staff time in the development and maintenance of the partnership and engagement relationship, including city-wide strategic bodies and a network of locality, service, thematic, community and equality-focused third sector forums. This facilitates strategic engagement with the sector, dialogue between the sector, council and a range of partnerships and forums and enables the council to have better reach into communities, resulting in more effective co-production and collaboration on key city and locality agendas.

The council had financial transactions with over 1,600 individual third sector organisations in 2016/17: 747 organisations received payments of less than £1000 (predominantly small, local and sports organisations) and 25 organisations / consortiums received over £70m between them. Total investment in the sector has been broadly maintained since 2010 despite the council's significant financial pressures. This is a very positive picture, but the council is not complacent and, along with third sector partners, is currently reviewing the analysis of the council's financial relationship with the sector in order to understand whether the approach is supporting our shared ambitions for a strong and diverse sector that can deliver for Leeds.

In addition to investment in the sector, the council continues to drive forward and support a range of initiatives to ensure that Leeds has a thriving third sector that can deliver for the people of Leeds. For example:

- The council provides executive support and plays a leading role in the Third Sector Partnership. This is a key part of the city infrastructure through which the third sector, council, NHS, universities and other public sector partners work together to ensure that collectively the conditions are created for a thriving third sector, so organisations can deliver better outcomes for the people of Leeds. The Partnership is chaired by Cllr Debra Coupar and is attended by representatives from all council directorates.
- In May 2017 the Third Sector Partnership approved the Compact for Leeds, which sets out principles and guidance for working relationships between the public and third sector. Codes of Practice around Volunteering and Partnership Working have also been agreed and a Commissioning Code for the Third Sector is being developed by the council, third sector and NHS

partners. This will be important in supporting coherent and consistent joint commissioning and investment by both the local authority and NHS in Leeds.

- A forum to promote and support an enterprising sector and support social enterprises has been established and is growing,
- The council has been an active partner in the development of the Leeds Social Value Charter and is currently developing guidance for council commissioners to ensure that maximum added value can be delivered through procurement.
- Events to celebrate the work of small groups, volunteers and active citizens have taken place, celebrating their work, but also providing them with an opportunity to link into a range of democratic arrangements, networks and to access organisational and funding support and advice.
- The Funding Leeds website was formally launched at the Small Groups event. The website provides a comprehensive accessible database of local, regional and national funding opportunities and provides information and links to local training and support. This initiative has been financially supported by the council and developed by a partnership between council and third sector colleagues.
- The council has developed a funding support programme which encourages council staff to volunteer to use their transferable skills and experience to help smaller community organisations to produce better funding bids. This has included a specific focus on support to minority and marginalised communities.
- The People's Commissioning arrangements in the council provide a vehicle to ensure that investment, including in the third sector, is coherent and coordinated and the impact of any disinvestment is in line with established best practice protocols. This ensures, for example, the investment decisions of directorates individually and collectively do not result in unintended consequences for individual organisations or for the sector.

The close working relationships between the council and third sector across a wide range of activities continues to drive forward a considered strategic and operational focus. Council colleagues and third sector partners will continue to broker further discussions as necessary on budget, global, national, and local and other emerging challenges that impact on Leeds, in order to drive new ways of working and contribute to the delivery of the Best Council Plan.

### ***The council's workforce profile***

In response to the financial challenges we are facing, the council recognises the need to significantly reduce its workforce. As noted above, working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk is creating a more flexible and responsive workforce and avoiding the need for as many redundancies as initially estimated. Our staff engagement results are very positive, with three year trends showing improvement across all areas linked to our workplace culture and values.

In-work poverty and low pay remain issues of national concern. In Leeds, work continues to tackle this, reflecting the commitments in the Low Pay Charter adopted by Council in April 2015.

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

In December 2017 a discount benefits scheme was introduced, focusing on day-to-day purchases, rather than luxuries. The scheme has been adopted in councils across the region, including Leeds.

In December 2016 there were 14,693 people employed in the council (excluding schools and casual staff). In December 2017 this figure was 14,425, a reduction of 268 members of staff. The workforce profile of all employees is shown below.

Gender	Number	%
Male	5658	39%
Female	8767	61%
Total	14425	100.0%

Disability	Number	%
Not disabled	12285	85%
Disabled	783	5%
Not specified	1357	9%
Total	14425	100%

Ethnic Origin	Number	%
Non BME	10681	74%
BME	1901	13%
Not specified	1843	13%
Total	14425	100.00%

Sexual Orientation	Number	%
Heterosexual	7153	50%
Lesbian, gay, bisexual & other	297	2%
Not specified	6975	48%
Total	14425	100.00%

Religion or belief	Number	%
Religion	8388	58%
Not specified	6037	42%
Total	14425	100.00%

Age	Number	%
16 –25	913	6%
26 - 64	13221	92%
65 +	291	2%
Total	14425	100.00%

To date the number of people leaving through turnover and the voluntary early retirement and severance scheme is not adversely affecting the workforce equality profile. However, the reducing workforce, coupled with reduced external recruitment, is affecting our ability to improve the workforce profile to reflect the city population (based on 2011 census data). We are working hard to improve this and although long-term in nature, this work is deemed high priority. The council promotes equality and diversity and is committed to creating a representative organisation with an inclusive culture. All members of the Corporate Leadership Team and Chief Officers have a specific inclusion objective in their appraisals, political support is strong and a comprehensive programme of work is in place, with strong links to our Staff Network groups. This includes a specific focus on increasing apprenticeships among both BME and disadvantaged residents (detailed further below).

Due regard continues to be given to all key and major decisions which may impact on the workforce.

### **Equality Impacts and Improvement Work**

The council has produced Equality Improvement Priorities 2016-20 to ensure that the council meets its legal duties under the Equality Act 2010 and to complement the 'Best City' ambition set out in the Best Council Plan for Leeds to have a Strong Economy and to be a Compassionate City.

Equality analysis used to set the council equality improvement priorities has also been used to inform, and is an integral part of, the Best Council Plan priorities and Budget proposals. The Equality Improvement Priorities recognise that there are currently different outcomes and experiences for different groups and communities, highlighting the challenges the city will have to address in order to tackle inequalities and help people out of poverty. They are based on evidence of disproportionate outcomes, which we are seeking to challenge and change

The council's Equality Improvement Priorities have taken into account the protected characteristics as required under the Equality Act 2010. We continue to recognise poverty as a barrier that limits what people can do and can be. We have, therefore, included priorities that specifically address poverty as we recognise that a number of the protected characteristics are disproportionately represented in those living in poverty.

There is not an equality priority for every protected characteristic but all characteristics are taken into account. We are committed to equality for all our citizens and believe that improving a service for one community will have a positive impact for all communities. We will continue our work across all the protected characteristics, whether or not there are specific equality improvement priorities which are explicitly focussing on them. We will consider all communities when we give due regard to equality at both strategic and operational activities.

Progress against the equality improvement priorities is reported annually.

A range of activity has taken place over the last 12 months to help reduce inequalities and improve outcomes. This has included work to:

- Ensure people in Leeds can lead safer, healthier and happier lives and are free from the risks, threats and harms associated with domestic violence and abuse:
- Reduce homelessness for 16-24 year olds, such as care leavers, young offenders and young people whose relationship with family has broken down;

- Ensure that disabled people have the right housing option in place, whether that be by helping them move into accessible housing or to stay in their existing home by creating an accessible environment;
- Improve properties and assist tenants living in fuel poverty;
- Prevent and protect children from sexual exploitation;
- Increase awareness and understanding of hate crime, reduce the occurrence and impact of hate crime and increase hate crime reporting;
- Understand the context and impact of migration on Leeds;
- Improve access to sports and leisure facilities, increasing the participation of women and disabled people in particular;
- Provide effective support to access the labour market, particularly for people with mental health issues;
- Increase digital inclusion, particularly for those in poverty to provide greater access to jobs, skills and learning;
- Help people out of financial hardship; and
- Reduce the gaps in learning outcomes for vulnerable learners including Children Looked After and children and young people with Special Educational Needs and Disabilities (SEND) including Social, Emotional and Mental Health (SEMH).

Full details of this improvement work can be found in the Annual Equality Progress Report, which can be accessed [here](#).

### *Apprentices*

The Skills Funding Agency (SFA) released Local Education Authority ethnicity data for the first time in 2015 which evidenced the under-representation of Black and Minority Ethnic (BME) apprenticeship starts (relating to the 2013/14 academic year). The number of apprenticeship starts by BME residents of Leeds stood at just over 10% of all starts in the 2013/14 academic year. This does not compare favorably with BME participation rates across adult learning programmes in England as a whole which were 19% in 2013/14 (recognizing that many apprentices are not adults). Locally the Leeds Community Learning programme (15,000 learners) had a BME participation rate of 34% and the city had a school BME population of 31.1%. As the SFA has not released data on ethnicity for periods subsequent to 2013/14 we continue to use the benchmarks for 2013/14 for comparability.

In response to the release of the 2013/14 data the council's Employment and Skills Service proposed a range of potential measures in order to contribute to an equality improvement priority to increase the percentage of BME young people starting an apprenticeship to 15% by 2019. The programme of work has been developed and reinforced by the co-commissioning of research with Bradford Council in April 2016, into the Participation in Apprenticeships by Black Asian and Minority Ethnic Young People. The research identified a number of generic but also ethnicity specific barriers that prevented young people from BME communities applying for apprenticeships. As well as identifying barriers, the researchers worked with young people to understand their perceptions of how some of these barriers might be tackled, and the research set out a number of recommendations endorsed by participants grouped into five key areas: improving knowledge and awareness; influencing parental attitudes; greater investment in apprenticeships; improving advertising and marketing of apprenticeships; and improving the apprenticeship offer.

The range of activities that have been undertaken or are underway include:

- A promotional radio campaign with Fever FM to raise awareness through producing and broadcasting three on-air campaigns. (Commissioned and delivered between April 2016 and March 2017).
- Promoting the annual Leeds Apprenticeship Recruitment Fair (March 2016 and March 2017) to BME communities. The event was scheduled to coincide with the start of National Apprenticeship Week to maximise visitor numbers. In 2016 more than 5,000 visitors attended and 2017 saw an increase with over 6,000 visitors in attendance making this the largest apprenticeship event in the North of England.
- Planning is underway for the March 2018 Leeds Apprenticeship Recruitment Fair. Targeted promotion of the event to BME communities will take place and will be supported by a newly commissioned BME Apprenticeship Programme (see below).
- Commissioning a training provider to deliver the contract for Supporting Participation in Apprenticeships by BME young people. This is a one year contract (January – December 2018) aimed at 16-24 year olds. The contract will seek to promote apprenticeships to BME young people in a range of settings, and to support those young people in making applications for apprenticeships through group activity and individual support. Leeds City Council's Community Safety team will provide additional support to assist engagement with key community groups.
- Support to the Sports and Active Lifestyles service to offer pre-apprenticeship training and qualifications specific to key roles in the service, with a focus on recruiting young people from BME backgrounds. Employment and Skills will support the activity by providing targeted promotion of opportunities across BME communities. This is in response to the Sports and Active Lifestyles service seeking to improve the diversity of its workforce, especially relating to ethnicity, where BME groups in particular are currently under-represented. The programme is due to commence in early 2018.
- The council has identified 6 target schools to work with across the city to encourage school age students to take up apprenticeships with a specific focus on public sector and council apprenticeships. These schools were identified from deprivation and diversity targets and hit those featuring most highly in these indices. Work includes a selection of workshops that cover employment skills and awareness raising.

## Consultation

The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities. These have been shaped through past and ongoing consultations and stakeholder engagement, including significant consultations to help develop new Inclusive Growth, Culture and Transport Strategies for the city.

The Best Council Plan 2018/19-2020/21 and Budget 2018/19 proposals have been developed through consultation with officers and members, including Scrutiny. Summaries of discussions with all Scrutiny Boards are provided as appendices to the Best Council Plan 2018/19-2020/21 and Budget 2018/19 reports for consideration by the council's Executive Board and Full Council in February 2018.

Evidence from public perception that services and localities already hold with regard to people's priorities also supported the preparation of the Initial Best Council Plan



and Initial Budget Proposals for 2018/19 considered by the Executive Board in December 2017.

Public consultation on the council's Initial Budget Proposal for 2018/19 took place between the 14th December 2017 and the 15th January 2018. The approach taken recognised the importance of engaging a representative number of respondents from a broad cross-section of demographic groups, and the need to review residents' budget priorities.

The consultation was carried out primarily through an online survey (also available in a hard copy paper format), which included a brief summary of the key points from the budget proposals, interspersed with questions that focussed on the principles of the council's budget and service priorities. An open response question was also included to give participants flexibility to share any views they wished.

Residents were invited to take part through social media, emails to partner organisations, and staff were invited via email. It was posted as a news item on both the council's website and the staff intranet site. Members of the Citizens' Panel received either an email or a postal version of the survey, depending on their contact preference. Further targeted advertising, carried out through Facebook, was found to be highly successful in increasing engagement of younger people.

The consultation was introduced through a brief animation, which highlighted the challenges that the council faces and raised some of the themes that would be explored. In total, this animation was viewed 28,874 times and, as a result, we received 162 comments, 160 'shares' and 'retweets', and 159 'likes' through social media.

A total of 1,984 surveys were completed, making the results statistically very robust, by respondents from a range of different demographic groups, broadly representative of the population of Leeds residents.

The full report is provided as an appendix to both the Best Council Plan 2018/19-2020/21 and Budget 2018/19 reports for consideration by the council's Executive Board and Full Council in February 2018.

## **Summary and Next Steps**

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

The proposed Best Council Plan 2018/19-2020/21 and Budget 2018/19 recognise the challenges that the city and the council are facing: reduced funding, increased demands on public services and inequalities impacting upon people's educational attainment, health and employment. Having a clear, strategic vision centred firmly on tackling poverty and inequalities with a budget that supports this will help tackle these challenges.

The Best Council Plan and supporting Budget are aimed at tackling inequalities through a range of activity and interventions. This requires an understanding of the potential negative impacts on communities and protected characteristics covered by the Equality Act 2010 and action identified to mitigate against these. The revenue budget will impact on all communities and, as previously stated, those groups identified as being at the greatest potential risk of negative impact include:

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

Other considerations also consider a range of factors including:

- Stakeholder status - for example, whether one is a service user, employee or elected member; and
- Potential barriers - for example, the built environment, location, stereotypes and assumptions timing etc.

Specific equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2018/19 through the council's decision-making processes.

During 2018/19 the council will also review its Equality Improvement Priorities to ensure that they are still relevant and continue to reflect the ambitions and priorities set out in the Best Council Plan. More detailed and specific work will continue to take place to ensure that further consideration is given to equality. Where any negative or disproportionate impacts on protected characteristics are identified, appropriate and relevant action to mitigate these will be considered and implemented.

### **Equality Impact Assessment Action Plan**

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



Report author: Kevin Tomkinson  
Tel: 88659

**Report of** City Solicitor  
**Report to** Council  
**Date:** 21 February 2018  
**Subject:** Attendance at Meetings

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 To seek authorisation of the Council to the absence of Councillor Neil Dawson from meetings of the authority for up to six consecutive months.

## Recommendations

That approval be given to the absence of Councillor Neil Dawson from meetings of the authority for a period of six months from the date of this meeting.

## **1 Purpose of this report**

- 1.1 To seek authorisation of the Council to the absence of Councillor Neil Dawson from meetings of the authority for up to six consecutive months.

## **2 Background information**

- 2.1 Section 85 (1) of the Local Government Act 1972 makes provision in relation to member attendance at meetings. It provides that if a member fails to attend qualifying meetings for a period of 6 consecutive months from the date of their last attendance, they shall cease to be a member of the authority unless, before the expiry of that period ,the authority has approved such non-attendance.
- 2.2 Members may be aware that Councillor Neil Dawson has had a period of illness and at the time of writing this report his last attendance at a meeting of the authority was Corporate Governance & Audit Committee on 22<sup>nd</sup> September 2017.

## **3 Main issues**

- 3.1 The group whip for Councillor Neil Dawson has requested that Council approve his absence from meetings of the authority for a period of up to 6 months for health reasons.
- 3.2 Councillor Neil Dawson's committee memberships are Corporate Governance & Audit Committee, Scrutiny Board (Children and Families), Scrutiny Board (Infrastructure and Investment), Member Management Committee and Outer South Community Committee.

### **3.1 Consultation and Engagement**

- 3.1.1 The relevant group whip has been consulted on this report.

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

- 3.2.1 There are no specific implications regarding equality, diversity, cohesion and integration arising from this report.

### **3.3 Council policies and City Priorities**

- 3.3.1 There are no specific implications.

### **3.4 Resources and value for money**

- 3.4.1 There are no specific implications regarding resources and value for money arising from this report.

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

- 3.5.1 This report is not subject to Call In, as it is a Council Function.

### **3.6 Risk Management**

- 3.6.1 No specific implications

#### **4 Recommendations**

- 4.1 That approval be given to the absence of Councillor Neil Dawson from meetings of the authority for a period of six months from the date of this meeting.

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

- 5.1 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.

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Report author: Kate Sadler

Tel: 0113 37 88663

## Report of City Solicitor

## Report to Full Council

Date: 21<sup>st</sup> February 2018

## Subject: Amendments to Executive Arrangements

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

## Summary of main issues

1. At the Annual Meeting of Council on 25<sup>th</sup> May 2017 the Leader presented details of her executive arrangements to Council.
2. The Leader has made an amendment to those arrangements and is therefore now required to present details of the altered arrangements to Council.

## Recommendations

1. Council is asked to note that the Leader has made an amendment to Part 3, Section 3B(c) Deputy and Support Executive Members with effect from 9<sup>th</sup> January 2018 and that arrangements are now as shown at Appendix A attached.

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

- 1.1 This report presents an amendment to the Leader's executive arrangements for the 2017/18 Municipal year.

## **2. Background information**

- 2.1 There is no relevant background information.

## **3. Main issues**

### **3.1 Section 3B(c): Deputy and Support Executive Members**

- 3.2 This document sets out the details of those Members appointed by the Leader as Deputy Executive Members and Support Executive Members.

- 3.3 With effect from 9<sup>th</sup> January the Leader has removed Councillor Jack Dunn as a Support Executive Member.

- 3.4 The amended arrangements in relation to Deputy and Support Executive Members are now as shown at Appendix A attached.

## **4. Corporate considerations**

### **4.1 Consultation and engagement**

- 4.1.1 The Leader consulted her Leadership team in relation to the amendments.

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

- 4.2.1 There are no implications for this report.

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

- 4.3.1 Publication of the Executive Arrangements within the Constitution is in line with the Council's Corporate Governance Code and Framework in addition to furthering the Council's value of being "open, honest and trusted."

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

- 4.4.1 There are no implications for this report.

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

- 4.5.1 As the decision was taken after publication of the agenda for the Council meeting on 10<sup>th</sup> January, this report satisfies the constitutional requirement that the Leader present amendments to her executive arrangements to the next ordinary meeting of Council.

### **4.6 Risk management**

- 4.6.1 There are no implications for this report.



## **5. Conclusions**

- 5.1 The Leader has amended her executive arrangements to remove Councillor Jck Dunn as a Support Executive Member.

## **6. Recommendations**

- 6.1 Council is asked to note that the Leader has amended Part 3, Section 3B(c) Deputy and Support Executive members with effect from 9<sup>th</sup> January 2018 and that arrangements are now as shown at Appendix A attached.

## **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.

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**SECTION 3B(c): SUPPORT TO EXECUTIVE MEMBERS**

**Role And Responsibilities Of Deputy And Support Executive Members**

To assist the Executive Members in their roles and responsibilities

**DEPUTY EXECUTIVE MEMBERS**

- Councillor Graham Hyde
- Councillor Kim Groves
- Councillor Mohammed Iqbal
- Councillor Jonathan Pryor
- Councillor Neil Dawson

**SUPPORT EXECUTIVE MEMBERS**

- Councillor Sharon Hamilton
- Councillor Arif Hussain
- Councillor Stuart McKenna
- Councillor Julie Heselwood
- Councillor Kevin Ritchie
- Councillor Gerry Harper

**Climate Change**

Chair of Leeds Climate Change Action Group – Councillor Al Garthwaite

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Report author: Kevin Tomkinson

Tel: 88659

## Report of the City Solicitor

## Report to Council

**Date: 21<sup>st</sup> February 2018**

**Subject: Council Budget Motion**

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

## Summary of main issues

The Budget motion before Council arises from recommendations contained in a number of reports. This report assembles those reports and identifies their relationship to the recommendations before Council to assist Members in consideration of the decision.

## Recommendations

The recommendation for full Council arising from these reports is that which is included on the Council Summons as the budget motion.

## **1 Purpose of this report**

- 1.1 To present various reports which are relevant to the consideration of the budget motion by full Council on 21<sup>st</sup> February 2018.

## **2 Main issues**

- 2.1 Reports are attached to this covering report as follows:-

### **Item 7(i) Revenue Budget**

This report sets out the Council's budget for 2018/19 as recommended by the Executive Board on 7<sup>th</sup> February 2018. Recommendations (i),(ii),(iii) and (iv) at paragraph 16.1 form part of the budget motion.

### **Item 7(ii) Council Tax**

This is the detailed report in relation to the setting of the Council Tax the recommendation from which forms the bulk of the motion before Council.

### **Item 7(iii) Capital Programme Update 2018-2021**

This report sets out the updated capital programme for 2018/2021 as recommended by the Executive Board on 7<sup>th</sup> February 2018. Recommendations at paragraph 6.1 (a) and (b) are part of the budget motion.

### **Item 7(iv) Treasury Management Strategy 2018/2019**

This report sets out the Treasury Management Strategy for 2018/19 and provides an update on the implementation of the 2017/2018 strategy. The Executive Board considered the report on 7<sup>th</sup> February 2018 and the recommendations at 6.3 to 6.6 of the report are the final part of the budget motion.

## **3 Corporate Considerations**

### **3.1 Consultation and Engagement**

- 3.1.1 As per the reports to the Executive Board.

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

- 3.2.2 As per the reports to the Executive Board.

### **3.3 Council policies and City Priorities**

- 3.3.3 As per the reports to the Executive Board.

### **3.4 Resources and value for money**

- 3.4.1 As per the reports to the Executive Board.

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

3.5.1 As per the reports to the Executive Board.

### **3.6 Risk Management**

3.6.1 As per the reports to the Executive Board.

## **4 Conclusions**

4.1 As per the reports to the Executive Board.

## **5 Recommendations**

5.1 The recommendation(s) for full Council arising from these reports are included on the Council Summons as the budget motion.

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

6.1 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.

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**Report of the Chief Officer – Financial Services**  
**Report to Executive Board**  
**Date: 21<sup>st</sup> February 2018**

Agenda Item 7(i)

**Subject: 2018/2019 Revenue Budget and Council Tax**

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report seeks the approval of Council to a revenue budget and council tax for the 2018/19 financial year. The report sets out the framework for compiling the 2018/19 budget, taking into account the Local Government Finance Settlement including piloting 100% business rate retention in 2018/19, the initial budget proposals that were agreed by the Executive Board in December 2017, the results of budget consultation and other factors that have influenced the final budget. The report also provides an update to the equality impact assessment that was developed as part of the initial budget proposals.
2. The 2018/19 budget now being proposed supports the Council's Best City/Best Council ambitions, policies and priorities aimed at tackling inequalities as set out in the Best Council Plan, the Authority's strategic plan. (Please refer to the Best Council Plan 2018/19 - 2020/21 refresh report which is on today's agenda).
3. The provisional Local Government Finance Settlement was announced on the 19<sup>th</sup> December 2017. The provisional settlement confirmed the reduction of £14.1m to the Council's settlement funding assessment which is in line with the multi-year funding settlement and the initial budget proposals. The final Local Government Finance Settlement was announced on the 6th February 2018 ahead of a formal parliamentary motion and debate on the 7th February 2018 and is consistent with the provisional settlement.

4. The 2018/19 budget proposals are set within the context of the 2018/19 – 2020/21 medium term financial strategy which was approved by Executive Board in July 2017, the initial budget proposals which were received at Executive Board in December 2017 and the Local Government Finance Settlement.
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. Whilst we have been able to balance the budget each year since 2010 and continue to deliver a broad range of services despite declining income, it is clear that the position is increasingly challenging to manage. 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. Section 13 of this report presents a summary update to the 2019/20 – 2020-21 medium-term financial strategy and the intention is to fully update this strategy for presentation to the Executive Board in July 2018.
6. The headlines from the 2018/19 budget proposals, when compared to the 2017/18 budget, are as follows:
  - An increase in the Council's net revenue budget of £18.2m to £510.9m;
  - A reduction in revenue support grant from government of £65m (100%). Authorities piloting 100% business rates retention forego revenue support grant and the value of the grant foregone is taken into account in setting the new business rates baseline;
  - An increase in business rates income of £15.3m, after this baseline adjustment;
  - A reduction in the settlement funding assessment of £14.1m (6.6%);
  - An increase in council tax of 2.99% together with a further 2% in respect of the Adult Social Care precept and an increase in the council tax base, generating an additional £17.0m of local funding;
  - A combination of reduced core funding and cost pressures means that the Council will need to deliver £33.9m of savings by March 2019; and
  - A net increase in staffing of 59 full time equivalent posts reflects the impact of increased trading and the realisation of additional income.
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 in rent of 1% from April 2018.

## **Recommendations**

1. As recommended by the Executive Board, this report asks Council to adopt the following resolutions:

- i) That the revenue budget for 2018/19 totalling £510.9m be approved. This means that the Leeds element of the council tax for 2018/19 will increase by 2.99% plus the Adult Social Care precept of 2%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 21 February 2018.
- ii) Grants totalling £70k to be allocated to parishes
- iii) Approval of the strategy at Appendix 9 in respect of the flexible use of capital receipts.
- iv) In respect of the Housing Revenue Account that the budget be approved with:
  - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
  - An increase of 3% in dwelling rents in PFI areas.
  - A 3.9% increase in district heating charges.
  - That service charges for multi-story flats are increased by £2 per week.
  - That service charges for low/medium rise properties are increased by 3.9%.
  - That the charge for tenants who benefit from the sheltered support service currently paying £4 a week be increased to £6 per week.
  - That any overall increase to tenants in respect of rents, service and sheltered support charges will be no more than £5 per week.

## **1. Purpose of report**

- 1.1. This report sets out the Council's budget for 2018/19. It has been prepared in the context of the Council's initial budget proposals, which were agreed by the Executive Board in December 2017 and also the final Local Government Finance Settlement and in accordance with the Council's budget and policy framework. As agreed by Executive Board, the initial budget proposals have been submitted to scrutiny for review and consideration and have also been used as the basis for wider consultation.
- 1.2. Following recommendation by the Executive Board, including the addendum presented to the Board following the receipt of the final local government finance settlement, this report seeks approval from Council that the City Council's revenue budget for 2018/19 be approved at £510.9m. This results in an increase of 4.99% in the Leeds element of council tax, which for a Band D property is an increase of £63.69 to £1,339.89 for 2018/19.
- 1.3. Detailed budget proposals for each service are set out in the directorate budget reports attached in Appendix 8. This information will be consolidated into the annual financial plan and the budget book. The annual financial plan brings together the revenue budget, capital programme and performance indicators for 2018/19, providing a clear link between spending plans and

performance at directorate level. The budget book contains detailed budgets for each directorate at both service level and by type of expenditure/income.

- 1.4. In addition, as part of the refreshed Best Council Plan suite of documents, a graphical summary will be produced to show how the 2018/19 budget supports the delivery of the Council's priorities. This will again provide a useful one-sided overview for staff, partners and the public.
- 1.5. In accordance with the Council's budget and policy framework, decisions as to the Council's budget and council tax are reserved to Council.
- 1.6. The budget proposals contained within this report have, where appropriate, been the subject of the Council's equality impact assessment process and mitigating measures have been put in place or are planned where appropriate.

## **2. The national 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 Council's revenue budget for 2018/19 needs 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 funded by Government. The frequency of business rate revaluations will change from five years to three following the next revaluation, currently due in 2022;
- Fuel and alcohol duties have been frozen for 2018/19.

## 2.4. **2018/19 Local Government Financial Settlement**

2.4.1. The Secretary of State for Communities and Local Government presented a statement on the provisional Local Government Finance Settlement 2018/19 to the House of Commons on 19th December 2017. The key headlines were:

- Confirmation of the multi-year settlement and the settlement funding assessments.
- Councils will receive £1.4 billion (28.3%) less Revenue Support Grant to run local services in 2018/19 than last year, excluding the impact of business rate pilots.
- All councils will be able to raise general council tax by up to 2.99% in 2018/19 to fund local services without the need for a referendum, an increase of 1%.
- England's 152 social care authorities will again be able to increase council tax by up to a further 3% in total in 2018/19 in respect of the Adult Social Care precept. The total social care precept increase allowed across the three years from 2017/18 to 2019/20 remains unchanged at 6%.
- This means the maximum by which social care authorities can increase overall council tax in 2018/19 is 5.99%. Nationally, it is estimated that this 1% increase above the previously core council tax limit will raise an extra £240m from local taxation.
- Social care authorities will receive the second payment of additional funding for social care in the improved Better Care Fund announced in the 2015 Spending Review, £1.5bn in 2018/19 rising to £1.8 billion by 2019/20.
- Announcement of 11 new 100% business rates retention pilots in 2018-19, including Leeds City Region.
- Further, Government announced that it aims to implement greater business rates retention, most likely 75%, nationally in 2020/21.
- Confirmation that no further reforms to New Homes Bonus would be introduced in 2018/19, following the reduction of payments from six

years to four over a two year period and the introduction of a 0.4% growth baseline in 2017/18. Government will retain the option to adjust the baseline in subsequent years.

- Extension of the capital receipts flexibility program for a further three years, allowing authorities more freedoms around how they use the proceeds of assets sales.

2.4.2 The final Local Government Settlement was announced on the 6<sup>th</sup> February 2018 ahead of a formal motion and parliamentary debate on the 7<sup>th</sup> February 2016. The key headlines in the final settlement were;

- The funding allocations for Leeds were unchanged from the provisional settlement.
- All authorities but one are to receive at least the amount set out in the provisional settlement. The one decrease is due to a small reduction in New Homes Bonus allocation.
- Social care authorities will receive an additional one-off Adult Social Care Support Grant of £150m.
- The Rural Services Delivery Grant, which supports certain rural districts, is to be increased from £65m to £81m in 2018/19.

### **3. Developing the 2018/19 budget and medium term financial strategy with the refreshed Best Council Plan 2018/19 – 2020/21**

3.1. Between the 2010/11 and 2017/18 budgets, the Council's core funding from Government has reduced by around £239m, and will reduce by a further £14.1m in 2018/19. Additionally the Council has faced significant demand-led cost pressures, especially within the Adults & Health and Children & Families directorates. 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, which have resulted in significant cost pressures in other local authorities, have been contained within Leeds to date. Specifically within Housing Services, Leeds has only 33 households registered in temporary accommodation and no one in Bed & Breakfast accommodation. By way of comparison Birmingham has 1,740 households in temporary accommodation of which 379 are in Bed & Breakfast. In respect of 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% in Leeds 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 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 Best Council Plan and 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 continue delivering 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 £14.1m**

- 4.1.1. Settlement funding assessment is essentially the aggregate of government grant and business rate baseline funding for a local authority. As part of the 2016/17 financial settlement, Government offered councils a 4-year funding settlement for the period 2016/17 to 2019/20, 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 £14.1m compared to 2017/18 which is equivalent to a 6.6% reduction.



- 4.1.4. A key feature of the 100% retention pilot (see paragraph 4.2 below) is that an authority's Settlement Funding Assessment remains unchanged. However, as already mentioned, authorities piloting 100% business rates retention will forego Revenue Support Grant and the value of the grant foregone is then taken into account in setting the new business rates baseline. Hence no Revenue Support Grant is shown in the table below, but the Business Rates Baseline Funding has been increased correspondingly.
- 4.1.5. The business rates element of the settlement funding assessment has been determined by taking the 2017/18 baseline business rates amount of £148.0m and firstly 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%. Under a 50% retention scheme, the business rates element of settlement funding assessment would therefore be £152.4m, net of an estimated 2018/19 tariff adjustment of £13.8m. However, once RSG foregone of £46.5m is added the 2018/19 Baseline is £198.9m.

**Table 1 – Settlement Funding Assessment**

	2017/18 £m	2018/19 £m	Change £m %	
Revenue Support Grant	65.0	0.0	(65.0)	-100.0
Business Rates Baseline Funding	148.0	198.9	50.9	34.4
<b>Settlement Funding Assessment</b>	<b>213.0</b>	<b>198.9</b>	<b>(14.1)</b>	<b>-6.6</b>

- 4.1.6. 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	154.49	(13.16)
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	15.03	(1.31)
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	11.26	0.23
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>198.88</b>	<b>(14.10)</b>

#### 4.2. **Business rates 100% Retention Pilot 2018/19**

- 4.2.1. The Council is a member of the Leeds City Region Business Rates Pool along with the other four West Yorkshire Authorities, Harrogate and York. In December 2017, Government notified the Council that the Leeds City Region Business Rates Pool bid to pilot 100% Business Rates Retention in 2018/19 had been successful. 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.
- 4.2.2. The key objectives of the Leeds City Region pilot are to support regional economic growth and support the financial stability of member authorities. The Joint Committee for the current Leeds City Region Pool, which is made up of Leaders of member authorities, will be meeting in advance of 1<sup>st</sup> April 2018 in order to discuss and agree the arrangements for the new Business Rates pilot. As part of this process the current Governance Agreement and Terms of Reference will be reviewed.
- 4.2.3. This pilot scheme is for one year only and allows the Leeds City Region Pool to retain all additional growth in business rates above the business rate baselines determined by Government and associated Section 31 grants, whereas currently 50% of that growth is remitted to Government.
- 4.2.4. For the Leeds City Region Pilot this additional income is estimated to be in the region of £40m, with the Pool retaining 50% (£20m) to continue to support and enable regional economic growth. The other 50% (£20m) will be allocated to the member authorities themselves to improve financial stability within their authorities. Of the 50% allocated to member authorities, half will be based on each authority's actual additional growth and half will be redistributed by population. For Leeds this additional business rates income as a result of the Pilot is estimated to be £7.3m.
- 4.2.5. Under the current business rates retention system a significant benefit of the Leeds City Region Business Rates Pool pooling arrangement has been that the levy on additional growth generated by Leeds, Harrogate and York has been retained in the region rather than being paid over to the Government. A further gain for these three authorities under the 100% retention pilot is that there will be no levy on growth, a further saving of £1.6m for Leeds in 2018/19. The total estimated gain for Leeds arising from the pooling is £8.9m with an additional gain to Leeds of a net £233k from the final settlement as reported in the addendum to the Executive Board on the 7<sup>th</sup> February 2018..
- 4.2.6. This 'gain' is the difference between the Council's budget and Section 31 grant income and levies under the 100% retention pilot and what business rates income would have been available to the Authority under the 50% business rates retention scheme. This gain is therefore not equivalent to the difference between the budget at £506.2m in the initial budget proposals and the final budget of £510.9m, but the additional business rates income is reflected in the increased final budget figure.

#### 4.3. Business Rates Income

4.3.1. The total projected rateable value of businesses in Leeds is £919.2m which would generate gross business rates income of £441.2m. Further business rates growth is anticipated in 2018/19 increasing gross business rates collected to £446.4m. However, as shown in Table 3, the impact of a range of business rate reliefs (see paragraph 4.4 below) and statutory adjustments reduces this to a net income figure of £363.0m.

4.3.2. Because of the 100% pilot, Leeds City Council's share of this income is £359.4m (99%), rather than the 49% the Authority would retain if it were not a pilot authority. The Authority then pays a tariff of £136.9m 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 £13.3m. This leaves net income of £209.1m 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>919.2</b>
multiplied by business rates multiplier	0.480
<b>Gross business rates based on projected rateable value</b>	<b>441.2</b>
Estimated Growth	5.2
<b>equals gross business rates to be collected in Leeds</b>	<b>446.4</b>
less: -	
Mandatory Reliefs	-63.7
Discretionary Reliefs	-2.7
Transitional Adjustments	12.7
<b>equals net business rates paid by ratepayers</b>	<b>392.7</b>
less adjustments for: -	
Bad debts and appeals	-14.3
Cost of collection	-1.2
Projected Enterprise Zone and renewable energy projects yield	-1.5
Transitional Adjustments repaid to Government	-12.7
<b>equals non-domestic rating income in Leeds</b>	<b>363.0</b>
Split into shares: -	
<b>Leeds City Council (99%)</b>	<b>359.4</b>
<i>West Yorkshire Fire Authority (1%)</i>	<i>3.6</i>
<i>Central Government (0%)</i>	<i>0.0</i>
less deductions from operation of business rates retention scheme: -	
Leeds City Council's tariff from Local Government Finance Settlement	-136.9
Leeds City Council's share of deficit from 2017-18	-13.3
<b>Leeds City Council 's 2018-19 income from business rates</b>	<b>209.1</b>

4.3.3. Without the pilot, local authorities experiencing business rates growth above the Business Rates Baseline would retain 49% of that growth locally, but also bear 49% of the risk if business rates fall or fail to keep pace with inflation. As a pilot authority, however, Leeds City Region will retain 99% of growth locally, but also bear 99% of the risk, although enhanced safety-net mechanisms are in place to limit such losses in year. In 2018/19 this

includes a 'no detriment' guarantee from Government which ensures that no pool of authorities will be worse off as a result of piloting 100% retention.

- 4.3.4. Business Rates Retention 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 December 2017 there were just under three thousand appeals against the 2010 ratings list remaining in Leeds.
- 4.3.5. A new rating list, primarily based on rental values in 2015, was introduced on 1<sup>st</sup> April 2017. This 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. By the end of December 2017, the Council had received only 253 checks, with only 71 properties remaining subject to this first stage of the new appeals process, and only 32 challenges have been received, 12 of which remained outstanding. No appeals have been received as yet.
- 4.3.6. Since 2013/14 the total amount repaid by way of business rate appeals is £127.5m, with a cost to the Council of £62.5m. 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 budget proposal provide for an additional £13.6m contribution from the general fund to fund this provision.

#### 4.4. **Small Business Rates Relief and other mandatory reliefs**

- 4.4.1. 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.
- 4.4.2. 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 under 50% Business Rates Retention (and Leeds will bear 100% of the cost of these reliefs during the 100% pilot in 2018/19), 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's 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.

- 4.4.3. 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 £1.2m in 2018/19, double the reduction that would have been experienced under 50% Business Rates Retention, but the Council will be fully compensated through government grant.
- 4.4.4. In order to mitigate some of the implications of the 2017 revaluation exercise upon business rates the Government set aside funds of £300m for local authorities to devise their own discount schemes to help businesses that faced large increases. Of this sum, receivable over a four year period, Leeds will receive £0.892m in 2018/19. It is proposed that a scheme is adopted whereby the increase faced by any small or medium business with a rateable value between £20,000 and £100,000 is limited to 11% above the gross rates that would have been payable in 2017/18. Without this proposal these businesses would face increases of up to 21% when compared to 2017/18. For properties with a rateable value of under £20,000 the increase is already restricted to 10.72% by the national transitional scheme. This proposal would benefit approximately 500 ratepayers.
- 4.4.5. Adoption of this discretionary policy means that the Council is focusing its support to those businesses most affected by the revaluation at a level where it will have a real impact and that these businesses fall within the SME category that are considered as essential for economic development.
- 4.4.6. In addition, it is proposed that businesses who solely provide childcare and who face an increase in their rates payable as a result of the revaluation receive an additional discount to freeze the rates payable in 2018/19 to the gross level of rates that would have been payable in 2017/18. This proposal would benefit 87 childcare providers.
- 4.4.7. This proposal enables the Council's to support access to local, high quality childcare provision through the local discount scheme, ensuring all our children get the best start in life and also supporting economic growth. It also meets a specific Government recommendation that local authorities use their business rates local discounts powers to support access to childcare provision (Business Rates Information Letter 1-2015).

#### 4.5. Business Rates Retention and the Budget Proposals

4.5.1. In terms of the budget proposals, it is estimated that the local share of business rates funding in 2018/19 will be £359.4m, as set out in Table 3 above. As per Table 4 below, the budget proposals recognise business rate growth above the baseline of £23.56m, an increase of £6.84m (40.9%) from the 2017/18 budget, the significant increase arising due to the 100% retention pilot.

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

	2017/18	2018/19	Change
	£m	£m	£m
Business rates local share	178.07	359.38	181.31
Less: business rates baseline	161.35	335.82	174.47
Growth above baseline	16.72	23.56	6.84

4.5.2. The £359.4m local share of business rates funding is then reduced by the £136.9m tariff payment and the £13.3m deficit on the collection fund to give the £209.1m estimated business rates funding shown in Table 5 below.

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

	2017/18	2018/19
	£m	£m
<b>Business rates baseline (including tariff)</b>	<b>148.0</b>	<b>198.9</b>
Projected growth above the baseline to March	13.6	18.7
Estimated growth in the year	3.2	4.8
<b>Total estimated growth</b>	<b>16.7</b>	<b>23.6</b>
Estimated provision for appeals	(22.4)	(13.6)
Additional cost of transitional arrangements and provision for bad debts	0.6	0.3
<b>Estimated year-end Collection Fund deficit (Leeds Share)</b>	<b>(21.8)</b>	<b>(13.3)</b>
<b>Estimated Business Rates Funding</b>	<b>142.9</b>	<b>209.1</b>
<b>Increase/(reduction) against the Business Rates baseline</b>	<b>(5.0)</b>	<b>10.2</b>
<b>Business Rates Retention - Additional General Fund Income</b>		<b>15.3</b>

4.5.3. Comparing the £209.1m of business rates funding against the £198.9m business rates baseline produces a surplus of £10.2m which is a £15.3m improvement against the budgeted shortfall in the 2017/18 financial year. Contained within this £15.3m improvement is an £8.5m improvement in the budgeted deficit (£13.3m in 2018/19 and £21.8m in 2017/18), releasing additional funding for frontline services.

#### 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)**

<b>Core Cities</b>	<b>Band D £:p</b>	<b>West Yorkshire Districts</b>	<b>Band D £:p</b>
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 budget recognises £4.1m of additional income from increases to the Council Tax base (3,117 band D equivalent properties) but also a decrease in the contribution from the collection fund of £1.3m (a budgeted £1.5m collection fund surplus in 2017/18 decreasing to an estimated surplus 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. However, in the 2018/19 Provisional Local Government Finance Settlement, Government announced an increase of 1% on this limit for 2018-19 and 2019-20 without the need for a referendum.
- 4.6.5. In the 2017/18 Local Government Finance 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. It is proposed that the Leeds element of council tax is increased by 4.99%, which is in line with the increase proposed in the initial budget proposals, but that this consists of an increase of 2.99% in the core council tax and 2% attributable to the Adult Social Care precept.
- 4.6.7. 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 surplus on the collection fund together with £5.7m of additional

income generated from the Adult Social Care precept and £8.5m from 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	284.7
Change in tax base - increase / (decrease)	4.6	4.1
Increase in council tax level	5.3	8.5
Adult Social Care precept	8.1	5.7
<b>Council Tax Funding before surplus/(deficit)</b>	<b>285.0</b>	<b>303.0</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>(1.3)</b>
<b>Total - Council Tax Funding</b>	<b>284.7</b>	<b>301.7</b>
Increase from previous year		17.0

4.6.8. 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 Leeds's overall reduction in the settlement funding assessment, a reduction of 6.6% for 2018/19 from £75k to £70k. Appendix 5 provides a breakdown by parish/town council.

#### 4.7. Adult Social Care precept and Grant Income

4.7.1. The 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 increased by a 2% Adult Social Care precept in 2018/19. This will provide the opportunity for a further 1% precept in 2019/20 to reach the allowed maximum precept of 6% over 3 years.

4.7.3. In applying the precept the Government requires 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 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’ monies were to be included within the improved Better Care Fund and 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 (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 over programming can be managed within the overall allocation of £51m over the next three years.
- 4.7.8. **Table 8 Adult Social Care “Spending Power”**

	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m
Base Budget (restated)	205.0	219.7	223.9	230.2
Spring Grant 17/18	14.7	(14.7)		
Spring Grant 18/19		9.4	(9.4)	
Spring Grant 19/20			4.8	(4.8)
Improved Better Care Fund		11.1	10.1	
War Pension Grant		0.1		
ASC Support Grant 17/18		(3.3)		
ASC Support Grant 18/19		2.1	(2.1)	
ASC Precept		5.7	2.9	
ASC 3% Savings target		(6.2)		
	<b>219.7</b>	<b>223.9</b>	<b>230.2</b>	<b>225.4</b>

Table 8 above outlines how the additional funding provided by the Better Care Fund, the ‘Spring Budget’ grant announcement, the 2018/19 Adult Social Care Support Grant and the proposed Adult Social Care council tax precept all combine to increase the spending power within adult social care. Annex 2 and the Adults and Health directorate report at Appendix 8 provide more detailed information in respect of this increased spending power.

4.7.9. 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 £18.2m or 3.7% from £492.7m to £510.9m, as detailed in Table 9 below and at Annex 1.

**Table 9 – 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	0.0	(65.0)
Business Rates Baseline	148.0	198.9	50.9
<b>Settlement Funding Assessment</b>	<b>213.0</b>	<b>198.9</b>	<b>(14.1)</b>
Business Rates Growth	16.7	23.6	6.8
Business Rates Deficit	(21.8)	(13.3)	8.5
Council Tax (incl. Adult Social Care Precept)	283.2	301.5	18.3
Council Tax surplus/(deficit)	1.5	0.2	(1.3)
<b>Net Revenue Budget</b>	<b>492.7</b>	<b>510.9</b>	<b>18.2</b>

4.8.2. Table 10 below analyses the £18.2m increase in the net revenue budget between the settlement funding assessment and locally determined funding sources.

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

Funding Envelope	2018/19 £m
Government Funding	
Settlement Funding Assessment	(14.1)
<b>Sub-total Government Funding</b>	<b>(14.1)</b>
Locally Determined Funding	
Council Tax (incl tax base growth)	17.0
Business Rates	15.3
<b>Sub-total Locally Determined Funding</b>	<b>32.3</b>
<b>Increase/(decrease) in the Net Revenue Budget</b>	<b>18.2</b>

## 5. Revenue Budget Proposals 2018/19

- 5.1. This section provides an overview of the changes in funding, primarily specific grants (paragraphs 5.2 to 5.3), and cost increases (paragraphs 6.1 to 6.21) which the Council is facing in 2018/19 and concludes with the savings proposals (paragraphs 7.1 to 7.10) to balance the 2018/19 budget to the estimated available resources. 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	(18.2)
Increases in Specific Grant	(14.4)
Increase in S31 Business Rate grants	(16.3)
Fall Out of One off funding	5.8
Contribution to General reserve	1.8
	<u>(41.4)</u>
<b>Pressures</b>	
Pressures - Inflation	16.1
Pressures - Other	59.2
	<u>75.3</u>
<b>Funding and Cost Pressures</b>	<b>33.9</b>
<b>Solutions</b>	
	<b>£m</b>
Efficiencies	(15.6)
Changes to services	(5.6)
Income - fees & charges	(6.7)
Income - traded services, partner & other income	(3.8)
Other income	(0.3)
Use of Section 106 balances	(1.9)
	<u>(33.9)</u>

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

- 5.2.1. Changes in both the Settlement Funding Assessment (SFA) of £14.1m and local funding (£32.3m) are detailed in sections 4.1.3, 4.5.2 and 4.6.7 respectively.
- 5.2.2. **Specific Grant Funding Changes- Adults and Health (£18.2m).** 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 increase of £11.1m in improved Better Care Fund receivable by Leeds which had previously been announced. An additional grant related to

exempting War Pensions from financial assessments relating to social care is valued at £108k. The one off 2017/18 Adult Social Care Support Grant of £3.3m, part funded by changes in New Homes Bonus, falls out of the base budget in 2018/19. However Government announced a further one off Adult Social Care Support Grant for 2018/19 in the final Local Government Finance Settlement, allocating Leeds £2.1m. The 2018/19 grant will be funded from an anticipated underspend in existing MHCLG departmental budget.

- 5.2.3. 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 budget proposals for 2018/19.
- 5.2.4. **Specific Grant Funding Changes – Children and Families Directorate £2.8m.** There will be a further reduction in the Education Services grant (ESG) receivable of £2.17m 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. Partially offsetting these reductions is approximately £1.8m of grant funding primarily from the Dedicated Schools Grant (£0.5m) helping to fund additional education costs of external placements; School Improvement and brokerage grant (£0.7m) and DfE Partner in practice income (£0.2m) to fund the teenage pregnancy and prevention team.
- 5.2.5. **Specific Grant Funding Changes – Communities and Environment.** The Housing Benefit Administration subsidy grant is expected to reduce by £340k for 2018/19, with an anticipated reduction in other Housing Benefit grants of £370k, mainly because the performance based incentive element of the former Fraud and Error Reduction Incentive Scheme (FERIS) grant is no longer received. In addition, the Local Council Tax Support Administration subsidy grant is expected to reduce by £100k when compared to the 2017/18 budget.
- 5.2.6. **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.
- 5.2.7. **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.

5.2.8. **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 £2.1m pressure reflects the impact of these changes on the base budget and reduces the base budget in 2018/19 for NHB to £11.2m.

5.2.9. **Grant Funding Changes – Section 31 grant.** An additional £16.3m of Section 31 grant is estimated in 2018/19 compensating the Council for reduced business rates income. This is comprised of:

- Changes to thresholds for Small Business Rates Relief in 2017/18, for which the basis of compensation to councils was only announced in December 2017, generating approximately £2.3m in additional income in 2018/19.
- Increased entitlements to Small Business Rates Relief as a result of the 2017 Revaluation, generating £0.8m in additional income.
- £0.7m in compensation received because of the capping of the multiplier to the Consumer Price Index (3.0%) instead of the Retail Price index (3.9%), offset by a reduction of £0.7m due to previous years' capping of the multiplier becoming a smaller proportion of yield.
- Compensation of £0.6m in 2018/19 for the impact of additional reliefs announced at the March 2017 Budget to support businesses affected by the 2017 Revaluation (see paragraph 4.4.3 above).

Most Section 31 grants are calculated using the local share of business rates. As this has doubled in 2018/19 as a result of the Business Rates 100% pilot, overall Section 31 grant funding will also almost double generating an additional £12.6m in income.

5.3. **Contributions to/ (from) Earmarked Reserves** – the budget assumes a contribution to the Invest to Save reserve of £0.75m. This reserve will be used to provide funding to commence projects that are designed to ultimately deliver revenue budget savings to the Council which will contribute towards addressing the estimated budget gap in future financial years. The budget also reflects the removal of one off earmarked reserves of £3.25m (ELI and capital reserves) which support the 2017/18 base budget. These reductions are partially offset by the use of the Wellbeing and Youth Activity Fund Reserve (£0.35m).

On the 6th February 2018 the Secretary of State for Housing, Communities and Local Government announced an additional, one-off, £150m adult social care support grant in 2018/19. Of this additional amount, Leeds will receive £2,069k. Proposals will be developed to use the additional resource to deal with a combination of Transforming Care pressures, ongoing one off pressures within the local care market and invest to save initiatives that

support future sustainability. This money will be placed in an earmarked reserve within Adults and Health.

- 5.4. **Contribution to/ (from) General Reserve** - The budget provides for a £1.8m contribution to the Council's General Reserve to bring the forecast level of general reserve to £21.0m by March 2019.

## 6. Cost Increases

- 6.1. The table below summarises the cost increases provided for in the 2018/19 budget.

- 6.2. **Table 12 - Cost Increases**

2018/19 Budget	2018/19 £m
Inflation	16.1
Employer's LGPS contribution	0.9
Leeds CC minimum pay rate	0.2
National Living Wage - commissioned services	3.9
Fall-out of capitalised pension costs	(0.3)
Demand and demography - Children Looked After	4.0
Demand and demography - Adult Social Care	4.4
Demand and demography - Other	0.1
Adult Social Care - Client Contributions	1.5
Adult Social Care - Partner Income	8.0
Adult Social Care Spring Budget Spend	8.3
Adult Social Care Support Grant Spend	0.0
Homelessness Grant Spend	1.3
Income pressures (S278, Markets)	1.9
Cultural Legacy	0.4
Tour de Yorkshire	0.1
Planning - Additional resource	0.7
Changing the Workplace	1.7
Elections - reinstatement of budget	1.1
Expansion of Brown Bin Collections	0.4
Housing Benefit Overpayment income	1.2
Payments to Leeds City Region Pool (net of levy)	8.0
Other Pressures	7.2
Debt - external interest / Minimum Revenue Provision	4.3
<b>Cost Increases</b>	<b>75.3</b>

- 6.3. **Inflation** - the budget proposals include allowance for £16.1m of net inflation in 2018/19. This includes provision of £10.6m for the pay offer. The National Employers for Local Government have offered 2% for staff over SCP 20, whilst for those staff on SCP 6-19 increases range from 9.1% to 3.7%. The overall impact of this pay offer equates to a 2.7% increase.

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 or less 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.
- 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 2017 the Living Wage Foundation announced a living wage of £8.75 per hour. The budget provides £0.2m for those staff below SCP 10, after the 2018/19 pay offer, to be paid at £8.75/ hour as from 1<sup>st</sup> April 2018.
- 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 £3.9m 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 £0.3m.
- 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 £2.9m to package costs across all client groups in 2018/19.
- 6.9. Children and Families directorate continues to face demographic and demand pressures and £4m has been included to address this in the budget proposals. This is £1m more than that provided for in the 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. It is proposed that any savings in the budget for looked after children should not be available for virement to other budgets and instead be transferred to an earmarked reserve.
- 6.11. The budget proposals also provides £0.1m for demand and demography within the Waste Management function.
- 6.12. **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 and reduced income from client contributions. Further details are contained in the directorate reports in Appendix 8.
- 6.13. The receipt of the **Flexible Homelessness Support 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 also been provided to fund costs associated with the new duties arising from the **Homelessness Reduction Act**.
- 6.14. **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, and a reduction in Children's Centre fee income of £0.3m.
- 6.15. **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.
- 6.16. **Tour de Yorkshire** – in order for the Council to host one of the stages of the Tour de Yorkshire a net resource of £0.1m 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.



- 6.17. **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 £0.36m.
- 6.18. **Debt (external interest)** – the Council forecasts an additional borrowing requirement of £165m to support the 2018/19 capital programme of £313m. The additional revenue cost of this borrowing is forecast at £4.2m. This increase comprises £0.7m relating to funding new capital programme spend, £1.6m relating to funding the effects of previous years capital programmes, £0.7m 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 and the remainder due to the impact of using capital receipts to fund PFI liabilities.
- 6.19. **Leeds City Region Pool** – following the successful bid to DCLG, outlined in paragraph 4.2, it is estimated that around £8.5m will be paid into the pool from additional business rates. With contributions from other six member authorities, it is forecast the around £20m of funding will be available to support regional economic growth. In accordance with the draft pool governance agreement, a sum of £1.2m (net) will be paid to the pool for redistribution to other members; offsetting this is a saving of £1.7m as the pool levy payment will no longer be made.
- 6.20. **Planning income** - The provisional Local Government Finance settlement confirmed that planning authorities will be allowed to increase their planning fees by 20% from 1<sup>st</sup> January 2018 where they can demonstrate that these are earmarked to support the planning function. The budget assumes increased expenditure of £730k on the planning function which is funded by the uplift in fees.
- 6.21. **Other Pressures** - other budget pressures of £11.1m 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 £1.7m 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;
  - £0.2m of pressures in Adults and Health directorate;
  - £1.7m of pressures with Children and Family directorate;
  - £0.8m of pressures in City Development directorate;
  - £1.3m of pressures within Communities & Environment
  - £1.3m of pressures within Resources & Housing directorate; and
  - £1.3m of pressures within the Council's Strategic Accounts.

Further details of these pressures can be found in the directorate reports which are included in Appendix 8.

## 7. The Budget Gap – Savings Options - £33.9m

7.1. After taking into account the impact of the anticipated changes in funding of £41.4m and cost pressures of £75.3m outlined above, the Council will need to generate savings, efficiencies and additional income to the order of £33.9m in 2018/19 to balance to the anticipated level of resources available.

7.2. Table 13 below summarises the savings to balance the 2018/19 budget with full details included in the directorate reports in appendix 8.

### 7.3. *Table 13 Proposals to Balance*

Solutions	£m
Efficiencies	(15.6)
Changes to services	(5.6)
Income - fees & charges	(6.7)
Income - traded services, partner & other income	(3.8)
Other income	(0.3)
Use of Section 106 balances	(1.9)
	<u>(33.9)</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 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 £15.6m

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 back office 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. The directorate reports at Appendix 8 provide the detail of a range of proposed efficiency savings across all directorates which total some £15.6m 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 £5.6m**

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. Detailed service change proposals which together target savings of £5.6m by March 2019 are set out in the directorate reports at Appendix 8.

## 7.7. **Fees & Charges – additional income of £6.7m**

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. The approved fees and charges policy also requires that any activities subsidised by the general fund are identified during the annual budget process and Appendix 10 to this report provides the information.

7.7.2. The 2018/19 budget proposals reflect these principles and assume a general price increase in fees and charges of 3% which is reflected in

paragraph 6.3. The directorate reports at Appendix 8 detail the proposals around budgeted increases in a number of fees, charges and subsidised services. If approved, these proposals would generate an additional net £6.7m of income in 2018/19.

**7.8. Traded Services, partner income & other income – additional income of £3.8m**

7.8.1. The directorate reports in Appendix 8 provides details of a number of proposals that together would generate additional net income of £3.8m.

**7.9. Other income (excluding grants) - £0.3m**

7.9.1. A one off use of £0.3m in Children and Families relating to a review of PFI and bad debt provision is planned.

**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 £1.9m of 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 budget proposals don't assume that any specific level of additional capital receipts are set aside to resource similar transformational expenditure but, if required, they will be applied to fund ELI payments in 2018/19.

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 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. Table 14 below shows the share of the Council's net managed expenditure between directorates for 2017/18 and the proposed allocations for 2018/19 that have been incorporated into these budget proposals.

7.12.2. **Table 14 - Comparison of Net Directorate Budgets 2017/18 to 2018/19 (% share)**

	2017/18 (Restated) %	2018/19 IBP (Restated) %	2018/19 Budget %
Adults & Health	40.6	40.5	40.0
Children & Families	22.3	23.3	23.4
City Development	7.2	6.7	6.5
Communities & Environment	13.8	14.0	14.3
Resources & Housing	16.1	15.5	15.8
<b>Directorate Budgets</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

7.12.3. The revenue budget proposals would mean that the Council's spend on Children & Families and Adults & Health will increase from 62.9% of service budgets in 2017/18 to 63.4% 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. Changes to budget since it was recommended by Executive Board

8.1. Sections 5, 6 and 7 describe the proposed budget for 2018/19.

8.2. The budget proposals in this report are in line with the proposed budget, including the addendum, which was reported to Executive Board on 7<sup>th</sup> February 2018.

8.3. There have been minor changes to tables 8, 11, 12 and 16 to reflect the impact the figures in the addendum have had.

## 9. Impact of proposals on employees

9.1. 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.

- 9.2. 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. An updated financial forecast for 2019/20 and 2020/21 is included in section 12 of this report.
- 9.3. 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.
- 9.4. 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.
- 9.5. The initial budget proposals provided for an estimated net reduction of circa 53 full time equivalents by 31<sup>st</sup> March 2019. Following the determination of the revenue budget proposals that are contained in this report it is now estimated that in 2018/19 the number of full time equivalent budgeted posts will increase by 59.
- 9.6. This variation between staffing assumptions between the initial budget proposals and this revenue budget submission can largely be explained by the intention to recruit, in response to the Government's decision to increase planning fees by 20%, an additional 9 FTE's within the Planning service so that a more responsive service can be provided to the public. In addition Leeds Building Services will be recruiting an additional 109 FTE's to reflect the increased turnover of £9.75m (17.4%) that this traded property maintenance function will be targeting in 2018/19. Further details of these increases are detailed in respective directorate reports which are included at Appendix 8.
- 9.7. Details of the movements in full time equivalents by directorate are shown in the Table 15 below.

**Table 15 – Movements in Full Time Equivalents**

Estimated Change in FTE's	2018/19 Budget		
	+	-	Net
Adults and Health	24	0	24
Children and Families	0	(32)	(32)
City Development	9	(3)	6
Communities and Environment	31	(21)	10
Resources and Housing	112	(64)	48
	<b>176</b>	<b>(120)</b>	<b>56</b>
HRA	17	(14)	3
	<b>193</b>	<b>(134)</b>	<b>59</b>

## 10. Breakdown of the 2018/19 budget

- 10.1. Annex 1 to this report provides a summary of the budget changes by directorate and in total
- 10.2. Annex 2 provides a detailed analysis of the 2018/19 revenue budget at directorate level.

## 11. Reserves Strategy and General Reserve

- 11.1. 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.
- 11.2. 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. General and useable reserves are a key measure of the financial resilience of the Council allowing the Authority to address unexpected and unplanned pressures.
- 11.3. 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.

- 11.4. The revenue budget proposals for 2018/19 assume a contribution to the general reserve of £1.8m and the level of general reserves at 31<sup>st</sup> March 2019, as set out in the Table 16 below, is projected to be £21.0m. This position assumes that the projected underspend of £0.6m in 2017/18 is taken to general reserve.

Table 16 - General Reserve

General Reserve	2017/18	2018/19
	£m	£m
Brought Forward 1st April	20.0	19.2
Release to Children Looked After Budget	(1.4)	
Forecast 17/18 outturn variation	0.6	
Budgeted Contribution to reserve 18/19		1.8
Carried Forward 31st March	<b>19.2</b>	<b>21.0</b>

- 11.5. 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.”
- 11.6. 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.

## 12. Robustness of the Budget and the adequacy of reserves

- 12.1. The Local Government Act (Part II) 2003 places a requirement upon the Council’s statutory officer (the Chief Officer – Finance) in Leeds to report to members on the robustness of the budget estimates and the adequacy of the proposed financial reserves. In considering the robustness of any estimates, the following criteria need to be considered:

- The reasonableness of the underlying budget assumptions such as :
  - The reasonableness of provisions for inflationary pressures
  - The extent to which known trends and pressures have been provided for
  - The achievability of changes built into the budget



- The realism of income targets
- The alignment of resources with the Council's service and organisational priorities
- A review of the major risks associated with the budget.
- The availability of un-earmarked reserves to meet unforeseen cost pressures.
- The strength of the financial management function and reporting arrangements.

12.2. In coming to a view as to the robustness of the 2018/19 budget the Chief Officer – Finance has taken account of the following issues:

- Detailed estimates are prepared by directorates in accordance with principles laid down by the Chief Officer – Finance based upon the current agreed level of service. Service changes are separately identified and plans are in place for them to be managed.
- The estimate submission has been subject to rigorous review throughout the budget process both in terms of reasonableness and adequacy. This process takes account of previous and current spending patterns in terms of base spending plans and the reasonableness and achievability of additional spending to meet increasing or new service pressures. This is a thorough process involving both financial and non-financial senior managers throughout the Council.
- Financial pressures experienced in 2017/18, specifically within the children looked after budget, have been recognised in preparing the 2018/19 budget.
- As part of the budget process, directorates have undertaken a risk assessment of their key budgets, and provided a summary of major risks within the directorate budget documents. All directorate budgets contain efficiencies, income generation and service reviews which will require actions to deliver and any delay in taking decisions may have significant financial implications. Whilst the level of risk within the 2018/19 budget is considered manageable, it must be on the understanding that key decisions are taken and that where identified savings are not delivered alternative savings options will be needed. This is all the more important given that the Council will face further financial challenges over the years beyond 2018/19.
- In addition to specific directorate/service risks, the collection of council tax and the generation of business rate yields are two key risks which need to be closely monitored.
- The introduction from April 2013 of a scheme of council tax discounts did raise additional risks as to collection. The overall assumed collection rate for council tax remains at 99% and not only does it reflect these risks but it is also reflective of in year and ultimate collection rates and is therefore considered to be realistic.

- Under the business rates retention scheme the Council's local share of business rates is exposed to risks from both the collection and reductions in rateable values. Since 2013 two trends have become clear: firstly that gradual economic recovery is not resulting in significant volumes of new-builds in Leeds and secondly that growth that does occur has been offset by successful appeals and other reductions to the rating list - either through closure or Valuation office reviews.
- Since the initial budget proposals an additional £1.3m has been set aside in provisions for the impact of business rates appeals.
- 2018/19 100% business rates pilots includes a 'no detriment' guarantee from Government which ensures that no pool of authorities will be worse off as a result of piloting 100% retention. In addition the Leeds City Region pilot includes an additional guarantee that no member authority will be worse off as a result of piloting 100% retention.
- Business rates income continues to be a significant risk, however, as in the case of council tax, any losses greater than those assumed in setting the budget will materialise through a collection fund and will not impact in the current year.
- The Council's financial controls are set out in the Council's financial regulations. These provide a significant degree of assurance as to the strength of financial management and control arrangements throughout the Council. The Council has a well-established framework for financial reporting at directorate and corporate levels. Each month Executive Board receives a risk-based financial health report from each directorate and action plans are utilised to manage and minimise any significant variations to approved budgets.

12.3. In the context of the above, the Chief Officer – Finance considers the proposed budget for 2018/19 as robust and that the level of reserves are adequate given a clear understanding by members and senior management of the following:

- That Directors and other budget holders accept their budget responsibilities and subsequent accountability.
- The level of reserves is in line with the risk based reserves strategy but their enhancement will be a prime consideration for the use of any fortuitous in-year saving.
- Risk based budget monitoring and scrutiny arrangements are in place which include arrangements for the identification of remedial action.
- The budget contains a number of challenging targets and other actions. These are clearly identified and as such are at this time considered reasonable and achievable.

- Monthly risk based budget reporting to members will continue in 2018/19.
- Budget risks are identified and recorded and will be subject to focused control and management.
- As part of the Council's reserves strategy directorates are required to have in place budget action plans which set out how they will deal with variations during the year.
- Risks associated with council tax and business rates, although potentially significant, will feed into the budget via the Collection Fund and will therefore not impact on the 2018/19 budget.
- There is a clear understanding of the duties of the Council's statutory financial officer and that the service implications of them being exercised are fully understood by members and senior management alike.

### **13. Medium Term Financial Strategy update**

- 13.1. At its meeting in July 2017 the Executive Board approved the 2018/19 - 2020/21 financial strategy. The agreed financial strategy identified a headline budget gap of £44.2m for the three year period up to March 2021. Of this £30.3m related to 2019/20 and 2020/21. The strategy recognised that savings would be required to be identified in order that a balanced budget position can be delivered over the three year planning period covered by the strategy.
- 13.2. In the context of both the provisional Local Government Finance Settlement and other variations identified during the determination of the 2018/19 budget proposals, the financial projections for 2019/20 and 2020/21 have been refreshed to reflect the latest implications of these. In addition the revised position also reflects assumed council tax increases of 3.99% and 1.99% in 2019/20 and 2020/21 respectively. Of the increase in 2019/20 1% relates to the Adult Social Care precept whilst 2.99% relates to core council tax. In 2020/21 all of the increase relates to core council tax increases. However it should be stressed that under the Council's constitution the decision to set the council tax base and the rate of council tax can only be taken by Full Council and therefore these decisions will continue to be made as part of the Council's annual budget setting process.
- 13.3. As the 100% business rates retention pilot has only been awarded for one year, it is assumed that 2019/20 reverts back to the current 50% retention funding and the SFA reflects the assumptions of the four year settlement offer (2019/20 being the final year of the four year settlement).
- 13.4. In 2020/21 the government have stated their intention to move to 75% business rate retention and the figures assume any increase in business rates income are offset by a commensurate increase in the business rate tariff paid by the Council so there is no baseline gain. For calculating SFA a

reduction of 3.6% is assumed (being approximately 50% of the reduction in 2019/20, i.e. a continuation of austerity albeit at a slower rate).

- 13.5. After taking account of revised funding assumptions outlined above and variation in pressures/savings that have been identified during the process for determining the 2018/19 budget proposals, the revised position for 2019/20 and 2020/21 are detailed in Table 17 below.

**Table 17 – Medium Term Financial Strategy Gap**  
**Indicative Estimate of Medium Term Financial Strategy**

	2019/20	2020/21
	£m	£m
July Executive Board	4.0	26.2
Revised Pressures since July 2017		
Pay - impact of additional pay offer	5.9	
Inflation	4.7	5.0
Debt	6.4	7.5
Other	2.6	(3.4)
	<b>19.6</b>	<b>9.1</b>
Effects of Proposals not in 18/18 Budget	1.5	(0.8)
Revised Savings	(1.3)	(3.3)
Changes to Funding	6.7	10.2
<b>Revised Gap</b>	<b>30.5</b>	<b>41.4</b>

- 13.6. As can be seen in the table above the estimated budget gap has increased to £30.5m and £41.4m in 2019/20 and 2020/21 respectively. Following the approval of the 2018/19 budget the intention is to present a fully updated medium term financial strategy to the Executive Board at its meeting in July 2018.

## 14. Housing Revenue Account

- 14.1. 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.
- 14.2. The determination of the 2018/19 budget proposals for the Housing Revenue Account needs to be seen in the context of the Welfare Reform and Work Act (2016) which requires all social housing providers to reduce social housing rents for the 4 years from 2016/17, the continued roll out of

universal credit and the reduction in the Council's housing stock as tenants exercise their right to buy their own home.

- 14.3. Details of the 2018/19 Housing Revenue Account can be found in Appendix 8.

## **15. Corporate Considerations**

### **15.1. Consultation and Engagement**

- 15.1.1. The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities which, as detailed in the Best Council Plan 2018/19-2020/21 report on today's agenda, has been subject to consultation in its development with members and officers with additional extensive consultation carried out on the range of supporting plans and strategies.
- 15.1.2. Following Executive Board's agreement of the initial budget proposals in December, a public budget consultation exercise ran between 14<sup>th</sup> December 2017 and 15<sup>th</sup> January 2018. The consultation included a summary of the key proposals and included questions for stakeholders around the principles of the Council's budget and service priorities. It was introduced through a brief animation, which highlighted the financial and demand challenges and raised some of the key themes that would be explored.
- 15.1.3. The consultation was primarily carried out through an online survey (also available in paper format), advertised through a number of channels including the Council's website and social media channels, emails to partner organisations and to staff and elected members via InSite (the Council's Intranet site) and Essentials (online newsletter). Members of the Citizens' Panel received either an email or a postal version of the survey, depending on contact preference. Targeted advertising carried out through Facebook was found to be highly successful in increasing engagement with younger people (bringing in 3 times as many further completions).
- 15.1.4. A total of 1,984 surveys were completed (1,713 online; 271 paper survey) across a range of respondents from different age groups, ethnicities and genders, which broadly represent the demographic breakdown of the population of Leeds. In total, 94% of respondents said that they live in Leeds and over half (54%) work in Leeds. Around 1 in 7 (14%) said they work for Leeds City Council.
- 15.1.5. In response to the challenges that the Council faces from reducing funding and increasing demand on services, respondents were asked how much they agree or disagree with certain statements:
- Over 3 quarters of respondents (77%) agreed the Council should raise money through increasing council tax and charges, with around

half (48%) of all respondents agreeing that this should be balanced with cuts and reduction of services.

- With regards to additional funding:
  - In total, 60% of all responses said this should be raised through introducing new charges for some services.
  - Over half of respondents agreed with increasing the rate of council tax (56%).
  - 50% favoured increasing existing charges.
- Almost a quarter of respondents (23%) said the Council should not raise council tax or charges, even if this has a large impact on the services we provide.

15.1.6. Thinking about how the Council can deliver services more efficiently, respondents were asked how much they agree or disagree with certain statements:

- Most agreed that we should deliver more services in partnership with other public organisations (96%).
- Slightly fewer agreed the Council should work with local community and voluntary groups to deliver more of our services (88%).
- Three quarters agreed that we should encourage local people to voluntarily provide certain services within their communities (74%).
- Almost half agreed that services should mostly be delivered by the Council, on its own (48%).
- Fewer than a third agreed that more services should be delivered by private sector (31%).

15.1.7. Full results from the public budget consultation are provided at Appendix 1 together with comments and observations from Scrutiny Board at Appendix 2 and comments from other organisations at Appendix 3.

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

15.2.1. The Equality Act 2010 requires the Council to have 'due regard' to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay 'due regard' be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'.

15.2.2. The Council is fully committed to ensuring that equality and diversity are given proper consideration when we develop policies and make decisions. In order to achieve this the Council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes. Equality impact assessments also ensure that we make well informed decisions based on robust evidence.

- 15.2.3. Equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2018/19 through the Council's decision making processes.
- 15.2.4. A joint equality assessment of the proposed budget 2018/19 and Best Council Plan 2018/19 – 2020/21 at a strategic level has been carried out and this is attached as Appendix 6.

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

- 15.3.1. 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.
- 15.3.2. The budget proposals will, if implemented, have implications for Council's policy and governance and these are explained within the report.
- 15.3.3. There are no proposed changes to delegations and limits which form part of the Council's budget and financial control environment. The current limits are set out in Appendix 7.

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

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

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

- 15.5.1. This report has been produced in compliance with the Council's Budget and Policy Framework.
- 15.5.2. The budget is a key element of the Council's budget and policy framework and therefore subject to that framework's consultation processes. In addition, 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.
- 15.5.3. Details of the decisions that will required to be taken to deliver the budgeted assumptions contained in this document are included in Appendix 4.

In accordance with the Council's budget and policy framework, decisions as to the Council's budget are reserved to Full Council. As such, the recommendations at 16.1 are not subject to call in.

## 15.6. Risk Management

- 15.6.1. 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.
- 15.6.2. 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.
- 15.6.3. A full risk assessment is 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. Some 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 National Employers for Local Government pay offer for 2018/19 has yet to be agreed.
  - The level of funding from partners could be less than assumed in the budget.
  - Other sources of income and funding could 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 budget proposals makes a number of assumptions about the costs associated with managing the Council's debt. Currently the Council benefits from low interest rates but following the Monetary Policy Committee's decision on 2nd November 2017 there is now an upward movement in interest rates. If these are greater than increases assumed in the budget proposals then this this will lead to a 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, and 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.
- VAT incurred on expenditure relating to activities which are charged for, e.g. sport, and which are exempt from VAT, is only recoverable if this does not exceed 5% of the Council's yearly VAT on expenditure. If the Council exceeds the 5% limit all VAT on expenditure attributable to exempt activities becomes irrecoverable. Detailed monitoring needs to be in place to ensure the 5% limit isn't breached.

15.6.4. A full analysis of all budget risks 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 new risks and budget variations are contained in the in-year financial health reports submitted to the Executive Board.

## **16. Recommendations**

16.1. As recommended by the Executive Board, this report asks Council to adopt the following resolutions;

- i) That the revenue budget for 2018/19 totalling £510.9m be approved. This means that the Leeds element of the council tax for 2018/19 will increase by 2.99% plus the Adult Social Care precept of 2%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 21<sup>st</sup> February 2018.

- ii) Grants totalling £70k be allocated to parishes.
- iii) Approval of the strategy at Appendix 9 in respect of the flexible use of capital receipts.
- iv) In respect of the Housing Revenue Account that the budget be approved with:
  - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
  - An increase of 3% in dwelling rents in PFI areas.
  - A 3.9% increase in district heating charges.
  - That service charges for multi-story flats are increased by £2 per week.
  - That service charges for low/medium rise properties are increased by 3.9%.
  - That the charge for tenants who benefit from the sheltered support service currently paying £4 a week be increased to £6 per week.
  - That any overall increase to tenants in respect of rents, service and sheltered support charges will be no more than £5 per week.

**17. 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>Adjusted Net Managed budget 2017/18</b>	<b>205.0</b>	<b>112.8</b>	<b>36.5</b>	<b>69.8</b>	<b>81.3</b>	<b>(12.8)</b>	<b>492.7</b>
Inflation	5.5	2.0	2.1	2.7	3.8		16.1
Leeds Living Wage			0.0	0.0	0.2		0.2
Employer's LGPS contribution	0.1	0.2	0.1	0.2	0.3		0.9
National Living Wage - commissioned services	3.3	0.6					3.9
Fall-out of capitalised pension costs	(0.0)	0.2	0.0	(0.1)	(0.3)	(0.2)	(0.3)
Demand and demography - CLA		4.0					4.0
Demand and demography - ASC	4.5						4.5
Demand and demography - other				0.1			0.1
Public Health funding Directorate services		0.2	0.1				0.3
Adult Social Care Grant Spend - Spring Budget	8.3						8.3
Adult Social Care - Client contributions	1.5						1.5
Homelessness grant spend					1.3		1.3
Partner funding income pressures	8.0						8.0
Cultural Legacy			0.4				0.4
Planning - Additional resource			0.7				0.7
Tour de Yorkshire			0.1				0.1
Markets income trends and rent relief			0.6				0.6
Elections - reinstate budget				1.1			1.1
Housing Benefit overpayment income reductions				1.2			1.2
Expansion of Brown Bin Collections				0.4			0.4
Changing the Workplace					1.7		1.7
Payments to Leeds City Region Pool (100% BRR)						8.0	8.0
S278 income						1.0	1.0
Debt - external interest						4.3	4.3
Other net pressures	0.2	1.8	0.7	1.3	1.8	1.3	7.1
<b>Total - cost changes</b>	<b>31.3</b>	<b>9.0</b>	<b>4.8</b>	<b>6.8</b>	<b>8.9</b>	<b>14.4</b>	<b>75.3</b>
Grant Increases - S31 Business Rates						(16.3)	(16.3)
Grant Increases (iBCF and Spring Budget)	(20.6)						(20.6)
Adult Social Care - Support Grant (change)	1.2						1.2
Grant reductions - Public Health	1.2						1.2
Grant reductions - New Homes Bonus						2.1	2.1
Specific grants -Other changes		2.8		0.8	(2.0)	0.1	1.8
Contribution to / (from ) Reserve and Balances	2.1			(0.4)		3.3	5.0
Contribution to Invest to Save Reserve						0.8	0.8
Contribution to General Reserve						1.8	1.8
<b>Total funding changes</b>	<b>(16.1)</b>	<b>2.8</b>	<b>0.0</b>	<b>0.5</b>	<b>(2.0)</b>	<b>(8.3)</b>	<b>(23.1)</b>
Budget savings proposals							
Efficiencies	(6.6)	(2.1)	(0.8)	(0.9)	(3.6)	(1.6)	(15.6)
Service Changes	(4.5)	(0.3)		(0.6)	(0.2)		(5.6)
Fees and Charges	(1.6)	(0.0)	(3.4)	(0.5)	(1.1)		(6.6)
Traded and partner Income		(0.5)	(1.5)	(0.6)	(1.3)		(3.8)
Other Income		(0.3)					(0.3)
Use of S106 balances			(1.9)				(1.9)
<b>Total - Budget savings proposals</b>	<b>(12.7)</b>	<b>(3.2)</b>	<b>(7.6)</b>	<b>(2.6)</b>	<b>(6.1)</b>	<b>(1.6)</b>	<b>(33.9)</b>
<b>2018/19 Submission</b>	<b>207.5</b>	<b>121.5</b>	<b>33.7</b>	<b>74.5</b>	<b>82.0</b>	<b>(8.3)</b>	<b>510.9</b>
<b>Increase/(decrease) from 2017/18 £m</b>	<b>2.4</b>	<b>8.7</b>	<b>(2.8)</b>	<b>4.7</b>	<b>0.8</b>	<b>4.5</b>	<b>18.2</b>
<b>Increase/(decrease) from 2017/18 %</b>	<b>1.19%</b>	<b>7.70%</b>	<b>(7.73%)</b>	<b>6.71%</b>	<b>0.94%</b>		<b>3.70%</b>

TOTAL FUNDING AVAILABLE (Net Revenue Charge)

510.9

Service	2017/18			2018/19		
	Net managed budget £000s	Net budget managed outside service £000s	Net budget £000s	Net managed budget £000s	Net budget managed outside service £000s	Net budget £000s
<b>Adults and Health</b>						
Health Partnerships	265	16	281	355	89	444
Access and Care	187,576	11,068	198,644	194,900	1,793	196,693
Service Transformation Team	1,293	73	1,366	1,301	123	1,424
Strategic Commissioning	(6,170)	(742)	(6,912)	(12,089)	1,456	(10,633)
Resources & Strategy	4,684	421	5,105	4,302	1,158	5,460
Provider services	19,860	(6,577)	13,283	18,427	2,402	20,829
Leeds Safeguarding Adults Board	169	18	187	184	22	206
Public Health	27	(85)	(58)	52	56	108
Pensions adjustment	0	(1,489)	(1,489)	0	(3,851)	(3,851)
	<b>207,704</b>	<b>2,703</b>	<b>210,407</b>	<b>207,432</b>	<b>3,248</b>	<b>210,680</b>
<b>Children and Families</b>						
Partnership Development and Business Support	26,536	14,258	40,794	27,157	15,324	42,481
Learning, Skills and Universal Services	4,917	(837)	4,080	5,254	(5,718)	(464)
Safeguarding, Targeted and Specialist Services	83,803	3,316	87,119	89,116	6,222	95,338
Pensions adjustment	0	(2,698)	(2,698)	0	(1,120)	(1,120)
	<b>115,256</b>	<b>14,039</b>	<b>129,295</b>	<b>121,527</b>	<b>14,708</b>	<b>136,235</b>
<b>City Development</b>						
Planning and Sustainable Development	2,409	179	2,588	1,851	602	2,453
Economic Development	560	373	933	735	1,266	2,001
Asset Management & Regeneration	(1,723)	4,203	2,480	(1,424)	5,519	4,095
Employment & Skills	1,749	(60)	1,689	1,715	27	1,742
Highways and Transportation	16,758	34,534	51,292	14,859	38,385	53,244
Arts and Heritage	9,524	1,178	10,702	10,286	1,546	11,832
Sport and Active Recreation	5,423	3,255	8,678	4,573	3,980	8,553
Resources and Strategy	1,121	(869)	252	1,126	(518)	608
Pensions adjustment	0	(2,250)	(2,250)	0	(5,405)	(5,405)
	<b>35,821</b>	<b>40,543</b>	<b>76,364</b>	<b>33,721</b>	<b>45,402</b>	<b>79,123</b>
<b>Resources and Housing</b>						
Strategy and Improvement	5,348	(1,070)	4,278	5,032	585	5,617
Finance	7,240	(1,558)	5,682	6,676	(554)	6,122
Human Resources	5,753	(199)	5,554	5,563	372	5,935
Digital and Information Services	17,948	4,871	22,819	19,590	6,908	26,498
Public Private Partnership Unit	1,293	164	1,457	1,522	18	1,540
Legal Services	(2,214)	33	(2,181)	2,759	259	3,018
Democratic Services	4,926	(4,984)	(58)	4,910	(4,816)	94
General Fund Support Services	0	(134)	(134)	30	(30)	0
Leeds Building Services	(8,380)	1,482	(6,898)	(9,611)	3,084	(6,527)
Special Contracts & Secc	6,233	18	6,251	6,083	42	6,125
Strategic Housing Partnership	1,822	5,065	6,887	2,445	9,200	11,645
Corporate Property Management	5,289	217	5,506	5,831	257	6,088
Shared Services	19,576	1,270	20,846	19,384	1,996	21,380
Commercial Services	1,708	1,514	3,222	3,202	3,600	6,802
Facilities Management	5,891	1,056	6,947	7,570	913	8,483
Low Carbon	448	20	468	1,046	132	1,178
Pensions adjustment	0	(4,557)	(4,557)	0	(11,919)	(11,919)
	<b>72,881</b>	<b>3,208</b>	<b>76,089</b>	<b>82,032</b>	<b>10,047</b>	<b>92,079</b>
<b>Communities and Environment</b>						
Communities	5,247	(235)	5,012	4,799	294	5,093
Customer Access	19,230	1,762	20,992	19,477	2,304	21,781
Elections, Licensing and Registration	(250)	125	(125)	753	291	1,044
Benefits, Welfare and Poverty	2,069	235	2,304	3,874	542	4,416
Car Parking Services	(8,473)	604	(7,869)	(8,232)	872	(7,360)
Community Safety	1,440	172	1,612	2,170	518	2,688
Waste Management	33,014	1,602	34,616	33,801	1,874	35,675
Parks & Countryside	6,584	2,598	9,182	6,794	3,684	10,478
Environmental Action - City Centre	1,514	66	1,580	1,584	150	1,734
Environmental Health	1,542	77	1,619	1,492	2	1,494
Cleaner Communities	7,811	2,420	10,231	7,946	2,961	10,907
Pensions adjustment	0	(2,723)	(2,723)	0	(6,945)	(6,945)
	<b>69,728</b>	<b>6,703</b>	<b>76,431</b>	<b>74,458</b>	<b>6,547</b>	<b>81,005</b>
<b>Strategic and Central Accounts</b>						
Strategic and Central accounts	(8,722)	(39,745)	(48,467)	(10,042)	(52,501)	(62,543)
Pensions adjustment	0	(27,451)	(27,451)	0	(27,451)	(27,451)
	<b>(8,722)</b>	<b>(67,196)</b>	<b>(75,918)</b>	<b>(10,042)</b>	<b>(79,952)</b>	<b>(89,994)</b>
<b>NET COST OF CITY COUNCIL SERVICES</b>	<b>492,668</b>	<b>0</b>	<b>492,668</b>	<b>509,128</b>	<b>0</b>	<b>509,128</b>
Contribution to/(from) General Fund Reserves		0		1,756	0	1,756
<b>NET REVENUE CHARGE</b>	<b>492,668</b>	<b>0</b>	<b>492,668</b>	<b>510,884</b>	<b>0</b>	<b>510,884</b>

# Initial Budget Proposals 2018/19 - Consultation Report

## Consultation held December 2017 - January 2018

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## 1. Introduction and approach

Public consultation on the council's Initial Budget Proposals (IBP) for 2018/19 took place between the 14<sup>th</sup> December 2017 and the 15<sup>th</sup> January 2018. The full IBP can be viewed in the [public reports pack](#) for the 13<sup>th</sup> December 2017 Executive Board, where the initial proposals were considered. The approach taken recognised the importance of engaging a representative number of respondents from a broad cross-section of demographic groups, and the need to review residents' budget priorities.

The consultation was primarily carried out through an online survey (also available in paper format), which included a brief summary of the key points from the IBP, interspersed with single and multiple-choice questions that focussed on the principles of the council's budget and service priorities. This approach was taken to improve the experience of taking part, with a view to increasing levels of engagement from prior years. An open response question was also included to give respondents flexibility to share any views they wished. (The survey is attached as Appendix 2.)

Residents were primarily invited to take part through social media and a news item on the council's website. Staff were invited via email newsletter and a news item on the staff intranet (InSite). Invitations were also emailed to partner organisations, requesting that they share through their networks. Members of the Citizens' Panel received either an email or postal invitation to the survey. Further targeted advertising, carried out through Facebook, was found to be highly successful in increasing engagement of younger people (bringing in 3 times as many further completions).

The consultation was introduced through a brief animation, which highlighted the challenges that the council faces and raised some of the themes that would be explored. In total, this animation was viewed 28,874 times and, as a result, we received 162 comments, 160 'shares' and 'retweets', and 159 'likes' through social media.

## 2. Analysis of respondents

A total of 1,984 responses were received from a range of respondents from different demographic groups, of which 1,713 were completed online and 271 were from the postal paper survey. These were found to be broadly representative of the population of Leeds residents, as shown below in Table 1 which compares respondents against the 2011 Census (aged 18 and over only – no respondents were below aged 18). Note that percentages of respondents throughout this report relate to only those that answered that question.

Table 1. Comparison of respondents to Census 2011

		% Survey Respondents	% Leeds Residents - Census 2011	
Age / years	18 - 29	22%	27%	Residents of Leeds, aged 18 and over only
	30 - 44	24%	26%	
	45 - 64	34%	29%	
	65+	21%	18%	
Gender	Female	47%	52%	
	Male	53%	48%	
Ethnicity	BME*	11%	17%	
	White: British	89%	83%	
Disability	No	88%	92%	All Leeds Residents - day to day activities limited a lot
	Yes	12%	8%	

\* This refers to all respondents who did not tick 'White: English / Welsh / Scottish / Northern Irish / British'

The high number of responses makes the results statistically very robust and they represent the population to a Confidence Interval of +/-2.2% (with 95% confidence).

In total, 94% of respondents (1,869) said that they live in Leeds and over half (54%) work in Leeds. Around 1 in 7 (14%) said they work for Leeds City Council. Only 21 respondents (1%) said that they solely visit the city and don't live, or work here.

### 3. Executive summary

In response to the challenges that Leeds City Council faces from reducing funding and increasing demand for services, respondents were asked how much they agree or disagree with certain statements:

- Over three quarters of respondents (77%) said we should raise money through increasing council tax and charges, with around half (48%) of all respondents stating that this should be balanced with cuts and reduction of services.
- With regards to additional funding:
  - In total, 60% of all responses said this should be raised through introducing new charges for some services.
  - Over half of respondents agreed with increasing the rate of council tax (56%).
  - 50% favoured increasing existing charges.
- Almost a quarter of respondents (23%) said the council should not raise council tax or charges, even if this has a large impact on the services we provide.

Thinking about how we can deliver services more efficiently, respondents were asked how much they agree or disagree with certain statements:

- Most agreed that we should deliver more services in partnership with other public organisations (96%).
- Slightly fewer agreed we should work with local community and voluntary groups to deliver more of our services (88%).
- Three quarters agreed that we should encourage local people to voluntarily provide certain services within their communities (74%).
- Almost half agreed that services should mostly be delivered by the council, on its own (48%).
- Fewer than a third agreed that more services should be delivered by the private sector (31%).

In total there were 884 comments, many of which covered multiple issues, which were coded into 1,387 sub-comments to reflect dominant themes:

- Of comments relating to the council's approach to the budget, over half (excluding general statements and suggestions) were supportive of this.
- In relation to council tax, almost twice as many comments disagreed with the proposed increase as supported it.
- In relation to council costs the majority of comments referred to the possibility of the council making further efficiency savings.
- A number of comments related to the way the council contracts/works with partners, with the largest proportion of these against the outsourcing of services.
- Many comments related to priority themes including transport, housing, adult social care, the environment, big events and culture, and children's services.

- Some of these highlighted concerns around previous decisions including the cycle superhighway, incomplete infrastructure projects, and spending on big events in a time of austerity.

Respondents were presented with two statements around what their council tax is for:

- The majority said they think it is a contribution to the cost of local services, however around 1 in 13 (8%) said that they think it is a payment for the local services that they use.

Respondents were asked what percentage each of our key funding sources contributes to our total income (excluding specific funds for schools and council housing):

- Many (40%) selected the correct amount for Council Tax, however slightly more of them (43%) overestimated how much this contributes.
- Almost three quarters (73%) overestimated how much business rates contribute.
- Almost two thirds (62%) underestimated how much fees and charges contribute.

Respondents were asked to rate some of our service priorities by how much they matter to them personally, and by how much they think they matter to the city of Leeds. The services that the highest proportion of respondents rated as mattering a lot to them personally were:

- Keeping streets and neighbourhoods clean and dealing with waste (76%)
- Working with police to prevent and tackle crime and ASB (73%)
- Supporting older and vulnerable people (70%)
- Keeping children safe (67%)
- Making roads safe, reducing congestion and making it easier to get around (63%)

The same five services were identified as the highest priorities for the city, however this time the top two priorities were:

- Keeping children safe (86%)
- Supporting older and vulnerable people (80%)



#### 4. Dealing with the challenges of reducing funding and a growing city

The first section of the survey began by explaining the context in which the budget has been set, with a reduction in core funding from government of around £239m since 2010 and increasing costs and demand for services.

Respondents were asked which option they agreed with most in response to the statement: ‘Reduced funding from the government will impact on our ability to deliver the services we (the council) currently provide, unless we find other ways of raising money’. Responses are shown in Table 2.

Table 2. How should we deal with the challenges of reduced funding?

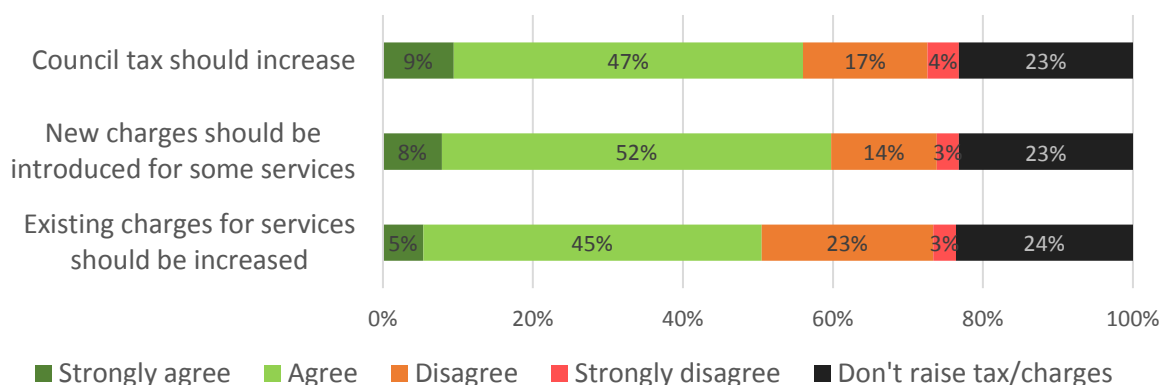
Which option do you agree with most?	Valid %	Count
We should raise enough money by increasing council tax and charges, to avoid having to cut services	30%	581
We should raise money by slightly increasing council tax and charges, whilst reducing or cutting some services	48%	939
We should not raise council tax or charges, even if this has a large impact on the services we can provide	23%	443
Did not respond to this question	N/A	21
<b>Grand Total</b>	<b>100%</b>	<b>1,984</b>

Over three quarters of respondents (77%) agreed we should raise money through increasing council tax and charges, with three in ten (30%) saying we should raise enough to avoid having to cut services, and almost half (48%) of all respondents said that this should be balanced with cuts and a reduction of services.

Almost a quarter of respondents (23%) agreed with the statement that we should not raise council tax or charges, even if this has a large impact on the services we can provide.

Those that said we should raise money were asked how much they agreed or disagreed with different options for how to raise funding. Their responses are shown combined with those that said we should not raise tax or charges in Figure 1 below, to present them as a proportion of all respondents.

Figure 1. How should we raise funding?



The highest proportion said additional funding should be raised through introducing new charges for some services (60% of all responses). Slightly fewer said this should be done through increasing council tax (56% of all response), with increasing existing charges the least popular suggestion (50% of all responses).

#### 4.1 Comments around overall council spend and council tax

The consultation included one open response box at the end, for respondents to add their views on any comments in relation to the budget proposals. In total there were 884 comments, many of which covered multiple issues. For the purpose of analysis comments have been coded to reflect dominant themes. It should be noted that coding of open comments is not an exact methodology, but rather depends on the analyst's interpretation of the respondent's intention. Comments relevant to this area of the consultation are shown in Table 3 below.

Table 3. Comments around overall council spend and council tax

Theme of comment	Count	Examples
<b>Council spending overall</b>	<b>236</b>	
Generally support approach	106	"It's nice to see a council focus on being caring and compassionate and recognising the value of caring for the vulnerable. At that (sic) same time, investing in the city's economy makes it an attractive place to live." "You seem to be doing a very good job at balancing priorities in the face of massive cuts from central government. Keep up the good work."
Disagree with spending decisions	100	"The Council is in danger of just becoming a social care provider and neglecting its other responsibilities by starving other services which help the economy grow. This is not sustainable." "Stop losing vast sums on vanity projects - concentrate on things that are actually needed to help people."
Made a suggestion / statement	30	"The only comment I can make is, why is this done just year on year? Surely more advance planning over say 3-5 years would be better?"
<b>Council tax</b>	<b>54</b>	
Disagreed with proposed increase	27	"I think it is bad strategy to increase council tax by 5% when NHS and public services staff have not and still do not have a proportional salary increase. This sum is over inflation of 3.1% and will put further financial pressure on very many working poor people. I very strongly object to such a large increase."
Support proposed increase	15	"Please increase council tax and invest in the city's future"
Made a suggestion / statement	12	"You need to increase the amount of council tax bands, focusing on the higher bands so people with larger buildings pay their fair share. Currently you spend, in my opinion, in the right proportions..."
<b>Central government</b>	<b>17</b>	
Against austerity policies	17	"The council is underfunded. That needs acknowledging. We need to be more honest that the current government is not providing the funding needed and shortfalls cannot be made up by cutting services or increasing council tax."

It can be seen that slightly over half of the comments around the council's approach to the budget (excluding general statements and suggestions) were supportive. Where comments disagreed with spending decisions this was generally in relation to a specific issue or priority.

In relation to council tax, almost twice as many comments disagreed with the proposed increase as supported it.

## 4.2 Responses by different demographic group

Figure 2. How should we deal with the challenges of reduced funding? By different group

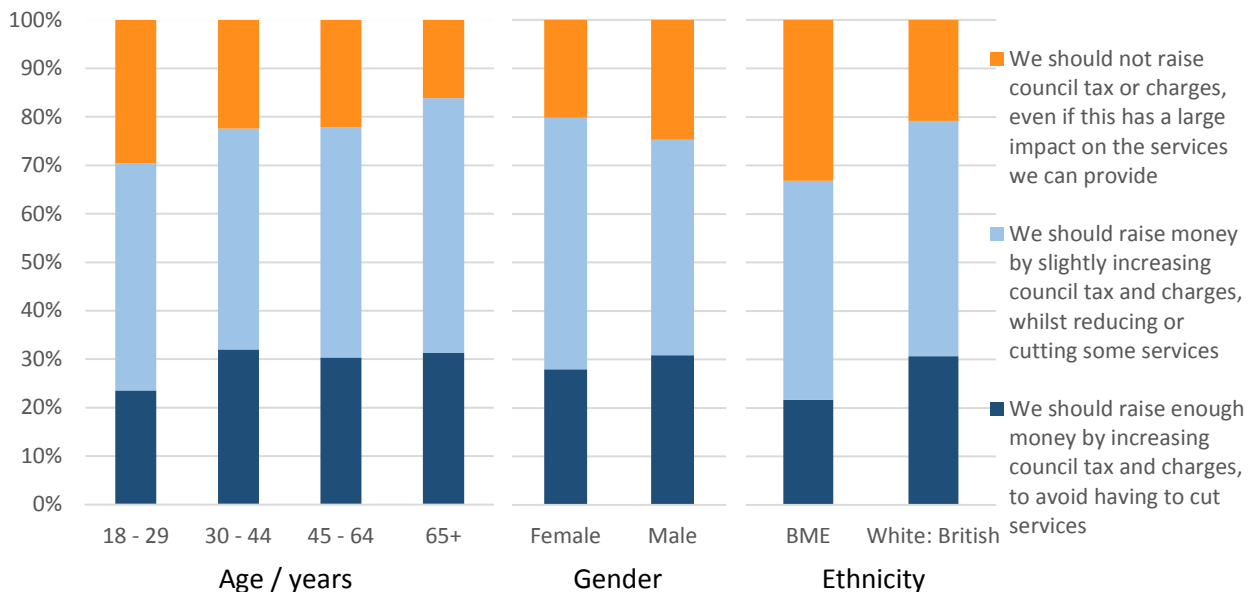


Figure 2 above shows the responses made by different groups.

- Younger people were more likely to say we should not raise council tax or charges and less likely to say that we should avoid having to cut services.
  - They were also much less likely than older people to agree with any of the options for raising funding, including that council tax should increase (44% of all respondents aged 18-29, compared to 65% for those aged 65+)
- Older people were more likely to agree with increasing council tax and charges whilst cutting some services, and less likely to say that we should not raise council tax or charges.
- Men were more likely than women to say we should not raise council tax or charges.
- BME respondents were much more likely to say we should not raise council tax or charges and much less likely to say that we should avoid having to cut services. Although more BME respondents were younger, these differences go beyond what would be expected.
  - They were also much less likely than White: British respondents to agree with any of the options for raising funding, including that council tax should increase (43% of all BME respondents, compared to 58% of White: British)

## 5. Delivering our services more efficiently

This section of the survey began by detailing the funding gap for 2018/19, before going on to list some of the ways we propose to make savings to help us to balance the budget.

Thinking about how we can deliver services more efficiently, respondents were asked how much they agree or disagree with certain statements. The responses are shown in Figure 3 below.

Figure 3. How should we deliver services more efficiently?



The highest proportion agreed we should deliver more services in partnership with other public organisations (96%). Slightly fewer said that we should work with local community and voluntary groups to deliver more of our services (88%) and that we should encourage local people to voluntarily provide certain services within their communities (74%). A little less than half said that services should mostly be delivered by the council, on its own (48%) and less than a third agreed that more services should be delivered by private sector (31%).

## 5.1 Comments about delivering services more efficiently

The comments that are relevant to this area of the consultation are shown in Table 4 below.

In relation to council costs the majority of comments referred to the possibility of the council making further savings in day to day running costs. A number of these related to the costs of senior management wages and council members' expenses.

A number of comments related to the way the council contracts/works with partners, with the largest proportion of these against the outsourcing of services.

A further key theme emerging from the comments was about citizens taking greater responsibility either for themselves or for their local community.

Table 4. Comments around delivering services more efficiently

Theme of comment	Count	Examples
<b>Council costs</b>	<b>97</b>	
Find further efficiencies	60	<i>Find further efficiencies</i>
Management costs	17	<p>"The organisation of each department should be scrutinised to check there is no wastage of equipment, manpower and leadership. Ensure staff are encouraged, valued, listened to..., and given recognition for money saving ideas. Encourage volunteering of retired people who are willing and able to contribute in the community."</p> <p>"Look at everything you do, every task your staff do. Prioritise by making a difference to citizens, do those first. Stop doing the ones that don't matter."</p> <p><i>Management costs</i></p> <p>"Still too many managers within LCC. Culture of entitlement needs to stop. Lots of good practice from private sector to better manage services and challenge the status quo and ensure good value."</p> <p><i>Members costs</i></p> <p>"Cut expense claims to council members. This needs to be addressed as it is an abuse of their so called voluntary role."</p>
Members' costs	14	
Made a suggestion / statement	3	
Sell more services	3	
<b>External contracts</b>	<b>67</b>	
Against outsourcing	18	<i>Against outsourcing</i>
Increase business tax	10	<p>"Much money is spent outsourcing services. Why is it that LCC lacks the ability to provide these same services at reasonable cost?" ...</p> <p><i>Increase business tax</i></p> <p>"Business rates should be increased to raise income not at the expense of the residents of Leeds. This can be done by certain levies for example in Nottingham where they included a business levy to those in the city and ring fenced it specifically for highways and transport infrastructure improvements, an example Leeds should replicate."</p>
More provided by private sector	9	
Third sector	8	
Work more with businesses	8	
Stop subsidising	7	
Make sure value for money	4	
Made a suggestion / statement	3	
<b>Taking responsibility</b>	<b>46</b>	
People should be self-reliant	30	"All people should be encouraged and enabled to earn their own money. Everyone should have the ability to earn a living wage. It is vital young people are encouraged to have a work ethic."
People need to take responsibility	16	"Consultation with community groups. Use the Leeds Citizens' Panel to recruit. Give incentives for participation. Use the lay approach and encourage communities to take ownership and run their communities. More cost effective."

## 5.2 Responses by different demographic group

Analysis of the responses made by different groups showed:

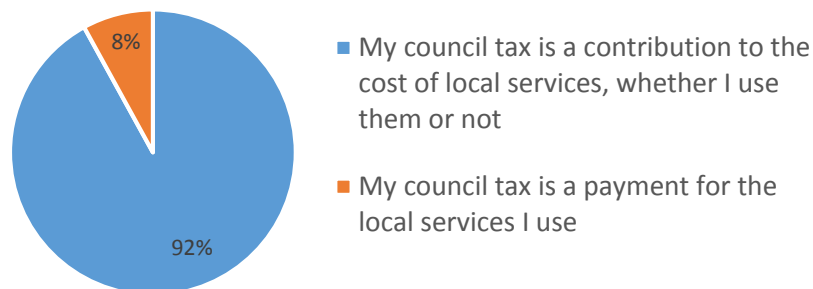
- Respondents aged 30-64 were much less likely to say that the private sector should deliver more of our services than younger and older respondents (26%, compared to 40% and 36% respectively).
- Younger respondents were much less likely to say that services should mostly be delivered by the council, on its own (39%, compared to 52% for those over the age of 30).
- Staff of Leeds City Council were much less likely to agree that the private sector should deliver more of our services (19%, compared to 33%).

## 6. Perceptions of where our money comes from

In this section we detailed our proposed increase in council tax of 4.99%, before going on to discuss some of the other ways that we raise money, including business rates, grants and service charges. Questions in this section were designed to help us to understand perceptions of where our money comes from and what it is for.

Respondents were presented with two statements around what their council tax is for. Responses are shown in Figure 4 below.

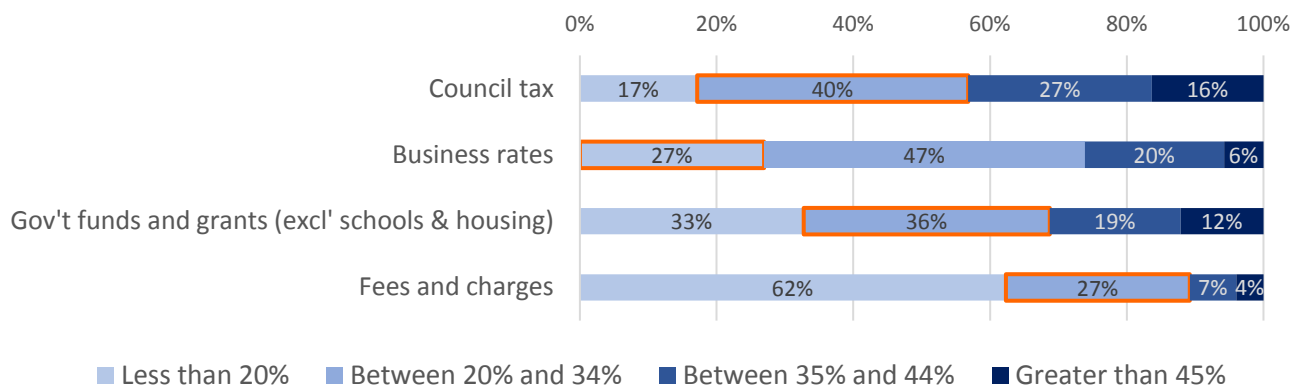
Figure 4. What is my council tax for?



The majority of respondents said they think that their council tax contributes to the cost of local services, however around 1 in 13 (8%) said that they think it is a payment for the local services that they use.

Respondents were then asked to rate into one of four groups ('<20%', '20%-34%', '35%-44%', '>48%') what percentage they think each of our key funding sources contributes to our total income (excluding specific funds for schools and council housing). The responses to each of the four groups are shown in Figure 5 below, with the correct response for each funding source highlighted in orange.

Figure 5. How much do you think funding sources contribute?



Many (40%) selected the correct group for Council Tax, however slightly more of them (43%) overestimated how much this contributes. Almost 3 quarters (73%) overestimated how much business rates contribute, however almost two thirds (62%) underestimated how much fees and charges contribute. There was a balance of responses for government funding and grants, with around a third (36%) selecting the correct group and around a third over and under estimating the amount this contributes respectively.

### 6.1 Responses by different demographic group:

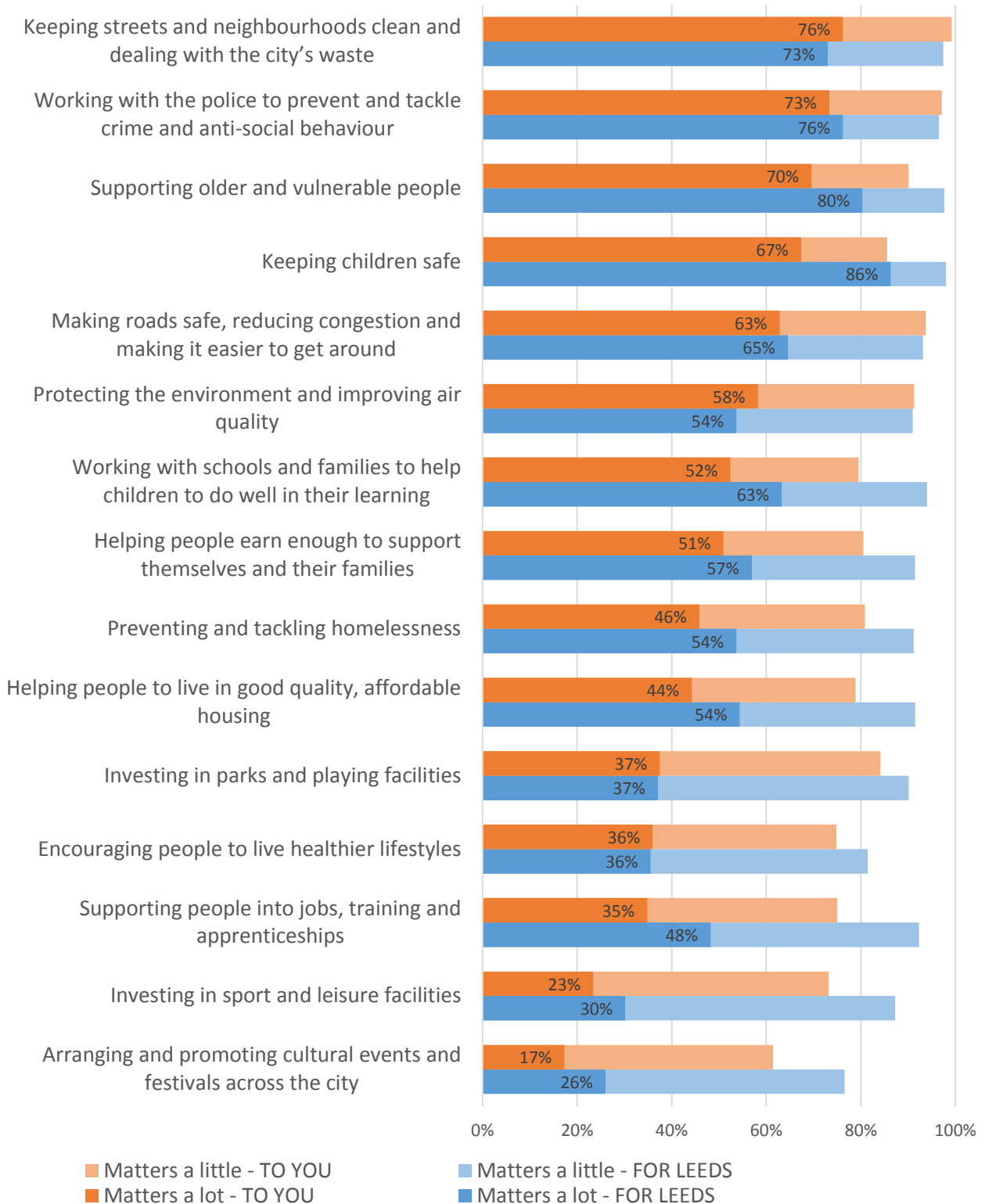
Analysis of the responses by different groups showed:

- BME respondents were more likely than White: British to say that their council tax is a payment for the local services that they use (11%, compared to 7% respectively).
  - They were also much more likely to overestimate the proportion that government funding and grants contribute to our total income than White: British (43% overestimated, compared to 29%).
- Leeds City Council staff were less likely to say that their council tax is a payment for the local services that they use (6%, compared to 8%).
  - They were also much less likely to overestimate the proportion that council tax contributes to our total income (33% overestimated, compared to 45%)
- Older respondents were much more likely to over-estimate the proportion that council tax and business rates contribute to our total income (58% and 82% respectively, compared to 41% and 71% of respondents aged 18-64).

## 7. Budgeting to meet our service priorities

Respondents were asked to rate some of our service priorities by how much they matter to them personally, and by how much they think they matter for the city of Leeds (and the people that live, work and visit here). Figure 6 shows responses for both the respondent personally (in orange) and for Leeds (blue), listed in order of how much they mattered a lot to them personally.

Figure 6. How much of a priority are our services to you personally and for Leeds?





The services that the highest proportion of respondents rated as mattering a lot to them personally were:

- Keeping streets and neighbourhoods clean and dealing with waste (76%)
- Working with police to prevent and tackle crime and ASB (73%)
- Supporting older and vulnerable people (70%)
- Keeping children safe (67%)
- Making roads safe, reducing congestion and making it easier to get around (63%)

The same five services were identified as the highest priorities for the city, however this time the two top priorities were:

- Keeping children safe (86%)
- Supporting older and vulnerable people (80%):

The services that had the lowest proportion of respondents rate them as mattering a lot to them personally were:

- Arranging and promoting cultural events and festivals (17%)
- Investing in sport and leisure facilities (23%)
- Supporting people into jobs, training and apprenticeships (35%)
  - Although many more saw this as a priority for the city (48%)
- Encouraging people to live healthier lifestyles (36%)

## 7.1 Summary of comments about service priorities

The comments that are relevant to this area of the consultation are summarised in Table 5 below, with a full breakdown of each theme including examples in Appendix 1. The comments have been coded to capture the dominant themes mentioned by the respondent. Within each theme the comments were further coded to reflect whether the theme/service should be given greater or less priority, or whether the respondent disagreed with previous spending decisions.

A large proportion of comments related to transport infrastructure and highways. Many of these highlighted concerns around previous decisions including the cycle superhighway, and incomplete projects such as trams and trolleybuses. Another theme that attracted comments that disagreed with previous decisions was 'big events and culture', with comments questioning spending on large events in a time of austerity.

There were a large number of comments around housing which made a suggestion or statement, for example that council housing should not undergo expensive repairs if it is to be sold under right-to-buy.

Table 5. Summary of comments around service priorities

Theme of comment	Count					
	Overall	Should be prioritised	Generally support our approach	Is not such a priority	Disagree with previous decisions	Made a suggestion / statement
Transport	195	105		9	52	29
Housing	118	60		10		48
Adult social care	86	55	7	11		13
Environment	81	60	2	5		14
Big events / culture	72	13	2	28	22	7
Children's social care	59	44	5	6		4
Education	46	36		1		9
Health	41	29	1	2		9
Vulnerable people	39	32		1	1	5
Homelessness	31	30				1
Policing and ASB	28	22		1	4	1
City development	24	8		3	4	9
Jobs	21	18				3
Leisure	19	11		2	1	5
Inequality	10	6	1			3

## 7.2 Responses by different demographic group

Figure 7. Services that matter a lot to you, by age group

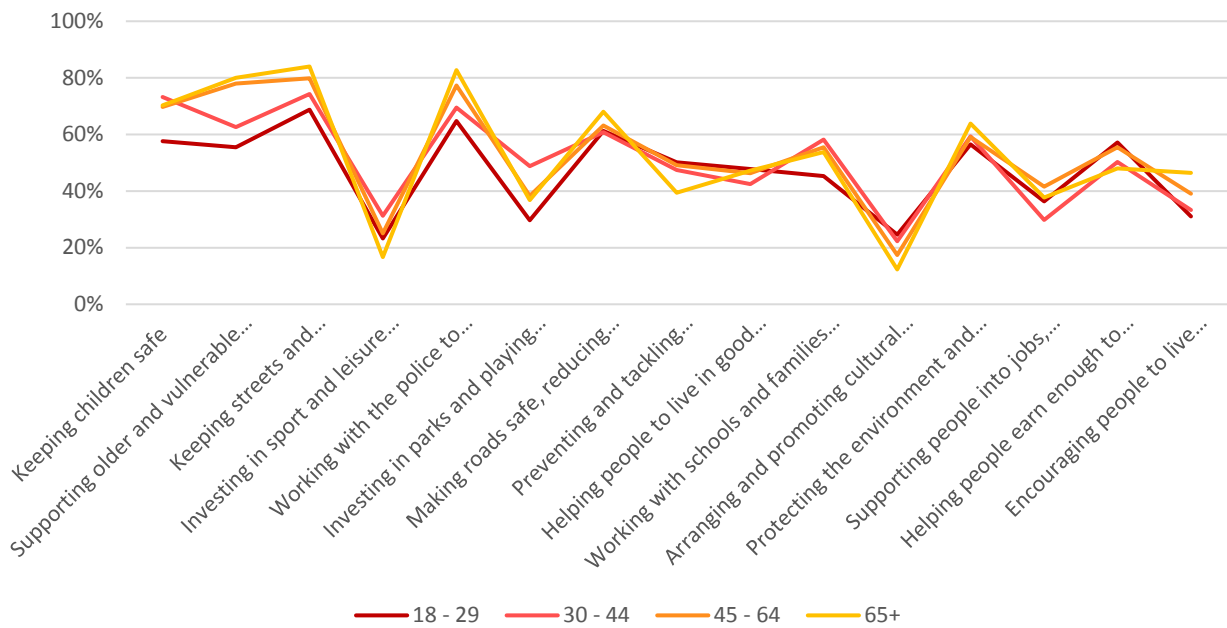


Figure 7 shows analysis of responses by age groups. Analysis by different demographic group shows:

- Older respondents were more likely than others to rate supporting older/vulnerable people, keeping streets clean and dealing with waste, and working with police as mattering a lot to them.
- Younger respondents were less likely than others to rate keeping children safe, supporting older/ vulnerable people, keeping streets clean and dealing with waste, working with police, and working with schools and families as mattering a lot to them.
- Women were more likely than men to rate prevent and tackling homelessness, keeping children safe, supporting older/vulnerable people, helping people live in good quality housing, and helping people to earn enough to support their families as mattering a lot to them.
- BME people were more likely than White: British to rate helping people to earn enough to support their families, supporting people into jobs, and helping people live in good quality housing as mattering a lot to them.

## Appendix 1: Comments about service priorities

Theme of comment	Count	Examples
<b>Transport</b>	<b>195</b>	
Should be prioritised	105	<i>Should be prioritised</i>
Disagree with previous decisions	52	"Improving roads reducing congestion. Invest in front line forces."
Made suggestion / statement	29	"The state of roads & other infrastructure has been allowed to deteriorate unacceptably and must not be allowed to drop further."
Is not such a priority	9	"A huge amount of money is needed to be invested in public transport. This will not only stimulate the whole city's economy, but reduce congestion and pollution, and make it easier to travel." "In maintaining roads and transport, cycle lanes and public transport should be prioritised to create a 'greener' city and improve air quality."
		<i>Disagree with previous decisions</i> "Far too much money has been spent on changes to roads, e. g. the so called cycle super highway." "The council seems to waste money on numerous services and projects such as the abortive tram system. Our transport and roads are inadequate for a city like Leeds. Instead of encouraging people to visit and shop in Leeds there are parking restrictions and a lack of inexpensive car parks. To charge people to park at weekends and at night is counterproductive and should be reversed to encourage people to shop in the city. We also need a better link from the centre of Leeds to the Airport..." "My main concern is the amount of money that has been wasted, and what appears to have been an incompetent general approach to transport issues. Very large amounts of money have been spent firstly on the "supertram" and next on the trolleybus projects, both of which have failed, leaving Leeds languishing behind competitor cities in terms of transport infrastructure."
		<i>Made suggestion / statement</i> "Transport is the big bug bear with most people. Just moving around the city is a nightmare at certain times. Early morning school kick off times. I would look at more park and rides and possibly make the city centre a car free zone."
<b>Housing</b>	<b>118</b>	
Should be prioritised	60	<i>Should be prioritised</i>
Made suggestion / statement	48	"Housing is one of the most crucial issues we face, along with low incomes. As reliance on foodbanks increases, I'd like to see the city focus on finding stable homes and support for our citizens."
Is not such a priority	10	"More money needs to be spent on improving housing and providing for children and their families as they are our future."
		<i>Made suggestion / statement</i> "Think about schemes to encourage people to open a room in their home to somebody who needs somewhere to live. How could you connect them? How could you incentivise this? (e.g. no additional council tax to pay)"

Theme of comment	Count	Examples
<b>Adult social care</b>	<b>86</b>	
Should be prioritised	55	<i>Should be prioritised</i>
Made suggestion / statement	13	“More emphasis on improving social care for the elderly...”
Is not such a priority	11	“Whilst a lot of money is rightly targeted at the inner city and deprived areas, I worry that older people & disabled adults do not receive the support they need, especially in "more affluent" or outlying areas.”
Generally support our approach	7	<i>Made suggestion / statement</i> “You need to try and reduce the amount spent on adult social care through using partners more effectively and through early intervention so people need less help in the longer term and can be more independent.”
<b>Environment</b>	<b>81</b>	
Should be prioritised	60	<i>Should be prioritised</i>
Made suggestion / statement	14	“Spend money on building a more sustainable and environmentally friendly city and future. Do this through improving education and facilities for young generations and communities who will become the future of Leeds.”
Is not such a priority	5	“A community will only thrive if my neighbour thrives. Combine community and environment initiatives with children and family focus.”
Generally support our approach	2	<i>Made suggestion / statement</i> “The split seems reasonable but I would like to see an ambition to make Leeds a 'green city'. This would include reducing traffic, encouraging cycling, tree planting, maintaining Green Belt and encouraging green industries. Leeds could get a reputation for this which would encourage investment.”
<b>Big events / culture</b>	<b>72</b>	
Is not such a priority	28	<i>Is not such a priority</i>
Disagree with previous decisions	22	“Big events in the city should not cost the tax payers. Events should be run by volunteers and costs to be kept to a minimum. As fantastic as it is to have big events in the city like tour de Yorkshire and the half marathon it should not be costing as much. This money should be put to improving more urgent areas of development e.g. making the city safer and cleaner.”
Should be prioritised	13	
Made suggestion / statement	7	
Generally support our approach	2	<i>Disagree with previous decisions</i> “How much did the Leeds City of culture bid cost (when it became obvious right after Brexit that the risk for any UK bid to not be accepted?) I think that was wasted money, and probably in the millions. Can the council be more transparent on this?”  <i>Should be prioritised</i> “Don't let the non-success of Leeds 2023 stop cultural initiatives - so far it (with museums and the art gallery) make a big difference to jollity and happiness”

Theme of comment	Count	Examples
<b>Children's services</b>	<b>59</b>	
Should be prioritised	44	<i>Should be prioritised</i>
Is not such a priority	6	<p>"More money to be invested in youth - especially involving youth crime, youth gang culture, clubs and activities for young people, opportunities for young people."</p> <p>"I think investing in children's services and early intervention such as children's centres and youth service, family support and CAMHs will provide an opportunity to save money on future spending on areas such as policing, housing and NHS."</p>
Generally support our approach	5	
Made suggestion / statement	4	
<b>Education</b>	<b>46</b>	
Should be prioritised	36	<i>Should be prioritised</i>
Made suggestion / statement	9	<p>"I would have thought schools and education would get a larger proportion of the money. So much can be done through schools to educate families and get them involved in the community which would reduce amount needed to be spent on adults and health in the long run, especially for disadvantaged families and ethnic minorities. With the right funding, schools can narrow the gap in children's achievements and opportunities, build support networks for families, and facilitate voluntary work in the community."</p> <p>"We need more new schools. Smaller classes will improve educational outcomes. Schools need larger playgrounds..."</p>
Is not such a priority	1	
<b>Health</b>	<b>41</b>	
Should be prioritised	29	<i>Should be prioritised</i>
Made suggestion / statement	9	<p>"This seems sensible but I feel more on health especially in children and young people needs to happen."</p> <p>"Ultimately, I think poverty, homelessness and mental health are the biggest issues facing Leeds today..."</p>
Is not such a priority	2	
Generally support our approach	1	
<b>Vulnerable people</b>	<b>39</b>	
Should be prioritised	32	<i>Should be prioritised</i>
Made suggestion / statement	5	<p>"Continue to focus efforts on supporting the most vulnerable people."</p> <p>"I believe that money should be spent to help those most in need, if the aim is to build a fairer society. If you earn more you should pay more but any increases in raising funds needs to ensure that people on the cusp are not pushed into poverty or just getting by."</p>
Disagree with previous decisions	1	
Is not such a priority	1	
<b>Homelessness</b>	<b>31</b>	
Should be prioritised	30	<i>Should be prioritised</i>
Made suggestion / statement	1	<p>"Please do more to help tackle homelessness, and in work homelessness. Getting police officers to move people on from the city centre is so dehumanizing and inhumane. Obviously it's a very difficult issue to tackle, but doing more could include: opposing recent welfare reforms (universal credit, LHA &amp; benefit caps, sanctions), taking out larger loans to build real affordable housing (based on LHA levels)."</p> <p>"There has been a major increase in homelessness apparent when in the city centre. Tackling this is a priority and will help show what a caring and compassionate city Leeds is."</p>

Theme of comment	Count	Examples
<b>Policing and ASB</b>	<b>28</b>	
Should be prioritised	22	<i>Should be prioritised</i>
Disagree with previous decisions	4	"Policing the streets is a fundamental part of the council. Keeping people safe and secure in their neighbourhoods should be paramount..." "More money should be spent to prevent crime and homeless"
Is not such a priority	1	
Made suggestion / statement	1	
<b>City centre development</b>	<b>24</b>	
Made suggestion / statement	9	<i>Made suggestion / statement</i>
Should be prioritised	8	"One thing I think could be really improved on is how the council make use of empty premises within the city centre. The centre of Leeds is fast becoming homogenous and pricing out the people who live here. There are very few independent shops. There is a real gap here as empty premises could be leased cheaply to encourage independent business start-ups which would help the economy..."
Disagree with previous decisions	4	
Is not such a priority	3	
<b>Jobs</b>	<b>21</b>	
Should be prioritised	18	<i>Should be prioritised</i>
Made suggestion / statement	3	"Council needs to encourage business into Leeds, creating jobs that don't rely on welfare to survive which has a knock on effect of council receiving more revenue. Cutting some services reduces people's ability to work, especially single parents or carers."
<b>Leisure</b>	<b>19</b>	
Should be prioritised	11	<i>Should be prioritised</i>
Made suggestion / statement	5	"Please ensure libraries are adequately funded. This not only encourages children to read (and thus learn), but helps the unemployed by providing free computer access etc. - as well as being of benefit to the public in general - old and young alike."
Is not such a priority	2	
Disagree with previous decisions	1	
<b>Inequality</b>	<b>10</b>	
Should be prioritised	6	<i>Should be prioritised</i>
Made suggestion / statement	3	"Agree with general principle i.e. focus on reducing inequalities, poverty"
Generally support our approach	1	

# Council Budget Consultation 2018-19

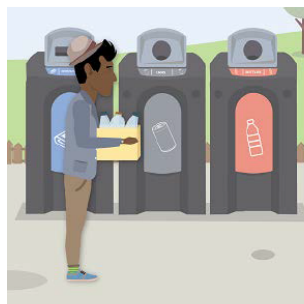
## December 2017 to January 2018

### Public consultation document and questionnaire

## 1. Introduction

We want to hear your views on the council's priorities for the services we provide, and how we should continue to fund them in future.

We're currently proposing our budget for the next financial year (2018/19), and we want to understand how this looks to you. Councillors will see the results of this consultation before they make a final decision on the budget in February.



The survey should take around 10 to 15 minutes to complete. The questions will focus on our broad principles and priorities, rather than any specific changes that are proposed to our services.

In general, residents and people who use our services are given the opportunity to get involved with detailed consultation before service changes happen. For example, you can currently comment on the proposed changes to street lighting at [www.leeds.gov.uk/SLC17](http://www.leeds.gov.uk/SLC17).

To help you think about your answers we will provide a summary of the key points from our proposed budget throughout the survey. If you'd prefer to look at the Initial Budget Proposals (our formal name for the draft budget) in full, you can read this at [www.leeds.gov.uk/budget](http://www.leeds.gov.uk/budget). If you do not have access to the internet, you can use public internet access at any council-run library, One Stop Centre or at one of our Community Hubs. Simply ask staff to assist you with accessing this document.

### Privacy notice (data protection)

Your response to this public consultation is being collected by Leeds City Council (as data controller) and will be used to help us make decisions about our budget proposals.

By submitting your response, you are giving your consent for us to use the information you have provided. When results of the consultation are shared publicly or with other organisations, your information is anonymised so you cannot be identified.

We will keep your information safe and secure in line with UK data protection law. Your data will be processed by the relevant services (departments) within Leeds City Council. Our software supplier, SmartSurvey Ltd, will also process your data on our behalf but will never use these for its own purposes. We will store your responses for up to 2 years.

You have rights under UK data protection law including withdrawing your consent for us to use your information. Contact the Information Commissioner's Office (data protection regulator) to learn more.



## 2. Reduced funding but a growing city

Our proposed budget supports our ambitions of Leeds having a strong economy and being a caring and compassionate city - with a focus on tackling poverty and reducing inequalities. Priority areas include improving people’s health, learning and income, and a commitment to support the vulnerable, and continuing to support the things which can make Leeds the best city for everyone. Our ambitions of being the ‘Best City’ and the ‘Best Council’ are explained in more detail in our Best Council Plan 2017/18.

Since 2010 our core funding from government has reduced by around £239m and, at the same time, we have seen increasing costs and demand for services, particularly due to a growing and ageing population. We have so far met these challenges by stimulating economic growth, finding ways to increase our income and making savings. The council itself has had to get much smaller in size, and has so far reduced staff numbers by over 3,200 full time equivalent posts.

Looking forward, reductions in government funding and rising demand for services will continue. It will become more and more difficult for us to maintain current levels of service. In order to focus on tackling poverty and reducing inequalities, we may have to consider stopping, changing or charging for some services that we cannot afford or are less of a priority to the people of Leeds.

**Reduced funding from the government will impact on our ability to deliver the services we (the council) currently provide, unless we find other ways of raising money.**

**Q1. Which one of these options do you agree with most? (Tick one only)**

- We should raise enough money by increasing council tax and charges, to avoid having to cut services.
- We should raise money by slightly increasing council tax and charges, whilst reducing or cutting some services.
- We should not raise council tax or charges, even if this has a large impact on the services we can provide.

**If you said we should not raise council tax or charges, please skip Q2.**

**Q2. You have said that we should raise money to help us to deliver services. How much do you agree or disagree with these statements?**

	Strongly agree	Agree	Disagree	Strongly disagree
Existing charges for services should be increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New charges should be introduced for some services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council tax should increase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For the upcoming financial year, the support grant that we receive from the government has been cut by £18.5m from the current year to £46.5m, which is a drop of 28.5%. The reducing money that we get from the government, coupled with increasing costs and demand for services, will result in a funding gap of £38.2m in 2018/19.

To balance the budget we propose to make savings of £22.2m through efficiency savings, £1.0m savings through changing the level of services we provide and targeting them at the people with most need, £6.3m in additional income from increasing fees and charges by at least the rate of inflation, and £1.5m in additional income through trading services with partner organisations.

**Q3. Thinking about how we can deliver our services more efficiently. How much do you agree or disagree with these statements?**

	Strongly agree	Agree	Disagree	Strongly disagree
We should work with local community and voluntary groups to deliver more of our services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We should deliver more services in partnership with other public organisations (e.g. Police, NHS, other councils).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The private sector should deliver more of our services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We should encourage local people to voluntarily provide certain services within their communities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services should mostly be delivered by the council, on its own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Where does the money come from?**

Council tax in Leeds is currently the 2nd lowest of the ‘core cities’ in England (the 8 largest cities outside Greater London). The government hasn’t yet set a limit for how much councils can raise council tax for 2018/19 without seeking approval through a referendum, but whilst we wait for this we are proposing to increase the standard council tax in Leeds by 1.99%. For a limited period local authorities are also currently allowed to include a further 3% increase to council tax, specifically to help pay for adult social care services. This additional 3% would bring our total proposed council tax increase to 4.99%.

**Q4. Which of these statements best represents how you think about your council tax?**  
(Tick one only)

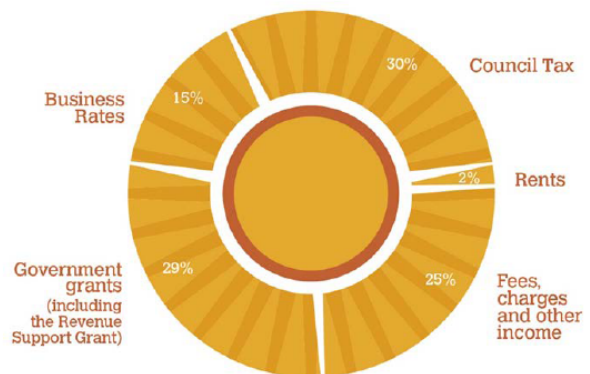
- My council tax is a payment for the local services I use.
- My council tax is a contribution to the cost of local services, whether I use them or not.

Council tax is only one way the council gets money for local services each year. The council also raises money from business rates and by charging for certain services like leisure centres, trade waste, pest control and parking. Money also comes from the government in the form of grants. Many of these grants and service charges have to be spent on specific services, so the council's options at budget time are limited.

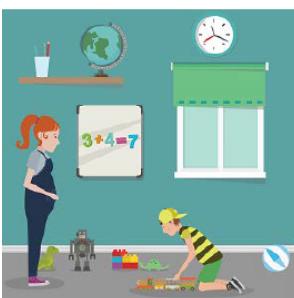
How much do you think each one of these funding sources contributes as a percentage of the council's total income (excluding specific funding for schools). (Please select one option for each)

	Less than 15%	Between 15% and 25%	Between 25% and 35%	Greater than 35%
Council tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government funds and grants (excluding funding for schools)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fees and charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property rental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The percentage that each of these sources of funding contributes to the council's income (excluding specific funds for school and council housing), for the current year was:



**4. What we propose to spend the money on**



We provide a wide range of services, both on our own and in partnership with other organisations. Some have to be delivered to a certain level by law, but for others we can choose what kind of service to provide and to what level. We have to balance the priorities that affect most people in Leeds, such as bin collections and roads, with the issues that impact only some people, such as caring for older people and keeping vulnerable children safe.

### Q5. These are some of our service priorities...

Please rate each one by how much it matters to you personally, and also how much you think it matters to the city of Leeds and the people that live, work and visit here.

(Select one option for you and one for the city, for each priority)

	For you personally			For the city of Leeds		
	Matters a lot	Matters a little	Doesn't matter	Matters a lot	Matters a little	Doesn't matter
Keeping children safe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting older and vulnerable people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping streets and neighbourhoods clean and dealing with the city's waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investing in sport and leisure facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with the police to prevent and tackle crime and anti-social behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investing in parks and playing facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making roads safe, reducing congestion and making it easier to get around	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preventing and tackling homelessness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping people to live in good quality, affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with schools and families to help children to do well in their learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arranging and promoting cultural events and festivals across the city	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Protecting the environment and improving air quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting people into jobs, training and apprenticeships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping people earn enough to support themselves and their families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging people to live healthier lifestyles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The costs of running a business are managed through a revenue budget, which covers the day to day running costs, and through capital spend, which is the longer term investment to look after and create new assets.

Our net revenue budget is funded from the government support grant, council tax and business rates, and covers the day to day spending for all of our services. Our Initial Budget Proposals set this at £506.2m for 2018/19, of which almost two thirds (65.1%) will fund adult social care and children’s services. This increase (up from 64.2%) will provide additional funding of £9.1m, which reflects our priorities around supporting the most vulnerable people across the city.

## Where our money is spent...



Over the period 2017/18 to 2020/21 our capital programme includes investment plans which total £1.2bn, much of which is paid for through external grants and contributions, and some is from money borrowed. Some of the ways we are using this include £191m for building, improving and maintaining schools, £388m to maintain roads and improve transport, £41m for projects to reduce fuel bills and carbon emissions, £16.5m to help prevent flooding, £3.3m for new park and ride schemes, £256m improvements to council housing and £76.2m for building new council homes.

This overall approach supports our ambitions of Leeds having a strong economy and being a caring and compassionate city – with a focus on tackling poverty and reducing inequalities, through improving people’s health, learning and income and a commitment to support the vulnerable.



**Q6. Please use the space below to make any comments around our approach to how we spend the money we receive:**

## 5. About you

We would like to know a little more about you. This is so we can be sure we are hearing from a wide range of people from different backgrounds. These questions are optional but answering them will help us better understand what you tell us.

**Q7. Do you...?** (Tick all that apply)

Live in Leeds

Work in Leeds

Visit Leeds

Work for Leeds City Council

**Q8. How old are you?** (Tick one only)

Under 18

18 - 29

30 - 44

45 - 64

65+

**Q9. What best describes your gender?** (Tick one only)

Male

Female

**Q10. Do you consider yourself to be disabled?** (Tick one only)

Yes

No

**Q11. What is your ethnic group?** (Tick one only)

**White**

- English / Welsh / Scottish / Northern Irish / British
- Irish
- Gypsy or Irish Traveller
- Any other White background

**Mixed / Multiple ethnic groups**

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / Multiple ethnic background

**Asian / Asian British**

- Indian
- Pakistani
- Bangladeshi
- Kashmiri
- Chinese
- Any other Asian background

**Black / African / Caribbean / Black British**

- African
- Caribbean
- Any other Black / African / Caribbean background

**Other ethnic group**

- Arab
- Any other ethnic group

If you selected an 'Any other' option then describe your ethnic group:

**Thank you**

That is all the questions we have for you.

**Please send your completed consultation questionnaire to:**

Freepost Plus RTLL-AXYU-RTCY, Leeds Citizens' Panel, Westland Road, Leeds, LS11 5SB

We must receive your response to this public consultation by **Monday 15 January 2018** for it to be included.

### **Initial 2018/19 budget proposals Summary of Scrutiny Board comments**

#### **Introduction**

At its meeting on 13 December 2017, the Executive Board set out, for consultation, its Initial Budget Proposals for 2018/19. The proposals were subsequently submitted to each of the Council's Scrutiny Boards for consideration, review and comment.

Consideration of the Initial Budget Proposals for 2018/19 by Scrutiny took place over a series of meetings in December 2017 and January 2018, as follows:

- Children and Families Scrutiny Board – 14 December 2017
- Adults and Health Scrutiny Board – 19 December 2017
- Infrastructure and Investment Scrutiny Board – 20 December 2017
- Strategy and Resources Scrutiny Board – 21 December 2017
- Environment, Housing and Communities Scrutiny Board – 15 January 2018
- Inclusive Growth, Culture and Sport Scrutiny Board – 17 January 2018

Across most Scrutiny Boards, the examination of the initial budget proposals was undertaken in conjunction with a review of the in-year financial health of the authority (as at month 7) and benefitted from input from Executive Board Members, Directors and other Senior Council Officers.

Whilst no formal recommendations have been made by the Scrutiny Boards in relation to the Initial Budget Proposals for 2018/19, a summary of the Scrutiny Boards' comments and observations is set out below for the Executive Board's information and consideration.

#### **Comments and observations from Scrutiny Boards**

A summary of the main issues and areas highlighted by the Scrutiny Boards are detailed below:

##### Children and Families Scrutiny Board (14 December 2017)

- Concerns were raised regarding the extent of saving proposals relating to staffing reduction, the use and reliance on short-term grant funding to meet underlying budget pressures, Children Looked After (CLA) numbers, and the number of placements outside Leeds.
- The Board sought reassurance that the 'turning the curve model' is still effective and that early intervention is having an impact.
- The Board commented on the proposed early use of partners in practice funding in 2017/18, and raised concern that this may create a budget pressure in 2018/19 and future years.



### Adults and Health Scrutiny Board (19 December 2017)

- Concern around the continuing demand –led pressure across the range of Public Health services, brought about by the continuing reduction of the Public Health Grant.
- Discussion around the proposed priority areas of the Spring Budget monies (announced in March 2017) and the improved Better Care Fund – totalling £51M over three years – and how this would seek to address service pressure across Leeds health and care partnership.
- Concern regarding the impact of multi-year financial settlement and the ability to plan beyond a single year.
- The Board sought reassurance around delivering the identified £13.7M savings for 2018/19, in light of the year-on-year demographic pressures facing the Council, due to an aging population with increasingly complex and multiple needs.
- The Board was assured that there were no considerable surges in demand for services, apart from some pressure on the home care budget.<sup>1</sup>

### Infrastructure and Investment Scrutiny Board (20 December 2017)

- Clarity was sought regarding the shortfall in advertising income for 2017/18 and the Board questioned if the target income for 2018/19 was achievable.
- The Board recognised the reduction in net City Development budget by approximately half since 2010 and sought clarity about the use of windfall income to achieve a balanced budget.
- The Board welcomed the proposal to recruit additional Planning officers, to be funded from the increase in planning fees.

### Strategy and Resources Scrutiny Board (21 December 2017)

- Members sought clarification that an application had been approved for Leeds City Council (LCC) (as part of the Leeds City Region Business Rates Pool) to pilot 100% business rates retention in 2018/19.
- Members requested that the Board be provided with more details of the Council's business rate relief scheme, including details of eligible business types.
- Concerns were also raised regarding the impact of Universal Credit on vulnerable tenants and about the financial impact of the UK exiting the European Union.

### Environment, Housing and Communities Scrutiny Board (15 January 2018)

- Clarity was sought regarding the proposed budgeted efficiencies within Waste Management. The Board was informed that this was a savings target reflecting a detailed review of expenditure budgets within the service, including a number of areas where current year trends indicated that savings could be made.

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<sup>1</sup> Month 7 financial monitoring information considered as part of a Scrutiny Board (Adults and Health) working group meeting on 8 January 2018.

- The Board noted the proposed injection of £360k to cover the annual net cost of 3 additional garden waste routes to cover the remainder of suitable properties across the city.
- Clarity was sought around the proposed increase to bereavement charges. The Board was informed that this would equate to a general 4% increase, which would also cover the cost of additional community engagement activity in the service.
- Clarity was also sought regarding future funding for local Police and Community Support Officers (PCSOs). The Board was informed that the current funding arrangement had been secured for a further 2 years.

#### Inclusive Growth, Culture and Sport (17 January 2018)

- The Board welcomed the successful application of the pilot 100% business rates retention in 2018/19, acknowledging that 50% of additional growth income is to be retained with the Pool to continue to support and enable regional economic growth.
- The Board acknowledged the existing budget pressures within the City Development directorate and the actions identified to mitigate these in order to reach a balanced budget.
- The Board discussed existing pressures within Sport and Active Lifestyles, equating to £374k in month 7. In particular, Members acknowledged the notable downturn in income at John Smeaton Leisure Centre (a pressure of £228k) due to two new budget gyms opening in close proximity.
- Linked to this, reference was made to the European Court of Justice ruling in July 2017 stating that local authority in-house leisure services should be in an identical VAT position to Trusts and 'not for profit' companies. Acknowledging the ruling had resulted in a £1.2m in-year income windfall the Board noted the subsequent actions taken to help retain and attract customers, such as a reduction in the price of the Bodyline Membership. However, the Board understands that not all of the VAT saving had been passed directly onto customers and as such had requested further information which will be considered at a future board meeting.

## **INITIAL 2018/19 BUDGET PROPOSALS – COMMENTS FROM THE THIRD SECTOR**

### **Feedback from the Voice of Involved Tenants across Leeds (VITAL)**

VITAL considered the 2018/19 Outline Budget Proposals and would like to make the following comments as part of the budget consultation process.

- VITAL noted the proposed increase in service charges for Multi-Storey Flats and for sheltered housing tenants. Whilst accepting that the new charges will more accurately reflect the cost of the service tenants receive, VITAL wish for the service to continue to consider ways to make the breakdown of these costs as transparent as possible to tenants.
- VITAL support the concern about the impact of Universal Credit, due to be rolled out in Leeds from October 2018. VITAL accept the effect on rental income is hard to accurately predict, and therefore welcome the opportunity to work with teams and services, using all parts of the Tenant Engagement Framework, to help plan and provide additional support to tenants. For example, by helping design tenant communications or by Housing Advisory Panels considering funding for programmes such as Money Buddies or the new Benefit Buddies scheme.
- VITAL welcome the increased investment in fire prevention works for high rise blocks, the fitting of sprinklers in particular. However, VITALs view is that this should be funded by central government resources as regard this a national issue for all social landlords. However, if additional government resources are not made available, VITAL request that Housing Leeds develop a clear investment strategy on how to fund this activity directly.

VITAL would like to thank Richard Ellis in attending VITAL and sharing the budget proposals with them.

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2018/19 Budget Amount £	Decision Maker
Purchase of additional commercial assets to support the revenue budget	Do nothing would mean further savings would have to be identified	No suitable investment opportunities arise	Director of City Development will consult with Lead member and S151 Officer before entering into commitments	N/A	TBC	Net contribution of £1m	Director of City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2018/19 Budget Amount £	Decision Maker
Phase 2 of the support services review has estimated savings of £880k.	Second phase of delivering savings.	Reducing capacity to provide support to both Members and managers.	Executive Member, CLT	Ongoing	February 2018	£880k	Relevant Chief Officer
Replace HELP contract with telephone support service.	Aiming for more cost effective service delivery.	None identified.	To be undertaken.	N/A	February 2018	£90k	Chief Officer HR
Fleet staffing restructure.	To enable the service and the directorate to remain within a reduced funding envelope.	Slight increase in the risk around service delivery.	To be undertaken as the same time as the decision.	To be undertaken at the same time as the decision.	TBC	£30k	Chief Officer Civic Enterprise Leeds

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2018/19 Budget Amount £	Decision Maker
Increase car parking tariffs at Woodhouse Lane car park	The additional revenue generated will be used to fund other pressures within car parking services	Price increases could lead to a reduction in demand	Statutory obligation to advertise tariff increases	To be undertaken as a part of the decision process	March 2018	£0.13m additional income	Chief Officer – Environmental Action
Further development of parks estates and visitor attractions which will facilitate both price increases and increases in visitor numbers	Enhancement of the facilities will result in enhanced visitor experience and increased income	Improvements to visitor attractions don't result in the assumed increase in visitor numbers	As per the Parks and Countryside Attraction Development Plan report received at Executive Board in October 2016	As per the Parks and Countryside Attraction Development Plan report received at Executive Board in October 2016	Ongoing as per report program	£0.1m net additional income	Chief Officer – Parks and Countryside
Increase in bereavement charges (4%) and provide additional investment in the service	The proposed price increase will ensure there continues to be no subsidy for this service and will provide funding for community led activities at cemeteries as agreed at Executive Board	Price increases could impact on demand levels	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2018	£0.24m additional income, and £0.06m expenditure	Chief Officer – Parks and Countryside

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2018/19 Budget Amount £	Decision Maker
	in December 2017						
Re-tendering of Advice Consortium contract	Ensure maximum VFM achieved	Estimated savings aren't delivered	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2018	£0.05m reduced costs	Chief Officer – Customer Access and Welfare
Re-tendering of Libraries Management Systems contracts	Ensure maximum VFM achieved	Estimated savings aren't delivered	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2018	£0.05m reduced costs	Chief Officer – Customer Access and Welfare
Implement automated switchboard at Contact Centre	Reduction in double handling of calls, increasing efficiency	Estimated savings not achieved	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2018	£0.05m reduced costs	Chief Officer – Customer Access and Welfare
Reduction in the level of the Third Sector Infrastructure support grant within the Communities service	Reduction reflects savings requirement of the Council	Possible implications for service delivery for third sector organisations	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2018	£0.03m reduced costs	Chief Officer – Communities
Transfer of Home Library Service to voluntary sector	Maintain service delivery whilst achieving budgeted saving	Suitable organisation not identified to deliver the service	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2018	£0.03m reduced costs	Chief Officer – Customer Access and Welfare

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2018/19 Budget Amount £	Decision Maker
Reduce the Local Welfare Support Scheme budget	Specific areas around white goods and carpets targeted to maintain other areas of the scheme	Scheme budget not sufficient for urgent crisis cases although this is mitigated by targeting specific areas	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2018	£0.2m reduced costs	Chief Officer – Customer Access and Welfare



Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2018/19 Budget Amount £	Decision Maker
Staffing savings arising from a number of service reviews	The review of current structures, management arrangements and staffing is considered necessary in order to improve the outcomes for children and services across the directorate	The proposed changes to structures and staffing arrangements do create some uncertainty for affected staff. Consultation and implementation will be managed through a restorative approach. There is a risk that implementation is delayed reducing the saving in 18/19.	Staff and TU consultations are ongoing	To be completed as part of the DDN report	February/ March 2018	£1,173k	Director Children and Families
Family Services – Early years	Reduction in overall funding to be achieved largely through savings on		Staff and TU consultations are ongoing	To be completed as part of the DDN report	February/ March 2018	£250k	Director Children and Families

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2018/19 Budget Amount £	Decision Maker
	management costs across the centres and through current vacancies.						

**Proposed Council Tax Support Payments  
to Parish/Town Councils**

	£
Aberford and District	363
Allerton Bywater	2,178
Alwoodley	842
Arthington	38
Bardsey cum Rigton	683
Barwick in Elmet and Scholes	1,360
Boston Spa	1,564
Bramham cum Oglethorpe	657
Bramhope and Carlton	853
Clifford	595
Collingham with Linton	806
Drighlington	1,205
East Keswick	305
Gildersome	1,465
Great and Little Preston	611
Harewood	21
Horsforth	4,958
Kippax	2,810
Ledsham	99
Ledston	134
Micklefield	3,772
Morley	13,479
Otley	16,421
Pool in Wharfedale	845
Rawdon	1,607
Scarcroft	151
Shadwell	343
Swillington	2,180
Thorner	850
Thorp Arch	245
Walton	82
Wetherby	8,510
<b>TOTAL</b>	<b>70,032</b>

### Equality Impact Assessment: Best Council Plan 2018/19-2020/21 and Budget 2018/19

#### Introduction

This paper outlines the equality analysis and strategic equality assessment of the proposed Best Council Plan for 2018/19-2020/21 and proposed Budget and Council Tax for 2018/2019 (as detailed in the accompanying reports to the Executive Board meeting 7 February 2018). The lead person for this equality impact assessment was Neil Evans, Director of Resources and Housing. Members of the assessment team were:

Coral Main	Head of Business Planning & Risk
Richard Ellis	Head of Finance
Lelir Yeung	Head of Equality
Graham Sephton	Head of HR
Pauline Ellis	Senior Policy & Performance Officer
Tim Rollett	Senior Risk Management Officer
Frank Perrins	Research & Satisfaction Manager

#### Overview

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.

The Best Council Plan 2018/19-2020/21 and the 2018/19 Budget have been developed in the context of the approach agreed by the Executive Board on 13th December 2017 through the Initial Best Council Plan proposals and the Initial Budget Proposals. The 2018/19 Budget also incorporates the local government finance settlement. In accordance with the council's budget and policy framework and as agreed by Executive Board in December, both the Initial Best Council Plan proposals and the Initial Budget Proposals have been submitted to Scrutiny for review and consideration, and have also been used as the basis for wider consultation.

The Best Council Plan 2018/19-2020/21 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 proposed 2018/19 Budget.

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 continues to be difficult to manage. Resource implications will impact on all communities but those who have been identified at being at the greatest potential risk of negative impact include:

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

### Scope

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

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

#### *Best Council Plan*

The Best Council Plan 2018/19-2020/21 is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. It includes:

- A foreword setting out our approach, high-level socio-economic and policy context and the underpinning principles and coverage of the Best Council Plan, with Inclusive Growth and Health and Wellbeing at the heart of our Strong Economy / Compassionate City ambition.
- A ‘Plan on a Page’ setting out our vision, ambitions, desired outcomes and seven ‘Best City’ priorities:
  - Inclusive Growth
  - Health and Wellbeing
  - Child-Friendly City
  - Safe, Strong Communities
  - Housing
  - 21<sup>st</sup> Century Infrastructure
  - Culture
- A ‘Best City’ section that provides an introduction to each of the seven priorities and signposts the reader to the key supporting strategies for further information.
- A ‘Best Council’ section, explaining our approach to being an efficient and enterprising organisation with our five council values underpinning what we do and how we work.
- A set of ‘Best City’ and ‘Best Council’ key performance indicators.

The council is committed to responding to the challenges of inequality in Leeds within the pressures of the financial context in which we are now operating.

### *Budget*

The council has so far responded successfully to the funding challenges since 2010 by reducing a number of areas of expenditure, most significantly on employees and through better procurement and demand management, and by increasing income as outlined in the Medium-Term Financial Strategy. Also, through targeting resources into preventative services the council has ensured that the implications of demand and demographic pressures, which have resulted in significant cost pressures in other local authorities, have been contained within Leeds.

After taking into account the impact of the anticipated changes in funding and cost pressures, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £33.9m in 2018/19 to balance to the anticipated level of resources available.

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 outcomes of these reviews were incorporated into the council's 2017/18 budget and they have also been included in these 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 – the Best Council 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.

The council is planning to meet the challenge of the estimated budget gap for 2018/19 through a combination of efficiencies, changes to service, increased income (generated through fees, charges and traded services), increased grant and the use of capital receipts and Section 106 balances. Details of these proposals can be found in the directorate reports appended to the Budget 2018/19 report to February's Executive Board.

### *Impact of budget proposals on employees*

Following the 2015 spending review, it became clear that the council's funding position would give rise to the need for further reductions in staff. At that time it was estimated that the council would need to downsize by between 1,000 and 2,000 full time equivalent (FTE) posts by the end of March 2020. Accordingly the council re-issued a section 188 notice (notice to collectively consult to avoid redundancies issued under s.188 TULRCA 1992). Given the scale of this challenge, it was the council's view that this level of reduction could not easily be achieved without compulsory redundancies.

Since May 2016, the council has held extensive discussions with Trade Unions. This engagement has been both positive and constructive and has collectively explored opportunities to manage staff reductions down in a way that avoids compulsory redundancies.

As a result, through a combination of normal turnover, voluntary retirement and severance, and through greater staff flexibility, the required savings have been achieved. Whilst it still may be necessary in some circumstances, the council will continue to strive to avoid compulsory redundancies.

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

The 2017/18 budget required a reduction in staffing numbers of 484 FTEs in the 2017/18 financial year (to March 2018) which we anticipated making largely through voluntary arrangements. 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. (An updated financial forecast for 2019/20 and 2020/21 is included in section 12 of the 2018/19 Budget report for consideration by Executive Board and Full Council in February 2018.)

The council reissued a S188 notice on 3rd August 2017 which indicated that an estimated reduction of a further 415 FTEs would be required by 2020.

The initial budget proposals for 2018/19 considered by the Executive Board in December 2017 provided for an estimated net reduction of circa 53 FTEs by 31st March 2019. Following the determination of the revenue budget proposals that are contained in the 2018/19 Budget report it is now estimated that in 2018/19 the number of FTE budgeted posts will increase by 59.

This variation between staffing assumptions between the initial budget proposals and the revenue budget submission can largely be explained by the intention to recruit - in response to the government's decision to increase planning fees by 20% - an additional 9 FTEs within the Planning service so that a more responsive service can be provided to the public. In addition Leeds Building Services will be recruiting an additional 109 FTEs to reflect the increased turnover of £9.75m (17.4%) that this traded property maintenance function will be targeting in 2018/19. Further details of these increases are detailed in respective directorate reports which are included as appendix 8 to the 2018/19 Budget report.

### **Fact finding – what do we already know**

#### ***Demographics: A Changing Population***

- The population of Leeds is estimated to be 781,700<sup>1</sup> people in 2016 - an increase of 1% (7,600 people) in the year since 2015.
- One in ten people (10.2%) are in the 20-24 age band reflecting the large student population.
- In the 10 years 2006-2016, the Leeds population has increased by 6.2% (45,500 people). The working age population had a smaller percentage increase (3.7%) than the population of children and young people (11.3%) and the population aged 65 and over (11.3%).
- In the last 10 years, the increase in the children's and young people's population has been in the primary school age groups, with an increase of 18,700 children in the 0-9 age group (2006-2016).
- In the next 10 years, this increase will affect the secondary school age group, with a big rise in the number of teenagers in Leeds. There will be a projected

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<sup>1</sup> Rounded to 100. Office for National Statistics (ONS) 2016 Mid-Year Estimates

15,400<sup>2</sup> more young people aged between 10 and 19 years old in 2026 compared to 2016.

- The population of older people aged 65 and above has increased by 12,200 people (2006-2016). In the next 10 years, the increase in the older population will be even bigger, with 18,300 more people aged 65 and over resident in Leeds in 2026 than in 2016.
- Although the 65 and above age group still has more women than men, there has been a bigger increase in the number of men, with 7,800 more men aged 65 and over resident in Leeds in 2016 than in 2006 (compared to 4,400 more women).
- Leeds has become more ethnically diverse over the last decade and the makeup of Leeds's communities has changed significantly. We now have residents from over 140 ethnic groups residing in Leeds's neighbourhoods (with 170 different languages being spoken), the greatest increase in younger age groups. The proportion of the school population from BME backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 32.6% in 2017.
- Although the population aged 65 and older is less ethnically diverse than younger age groups, the proportion from BME backgrounds will increase as people who settled in Leeds as young adults grow older.
- The Leeds population is predicted to continue to grow, reaching 826,000<sup>3</sup> in 2026. This is a 6% increase in the 10 years 2016 to 2026. The working age population will have a smaller percentage increase (2.9%) than the population of children and young people (9.3%) and the population aged 65 and over (15.2%).
- There is no direct count of disability for the whole population, but the Census 2011 collected information about 'long term health problems or disability'. In Leeds 83.3% of people said that their day-to-day activities are not limited by long term health problems or disability, 7.9% said they are limited a lot and 8.9% said that they are limited a little.
- The religious profile of the city is changing. In the 10 years between the 2001 census and 2011 census, the proportion of people who said they are Christian decreased from 68.9% to 55.9%. The proportion with no religion increased from 16.8% to 28.2%. Compared to England and Wales, Leeds had higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%). The Muslim community had the youngest age profile.
- The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004 which came into effect in the UK in December 2005. In Leeds, 41.5% of adults were married, which is lower than the England and Wales rate of 46.6%; 0.2% of adults were in a registered same-sex civil partnership, which is the same as the England and Wales rate; 40.8% of adults were single (never married or never registered in a same-sex

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<sup>2</sup> Rounded to 100. ONS 2014-based population projections

<sup>3</sup> Rounded to 100. ONS 2014-based population projections.



civil partnership), which is much higher than the England and Wales rate of 34.6%; 17.5% of adults were separated, divorced or widowed, which is slightly lower than the England and Wales rate of 18.6%.

### ***Poverty and Inequality***

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

Our latest socio-economic analysis (notably the 2015 Joint Strategic Needs Assessment, analysis based on the 2015 Index of Multiple Deprivation and the 2016 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society.

The Indices of Multiple Deprivation show the geographic concentration of deprivation in the communities of Inner East and Inner South Leeds, confirming the wider analysis of poverty and deprivation undertaken in the 2015 Joint Strategic Needs Assessment. Analysis of relative change in the city since the previous 2010 Index suggests that there has been some intensification of the concentration of our most deprived and least deprived neighbourhoods.

- A fifth of the Leeds population – around 155,000 people across the city are classified as being in 'absolute poverty'. (Absolute Poverty measures individuals who have household incomes 60% below the median average in 2010/11, adjusted for inflation.)
- Over 26,000 (18.1%) Leeds children are from out-of-work benefit households and are in poverty (2015). In recent years there has been an increase in the number of people in employment who are living in poverty. Nationally over 5 million people now live in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.
- During 2015/16, in-work poverty was estimated to affect 69,000 Leeds adults. Over 28,000 Leeds residents in full-time work earn less than the Real Living Wage of 2017 and almost 10,500 Leeds workers are on zero hour contracts.
- Almost 44,000 Leeds households were in fuel poverty and over 9,000 of these households were paying their fuel bills via prepayment meters during 2015.
- Leeds has 105 neighbourhoods in the most deprived 10% nationally. This is 22% of Leeds neighbourhoods. Leeds is ranked at 31 out of 326 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 45% and Manchester has 41%).

- However, if we look at the number of people experiencing deprivation, Leeds is ranked as the 3<sup>rd</sup> most deprived out of 326 local authorities. There are 2 local authority measures that are designed to help identify large deprived populations:
  - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds has the 3<sup>rd</sup> highest number at 120,622<sup>4</sup> (Birmingham has the highest number and Manchester the 2<sup>nd</sup> highest).
  - Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds has the 3<sup>rd</sup> highest number at 59,553<sup>5</sup> (Birmingham has the highest number and Liverpool the 2<sup>nd</sup> highest).

### *Financial Hardship*

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

- The implementation of welfare changes from April 2013 has contributed to many families falling into rent and council tax arrears or further into arrears. As a result, in 2016/17 the council saw over 5,000 awards to people accessing its Local Welfare Support Scheme for both emergency (food and fuel) and basic needs provision (household goods), totalling almost £724,000 in direct awards.
- Further welfare changes, including the under-occupancy charges, have affected over 5,400 Leeds households. In January 2017, the Benefit Cap reduced to £20,000 per annum and affected over 1,000 households during 2017.
- Over 19,000 households in Leeds now have to pay 25% of their Council Tax due to changes to Council Tax Support.
- Mirroring national trends, the city has also seen the emergence and significant growth of foodbanks, supported by the establishment of the Leeds Food Aid Network to coordinate emergency food provision across the district. Almost 27,000 people in Leeds have needed assistance with food via a food bank between April 2016 and March 2017.
- Access to credit and interest rates for those on low incomes or with poor credit histories also remains high. The value of the high cost credit sector was £8.9bn nationally in 2016, in Leeds it is estimated to be worth £178m, up almost 19% since the figure was last estimated in 2009. The high cost credit sector includes products and services such as payday loans, rent-to-own, home credit and catalogue credit.

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<sup>4</sup> The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means tests). Data is from 2012.

<sup>5</sup> A count of working age people who are involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. Data is from 2012

### ***Third sector***

The council continues to recognise and value the critical and significant role that the third sector plays in the life of the city. The council and the sector remain committed to working together to ensure the best possible outcomes for the people of Leeds.

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

- The Third Sector Partnership has received regular updates on the council's financial position. In November 2017, the council's Chief Officer, Financial Services provided an overview of the financial position and the challenges that will need to be addressed in the council budget 2018/19. Directorate colleagues shared information about their respective budget challenges and any potential impact on the third sector.
- Council directorates have well established on-going arrangements and dialogue with their third sector partners and other interested third sector stakeholders. This shapes and informs their approach to the budget challenges and their priorities. They are also in regular detailed discussions with organisations that will be impacted by any budget reductions.

The council demonstrates its commitment to the sector through its significant financial and in-kind investment. In 2016/17 over £133.7m was invested in the sector, principally in children's and health and social care services, including Aspire. This money was also invested in community and environmental activities, volunteering and in the infrastructure to support organisations to start up, develop and grow.

The council further invested money and staff time in the development and maintenance of the partnership and engagement relationship, including city-wide strategic bodies and a network of locality, service, thematic, community and equality-focused third sector forums. This facilitates strategic engagement with the sector, dialogue between the sector, council and a range of partnerships and forums and enables the council to have better reach into communities, resulting in more effective co-production and collaboration on key city and locality agendas.

The council had financial transactions with over 1,600 individual third sector organisations in 2016/17: 747 organisations received payments of less than £1000 (predominantly small, local and sports organisations) and 25 organisations / consortiums received over £70m between them. Total investment in the sector has been broadly maintained since 2010 despite the council's significant financial pressures. This is a very positive picture, but the council is not complacent and, along with third sector partners, is currently reviewing the analysis of the council's financial relationship with the sector in order to understand whether the approach is supporting our shared ambitions for a strong and diverse sector that can deliver for Leeds.

In addition to investment in the sector, the council continues to drive forward and support a range of initiatives to ensure that Leeds has a thriving third sector that can deliver for the people of Leeds. For example:

- The council provides executive support and plays a leading role in the Third Sector Partnership. This is a key part of the city infrastructure through which the third sector, council, NHS, universities and other public sector partners

work together to ensure that collectively the conditions are created for a thriving third sector, so organisations can deliver better outcomes for the people of Leeds. The Partnership is chaired by Cllr Debra Coupar and is attended by representatives from all council directorates.

- In May 2017 the Third Sector Partnership approved the Compact for Leeds, which sets out principles and guidance for working relationships between the public and third sector. Codes of Practice around Volunteering and Partnership Working have also been agreed and a Commissioning Code for the Third Sector is being developed by the council, third sector and NHS partners. This will be important in supporting coherent and consistent joint commissioning and investment by both the local authority and NHS in Leeds.
- A forum to promote and support an enterprising sector and support social enterprises has been established and is growing,
- The council has been an active partner in the development of the Leeds Social Value Charter and is currently developing guidance for council commissioners to ensure that maximum added value can be delivered through procurement.
- Events to celebrate the work of small groups, volunteers and active citizens have taken place, celebrating their work, but also providing them with an opportunity to link into a range of democratic arrangements, networks and to access organisational and funding support and advice.
- The Funding Leeds website was formally launched at the Small Groups event. The website provides a comprehensive accessible database of local, regional and national funding opportunities and provides information and links to local training and support. This initiative has been financially supported by the council and developed by a partnership between council and third sector colleagues.
- The council has developed a funding support programme which encourages council staff to volunteer to use their transferable skills and experience to help smaller community organisations to produce better funding bids. This has included a specific focus on support to minority and marginalised communities.
- The People's Commissioning arrangements in the council provide a vehicle to ensure that investment, including in the third sector, is coherent and coordinated and the impact of any disinvestment is in line with established best practice protocols. This ensures, for example, the investment decisions of directorates individually and collectively do not result in unintended consequences for individual organisations or for the sector.

The close working relationships between the council and third sector across a wide range of activities continues to drive forward a considered strategic and operational focus. Council colleagues and third sector partners will continue to broker further discussions as necessary on budget, global, national, and local and other emerging challenges that impact on Leeds, in order to drive new ways of working and contribute to the delivery of the Best Council Plan.

### ***The council's workforce profile***

In response to the financial challenges we are facing, the council recognises the need to significantly reduce its workforce. As noted above, working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed

to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk is creating a more flexible and responsive workforce and avoiding the need for as many redundancies as initially estimated. Our staff engagement results are very positive, with three year trends showing improvement across all areas linked to our workplace culture and values.

In-work poverty and low pay remain issues of national concern. In Leeds, work continues to tackle this, reflecting the commitments in the Low Pay Charter adopted by Council in April 2015.

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

In December 2017 a discount benefits scheme was introduced, focusing on day-to-day purchases, rather than luxuries. The scheme has been adopted in councils across the region, including Leeds.

In December 2016 there were 14,693 people employed in the council (excluding schools and casual staff). In December 2017 this figure was 14,425, a reduction of 268 members of staff. The workforce profile of all employees is shown below.

Gender	Number	%
Male	5658	39%
Female	8767	61%
Total	14425	100.0%

Disability	Number	%
Not disabled	12285	85%
Disabled	783	5%
Not specified	1357	9%
Total	14425	100%

Ethnic Origin	Number	%
Non BME	10681	74%
BME	1901	13%
Not specified	1843	13%
Total	14425	100.00%

Sexual Orientation	Number	%
Heterosexual	7153	50%
Lesbian, gay, bisexual & other	297	2%
Not specified	6975	48%
Total	14425	100.00%

Religion or belief	Number	%
Religion	8388	58%
Not specified	6037	42%
Total	14425	100.00%

Age	Number	%
16 –25	913	6%
26 - 64	13221	92%
65 +	291	2%
Total	14425	100.00%

To date the number of people leaving through turnover and the voluntary early retirement and severance scheme is not adversely affecting the workforce equality profile. However, the reducing workforce, coupled with reduced external recruitment, is affecting our ability to improve the workforce profile to reflect the city population (based on 2011 census data). We are working hard to improve this and although long-term in nature, this work is deemed high priority. The council promotes equality and diversity and is committed to creating a representative organisation with an inclusive culture. All members of the Corporate Leadership Team and Chief Officers have a specific inclusion objective in their appraisals, political support is strong and a comprehensive programme of work is in place, with strong links to our Staff Network groups. This includes a specific focus on increasing apprenticeships among both BME and disadvantaged residents (detailed further below).

Due regard continues to be given to all key and major decisions which may impact on the workforce.

### **Equality Impacts and Improvement Work**

The council has produced Equality Improvement Priorities 2016-20 to ensure that the council meets its legal duties under the Equality Act 2010 and to complement the 'Best City' ambition set out in the Best Council Plan for Leeds to have a Strong Economy and to be a Compassionate City.

Equality analysis used to set the council equality improvement priorities has also been used to inform, and is an integral part of, the Best Council Plan priorities and Budget proposals. The Equality Improvement Priorities recognise that there are currently different outcomes and experiences for different groups and communities, highlighting the challenges the city will have to address in order to tackle inequalities and help people out of poverty. They are based on evidence of disproportionate outcomes, which we are seeking to challenge and change

The council's Equality Improvement Priorities have taken into account the protected characteristics as required under the Equality Act 2010. We continue to recognise poverty as a barrier that limits what people can do and can be. We have, therefore, included priorities that specifically address poverty as we recognise that a number of the protected characteristics are disproportionately represented in those living in poverty.

There is not an equality priority for every protected characteristic but all characteristics are taken into account. We are committed to equality for all our citizens and believe that improving a service for one community will have a positive impact for all communities. We will continue our work across all the protected characteristics, whether or not there are specific equality improvement priorities which are explicitly focussing on them. We will consider all communities when we give due regard to equality at both strategic and operational activities.

Progress against the equality improvement priorities is reported annually.

A range of activity has taken place over the last 12 months to help reduce inequalities and improve outcomes. This has included work to:

- Ensure people in Leeds can lead safer, healthier and happier lives and are free from the risks, threats and harms associated with domestic violence and abuse;
- Reduce homelessness for 16-24 year olds, such as care leavers, young offenders and young people whose relationship with family has broken down;
- Ensure that disabled people have the right housing option in place, whether that be by helping them move into accessible housing or to stay in their existing home by creating an accessible environment;
- Improve properties and assist tenants living in fuel poverty;
- Prevent and protect children from sexual exploitation;
- Increase awareness and understanding of hate crime, reduce the occurrence and impact of hate crime and increase hate crime reporting;
- Understand the context and impact of migration on Leeds;
- Improve access to sports and leisure facilities, increasing the participation of women and disabled people in particular;
- Provide effective support to access the labour market, particularly for people with mental health issues;
- Increase digital inclusion, particularly for those in poverty to provide greater access to jobs, skills and learning;
- Help people out of financial hardship; and
- Reduce the gaps in learning outcomes for vulnerable learners including Children Looked After and children and young people with Special Educational Needs and Disabilities (SEND) including Social, Emotional and Mental Health (SEMH).

Full details of this improvement work can be found in the Annual Equality Progress Report, which can be accessed [here](#).

### *Apprentices*

The Skills Funding Agency (SFA) released Local Education Authority ethnicity data for the first time in 2015 which evidenced the under-representation of Black and Minority Ethnic (BME) apprenticeship starts (relating to the 2013/14 academic year). The number of apprenticeship starts by BME residents of Leeds stood at just over 10% of all starts in the 2013/14 academic year. This does not compare favorably with BME participation rates across adult learning programmes in England as a whole which were 19% in 2013/14 (recognizing that many apprentices are not adults). Locally the Leeds Community Learning programme (15,000 learners) had a BME participation rate of 34% and the city had a school BME population of 31.1%.

As the SFA has not released data on ethnicity for periods subsequent to 2013/14 we continue to use the benchmarks for 2013/14 for comparability.

In response to the release of the 2013/14 data the council's Employment and Skills Service proposed a range of potential measures in order to contribute to an equality improvement priority to increase the percentage of BME young people starting an apprenticeship to 15% by 2019. The programme of work has been developed and reinforced by the co-commissioning of research with Bradford Council in April 2016, into the Participation in Apprenticeships by Black Asian and Minority Ethnic Young People. The research identified a number of generic but also ethnicity specific barriers that prevented young people from BME communities applying for apprenticeships. As well as identifying barriers, the researchers worked with young people to understand their perceptions of how some of these barriers might be tackled, and the research set out a number of recommendations endorsed by participants grouped into five key areas: improving knowledge and awareness; influencing parental attitudes; greater investment in apprenticeships; improving advertising and marketing of apprenticeships; and improving the apprenticeship offer.

The range of activities that have been undertaken or are underway include:

- A promotional radio campaign with Fever FM to raise awareness through producing and broadcasting three on-air campaigns. (Commissioned and delivered between April 2016 and March 2017).
- Promoting the annual Leeds Apprenticeship Recruitment Fair (March 2016 and March 2017) to BME communities. The event was scheduled to coincide with the start of National Apprenticeship Week to maximise visitor numbers. In 2016 more than 5,000 visitors attended and 2017 saw an increase with over 6,000 visitors in attendance making this the largest apprenticeship event in the North of England.
- Planning is underway for the March 2018 Leeds Apprenticeship Recruitment Fair. Targeted promotion of the event to BME communities will take place and will be supported by a newly commissioned BME Apprenticeship Programme (see below).
- Commissioning a training provider to deliver the contract for Supporting Participation in Apprenticeships by BME young people. This is a one year contract (January – December 2018) aimed at 16-24 year olds. The contract will seek to promote apprenticeships to BME young people in a range of settings, and to support those young people in making applications for apprenticeships through group activity and individual support. Leeds City Council's Community Safety team will provide additional support to assist engagement with key community groups.
- Support to the Sports and Active Lifestyles service to offer pre-apprenticeship training and qualifications specific to key roles in the service, with a focus on recruiting young people from BME backgrounds. Employment and Skills will support the activity by providing targeted promotion of opportunities across BME communities. This is in response to the Sports and Active Lifestyles service seeking to improve the diversity of its workforce, especially relating to ethnicity, where BME groups in particular are currently under-represented. The programme is due to commence in early 2018.
- The council has identified 6 target schools to work with across the city to encourage school age students to take up apprenticeships with a specific



focus on public sector and council apprenticeships. These schools were identified from deprivation and diversity targets and hit those featuring most highly in these indices. Work includes a selection of workshops that cover employment skills and awareness raising.

### **Consultation**

The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities. These have been shaped through past and ongoing consultations and stakeholder engagement, including significant consultations to help develop new Inclusive Growth, Culture and Transport Strategies for the city.

The Best Council Plan 2018/19-2020/21 and Budget 2018/19 proposals have been developed through consultation with officers and members, including Scrutiny. Summaries of discussions with all Scrutiny Boards are provided as appendices to the Best Council Plan 2018/19-2020/21 and Budget 2018/19 reports for consideration by the council's Executive Board and Full Council in February 2018.

Evidence from public perception that services and localities already hold with regard to people's priorities also supported the preparation of the Initial Best Council Plan and Initial Budget Proposals for 2018/19 considered by the Executive Board in December 2017.

Public consultation on the council's Initial Budget Proposal for 2018/19 took place between the 14th December 2017 and the 15th January 2018. The approach taken recognised the importance of engaging a representative number of respondents from a broad cross-section of demographic groups, and the need to review residents' budget priorities.

The consultation was carried out primarily through an online survey (also available in a hard copy paper format), which included a brief summary of the key points from the budget proposals, interspersed with questions that focussed on the principles of the council's budget and service priorities. An open response question was also included to give participants flexibility to share any views they wished.

Residents were invited to take part through social media, emails to partner organisations, and staff were invited via email. It was posted as a news item on both the council's website and the staff intranet site. Members of the Citizens' Panel received either an email or a postal version of the survey, depending on their contact preference. Further targeted advertising, carried out through Facebook, was found to be highly successful in increasing engagement of younger people.

The consultation was introduced through a brief animation, which highlighted the challenges that the council faces and raised some of the themes that would be explored. In total, this animation was viewed 28,874 times and, as a result, we received 162 comments, 160 'shares' and 'retweets', and 159 'likes' through social media.

A total of 1,984 surveys were completed, making the results statistically very robust, by respondents from a range of different demographic groups, broadly representative of the population of Leeds residents. The full report is provided as an appendix to both the Best Council Plan 2018/19-2020/21 and Budget 2018/19 reports for consideration by the council's Executive Board and Full Council in February 2018.

### Summary and Next Steps

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

The proposed Best Council Plan 2018/19-2020/21 and Budget 2018/19 recognise the challenges that the city and the council are facing: reduced funding, increased demands on public services and inequalities impacting upon people's educational attainment, health and employment. Having a clear, strategic vision centred firmly on tackling poverty and inequalities with a budget that supports this will help tackle these challenges.

The Best Council Plan and supporting Budget are aimed at tackling inequalities through a range of activity and interventions. This requires an understanding of the potential negative impacts on communities and protected characteristics covered by the Equality Act 2010 and action identified to mitigate against these. The revenue budget will impact on all communities and, as previously stated, those groups identified as being at the greatest potential risk of negative impact include:

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

Other considerations also consider a range of factors including:

- Stakeholder status - for example, whether one is a service user, employee or elected member; and
- Potential barriers - for example, the built environment, location, stereotypes and assumptions timing etc.

Specific equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2018/19 through the council's decision-making processes.

During 2018/19 the council will also review its Equality Improvement Priorities to ensure that they are still relevant and continue to reflect the ambitions and priorities set out in the Best Council Plan. More detailed and specific work will continue to take place to ensure that further consideration is given to equality. Where any negative or disproportionate impacts on protected characteristics are identified, appropriate and relevant action to mitigate these will be considered and implemented.

**Equality Impact Assessment Action Plan**

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

### FINANCIAL REGULATIONS

#### Supplementary Votes

Supplementary votes, the release of general fund reserves, will only be considered in exceptional circumstances. The following approvals are required:

Up to £100,000	Chief Finance Officer <sup>(1)</sup>
Up to £5m	Executive Board
No specific limit	Council

#### Delegated Virements

- 1 Virement between budget book service heads, within the appropriate budget document approved annually by council, will only be permitted in accordance with the following rules and value limits, summarised in Table 1. The virement limits and rules are set annually by council as part of the budget approval process.

The value limits apply to individual virements and are not cumulative.

- 2 Proposals to vary budgets arising as a result of the need to address a potential overspend (including shortfalls in income), recycling of efficiency gains and changed spending plans will all be required to satisfy the following criteria prior to approval by the decision taker as outlined within the attached table.

In considering proposals to vary budgets, the decision taker will take account of:

- The reason for the request for virement
- The impact on the council as a whole, including employment, legal and financial implications
- The impact on the efficiency of the service as a whole
- The sustainability of the proposals i.e. long term effects
- Whether the proposals are consistent with the council's priorities outlined within the Corporate Plan
- Whether the proposals are consistent with the Budget & Policy Framework
- The cumulative impact of previous virements

In addition, where a virement request exceeds £125k in value the decision-taker must seek the advice of the Chief Finance Officer as to the council's overall financial position prior to approval of the request.

- 3 Where *fortuitous savings* have arisen in any budget head, these should be notified to the Chief Finance Officer immediately they are known. Fortuitous savings are defined as those savings where their achievement has not been actively managed and may include, for example, savings in business rates or lower than anticipated pay awards. Any fortuitous saving in excess of £100k will not be available for use as a source of virement without the prior approval of the Chief Finance Officer.
- 4 Any decision to vire must comply with the constitutional requirements for decision making.

The delegated limits outlined in the attached table do not operate independently from the requirements within the council's constitution in respect of key decisions (as from time to time updated). All key decisions which result in the need to operate these delegated limits must first comply with the constitutional requirements, in respect of such decisions, prior to being put forward for virement.

- 5 Where wholly self-financing virements are sought to inject both income and expenditure in respect of approved external funding bids, there is no specific limit to the amount which can be approved by directors where it is clear that this would not represent a change to existing council policy, or form a new policy where one does not already exist. In all other cases, approval must be sought from council in accordance with the requirements of the council's constitution
- 6 All virements requiring approval shall be submitted in a standard format. Sufficient details shall be given to allow the decision to be made and recorded within the council's financial records.
- 7 All virement and other budget adjustment schedules should be submitted to the Chief Finance Officer for information.
- 8 The Chief Finance Officer reserves the right to refer any virement to members where there may be policy issues.

### **Other Budget Adjustments**

- 1 There is a de-minimus level for virements of £10k, below which any variations to net managed budgets will be deemed other budget adjustments. Budget movements that are not between budget headings within the net managed budget will also be other budget adjustments.
- 2 The Chief Finance Officer may also approve budget adjustments of unlimited value where these are purely technical in nature. Technical adjustments to budgets are defined as those which have no impact upon the service provided or on income generated.

- (1) The role of the Chief Finance Officer (section 151 officer) is fulfilled by the Chief Officer Financial Services

**Table 1**

**Maximum delegated limits for revenue virements**

<b>Approval Type</b>	<b>Full Council</b>	<b>Executive Board</b>	<b>Chief Finance Officer*</b>	<b>Directors**</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>A) Supplementary Votes (i.e. release of general fund reserve)</b>	<b>No specific limit</b>	<b>5,000,000</b>	<b>100,000</b>	<b>None</b>
<b>B) Virements of the net managed budget into or out of budget book service headings:</b>				
<b>1. Within a directorate</b>	<b>No specific limit</b>	<b>5,000,000</b>	<b>750,000</b>	<b>125,000</b>
<b>2. Between directorates</b>	<b>No specific limit</b>	<b>5,000,000</b>	<b>750,000</b>	<b>None</b>
<b>C) Self-financing virements of the net managed budget (from External Funding)</b>				
<b>- policy change</b>	<b>No specific limit</b>	<b>5,000,000</b>	<b>None</b>	<b>None</b>
<b>- within current policy</b>	<b>No specific limit</b>	<b>No specific limit</b>	<b>No specific limit</b>	<b>No specific limit</b>

\* With the support of directors

\*\* Any reference to a director within the constitution shall be deemed to include reference to all officers listed in article 12 of the constitution.

# LEEDS CITY COUNCIL

## 2018/19 BUDGET REPORT

### Directorate: Adults & Health

#### 1. Introduction

- 1.1 This report has been produced in order to inform Members of the main variations and factors influencing the Directorate's budget for the 2018/19 financial year.

#### 2. Service Context

- 2.1 **Adult Social Care:** the national context for Adult Social Care continues to be one of demographic increases, increased life expectancy, increasing complexity of need and service user expectations, greater support for people to remain living independently in their own homes for as long as possible, a national drive to improve the quality of social care services and an increasing focus on the integration of health and social care services. These national trends, which are leading to increased cost pressures, have been evident for many years, but the economic climate is putting increasing pressure on public finances and the reductions in public spending have added to the financial challenges faced by Adult Social Care.
- 2.2 In an attempt to partly mitigate this financial pressure the Government has introduced a number of funding initiatives in recent years. In the 2015 Spending Review, additional recurrent funding was provided for 2017 to 2020 through the improved Better Care Fund (iBCF). This funding was 'back-loaded' in that the full cumulative impact will not be realised until the third year. In the 2016 Spending Review the Government gave councils the option of up to a 3% p.a. increase in Council Tax earmarked wholly for Adult Social Care, capped at a maximum of 6% over 3 years. In the Local Government settlement for 2017/18 a new one year only Social Care Grant was introduced, through the use of money previously available for the New Homes Bonus. A second one year only Social Care Grant has been announced for 2018/19. In April 2017, the Government announced further non-recurrent funding in the form of 'Spring Budget Monies' to relieve immediate pressures on both adult social care and the NHS. However, given the scale of demand and cost pressures on adult social care this additional funding in itself, a significant proportion of which is both short-term and non-recurrent, will not address our financial challenges, particularly within the context of continuing funding reductions for the Council as a whole. The Government have now announced that a Green Paper on the Future of Adult Social Care Funding will be issued in the summer of 2018 although this will only address the issue of older people's care.
- 2.3 Over the last five years, Adult Social Care has implemented its Better Lives service transformation programme, which aims to enhance the range, amount and quality of adult social care services available and deliver efficiencies within existing services. These efficiencies have included a reduction in the level of directly provided services where independent sector provision has been shown to be more cost effective. This service transformation programme will continue into 2018/19, with a focus on service improvement running alongside financial efficiencies. This will include the further development of our approach to design care and support arrangements around the strengths of individual service users and carers (strengths based social care), and the assets available within their communities empowering them to live the 'Better Life' that they want for themselves (Asset Based Community Development). In addition, the development of recovery based services



including Reablement and Community Recovery beds will continue through the in-house 'Leeds Recovery Service'.

- 2.4 **Public Health:** Public Health commissions a wide range of providers to deliver Public Health services. These include third sector providers, GPs, Pharmacists, Leeds Community Healthcare and Leeds Teaching Hospitals Trust. Public Health continues to manage a central government imposed reduction in its ring-fenced grant which will conclude in 2019/20.

### 3 Budget Proposals

- 3.1 This 2018/19 budget has been set at £207,432k representing a net increase of £2,408k (1.2%) when compared to the adjusted budget for 2017/18. This net increase comprises a number of pressures totalling £37,788k, offset by savings of £35,380k which are explained below.

#### 3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2018/19 budget.
- 3.2.2 A further transfer of staff to the Specialist Admin function requires a budget transfer of £634k.
- 3.2.3 A number of budget adjustments have been made which have a net impact of a reduction of £1,997k to the Adults and Health budget. This is principally related to the £1,500k first year increase to the Improved Better Care Fund which has now transferred from the Strategic Accounts into the Adults and Health budget.
- 3.2.4 Recharges between services are often seen as not only being divisive, and lead to protracted disputes after the work has been done, but often they are seen as an impediment to service delivery. Therefore as a continuation of the process of reducing the number of recharges between services the 2018/19 budget submission reflects the transfer of budgetary provision of £438k to the Resources and Housing directorate in respect of Legal Services.
- 3.2.5 Future budget submissions will see further reductions in the number of recharges and where they remain it is the intention to reduce their frequency in 2018/19.

#### 3.3 Changes in prices – pressure of £5,476k

- 3.3.1 The budget includes provision of £1,250k reflecting the National Employers' two year pay offer made in December 2017. For 2018/19 this offer was for a 2% increase for spinal column points (SCP) 20 and above, with increases greater than 2% for SCP 6 to 19. As a result of this pay offer, the minimum hourly rate paid to Leeds City Council employees will rise from the current £8.25/hour to £8.75/hour.
- 3.3.2 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments. The main provision for price inflation is £3,883k for care packages. Known contractual commitment increases amount to £417k.

3.3.3 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £75k. Many Adult Social Care fees and charges are related to Department for Works and Pensions benefits rates and will be uplifted accordingly from April 2018. Those charges not linked to benefits rates have been budgeted to increase by 3%. An increase in the charges for services does not generate a proportionate increase in income as the amount people pay for most services is determined by individual financial circumstances.

#### 3.4 **Actuarial Review – pressure of £106k**

3.4.1 A review of the West Yorkshire Pension Fund has been undertaken in the autumn of 2017. The Actuary has confirmed that the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.6% to 15.9% in 2018/19. This increase is estimated to cost £106k.

#### 3.5 **Capitalised Pension Costs – saving of £42k**

3.5.1 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 £42k.

#### 3.6 **National Living Wage Commissioned Services £3,295k**

3.6.1 The Government announced the increase to the National Living Wage from £7.50 per hour to £7.83 from April 2018 for all employees aged over 25. The budget makes allowance for implementing the cost of the National Living Wage for commissioned services within Adult Social Care. The impact in 2018/19 is estimated at £3,295k.

#### 3.7 **Demand and Demography £4,485k**

3.7.1 Additional provision of £4,485k has been made to reflect the demand and demographic pressures experienced during 2017/18 and forecast for 2018/19. In recognition of the financial challenges facing the council the directorate intends to put measures in place to manage this demand and reduce the costs of care packages. Savings of £3,500k are included under the service changes heading for the estimated financial impact of service reviews across older people, learning disability, mental health and physical impairment services based on a review of Leeds spend against the averages for comparator authorities. These savings are outlined in more detail in section 3.12.1. Whilst the additional provision has been allocated across placements, domiciliary care, direct payments and the learning disability pooled budget, the type of service will reflect client needs and choices so each element of the community care packages budget cannot be predicted with absolute accuracy.

3.7.2 The government announced a second one-off Adult Social Care Support Grant (see 3.8.3 below); recognising the volatility of demand, particularly over the winter period, and one-off ongoing pressures in the local care market a provision of £630k will be added to the Resilience Reserve. A provision of £1,070k will be added to the Transforming Care Reserve; under the national banner of Transforming Care, NHS England is working with local authorities and the Leeds Clinical Commissioning Group (CCG) to ensure that people with a learning disability and/or autism currently in hospital who could be supported in the community are discharged into a community setting as soon as possible. It is anticipated that costs will increase over the next few years and it is therefore prudent to provide this sum to meet this anticipated pressure.

### 3.8 **Specific Grant Funding Changes £4,364**

- 3.8.1 The War Pensions grant is receivable to allow local authorities to disregard war pensions when undertaking financial assessments. In 2018/19 the grant receivable is £108k.
- 3.8.2 The budget proposals include the accounting adjustments required to deal with the cessation of the Social Care grant, which was a one-off grant of £3,300k receivable in 2017/18 only. The contra entry to the grant was a transfer to reserves to offset anticipated future pressures including meeting the costs of Transforming Care.
- 3.8.3 The Government has announced a second one year Adult Social Care Support Grant; the figure for Leeds is £2,069k.
- 3.8.4 The Public Health grant allocation for 2018/19 has now been confirmed at £44,311k, a reduction of £1,170k which is a reduction of 2.57% compared to the 2017/18 grant allocation.

### 3.9 **Other budget pressures –£17,928k**

- 3.9.1 For the second year of the iBCF Spring Budget monies the Council will receive £9,430k. Of this sum £1,835k will be used to support community social work, care services and public health budgets, releasing the balance, £7,595, to invest in the schemes supporting health and social care approved by the Health and Wellbeing Board.
- 3.9.2 The 2017/18 budget included an income target of £8,000k from the CCGs. The Council and the NHS organisations in Leeds have a long history of working together collectively in relation to joint funding, often referred to as the 'Leeds £' approach. Local Health partners in Leeds have provided significant non-recurrent funding to the Council to support social care. The Spring Budget Monies was an acknowledgement by the Government that not only were adult social care services under significant financial pressure but also that the local Health economies were under a similar strain. In particular, national changes impacting on CCG spend e.g. a reduction in their 'non-recurrent spend' and local pressures (change in tariff measure), meant that the level of support budgeted by the Council was no longer likely to be available. Thus when the additional non-recurrent funding of £14,700k was announced for 2017/18 it was agreed with both NHS partners and members of the Health & Wellbeing Board that the first call on the funding would be the £8,000k budgeted income from Health. Whilst dealing with the pressure in year was reasonable, it had been the Council's strategy to move away from non-recurrent funding from health partners and this pressure recognises this approach.
- 3.9.3 In the current financial year, client income has not reached the anticipated levels by £1,480k, particularly within community services. The budget reflects this pressure. A revised income target has been set and is discussed in more detail within the savings section below.
- 3.9.4 A contribution of £369k will be added to the Social Care Development reserve to enable initiatives that will support the future sustainability of Adult Social Care provision.
- 3.9.5 The Meals on Wheels service has seen a financial pressure in 2017/18. The budget has been increased by £100k to recognise this.

### 3.10 Savings

#### 3.11 Efficiencies – £3,341k

- 3.11.1 In response to the Public Health grant cut of £1,170k the directorate's plans to address this through the use of Spring Budget Monies £685k, contracts and commitments set to expire £475k and other savings including service transference to Health and tariff reviews.
- 3.11.2 Recognising that Adult Social Care has consistently underspent its staffing budget an overarching 3% turnover factor is proposed. The net saving is £941k. This proposal does not require posts to be held vacant but instead recognises the natural turnover of staff and the time taken to recruit, and also recognises that an element of recruitment is internal. This proposal is not applied to the ring-fenced Public Health grant funded services.
- 3.11.3 The 2017/18 budget included a target for additional recovery of unspent Direct Payments, the additional staff employed to deliver this have exceeded their target and an increased target of £400k is a recognition of this.
- 3.11.4 Reductions in the cost of transport for clients has fallen in 2017/18. A saving of £200k has been built into the proposals on the basis that this is likely to continue into 2018/19.
- 3.11.5 A target of delivering smaller efficiencies via non-demand budgets is expected to deliver £631k of efficiencies.

#### 3.12 Service Changes - £4,486k

- 3.12.1 A review of the costs of services has identified that spend in Leeds is significantly higher than in comparator authorities for learning disability services and to a lesser extent on services for people with a physical impairment. Along with encompassing the strengths-based approach to providing support, Adults and Health are working to ensure that, in meeting client needs, the most cost effective package of care is in place. Based on this analysis and the current level of spend on these services, savings of £2,500k are included for learning disability services, £500k for older people, £350k for physical impairment services and £150k for mental health services. The impact of these reviews may include some customers being transferred to different services and some reduction in the level of care provided, but eligible social care needs will continue to be met. It is anticipated that growth in Direct Payments may be lower than demography would suggest, especially when reviewing recent trends, a saving of £115k on this growth has been built into the proposed plans.
- 3.12.2 The introduction of the new Community Intermediate Care (CIC) bed and Recovery Services are anticipated to deliver savings of £871k. This is a mixture of savings and funding to meet existing costs.

#### 3.13 Income – Fees and Charges £1,545k

- 3.13.1 As discussed at 3.9.3 above, client income has been lower than anticipated in 2017/18. The directorate is reviewing its processes to ensure it collects all income due and has set a target of an additional £1,000k. In addition, a £545k uplift to the existing CCG allocations will be receivable in 2018/19.

### 3.14 **Income – Traded Services and Other £20,530k**

- 3.14.1 2018/19 sees additional base funding for the Improved Better Care Fund (iBCF), and an additional £11,100k is expected.
- 3.14.2 The second year of the non-recurrent iBCF Spring Budget monies, referenced at 3.9.1, is receivable, totalling £9,430k.

## 4 **Risk Assessment**

- 4.1 In determining the 2018/19 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2018/19 budget for Adults & Health are:
  - 4.2 For Adult Social Care, a significant risk relates to the demand led nature of the services provided, together with our statutory responsibility to ensure that all assessed eligible needs are met, which means that the expenditure requirements to be met from the Adult Social Care budget cannot be predicted with absolute certainty. The budget is based on realistic demographic information using trends experienced in Leeds and national and local indicators that are available to the Council. However, the nature of demand for these services can be somewhat volatile and subject to demand factors that Adults & Health cannot directly control. The numbers of service users and the complexity of their needs may exceed the provision made within the budget. With approximately 3,500 placements in total a relatively modest percentage variance in numbers can give rise to a substantial cash variance. These variations could affect community care packages for adults, including those commissioned within the pooled budget for people with learning disabilities. In this context, delivering the savings included within the 2018/19 budget, as set out in section 3.12.1, carries some risk.
  - 4.3 The national Transforming Care agenda will result in more people with a learning disability and/or autism being discharged from long-stay hospitals to their home location and supported in more independent settings such as supported living and with enhanced community support in place. It is projected that this could result in increased expenditure for Leeds of £4m to £5m over the next three years. While some of the people within the cohort are known to Leeds and their costs of care can be managed within the current allocated pooled budget there is a specific group of individuals who are currently not known to the council and who have highly complex needs which will result in a number of very high cost packages being required.
  - 4.4 With specific reference to Public Health; there is a risk of harm to health and an increase in health inequalities due to the impact of the Public Health cuts on commissioned services and programme budgets. There is a risk of unanticipated emergency situations and health protection issues, for example flu pandemic and outbreaks of infectious diseases, which (in terms of cost) would have to be met by the council.
  - 4.5 A risk of newly endorsed NICE (National Institute for Clinical Excellence) treatments becoming a cost pressure due to the Council's Public Health responsibilities. The Office of the Director of Public Health is responsible for a number of contracts which are activity based. There is a financial risk, based on the possibility of fluctuation of demand, some of which is determined by NHS tariff.

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Directorate - Adults & Health

	2018/19 £m	FTEs
<b>Net managed budget 2017/18</b>	207.66	
<b>Adjustments</b>		
Transfers of function	(0.63)	
Other adjustments	(2.00)	
<b>Adjusted net managed budget</b>	205.02	
<b>Budget Pressures:</b>		
<b>Inflation</b>		
Pay	1.25	
Price	4.30	
Income	(0.07)	
<b>Employers Pension</b>	0.11	
<b>Capitalised Pensions</b>	(0.04)	
<b>National Living Wage - commissioned services</b>	3.29	
<b>Demographic and demand pressures</b>	4.48	
Transforming Care Reserve	1.07	
Resilience Reserve	0.63	
<b>Grant Fallout</b>		
Public Health	1.17	
Social Care	3.30	
<b>Other</b>		
Health	8.00	
iBCF (Spring Budget)	8.28	
Client income	1.48	
Meals on wheels	0.10	
Social Care Development Reserve	0.37	
Other minor variations	0.07	
<b>Total Pressures</b>	<b>37.79</b>	<b>0.00</b>
<b>Savings Proposals:</b>		
<b>Efficiencies</b>		
Reserves (social care grant)	(3.30)	
Public Health	(1.17)	
Turnover factor	(0.94)	
Direct Payment audit	(0.40)	
Transport	(0.20)	
Other	(0.63)	
<b>Service Changes</b>		
Demand based savings	(3.62)	
Recovery model/CIC beds	(0.87)	24.00
<b>Income - Fees &amp; Charges</b>		
Income recovery	(1.00)	
iBCF - inflation	(0.55)	
<b>Income - Traded Services, Partner Income</b>		
<b>Grants and Other Income</b>		
iBCF	(11.10)	
iBCF (Spring Budget)	(9.43)	
Social Care	(2.07)	
War Pensions	(0.11)	
<b>Total Savings</b>	<b>(35.38)</b>	<b>24.00</b>
<b>Net Managed Budget 2018/19</b>	<b>207.43</b>	<b>24.00</b>

# LEEDS CITY COUNCIL

## 2018/19 BUDGET REPORT

### Directorate: Children and Families

#### 1. Introduction

1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2018/19 financial year.

#### 1.2 Service Context

1.3 The Council has a statutory duty and responsibility to safeguard and promote the welfare of 188k children and young people across Leeds and has set out a bold ambition to be the best city and best council in the UK. In order to achieve this ambition the Council acknowledges that Leeds must also be the best place for children and young people to grow up in. The Directorate is still committed to the Children and Young People Plan (CYPP) and this budget reaffirms the Council's commitment to the plan. This approach has already had a significant impact on both outcomes for children, young people and families and on service delivery in Leeds.

1.4 Leeds is nationally recognised as a sector leader in Children and Families. It is the only core city to be rated as good overall and one of only eight authorities to be rated as outstanding for leadership, management and governance. This national recognition has led to Leeds being awarded significant additional grant funding from the Department for Education (DfE) under the Partner in Practice programme with a total of £9.6m invested in Leeds between 2016/17 and 2019/20. In addition, Leeds is undertaking ongoing improvement work with Kirklees Council and this arrangement has secured an additional £1.6m of funding from the DfE between 2017/18 and 2019/20.

1.5 The Directorate has made good progress in implementing the CYPP although achieving all the assumptions included in recent budgets has proved an ongoing challenge. The Directorate has faced significant budget pressures on demand-led budgets, notably around transport, Children Looked After (CLA) and financially supported non-CLA. In terms of CLA the Directorate has had considerable success in implementing the 'turning the curve strategy' and has made substantial and invaluable progress in reducing demand for care at a time when elsewhere demand has been rising. The Leeds looked after children rate per 10,000 has reduced significantly over the last 6 years. At the 31<sup>st</sup> March 2012 Leeds had a higher CLA rate per 10,000 than any of its statistical neighbours and of the 7 other English core cities. Leeds' Turning the Curve (TtC) programme commenced October 2011 and work on the TtC programme coincided with consistent and significant reductions in the overall CLA population for Leeds together with a substantial reduction in the number of very expensive external residential placements and independent fostering agency placements. The CLA rate per 10,000 in Leeds has continued to reduce year on year and is now below the core city average and on a par with our statistical neighbours. The reductions in CLA have been achieved in the context of significant demographic growth in Leeds, particularly in the more deprived areas of the city. As well as demographic pressures there has also been a notable increase in costs, especially in externally commissioned residential placements.

1.6 During 2017/18 CLA numbers reduced in the early part of the year but subsequently have increased. The Directorate is currently undertaking a review of services, services alignment



and management arrangements in order to consider how the Directorate can work differently to improve outcomes in Leeds. The innovations funding through the Partner in Practice programme has also enabled additional investment in new initiatives around early intervention, staff development and the adolescent service which are all targeted at meeting the challenge around CLA.

- 1.7 The 2018/19 budget proposals ensure ongoing budget provision to support the CYPP, maximise the investment from the DfE funded Partner in Practice grant, protect frontline services and provide a realistic and appropriate level of budget provision for demand-led services to meet current and anticipated demands. The detailed proposals are outlined below but these proposals include additional resources to address the key budget pressures including the demand-led pressures and loss of specific grant funding.

## 2 Budget Proposals

- 2.1 This 2018/19 budget has been set at £121,527k representing a net increase of £8,699k (7.7%) when compared to the adjusted budget for 2017/18. This net increase comprises a number of pressures totalling £13,716k offset by savings of £5,017k which are explained below.

### 2.2 Budget Adjustments and Transfers

- 2.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2018/19 budget. Overall there has been a net transfer of budget from Children and Families of £2,412k.
- 2.2.2 Recharges between services are often seen as not only being divisive, and lead to protracted disputes after the work has been done, but often they are seen as an impediment to service delivery. Therefore as a continuation of the process of reducing the number of recharges between services the 2018/19 budget submission reflects the transfer of budgetary provision of £2,502k to the Resources and Housing Directorate in respect of Legal Services.
- 2.2.3 There has been a transfer of £129k from Resources and Housing to Children and Families for specialist administration staff who have transferred back to the Directorate. Other transfers out of the Directorate include the budget for payments to Voluntary Action Leeds of £81k which has been transferred to Communities and Environment.
- 2.2.4 Other adjustments total a net £38k and comprises minor adjustments on staffing budgets with other Directorates resulting in a net increase of £63k to Children and Families and a reduction of £25k to the agency staffing budget which will be transferred to Resources and Housing reflecting the change to the way the administration fee is accounted for on the new contract.

### 2.3 Changes in prices – pressure of £2,013k

- 2.3.1 The budget includes provision of £1,794k reflecting the National Employers' two year pay offer made in December 2017. For 2018/19 this offer was for a 2% increase for spinal column points (SCP) 20 and above, with increases greater than 2% for SCP 6 to 19. In addition it also provides £2k for the adoption of the Living Wage Foundation's recommended minimum hourly rate. This will see a rise for Leeds City Council employees from the current minimum hourly rate of £8.25/hour to £8.75/hour. The transport budget has been increased by £107k reflecting the anticipated impact of inflation on costs recharged by

the Passenger Transport service.

2.3.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The main provision for price inflation is £400k for externally commissioned placements and £70k for the increase in National Non Domestic Rates.

2.3.3 Offsetting the above is anticipated additional income of £360k from increases in prices and charges which includes recovery of the additional pay costs in 2018/19.

#### 2.4 **Actuarial Review – pressure of £190k**

2.4.1 A review of the West Yorkshire Pension Fund has been undertaken in the autumn of 2017. The Actuary has confirmed that the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.6% to 15.9% in 2018/19. This increase is estimated to cost £190k

#### 2.5 **Capitalised Pension Costs £232k**

2.5.1 Provision of £232k has been included to increase the capitalised pension budget.

#### 2.6 **National Living Wage Commissioned Services £590k**

2.6.1 Provision of £590k has been included for the impact of the increase in the national living wage on commissioned services, mainly for externally commissioned placements.

#### 2.7 **Demand and Demography £4,000k**

2.7.1 These budget proposals include an increase to the CLA and financially supported non CLA budgets of £4,000k. This takes into account the current level of supported children with only a small reduction in numbers anticipated in 2018/19 equivalent to a 1.5% reduction in overall CLA numbers over the year. This additional funding is on top of the increase of £3,000k to the CLA budget included in the 2017/18 budget. Through the additional Partner in Practice funding the Directorate now has in place additional investment in services, service improvement and staffing including an intensive professional development programme, which should mean this small assumed reduction in CLA numbers is achievable.

2.7.2 In addition, a further £900k of additional budget has been provided for the CLA budget for inflation and national living wage pressures making a total increase to the CLA and financially supported non-CLA budgets of £4,900k.

#### 2.8 **Specific Grant Funding Changes £4,665k**

2.8.1 The Education Service Grant ceased to be paid in August 2017 with a net full year loss of grant of £2,165k, the 2018/19 budget allows for this loss of grant funding.

2.8.2 The 2017/18 budget assumed the use of £2,500k from the new Partner in Practice grant programme approved in 2016/17. This was a one off contribution in 2017/18 so the income has been removed in the proposed 2018/19 budget.

## 2.9 Other budget pressures –£2,025k

- 2.9.1 An additional £600k has been included in the Early Years budget to replace the one-off funding used in 2017/18 from school led child centre surplus balances. The income target for children centre fee income has also been reduced by £350k.
- 2.9.2 The 2017/18 budget included a saving target of £0.9m on commissioned activities. This has mostly been achieved but there has been a shortfall in savings of £250k and this is reflected in the 2018/19 budget.
- 2.9.3 The contribution from Public Health to Family Services has been reduced by £219k in 2018/19. The 2018/19 budget proposals reflects this pressure although savings in the service have been proposed to offset this loss in funding.
- 2.9.4 Other funded pressures include £100k for a contribution from Children and Families to SILCs (Specialist Inclusion Learning Centres) to help fund the cost of 5 day provision, £100k increase to the net cost of the activity centres reflecting the extent of the core service provided at the centres and £180k for the cost of the teenage pregnancy and prevention team that provides educational support to pregnant teenagers which was previously funded through the Dedicated Schools Grant (DSG). There is also a proposal to fund this from the Partners in Practice funding in 2018/19. It is also proposed to reduce the income budget for fee income received by Children's Centres by £350k in part recognition of the shortfall in income experienced in 2017/18. Other minor pressure funded in these proposals amount to £226k.

## 2.10 Savings

### 2.11 Efficiencies – £2,097k.

- 2.11.1 The Directorate is currently carrying out a number of service reviews which include reviewing current management arrangements and structures. Efficiency savings of £1,273k are anticipated. Most of the reviews are now progressing to initial consultation with staff and Trade Unions.
- 2.11.2 Efficiency savings include £250k on the transport budget, partly reflecting this year's trend and through joint working with Civic Enterprise Leeds to examine opportunities to reduce costs against the total budget of over £14m.
- 2.11.3 It is proposed to reduce the Family Services budget by £250k to offset the loss of Public Health funding. This is to be achieved across the centres largely through reductions in management costs and through current vacancies.
- 2.11.4 The 2018/19 budget assumes a reduction in spend on Independent Support Workers of £250k. This is in line with the projected spend for 2017/18.
- 2.11.5 Other efficiency savings include £50k of anticipated savings from increased recovery of direct payments overpayments and £24k in insurance charges.

### 2.12 Service Changes - £300k

- 2.12.1 A saving of £300k is included on commissioned services. A number of reviews of existing commissioned services are currently being progressed.

## 2.13 **Income – Fees and Charges £40k**

2.13.1 The charge to the Housing Revenue Account for the Signpost service has been increased by £40k to cover the cost of the anticipated pay award.

## 2.14 **Income – Traded Services and Other £2,580k**

2.14.1 The Government introduced a new grant in September 2017; the School Improvement and Brokerage grant. It is expected that this will continue to be paid in 2018/19 and based on the 2017/18 funding an additional £700k is projected for 2018/19.

2.14.2 Additional income of £350k is anticipated from Adel Beck and £100k from the Safeguarding Protection Team.

2.14.3 Reductions to current provisions for PFI contract payments and bad debts is expected to save £300k in 2018/19.

2.14.4 Additional Dedicated Schools Grant of £500k is anticipated, primarily to help offset the increased costs of education for children in external placements.

2.14.5 In 2018/19 it is proposed that Partner in Practice improvement grant of £180k is used to fund the cost of the Teenage Pregnancy and Prevention Team which was previously funded through the Dedicated Schools Grant (DSG).

2.14.6 An increase in Unaccompanied Asylum Seekers Grant of £350k is anticipated in 2018/19 and an increase in improvement partner income of £100k has also been included in the budget proposals, primarily arising from the partner work with Kirklees Council.

## 4 **Risk Assessment**

4.1 In determining the 2018/19 budget consideration has been given to all the risks which are managed within the Directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2018/19 budget for Children and Families are:

4.2 Leeds is growing as a city and as well as rising birth rates more families are choosing to live and work here. It is projected that the number of children & young people will continue to increase in Leeds over the next few years.

4.3 This increasing demographic brings with it an increasing number of children with special and very complex needs. This impacts in particular on the Children and Families placements budget for Children Looked After, financially supported Non-CLA and on the transport budget. As already mentioned in the report these budget proposals provide for an increase of £4.9m for the budgets for supported children. Based on current and expected demand, the transport budget has not been increased for 2018/19 as it was increased significantly in 2017/18 and in year spend is expected to be within budget.

4.4 These pressures have also impacted on the High Needs budget in 2016/17 and 2017/18 which is funded by the Dedicated Schools Grant (DSG). There was an overall overspend on the general DSG of £4.1m in 2016/17 and a projected overspend of £0.9m in 2017/18 with some of these pressures expected to recur in 2018/19. Although this budget sits outside the Children and Families budget, decisions on spend are made by the Council. Schools and School Forum have been consulted on options to balance the High Needs budget in

2018/19 and to reduce the deficit balance from previous years. Any Council decisions required will be made in February or March 2018. Schools Forum approval is also required to carry forward any deficit on the DSG. Whilst Schools Forum is aware and is supportive of this there is a risk that ultimately a deficit on the DSG could become a liability to the Council.

- 4.5 The Directorate's proposed budget includes additional income from partners and from other sources. There is a risk that not all the additional income will be secured, although the budget proposals do include reductions to some income targets and funds the loss of known reductions in grant income.
- 4.6 Other saving proposals depend on the implementation of a number of action plans. The service reviews are currently being progressed but there is a risk that implementation takes longer than anticipated.

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**Directorate - Children and Families**

	2018/19 £m	FTEs
<b>Net managed budget 2017/18</b>	115.26	
<b>Adjustments</b>		
Transfers of function	0.13	
Other adjustments	(2.54)	
<b>Adjusted net managed budget</b>	112.84	
<b>Budget Pressures:</b>		
<b>Inflation</b>		
Pay	1.80	
Price	0.40	
Additional Inflation allocated from Passenger Transport	0.11	
National Non Domestic Rates increase	0.07	
Income	(0.36)	
<b>Employers Pension</b>	0.19	
<b>Capitalised Pensions</b>	0.23	
<b>National Living Wage - commissioned services</b>	0.59	
<b>Demographic and demand pressures</b>		
Children Looked After and financially supported Non-CLA budgets	4.00	
<b>Grant Fallout</b>		
Education Services Grant - net loss of income following the ending of the grant	2.17	
DfE Grant fall out	2.50	
<b>Other</b>		
Fall out of use of School led Child Centre balances	0.60	
Commissioned Activities	0.25	
Public Health contribution towards Children's Centres	0.22	
Children's Centres Fee income	0.35	
SILC 5 day provision funding pressure	0.10	
Traded Services	0.08	
Activity Centres - core offer	0.10	
Teenage Pregnancy and Prevention Team - previously DSG funded.	0.18	
Other Minor Pressures	0.13	
<b>Total Pressures</b>	<b>13.70</b>	<b>0.0</b>
<b>Savings Proposals:</b>		
<b>Efficiencies</b>		
SEN Transport saving	(0.25)	
Children & Families service reviews	(1.27)	(32.0)
Direct Payments recovery of overpayments	(0.05)	
Family Services (Early Years)	(0.25)	
ISW (Independent Support Workers) reduced spend	(0.25)	
Insurance saving	(0.02)	
<b>Service Changes</b>		
Commissioning reviews	(0.30)	
<b>Income - Fees &amp; Charges</b>		
Recharge to the Housing Revenue Account re Signpost service	(0.04)	
<b>Income - Traded Services, Partner Income</b>		
Adel Beck	(0.35)	
Safeguarding Protection Team	(0.10)	
<b>Grants and Other Income</b>		
School Improvement Grant	(0.70)	
Reduction to PFI & Bad Debt provisions	(0.30)	
Additional Dedicated Schools Grant funding (ER Placements / Teachers severance)	(0.50)	
Funding for the Teenage Pregnancy and Prevention Team	(0.18)	
Unaccompanied Asylum Seekers Children Grant	(0.35)	
Additional DfE Improvement Partner Income	(0.10)	
<b>Total Savings</b>	<b>(5.02)</b>	<b>(32.0)</b>
<b>Net Managed Budget 201819</b>	<b>121.53</b>	<b>(32.0)</b>

# LEEDS CITY COUNCIL

## 2018/19 BUDGET REPORT

### Directorate: Children and Families

#### The Schools Budget 2018/19

1. The schools budget is funded by the Dedicated Schools Grant (DSG). The DSG is a ring-fenced grant and may only be applied to meet costs that fall within the schools budget. Any under or over spend of grant from one year must be carried forward and applied to the schools budget in future years.
2. The 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.
3. 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 as a transitional arrangement until full implementation of the NFF in 2020/2021.
4. 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 have remained the same at £4,659.50 per full time equivalent for 3 and 4 year olds and £4,940. Per full time equivalent for 2 year olds. 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 years 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 grant value shown below is based on the projected pupil numbers in January 2018.
5. 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 grant allocation was issued in December 2017, though adjustments to this figure are expected up until May 2018. 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. 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 have been consulted on with schools and supported by Schools Forum.
6. The schools block funds the delegated budgets of primary and secondary schools for pupils in reception to year 11. The grant for 2018/19 is based on pupil

numbers (including those in academies and free schools) as at October 2017. Schools have been consulted on options for the local formula in 2018/19. The 2017/18 latest estimate has been adjusted for the central school services block as detailed below to enable a like for like comparison. The results of the consultation have been reported to Schools Forum to enable further discussion with a final decision being made by the Director of Children and Families in early 2018.

7. As part of the NFF, the central school services block (CSSB) has been created from the schools block of DSG funding that is held centrally by the local authority for central services. A baseline exercise was carried out to assess the 2017/18 funding in respect of this which identified an amount of £5.00m which has been included in the table below to enable a like for like comparison. 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. The allocation for 2018/19 was issued in December 2017 at £5.17m.
8. The guidance for 2018/19 allows for funding to be moved within these blocks. Several movements to transfer funding to meet need have been agreed or supported by Schools Forum as detailed below:-

	Schools £m	CSSB £m	High Needs £m
Transfer from Schools to High Needs	-2.00		2.00
Transfer from CSSB to High Needs		-0.50	0.50
Transfer from Schools to CSSB for new costs	-0.50	0.50	
	<u>-2.50</u>	<u>0.00</u>	<u>2.50</u>

9. 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. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on the school's roll in January each year. The rates for 2018/19 are expected to remain at: primary £1,320 and 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.
11. 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.
12. 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 grant will be on the same basis and so dependent on the October 2018 census information.

13. 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.
14. 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 was confirmed at Schools Forum in January 2018.

### Schools Funding Summary

15. The grants before ESFA deductions (e.g. for payments to academies) and transfers between blocks for 2017/18 (latest estimate) and 2018/19 are shown in the following table. Some of the amounts for 2018/19 are subject to final confirmation.

	2017/18 £m	2018/19 £m	Change £m
DSG - Schools Block	477.07	498.97	21.90
DSG - Central Schools Services Block	5.00	5.17	0.17
DSG - High Needs Block	62.65	66.84	4.19
DSG - Early Years Block	53.98	55.37	1.39
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	0.90
Year 7 Catch-up Grant	0.87	0.87	0.00
Universal Infant Free School Meals Grant	8.87	8.58	-0.29
	<u>685.62</u>	<u>714.33</u>	<u>28.71</u>

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# LEEDS CITY COUNCIL

## 2018/19 BUDGET REPORT

### Directorate: City Development

#### 1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2018/19 financial year.

#### 2 Service Context

- 2.1 City Development are responsible for the Council's physical, economic and cultural and sport services. The range of services and functions that the Directorate provides makes a significant contribution to the life, growth and vitality of the city.

#### 3 Budget Proposals

- 3.1 This 2018/19 budget has been set at £33,721k representing a net decrease of £2,826k (7.7%) when compared to the adjusted budget for 2017/18. This net decrease comprises a number of pressures totalling £4,811k which are more than offset by savings of £5,722k and proposed use of balances of £1,915k. The key pressures and savings recognised within the 2018/19 budget proposals are explained below.

#### 3.2 Budget Adjustments and Transfers

- 3.2.1 Following a review of the Public Private Partnership Unit (PPPU), which provides project management and procurement support to directorates, a new operating model is to be adopted which disbands the current unit with resources being integrated into existing directorate teams. Implementation of this proposal brings with it resources of £1,570k. A piece of work to allocate the associated income budget is underway and a budget adjustment will be undertaken in 2018/19. A significant level of this income will be primarily derived from recharges to capital projects. Sustaining this level of income in 2018/19 represents a key risk to the directorate next year.
- 3.2.2 Recharges between services are often seen as divisive, leading to protracted disputes after the work has been done. They are also often seen as an impediment to service delivery. Therefore as a continuation of the process of reducing the number of recharges between services, the 2018/19 budget submission reflects the transfer of budgetary provision of £749k to the Resources and Housing Directorate in respect of Legal Services. Future budget submissions will see further reductions in the number of recharges and where they remain it is the intention to reduce their frequency in 2018/19.
- 3.2.3 During the 2017/18 financial year a small number of administrative staff transferred back to the City Development Directorate from Resources & Housing and conversely, a small number of Information Management & Technology staff transferred to the Digital Information Service (within Resources & Housing). Four City Centre Management staff are transferring to Communities and Environments. The net effect of these transfers equates to a budget reduction for the Directorate of £144k.

### **3.3 Changes in prices – pressure of £2,062k**

- 3.3.1 The budget includes provision of £1,160k for the National Employers' two year pay offer made in December 2017. For 2018/19 this offer was for a 2% increase for spinal column points (SCP) 20 and above, with increases greater than 2% for SCP 6 to 19. As a result of this pay offer, the minimum hourly rate paid to Leeds City Council employees will rise from the current £8.25/hour to £8.75/hour.
- 3.3.2 After taking account of the proportion of salary costs that may be capitalised or charged to the Housing Revenue Account, the net cost of the pay award is estimated at £688k with a further £65k being attributable to the commitment to pay the National Living Wage.
- 3.3.3 No provision has been made for inflation on running cost budgets other than for utilities and for services where there are specific contractual commitments. In total, £922k has been provided for non-pay inflation including £248k for PFI contracts and £327k for NNDR and utilities.

### **3.4 Actuarial Review – pressure of £116k**

- 3.4.1 A review of the West Yorkshire Pension Fund was undertaken in the autumn of 2017 which confirmed the figures advised to the Council in the last triennial review. As a result of this, the rate provided for will increase from the current 15.6% to 15.9% in 2018/19 with a resultant budget increase of £116k.

### **3.5 Capitalised Pension Costs – pressure of £27k**

- 3.5.1 The net effect of capitalised pension costs associated with staff who have left the Council under the Early Leavers Initiative (ELI) are negligible for the directorate in 2018/19.

### **3.6 Demand and Demography £1,310k**

- 3.6.1 Regulations providing for a 20% increase in planning application fees in England came into effect on 17<sup>th</sup> January 2018. The increase is conditional on the new funding being ring-fenced for additional spending on development management and other related activities.
- 3.6.2 For Leeds it is estimated that the increase in planning fees will generate additional income of £730k with a corresponding increase in expenditure.
- 3.6.3 Other demand pressures totalling £580k reflect the realignment of 'stretch' income targets particularly within Economic Development.

### **3.7 Specific Grant Funding Changes**

- 3.7.1 The 2018/19 budget recognises the fall-out of Public Health funding for sport (active lifestyles and bodyline access) totalling approximately £100k.

### **3.8 Other budget pressures £1,185k**

- 3.8.1 Following the cancellation of the European Capital of Culture competition by the European Commission, the Council has signalled the strong intent to retain the allocated funding in order to progress the ambitions which winning the competition would have delivered, albeit by a new route. Cultural Legacy Funding of £385k for 2018/19 is the first part of that commitment.

- 3.8.2 At the time of publication, the exact nature of how to move forward is still a matter of discussion with other stake-holders but it is anticipated that Council investment would attract significant external funding (potential leverage x2.5) over the course of 2018-24. The majority of spend in 2018/19 is likely to be in the second half of the year.
- 3.8.3 As part of the government's Carbon Reduction Commitment (CRC) Scheme, each year the Council is required to submit an energy return to government. The scheme is now in its second phase of operation and has been updated to include street lighting and other Council unmetered supplies within the CRC calculation. The financial impact of this change is estimated at approximately £300k in 2018/19.
- 3.8.4 The fall-out of historic revenue balances referred to as 'commuted sums' (developer contributions), previously used to fund spending commitments within the Highways Service, will create an additional budget pressure of £300k in 2018/19.
- 3.8.5 In May 2018 Leeds will host the conclusion of the Tour de Yorkshire with the race scheduled to finish on The Headrow, in exactly the same place as the 2014 Tour de France started. The estimated net cost of hosting the Tour de Yorkshire (£100k) is also recognised within the 2018/19 budget proposals.
- 3.8.6 The 2017/18 base budget identified £50k to support the Directorate's partnership working with British Cycling and the intention to enter into a new long term partnership agreement. It is anticipated that such an arrangement may require an additional cash contribution of circa £25k in 2018/19 and has the potential to lever in significant further funding from British Cycling and its partners.
- 3.9 **Savings**
- 3.10 **Efficiencies – £752k.**
- 3.10.1 The Directorate continues to identify and realise efficiency savings across all service areas including staffing and other running costs. For 2018/19, the Directorate proposes to deliver savings of £290k through astute management of staff turnover and associated vacancies and a further £460k from other running costs including insurance (£152k) and street lighting (£100k).
- 3.11 **Income – Fees and Charges £3,435k**
- 3.11.1 In July 2017, the European Court of Justice determined that the UK requirement for local authorities to charge VAT on leisure activities was unlawful. On the basis of this judgement and following further guidance from HM Revenue & Customs, with effect from January 2018 the Council no longer charges VAT for exempt leisure activities. Based on current levels of demand, the full year impact on leisure centre income is estimated at circa £1,200k per annum.
- 3.11.2 Regulations providing for a 20% increase in planning fees are estimated to generate additional income of £730k for the directorate with a corresponding increase in planning management and other planning-related expenditure. The 2018/19 budget also incorporates a further £380k of fee income reflecting increased activity levels and demand for premium services.
- 3.11.3 The Highways capital programme continues to grow with some significant schemes in the pipeline including those relating to the Local Public Transport Investment programme. During 2017/18 the Highways Service has re-structured and is actively recruiting across a

range of technical posts in order to create sufficient in-house capacity to deliver this growing programme of work. In recognition of this growth, the 2018/19 budget proposals include additional Highways fee income of £500K.

- 3.11.4 After taking account of income trends, the impact of improved publicity and marketing and the need for some temporary service disruption for refurbishments, the 2018/19 budget incorporates a net saving of £115k for Sport and Active Lifestyles.
- 3.11.5 The 2018/19 budget also incorporates £170k of additional income for the Arts & Heritage Service and £70k of additional income for Economic Development. These proposals include £50k of additional income for 'Breeze', £80k for Museums, £40k for events/licences and £30k for street trading.

### 3.12 **Income – Traded Services and Other £1,490k**

- 3.12.1 Asset Management will continue to support the budget strategy of providing greater revenue resilience by generating additional rental income from the proposed purchase of commercial assets and additional surveyor fee income from capital sales. The 2018/19 budget incorporates a saving of £1,000k from increased rental incomes (net of borrowing costs) and a further £470k from additional surveyor fee income from capital sales. An additional £20k reflects the trends in Building Control.

### 3.13 **Use of Section 106 balances - £1,915k**

- 3.13.1 Planning obligations, also known as Section 106 agreements, are private agreements made between Local Authorities and developers and can be attached to a planning permission. Through this mechanism contributions may be sought for the costs associated with providing community and social infrastructure, the need for which may arise as a result of a new development taking place.
- 3.13.2 As at 31st March 2017 the Council had £32.1m of Section 106 earmarked reserves on its balance sheet. Subject to satisfying any legal requirements contained within the Section 106 agreement e.g. clawback, it is proposed that Section 106 balances totalling £1,915k be used to support the 2018/19 revenue budget.

## 4 **Risk Assessment**

- 4.1 In determining the 2018/19 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2018/19 budget for City Development are outlined below.
- 4.2 The 2018/19 budget proposals for City Development incorporate income growth for a number of services and significant income growth for Asset Management and to a lesser extent Highways Services. This reflects the Council's ambition to continue to alleviate the financial impact of austerity by adopting a more commercial approach.
- 4.3 Delivery of the additional income targets continues to be reliant upon the outlook for the UK and local economy and with continued uncertainty around Brexit, the Directorate will need to ensure that income levels and the actions required to deliver them are closely monitored.
- 4.4 Integration of (former) PPPU staffing resources into the directorate introduces a further income-related budget risk to the directorate in terms of the feasibility of continuing to charge and recover overheads from capital projects and other external funding sources.

- 4.5 The proposal to use £1,915k of section 106 balances to support the 2018/19 revenue budget 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 these balances.

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**Directorate - City Development**

	2018/19 £m	FTEs
<b>Net managed budget 2017/18</b>	35.82	
<b>Adjustments - Transfers of Function</b>	1.43	
<b>Other Adjustments</b>	(0.70)	
<b>Adjusted net managed budget</b>	<b>36.54</b>	<b>0.00</b>
<b>Budget Pressures:</b>		
<b>Inflation</b>		
Pay	1.16	
Price	0.92	
Income	(0.02)	
<b>Employers Pension</b>	0.12	
<b>Capitalised Pensions</b>	0.03	
<b>National Living Wage - commissioned services</b>	0.01	
<b>Demographic and demand pressures</b>		
Planning Management & Development	0.73	9.00
Realignment of Economic Development Income Targets	0.58	
<b>Grant Fallout</b>		
Fall-out of Public Health Funding	0.10	
<b>Other</b>		
Cultural Legacy	0.39	
Fall-out of 'Commuted Sums'	0.30	
Carbon Reduction Commitment	0.30	
Removal of income target for Tourism, Marketing & Advertising	0.10	
Tour de Yorkshire	0.10	
<b>Total Pressures</b>	<b>4.81</b>	<b>9.00</b>
<b>Savings Proposals:</b>		
<b>Efficiencies</b>		
Management of vacancies	(0.29)	
Insurance	(0.15)	
Economic Development running cost savings	(0.10)	
Energy savings (street lighting)	(0.10)	
Sport Efficiencies	(0.06)	(3.00)
Running cost savings	(0.09)	
<b>Income - Fees &amp; Charges</b>		
Sport VAT Exemption	(1.20)	
20% increase in Planning Fees	(0.73)	
Highways additional fee income	(0.50)	
Planning Fee Income Trends & charges for premium services	(0.38)	
Increased charges reflecting additional pay award	(0.27)	
Income from Sport & Active Lifestyles	(0.12)	
Arts & Heritage service - income opportunities	(0.17)	
Economic Development income opportunities (Events/lights/street trading)	(0.07)	
<b>Income - Traded Services, Partner Income</b>		
Asset Management - income from commercial rents & Fee Recovery	(1.47)	
Building Control income trends	(0.02)	
<b>Use of S106 balances</b>	(1.92)	
<b>Total Savings</b>	<b>(7.64)</b>	<b>(3.00)</b>
<b>Net Managed Budget 201819</b>	<b>33.72</b>	<b>6.00</b>

# LEEDS CITY COUNCIL 2018/19 BUDGET REPORT

## Directorate: Communities & Environment

### 1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2018/19 financial year.

### 2 Service Context

- 2.1 The Directorate manages a diverse set of functions which combine to form some of the key foundations of strong communities; well managed green spaces for recreation, clean streets and safe neighbourhoods are the marks of desirable places to live. At a time of significantly diminishing resources, priority has been given to ensure that these services are maintained.
- 2.2 The Directorate also serves some of the most vulnerable groups by providing a range of front-line services for local people whilst taking the lead on actions to reduce poverty across the city. Community Committees have improved the quality of the dialogue with communities by focusing on what is important to local people and the Council is taking forward changes aimed at providing more integrated, responsive and accessible services with the ongoing development of community hubs.
- 2.3 The Directorate has a number of key priorities which this budget is designed to support:
- Clean neighbourhoods
  - Providing a reliable refuse and recycling service
  - Maximising the amount that can be re-used and recycled from the waste collected whilst at the same time actively undertaking and promoting energy recovery
  - Green spaces which people can enjoy
  - Reducing crime and anti-social behaviour
  - Tackling poverty and reducing the inequalities that still exist
  - Supporting communities and raising aspirations
  - Helping people adjust to welfare changes
  - Implementing innovative approaches to delivering services for end users
- 2.4 In addition, the Directorate is leading in the delivery of the following breakthrough projects in support of the Best Council Plan:
- Tackling domestic violence and abuse
  - Strong communities benefiting from a strong city
- 2.5 Against a background of significant efficiencies that were incorporated into the 2017/18 budget as well as the continuing requirement to identify further savings for 2018/19, the Directorate's 2018/19 budget submission will nevertheless seek to protect services and initiatives which advance these priorities.



### 3 **Budget Proposals**

3.1 The 2018/19 budget has been set at £74,458k, representing a net increase of £4,689k (6.7%) when compared to the adjusted budget for 2017/18. This net increase comprises a number of pressures totalling £7,304k offset by savings of £2,615k which are explained below.

#### 3.2 **Budget Adjustments and Transfers**

3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2018/19 budget.

3.2.2 Recharges between services are often seen as not only being divisive, and lead to protracted disputes after the work has been done, but often they are seen as an impediment to service delivery. Therefore as a continuation of the process of reducing the number of recharges between services the 2018/19 budget submission reflects the transfer of budgetary provision of £385k to the Resources and Housing Directorate in respect of Legal Services. In addition, budget provision of £59k has been transferred to City Development to allow the cessation of a recharge for the shared cost of Henshaw Depot. Future budget submissions will see further reductions in the number of recharges and where they remain it is the intention to reduce their frequency in 2018/19.

3.2.3 The 2017/18 budget reflected a number of organisational changes that were made across the Council including the centralisation of support services functions such as specialist administration, information management & technology and intelligence & improvement. A review of these functions has resulted in revised operational arrangements with a corresponding adjustment of £169k to the original transferred amount.

3.2.4 Responsibility for maintaining the Street Register has transferred from the Resources and Housing Directorate to be managed by the Local Land Charges Team. This service generates income for the provision of information and the net budget transferring is a surplus of £32k.

3.2.5 City centre safety co-ordination and anti-social behaviour responsibilities, currently undertaken by City Development, are to be transferred to Communities & Environment, with a budget adjustment between the two directorates of £104k.

3.2.6 As part of the Support Services review, a new operating model for dealing with all the Council's compliments and complaints is being led by Customer Access and in 2017/18 savings of £100k were targeted. However these savings were to be delivered Council-wide and an adjustment of £75k is required to reflect the correct allocation of the savings across the Council.

3.2.7 The Third Sector Infrastructure Support Fund provides key support to the Third Sector in Leeds. The fund is managed by Communities & Environment and the budgets formerly provided by Children's and Families have now been consolidated into the Directorate with a transfer of £81k.

3.2.8 An adjustment of £12k has been made to reflect the revised treatment of Agency fees following the change of the Council's contract for Agency staffing. The contract administration fees element will no longer be charged to individual directorates, and the adjustment is required to establish a centrally held budget.

### **3.3 Changes in prices – pressure of £2,780k**

- 3.3.1 The budget includes provision of £2,330k reflecting the National Employers' two year pay offer made in December 2017. For 2018/19 this offer was for a 2% increase for spinal column points (SCP) 20 and above, with increases greater than 2% for SCP 6 to 19. In addition it also provides £49k for the adoption of the Living Wage Foundation's recommended minimum hourly rate. This will see a rise for Leeds City Council employees from the current minimum rate of £8.25/hour to £8.75/hour.
- 3.3.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The provision for price inflation is £890k which includes £410k for waste disposal contracts including the Recycling and Energy Recovery Facility (RERF), £60k for fuel, £102k for Business Rates, £33k for utilities, £47k for grounds maintenance and £20k for car parking pay and display machine maintenance.
- 3.3.3 Inflationary increases in the level of fees and charges and income from other organisations, including Housing Leeds, are estimated to generate additional income of £490k. Of this, £240k relates to a 4% increase in bereavement fees and £70k for other sales within Parks and Countryside, including food/drink at cafes and retail sales.

### **3.4 Actuarial Review – pressure of £166k**

- 3.4.1 A review of the West Yorkshire Pension Fund has been undertaken in the Autumn of 2017. The Actuary has confirmed the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.6% to 15.9% in 2018/19. This increase is estimated to cost £166k.

### **3.5 Capitalised Pension Costs – saving of £153k**

- 3.5.1 The fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's initiative will save an estimated £153k.

### **3.6 Demand and Demography – pressure of £80k**

- 3.6.1 Anticipated household growth in the city will impact on the volume of waste disposed of and the additional cost of this is estimated to be £80k for 2018/19.

### **3.7 Specific Grant Funding Changes – pressure of £810k**

- 3.7.1 The Housing Benefit Administration subsidy grant is expected to reduce by £340k for 2018/19, with an anticipated reduction in other Housing Benefit grants of £370k, mainly because the performance based incentive element of the former Fraud and Error Reduction Incentive Scheme (FERIS) grant is no longer received. In addition, the Local Council Tax Support Administration subsidy grant is expected to reduce by £100k when compared to the 2017/18 budget.

### **3.8 Other net budget pressures £3,610k**

- 3.8.1 Following a fallow year in 2017/18, the cost of reinstating the Elections budget to fund the stand alone local elections in 2018/19 is estimated to be £1,120k.
- 3.8.2 There has been an overall reduction in Housing Benefit (HB) expenditure in recent years and a decline in the number and average value of HB overpayment cases. The net impact

on the budget of the anticipated reduction in both HB overpayment income and HB expenditure/subsidy in 2018/19 is estimated to be £1,200k.

- 3.8.3 In order to expand the garden waste collection service to the remainder of suitable properties across the city, it is estimated that an additional three garden waste routes will be required. The annual cost of these routes, including disposal, is estimated to be £360k.
- 3.8.4 As approved at Executive Board in June 2017, provision of £180k has been made for the revenue costs of the new waste depot development at Cross Green.
- 3.8.5 Offsetting the above pressures within Waste Management is a saving of £480k in respect of the Business Rates at the Recycling and Energy Recovery Facility (RERF) which were not determined until after the 2017/18 budget was set.
- 3.8.6 Bus lane cameras have been successful in reducing the numbers of cars which contravene restrictions, ensuring that the lanes are only used as they are intended at peak times by cyclists and buses. As a result there has been a general decline throughout the city in penalty income from Bus Lane Enforcement cameras and to reflect this trend the income budget has been reduced by £200k. In addition, current year trends have indicated a shortfall in on-street car parking income compared to the level assumed in the 2017/18 budget and the income budget has been reduced by £100k for 2018/19 to reflect this trend.
- 3.8.7 Within Customer Access, the staffing budget has been increased by a net £230k to support the ongoing development of Community Hubs and the integration of frontline services. In addition, following a review of security arrangements, provision of £200k has been made to enhance security arrangements at the Central Library and Community Hubs.
- 3.8.8 In July 2017, the Council reached an agreement with the West Yorkshire Police and Crime Commissioner (WYPCC) that the numbers of Police and Community Safety Officers (PCSOs) in the Leeds district would be maintained at 239 for the next three years. To support the retention of this figure it was agreed that whilst there would be no additional cost to the Council in 2017/18, the Council would contribute £635k in 2018/19 and 2019/20, with an equivalent amount being match funded by the WYPCC.
- 3.8.9 Executive Board approved, in June 2017, a scheme to implement an automated vehicle access system to manage and control vehicle access within the pedestrianised core of Leeds City centre. This will include rising bollards at entry and exit points to controlled streets and in order to maintain emergency service access at all times, a push button camera operated system will be operated by LeedsWatch, at an estimated cost of £60k.
- 3.8.10 Additional provision of £133k has been made within the Parks & Countryside budget to address the considerable number of enquires in respect of trees in Housing Leeds tenant gardens which are often close to the properties, leading to increased follow up tree inspections by the forestry team. This cost will be funded by Housing Leeds.
- 3.8.11 Other net pressures of £26k include additional support to Middleton Park Equestrian Centre of £30k, provision of £60k to support additional community engagement activities across the Council's cemeteries, as agreed at Executive Board in December 2017, and a reduction of £64k in the contribution to the Council's insurance provision.
- 3.8.12 These pressures are partially offset by utilising £350k from the Wellbeing and Youth Activity Fund reserve, with any future commitments being met in year.

### 3.9 Savings

#### 3.10 Efficiencies – £920k

- 3.10.1 Within Waste Management, the net savings on disposal contracts experienced in 2017/18, which reflect both volume and price reductions, are anticipated to continue in 2018/19, resulting in net savings of £210k.
- 3.10.2 In respect of the Welfare & Benefits Service, savings of £50k are anticipated from the re-tendering of the Advice Consortium contract.
- 3.10.3 Within Customer Access, savings of £50k are estimated from consolidating the existing Library Management Systems contracts and re-tendering as a single contract. In addition, savings of £80k will be made from the migration of telephone lines at the Contact Centre to new data lines. Further savings of £50k will be made across the Council following the review of the Compliments and Complaints service, with £17k to be achieved from this Directorate, and £30k is anticipated from closer working between the Council Tax recovery and Contact Centre teams with the aim of reducing the double handling of calls.
- 3.10.4 A combination of reduced Facilities Management costs and additional lettings income is estimated to reduce the net cost of Community Centres by £60k.
- 3.10.5 The full year effect of the review of management and leadership arrangements within the Communities Team, which commenced in 2017/18, will save a further £50k in 2018/19.
- 3.10.6 Within Car Parking Services, savings of £50k will be achieved through the deletion of vacant parking enforcement posts.
- 3.10.7 The Community Safety service will identify efficiencies to ensure that the Community Safety funding is maximised. This is expected to save £50k.
- 3.10.8 Within Elections, Licensing and Registration savings of £25k are anticipated by utilising permanent polling stations wherever possible, thereby reducing the hire costs of porta cabins for elections.
- 3.10.9 A cross Directorate review of vacancy factors has identified further savings of £250k in areas which will not directly impact on front line services.

#### 3.11 Service Changes - £630k

- 3.11.1 The Local Welfare Support Scheme has a current budget of £800k and by reviewing the operation of the scheme, in particular around eligibility for white goods and arrangements for carpet replacements in Council properties, a reduction of £200k in the value of the scheme to £600k will be made for 2018/19.
- 3.11.2 Within Customer Access, the development of the Contact Centre as a Digital Centre of Excellence continues to be progressed. Channel Shift/Channel Shove which involves moving people to digital channels is expected to generate further savings of £280k in 2018/19 and a further reduction in service failure is expected to generate an additional £40k. The implementation of an automated switchboard in the Contact Centre, whereby callers are directed to the correct service by an automated operator, will generate savings of £50k. The cost of the equipment will be funded by the Council's Invest to Save reserve.

3.11.3 The potential transfer of the Home Library Service to the voluntary sector would generate staffing and vehicle savings of £30k.

3.11.4 A targeted 10% reduction on the Third Sector Infrastructure Fund within the Communities budget is anticipated to save £30k.

### 3.12 **Income – Fees and Charges - £470k**

3.12.1 The previously approved decision to introduce charges for inert building waste, plasterboard and tyres at Household Waste Sites is expected to generate additional savings of £100k in 2018/19 over and above the £140k included in the 2017/18 budget. This waste is classified as industrial waste and the charges levied are designed to cover the costs incurred by the Council in having to dispose of this type of waste.

3.12.2 In accordance with the Parks and Countryside Attractions Development Plan which was approved at Executive Board in October 2016, the capital investment in the Tropical World, Lotherton Bird Garden and Temple Newsam Home Farm attractions, and the associated review of charges, is expected to generate additional net income of £100k in 2018/19.

3.12.3 The new plant nursery in Leeds, The Arium, was officially opened on 6<sup>th</sup> October 2017. It replaces the nursery based at Redhall and incorporates a visitor centre, café and retail facility enabling surplus plant sales to be made. Included within the 2017/18 budget was an additional £50k net surplus to be generated from the new nursery and the 2018/19 budget includes a target to generate a further £100k net surplus.

3.12.4 It is intended to increase the charge for parking at Woodhouse Lane Multi Storey car park by 50p to £7.50 for a full day, which is anticipated to generate additional income of £130k in 2018/19.

3.12.5 A fee review in respect of the non-statutory charges of the Registrars service is expected to generate an additional £42k in 2018/19.

### 3.13 **Income – Traded Services and Other Income £590k**

3.13.1 The Council currently provides free collection of clinical waste from domestic householders who are in the care of the NHS or other medical providers. A review is being undertaken, with NHS colleagues, to clarify the basis on which the Council should be providing this service and to ensure that the costs are appropriately funded. A saving of £170k has been budgeted to reflect this review.

3.13.2 Additional income of £10k will be generated from the introduction of a management fee on the charges made for the free school meal administration service provided to schools.

3.13.3 A review of the provision of CCTV cameras by the LeedsWatch service and the appropriate allocation of costs has identified that additional net income of £100k can be generated in 2018/19 from increased charges to Housing Leeds.

3.13.4 As referred to in paragraph 3.8.10, additional income of £133k will be received from Housing Leeds to fund additional tree inspections by the forestry team within Parks & Countryside.

3.13.5 Additional income of £180k is anticipated within Customer Access in respect of the continuation of interpreting and translation services provided to external organisations.

## 4 Risk Assessment

- 4.1 In determining the 2018/19 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2018/19 budget for Communities & Environment are that:
- 4.2 Assumptions in respect of waste volumes and the level of recycling across the city are not realised, impacting on disposal costs and levels of income achieved.
- 4.3 Assumptions in respect of income receivable from Bus Lane and Car Parking Enforcement are impacted upon by a reduction in the number of offences.
- 4.4 The level of budgeted car parking income receivable from on street and off street parking isn't realised.
- 4.5 The level of demand is less than anticipated for income generating activities within Parks and Countryside.
- 4.6 Staff turnover and the number of vacant posts across the Directorate are less than assumed in the budget.
- 4.7 The budgeted level of income in respect of the recovery of Housing Benefit overpayments is not achieved. The ongoing roll out of Universal Credit will increase the pressure in this area in future years.

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Directorate - Communities & Environment

	2018/19 £m	FTEs
<b>Net Managed Budget 2017/18</b>	69.78	
<b>Adjustments</b>		
Transfers of function	0.24	
Other adjustments	(0.25)	
<b>Adjusted Net Managed Budget</b>	69.77	
<b>Budget Pressures:</b>		
<b>Inflation</b>		
Pay	2.38	
Price	0.89	
Income	(0.49)	
<b>Employers Pension</b>	0.17	
<b>Capitalised Pensions</b>	(0.15)	
<b>Demographic and demand pressures</b>		
Waste disposal costs associated with household growth	0.08	
<b>Grant Fallout</b>		
Reduction in Housing Benefits/Council Tax grants	0.81	
<b>Other</b>		
Elections - reinstatement of budget for 2018/19 local elections	1.12	
Housing Benefits - net reduction in HB expenditure & overpayment income	1.20	
Waste Management - expansion of garden waste collection service	0.36	11.0
Waste Management - waste depot development	0.18	
Waste Management - RERF Business Rates	(0.48)	
Car Parking - Bus Lane Enforcement/on-street parking trends	0.30	
Customer Access - Community Hubs staffing	0.23	
Customer Access - Review of Security provision	0.20	
Community Safety - LCC contribution to maintaining PCSOs at current level	0.64	
Community Safety - City Centre Vehicle Access Management Scheme	0.06	3.0
Parks & Countryside - tree inspection works for Housing Leeds	0.13	3.0
Parks & Countryside - support to 3rd sector and community led activities at cemeteries	0.09	2.0
Insurance	(0.06)	
Use of earmarked reserves	(0.35)	
<b>Total Pressures</b>	<b>7.30</b>	<b>19.0</b>
<b>Savings Proposals:</b>		
<b>Efficiencies</b>		
Waste Management - disposal cost price/volume reductions	(0.21)	
Welfare & Benefits - re-tendering Advice Consortium contract	(0.05)	
Customer Access - re-tendering Libraries Management System contracts	(0.05)	
Customer Access - Compliments & Complaints service review	(0.02)	
Customer Access - migration of Contact Centre telephone lines to new datalines	(0.08)	
Customer Access - closer working between Council Tax Recovery and Contact Centre teams	(0.03)	(1.0)
Communities - reduced Facilities Management costs/additional Community Centre income	(0.06)	
Communities - review of management/leadership arrangements	(0.05)	(1.0)
Car Parking - reduction in parking enforcement staff through deletion of vacant posts	(0.05)	(2.0)
Community Safety - efficiencies in use of Community Safety Fund	(0.05)	
Elections - savings on hire of porta-cabins for elections	(0.03)	
Additional Vacancy Factor across non front line services	(0.25)	
<b>Service Changes</b>		
Welfare & Benefits - Local Welfare Support Scheme review	(0.20)	
Customer Access - Contact Centre Digital Centre of Excellence & reduced service failure	(0.32)	(13.3)
Customer Access - implement automated switchboard in Contact Centre	(0.05)	(2.5)
Customer Access - transfer Home Library Service to Voluntary Sector	(0.03)	(1.0)
Communities - targeted 10% savings on third sector contracts	(0.03)	
<b>Income - Fees &amp; Charges</b>		
Waste Management - charging for Inert Building Waste/Plasterboard/Tyres at HWSS	(0.10)	10.0
Parks & Countryside - capital investment and review of charges at Attractions	(0.10)	2.0
Parks & Countryside - additional net surplus at Arium from plant and retail sales	(0.10)	
Car Parking - increase charges at Woodhouse Lane car park by 50p for a full day	(0.13)	
Registrars - fee review in respect of non-statutory charges	(0.04)	
<b>Income - Traded Services, Partner Income</b>		
Waste Management - review Medi Waste service to eliminate subsidy	(0.17)	
Welfare & Benefits - introduce management fee for Free School Meals admin service	(0.01)	
Community Safety - additional CCTV income from Housing Leeds	(0.10)	
Parks & Countryside - tree inspection funding from Housing Leeds	(0.13)	
Customer Access - additional income from Interpreting & Translation Service	(0.18)	
<b>Total Savings</b>	<b>(2.62)</b>	<b>(8.8)</b>
<b>Net Managed Budget 2018/19</b>	<b>74.46</b>	<b>10.2</b>

# LEEDS CITY COUNCIL

## 2018/19 BUDGET REPORT

### Directorate: Resources and Housing

#### 1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2018/19 financial year.

#### 2 Service Context

- 2.1 The Directorate contains the Council's key professional support services; Finance, HR, Technology, Legal Services, Project Management and Procurement, Shared Services, Democratic Services and Strategy and Improvement and Intelligence. These services support the strategic direction of the Council and provide essential support to Members and managers to improve outcomes and deliver change.
- 2.2 The Directorate is also responsible for delivering Catering and Cleaning, Corporate Property Management, Fleet Services, Facilities Management and Passenger Transport. Some of these services are provided on a trading basis to Council Directorates and schools as well as external customers and suppliers.
- 2.3 The Directorate, beyond its universal duties, also serves some of the most vulnerable in the city. As well as providing advice to the many thousands in housing need, the Directorate supports many others to sustain their tenancies. The Directorate intervenes in the private sector to tackle some of the worst housing conditions in the city.
- 2.4 Within the context of the Best Council Plan, the Directorate has a number of key priorities which this budget is designed to support. They are as follows:
- Preventing homelessness;
  - Ensuring that air quality standards are met across the city.
- 2.5 The Directorate is actively engaged in leading the delivery of the Council's breakthrough projects in respect of cutting carbon in Leeds and promoting Housing growth to meet the challenge of a growing population.
- 2.6 Given this context the Directorate's budget submission for 2018/19 will seek to protect services and initiatives which advance these priorities. The Directorate will also seek to consolidate the major efficiencies that were incorporated into the 2017/18 budget.

#### 3 Budget Proposals

- 3.1 This 2018/19 budget has been set at £82,032k representing a net increase of £772k (0.9%) when compared to the adjusted budget for 2017/18. This net increase comprises a number of pressures totalling £7,534k offset by savings of £6,762k which are explained below.

#### 3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2018/19 budget.



- 3.2.2 Recharges between services are often seen as not only being divisive, and sometimes lead to protracted disputes after the work has been done, but often they are seen as an impediment to service delivery. Therefore as a continuation of the process of reducing the number of recharges between services, the 2018/19 budget submission reflects the net transfer of budgetary provision of £4,530k to the Resources and Housing Directorate in respect of Legal Services. The intention is that the 2018/19 budget will also be adjusted to reduce recharges for Fleet Management, and where recharges remain for other services, a reduction in the frequency of charging will be targeted.
- 3.2.3 Following a review of the Public Private Partnership Unit (PPPU), which provides project management and procurement support to directorates, a new operating model is to be adopted which disbands the current unit with resources being integrated into existing directorate teams. Implementation of this proposal has transferred resources of £1,570k to City Development. With respect to income, a piece of work to allocate the associated income budget to both this Directorate and City Development (from the Strategic and Central Accounts) is underway and a budget adjustment will be undertaken in 2018/19. A significant level of this income will be primarily derived from recharges to capital and charges to the HRA. Sustaining this level of income in 2018/19 represents a key risk to the directorate next year
- 3.2.4 The budget has been adjusted by £277k to reflect the net impact of further transfers into the Shared Services function (£377k) and the transfer of the brokerage budget (£100k) into Treasury Management.
- 3.3 Changes in prices – pressure of £3,930k**
- 3.3.1 The budget includes provision of £4,103k for the National Employers' two year pay offer made in December 2017. For 2018/19 this offer was for a 2% increase for spinal column points (SCP) 20 and above, with increases greater than 2% for SCP 6 to 19. In addition it also provides £154k for the adoption of the Living Wage Foundation's recommended minimum hourly rate. This will see a rise for Leeds City Council employees from the current minimum rate of £8.25/hour to £8.75/hour.
- 3.3.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The provision for price inflation is £1,012k which includes £515k for Leeds Building Services, £167k for CEL, £200k for Housing and Property and £130k for the rest of the services in the Resources and Housing directorate.
- 3.3.3 Inflationary increases in the level of fees, charges and income from other organisations, are estimated to generate £1,342k. Most of this increase, £1,132k, relates to price uplifts with Leeds Building Services.
- 3.4 Actuarial Review – pressure of £308k**
- 3.4.1 A review of the West Yorkshire Pension Fund has been undertaken in the autumn of 2017. The actuary has confirmed that the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.6% to 15.9% in 2018/19. This increase is estimated to cost £308k.
- 3.5 Capitalised Pension Costs – saving of £255k**
- 3.5.1 The fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's initiative will save an estimated £255k

### 3.6 Specific Grant Funding Changes

- 3.6.1 In February 2017 the Council was notified of its 2017/18 and 2018/19 Flexible Homelessness Support Grant (FHSG) allocations. FHSG is calculated on the basis of homeless prevention outcomes and, as Leeds has achieved a high level of preventions, the allocation for Leeds in 2018/19 is £1,794k.
- 3.6.2 The FHSG allocation represents a significant windfall for the Council and is being used to achieve further increases in homeless prevention outcomes, further reductions in temporary accommodation placements and to best assist entrenched rough sleepers with drug and alcohol dependency issues. In addition the grant will be used to support organisations such as St Anne's advice centre, the Street Outreach service and St George's Crypt.
- 3.6.3 The Council has received £168k in 2018/19 to meet the new burdens associated with the Homelessness Reduction Act.

### 3.7 Other budget pressures –£3,550k

- 3.7.1 The Corporate Property Management function (CPM) is responsible for the management of and maintenance of the council's buildings. Recognising the level of backlog maintenance associated with these assets the budget provides for an additional £500k which will contribute towards addressing these issues.
- 3.7.2 In 2010 the Council embarked upon a programme of asset rationalisation through the Changing the Workplace programme which has not only delivered revenue savings and required staff to embrace the new ways of working but it will also result in an anticipated total net present value (NPV) saving of £27m for phase 1 of this programme. As a part of this programme the council will again occupy the refurbished Merrion House in 2018/19 and this requires the re-instatement of both the NNDR budget for this property (£1,036k) and provision for utilities (£380k). Other costs associated with the re-occupation of Merrion House include £325k which relates to the requirement to provide increased security.
- 3.7.3 The budget submission reflects variations associated with both the shortfall in court fee income (£300k) and income receivable from schools for the provision of catering services (£250k). In addition it is now assumed that the realisation of the previous year's budgeted saving of £300k through the consolidation of workforce development budgets won't be realised in 2018/19. Other variations include the cost associated with harmonising the grades of staff working within the Shared Services (£200k) and pressures of £300k within the Digital Information service reflecting the requirement to fund the new platform which supports the more vulnerable adults (£80k), resources to support customer access (£100k) and a £120k contribution towards city working which is a partnership working model that has been agreed between the Council, CCGs, Leeds Teaching Hospital Trust and Leeds Community Health to join up wherever possible on common ICT facilities and services.
- 3.7.4 An additional £30k has been provided to budget for the Annual Armed Forces day that is held in the city.

### 3.8 Savings

### 3.9 Efficiencies – £3,570k

- 3.9.1 A review of the Council's support services functions which took effect in 2017/18 saw all business administration staff transfer into the council's Shared Service. Through both the consolidation of this function under one professional lead and a review of business

processes significant savings have been realised in 2017/18 and it is estimated that a further £1,100k will be realised in 2018/19.

- 3.9.2 Financial Services will deliver further savings of £500k through the realisation of the benefits of consolidating the function into one geographical location combined with a review of business processes.
- 3.9.3 Following a review of the PPPU (Public Private Partnership, which provides project management and procurement support to directorates, a new model is to be adopted which disbands the current unit with resources being integrated into existing directorate teams. It is anticipated that the implementation of these proposals will deliver net savings of £200k through the deletion of posts.
- 3.9.4 In both the Human Resources function and the Strategy & Intelligence/Improvement will deliver savings of £190k and £130k respectively through turnover.
- 3.9.5 Additional income of £140k within the Human Resources function will be realised largely through a combination of the renewal of external contracts and the apprenticeship levy.
- 3.9.6 The Digital Information Services are estimated to deliver cost savings of £330k largely through a reduction in licence costs, the continued rationalisation of printers and a review of telephone costs as Skype is fully rolled out.
- 3.9.7 Staff turnover within Legal and Democratic services will generate savings of £70k.
- 3.9.8 Savings of £150k within Housing Related Support will be realised through the full year defect of the commissioning of contracts.
- 3.9.9 Within Civic Enterprise Leeds savings of £190k will be realised through operational efficiencies within both Facilities Management (£120k) and Fleet Management (£80k). These will derive from both staffing and running cost reductions.
- 3.9.10 Further savings (£310k) on staffing across the directorate will be generated through a combination of deleting budgeted vacant posts, staff turnover, and staff exiting the Authority through the Early Leaver's Initiative.
- 3.9.11 In respect of the building maintenance and security costs a saving of £200k will be realised through a targeted reduction in the number of void properties that the council holds.
- 3.9.12 As a result of the appointment of new external auditors by Public Sector Audit Appointments (PSAA) from 2018/19 audit fees will reduce by £60k.
- 3.10 **Service Changes - £200k**
- 3.10.1 Implementation of the Better Lives programme within Adult Social Care will realise operational cost savings of £200k within CEL.
- 3.11 **Income – Fees and Charges £1,090k**
- 3.12.1 Within Shared Services additional income of £350k reflects existing trends in respect of advertising and recruitment (£100k) and £250k for the print unit.
- 3.12.2 Other Support Services will realise additional income of £650k largely through a combination of increased charges to external organisations utilising these services and a

review of activity levels within DIS support the requirement for appropriate costs to be charged to projects funded through the capital programme (£310k).

- 3.12.3 Within Housing Support and Housing Partnerships a review of current activity levels support the requirement for increased capitalisation of staffing costs in respect of work undertaken adapting people's houses to meet their specific requirements (£90k)

#### 3.12 **Income – Traded Services and Other £1,270k**

- 3.12.1 Leeds Building Services will increase their contribution by £1,100k in 2018/19 through a targeted £9,750k or 17.4% increase in turnover. This additional turnover will result from work that previously would have been rendered to private sector contractors will instead be delivered through the internal service provider.
- 3.12.2 Cleaning Services will realise additional income of £40k through a combination of work done for other Local Authorities and partner organisations and investment in new equipment £50k which will improve the efficiency of the service.
- 3.12.3 Charges to partner organisations who are receipt of services and support provided by the Sustainable Energy and Climate Change Unit (SECC) and Strategy and Improvement will realise £80k.

#### 4 **Risk Assessment**

- 4.1 In determining the 2018/19 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2018/19 budget for Resources and Housing are:
  - 4.2 Further reduction in support services may reduce the capacity to support managers within the council and it is vital to ensure that these planned reductions do not impact upon the delivery of services city wide and the achievement of the 2018/19 budget proposals.
  - 4.3 Failure to provide up to date and resilient information technology systems that support the delivery of our services. Priority has been given to adequately resourcing the service and also to key IT projects that support the council's priorities.
  - 4.4 That assumptions in respect of both staff turnover and staff exiting the Authority through the Early Leaver's Initiative aren't realised. Any variation could have implications for the delivery of the budgeted level of savings.
  - 4.5 That the level of homelessness increases across the city with the subsequent requirement for the council to support these individuals in temporary accommodation.

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# LEEDS CITY COUNCIL

## 2018/19 BUDGET REPORT

### Directorate: Resources and Housing

### Housing Revenue Account

#### 1. Introduction

- 1.1 The purpose of this report is to inform members of the main variations and factors influencing the 2018/19 Housing Revenue Account (HRA) budget.
- 1.2 The 2018/19 budget has been prepared at outturn prices. This means that allowances for inflation have been included in the budget submission.
- 1.3 Appendix 1 sets out a summary of the HRA Estimate for 2018/19.

#### 2. HRA Strategy 2018/19 – 2019/20

- 2.1 As outlined in 3.1 below the 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17 to 2019/20. The 2018/19 budget will therefore be the third year of the policy requiring the reduction.
- 2.2 Implementing this policy will, when compared to the level of resources assumed in the Financial Plan, equated to a loss of £20.5m in cash terms over the 4 year period and a loss of £283m of rental income over the 10 year period (2016/17 to 2024/25).
- 2.3 Despite this reduction in income the Council remains committed to maintaining the amount provided to maintain homes, funding the investment strategy agreed by Executive Board in November 2017 and to replacing homes lost through Right To Buy (RTB) by the planned investment in new homes and buying up empty homes.
- 2.4 The reduction in resources will need to be managed in addition to other service, pay and price pressures. This will be achieved through a combination of efficiencies and improved targeting of resources together with the use of reserves, RTB receipts and borrowing to fund the capital programme.
- 2.5 Consideration will be given each year to increasing charges where appropriate to reflect more closely the costs associated with providing services. This will generate additional income which will contribute towards offsetting the reduction in rental income.

### **3. Key Issues - 2018/19**

#### **3.1 Rent Policy**

The 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17 to 2019/20. This change in Government policy was effectively a 4% pa reduction from that assumed within the Council's HRA Financial Plan for each of these 4 years. In October 2017 the government announced a return to a Consumer Price Index (CPI) plus 1% rent rise for five years after 2020.

The wider implementation of the rollout of Universal Credit may impact on rent collection levels and hence available funding in future years.

In line with the Government's requirement it is proposed that rents are reduced by an average of 1% in 2018/19 for the majority of dwellings. See 4.1 for more details.

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 (3% as at Sept 17) + 1% is allowable. However, the authority proposes to limit the increase to 3% which is the price increase in the cost of the contract. This equates to approximately £0.33m.

#### **3.2. Services Charges**

Tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and only pay a notional charge towards the cost of these services meaning other tenants are in effect subsidising the additional services received. It is proposed that an additional £2 per week increase on multi storey flats with an increase of RPI on low/medium rise flats in 2018/19 Further details are set out in 4.3.2.

#### **3.3 Charges for Sheltered Support**

Tenants living in sheltered housing schemes across Leeds receive housing related support provided by Sheltered Support Officers and are charged £13 per week for this service. As this charge fully recovers the costs it will not be increased in 2018/19. 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 in 2017/18. It is proposed to increase this charge by a further £2 per week in 2018/19. See 4.3.3 for further details.

### 3.4 Capital investment and Council House Growth Programme

The Council remains committed to funding the investment strategy agreed by Executive Board in November 2017 and to replacing homes lost through RTB by the planned investment in new homes and buying empty homes despite the change in the Government's rent policy. Further details are set out in 5.13.

## 4. Key movements 2017/18 to 2018/19 - Income

### 4.1 Dwelling Rents

As detailed in 3.1, the third year of the Government's social rent policy will result in a reduction in income to the Council's HRA.

Reducing average rents by 1% equates to a reduction of 73p per week/£38 per year as shown in the table below, however, the impact of this on individual tenants will vary.

It should be noted that had rents been increased by 4% in line with Government's previous policy and in line with assumptions in the Council's HRA Financial Plan, based on the average rent for 2018/19, tenants would have received an average rent increase of £2.92 per week in 2018/19.

<b>Average rent</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Reduction</b>
<b>£ per week</b>	<b>73.02</b>	<b>72.29</b>	<b>0.73</b>
<b>£ per year</b>	<b>3,807</b>	<b>3,769</b>	<b>38</b>

The budget for 2018/19 assumes that 530 properties will be sold under Right To Buy which is based upon the continuation of activity levels for the past year. A void level of 0.9% has been assumed. The policy of re-letting properties at target rent (the rent which under Government policy should be charged for a property taking into account a number of factors such as the valuation of the property and the number of bedrooms) continues.

The budget also factors in additional income from new homes built or long term empty homes acquired during the year.

The impact of all these assumptions is a net reduction in income from dwelling rents of £3,385k in 2018/19.

## 4.2 Other rents

There is a proposed 3.9% rental income increase from shops and miscellaneous properties in line with RPI. The average garage rents are currently £8.56 per week. It is proposed to keep rents at this level in 2018/19.

## 4.3 Service Charges

Net income from service charges is budgeted to increase by £909k in 2018/19. The main movements are detailed below.

4.3.1 **Heat Lease** - income from heat lease charges is budgeted to reduce by £182k in 2018/19 due to a number of lease agreements coming to an end.

4.3.2 **Service charges for MSFs, medium and low rise properties** - As stated in 3.2 tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and only pay a notional charge towards the cost of these services meaning other tenants are in effect subsidising the additional services received. It is proposed that an additional £2 per week increase on multi storey flats with an increase of RPI per week on low/medium rise flats in 2018/19. This will generate an additional £809k compared to 2017/18.

4.3.3 **Charges for Sheltered Support** - Tenants living in sheltered housing schemes across Leeds are supported by Sheltered Support Officers who provide housing related support. This support includes completing needs and risk assessments, developing and reviewing support plans, making referrals to other agencies and carrying out regular visits to enable tenants to live independently in a safe environment. Currently tenants in sheltered accommodation receiving such a service are charged £13 per week for this service. This charge is eligible for Housing Benefit. In 2016/17 a nominal charge of £2 per week was introduced for those tenants who benefited from the service but did not pay. This was increased to £4 in 2017/18. It is proposed to increase this charge by a further £2 per week in 2018/19. However any combined overall increase in rent, service charge and sheltered support charge will be capped at £5 per week. The proposed decrease in the subsidy will generate an additional £116k compared to 2017/18.

4.3.4 **District Heating charges** - Housing Leeds manages a number of district heating schemes. The District Heating Account cumulatively operates in an overall deficit position with the deficit being met from the HRA which means tenants not benefiting from the schemes are subsidising the operating costs. It is proposed to increase charges by 3.9% for 2018/19 in order to reduce subsidisation. This will generate a small increase of £16k over 2017/18 levels.

4.3.5 **Contributions from leaseholders to capital works** - The 2018/19 budget reflects the requirement to budget for contributions from leaseholders where their properties have benefited from capital investment. The 2018/19 budget assumes income of £882k. This is an increase of £33k against the 2017/18 budget and reflects RPI.

4.3.6 **Extra Care**- The income from service charges for authority's new Wharfedale View facility was estimated in 2017/18. The 2018/19 budget increase of £111k



reflects the pattern of income based on the levels generated in the first six months of 2017/18.

#### **4.4 Impact on tenants of increased rents and charges**

An analysis of the impact on tenants of the above charging proposals together with the 1% reduction in rents (see 4.1) has been undertaken. This shows that under these proposals 53% of tenants will pay 77p per week less in overall terms in 2018/19 than in 2017/18, 18% will pay 67p per week less, 5% will pay 59p per week less, 3% will pay 71p per week less and 2% will pay 56p per week less. Of those paying more, 11% will pay up to £1.36 more per week, 3% will pay £2.48 more per week with the remaining 5% paying between an additional £1.29 per week and £5 per week depending on the type of property they rent. These increases will be funded through Housing Benefit for eligible tenants.

The proposals in relation to service charges and charges for sheltered support (4.3.2 & 4.3.3 above) have been shared with the Voice of Involved Tenants Across Leeds (VITAL). VITAL's comments are included in as an Appendix to this report.

#### **4.5 PFI Grant**

The 2018/19 budget assumes full year PFI grant of £6,097k for Swarcliffe PFI and £15,288k for Little London Beeston Hill & Holbeck (LLBH&H) PFI. This is the same as 2017/18.

#### **4.6 Internal Income**

The 2018/19 budget for internal income is £840k higher than 2017/18. £314k of this is due to the administration fee from increased Right to Buy sales. The remainder is due to staff charges to various projects.

#### **4.7 External Income**

The increase of £4k from 2017/18 to 2018/19 is due to a number of minor variations which include inflationary increases on tenant's insurance and income from the placement of telecommunication masts upon multi-storey flats.

### **5. Key movements 2017/18 to 2018/19 - Expenditure**

#### **5.1 Employees**

The 2018/19 budget for employees has increased by £1,162k. The largest element of this is broadly due to the pay offer. The National Employers' two year pay offer was made in December 2017. For 2018/19 this offer was for a 2% increase for spinal column points (SCP) 20 and above, with increases greater than 2% for SCP 6 to 19.

The budget within Property and Contracts (P&C) has increased by £182k. This is mostly due to the pay offer. The budget will ensure the successful delivery of the capital programme. The costs of these posts will be charged against the capital programme. The budget for the Housing Management function has increased by £917k from the 17/18 Original Estimate. This reflects the pay offer, savings identified for one year in 2017/18 reintroduced to the staffing budget,

additional staff for the enhanced income team (funded through the Welfare Change reserve), additional staff for the ICT project (funded through capital programme) and Customer Relations staff moved from Housing Management to a central hub and recharged through internal services.

During the previous budget cycle, a phased implementation of the effects of the actuarial review of the West Yorkshire Pension Fund was agreed and the employer's superannuation contribution rate will increase from 15.60% in base budgets to 15.90% in 2018/19. This increase is estimated to cost £63k in 2018/19.

## 5.2 Repairs to dwellings

The informed commissioning of more planned maintenance programmes which will mitigate the requirement to resource more expensive responsive repairs to properties has enabled the repairs to dwellings budget to remain at £43,548k despite the financial pressures upon the HRA budget occasioned by a reduction in rental income.

## 5.3 Premises

The premises budget reflects a net increase of £611k. The increase is primarily due to additional Fire Prevention Works of £455k via a cleaning agency recharge. This will fund; additional daily fire safety inspections on 27 blocks 7 days a week; the removal of bulky items identified in those inspections, a bookable service for bulky items, an evening/night time concierge pilot scheme in multi-storey properties, fire safety checks across 594 low rise properties and a fly tipping removals service. The increased cost of utilities of £76k have also led to an increase in the premises budget.

## 5.4 Supplies & Services- Payments to PFI contractor

The decrease in payments to the PFI contractors of £667k between 2017/18 and 2018/19 is consistent with the final PFI programme that was agreed and received at Executive Board.

## 5.5 Supplies & Services - Other

The budget reflects net decrease of £900k. This is largely as a result of an ongoing review of all areas of existing spend to deliver line by line savings. There has been a reduction of £194k in the cost of insurance. A technical accounting adjustment of £300k in relation to PFI has led to a reduction in this heading with a transfer to the PFI model in paragraph 5.4 above.

## 5.6 Charges for internal services

**Horticultural Maintenance** – The increase of £215k in the charges for 2018/19 is broadly due to the pay offer plus an analysis of the queries in relation to trees. Housing Leeds trees are in tenant gardens which are often close to the property. Problems associated with these trees are the subject of a considerable number of enquiries which will be more readily dealt with through this investment. It is proposed to increase the Forestry team's staffing resource

by £133k. This will be spent on inspecting the trees and dealing with them if required.

**Community Safety** – the increase of £193k relates to increased costs associated with the continual rollout of CCTV at multi storey flats, additional Out of Hours service costs due to the transfer of service from Customer Access – see below, plus pay inflation.

**Housing Services** – the increased charge of £213k reflects revised accounting arrangements whereby customer relation officers are now budgeted for in the General Fund with appropriate charges to the HRA.

**Customer Access**- The decrease of £84k is primarily due to the transfer of the Housing Out of Hours service to Community Safety, see above.

**Support Services** - the increase of £193k reflects the increased pension costs within support service recharges and the pay offer.

**Corporate Governance/Other Services** – the increase of £277k reflects the increase in resources devoted to the project management support to deliver housing related priorities, plus costs of the pay offer.

#### 5.7 **Payments to Belle Isle Tenant Management Organisation (BITMO), Housing Area Panels (HAPs) and other Organisations**

It is proposed that the Management Fee paid to BITMO in 2018/19 for the management and maintenance of the housing stock should continue to be based on the principles of driving efficiencies and redirecting resources to maintaining the housing stock .The management element of the payment reflects an increase of 2% in line with the agreed pay offer. The maintenance element has been kept to 2017/18 levels. The total fee payable to BITMO for 2018/19 is £3,188k which is an increase of £26k from 2017/18.

The budget includes £450k for Housing Advisory Panels (HAPs) to enable the continuation of funding of projects which benefit tenants and residents in the community they represent. This is the same level as 2017/18. An earmarked reserve was made available for HAPs projects in 2017/18. Any uncommitted funds from this reserve at the end of the financial year will be available in 2018/19.

Community Partnership funding, previously funded through general reserves, has proved to be successful. It is proposed that this £100k budget is now funded through base budget funding.

Payments to Leeds Credit Union and the Leeds Tenants Federation have remained in line with 2017/18.

## 5.8 Provisions

### (a) Disrepair

Work has been a continuing to streamline the case management process and reduced the number of disrepair claims being submitted. This budget has seen considerable pressure during 2017/18.

The proactive approach taken in 2017/18 to limit the fees paid to legal firms will continue in 2018/19. This 'Fast-Track' approach has seen an average reduction of 57% paid to external legal firms representing those people submitting a claim and a 37% reduction in compensation payments compared to the previous system. However the pressure on this budget is recognised and therefore the contribution to the disrepair provision will be set at £1400k in 2018/19, an increase of £400k.

### (b) Bad debts

The budgeted contribution to the bad debt provision will increase by £78k to reflect potential consequences of Universal Credit. The budget will therefore be £1,959k for 2018/19.

## 5.9 Council Tax on Empty Homes

A Provision of £687k has been included in the 2018/19 HRA budget to fund the requirement to pay council tax on empty homes. This is a decrease of £70k which reflects expenditure trends.

## 5.10 Discretionary Housing Payments

The Department for Communities and Local Government (CLG) has issued a direction allowing the Council to fund payments to its own tenants under the Discretionary Housing Payments (DHP) scheme. These payments are made to tenants facing a reduction in benefit and as a result of the Council making up this shortfall it enables the tenant to continue to reside in their own homes. The HRA budget for 2018/19 is £500k. This is to fund tenants with severe disabilities living in adapted properties who have been subject to a reduction in Housing Benefit. This is consistent with the amount provided in 2017/18.

## 5.11 Capital charges

There has been a net decrease in capital charges of £628k which reflects a decrease in the costs of the borrowing requirement.

## 5.12 Revenue Contribution to Capital

The 2018/19 budget includes £65,502k to fund the housing capital programme/investment plan. This is £5,498k lower than the amount provided in 2017/18 and is due to less resource available from rental income. However, despite pressures in the HRA, the use of Right To Buy receipts and increased borrowing will mean that the overall capital programme will be £78.72m in 2018/19 and £81.720m in 2019/20.

## 5.13 Appropriation

The appropriation account reflects the budgeted contributions to/from the Swarcliffe & LLBH&H PFI sinking funds.

The sinking fund smoothes out the effect of the incidence of the payments to the PFI contractor so using these reserves will require additional resources to be identified in future financial years to fund the unitary charge payments. In 2018/19 the contribution to the Sinking Fund has changed by £2,810k over 2017/18.

## **6. HRA Reserves**

- 6.1 The HRA Reserves Statement which is attached at Appendix 2 reflects the projected movement in reserves between April 2018 and March 2019. The Capital Reserve is used to resource the HRA Capital programme which is subject to a separate report on this agenda.
- 6.2 The HRA General Reserve is projected to be £6,531k at the end of 2018/19
- 6.3 £650k of the Welfare Change earmarked reserve is planned. This will fund additional staff to enhance the service to tenant, supporting them through the change from the current system to a system of universal credit.
- 6.4 Any balance at the end of 2017/18 on the Housing Advisory Panels earmarked reserve will be carried forward to 2018/19 to be used for the funding of projects which benefit tenants and residents in the community they represent.
- 6.5 The PFI Reserves will be used to fund the Swarcliffe and LLBH&H PFI schemes over the life of the contracts. In 2018/19 it is budgeted to use £1,752k of reserves for the two schemes.

## **7. Risks**

There are a number of risks which, should they materialise would have a significant impact upon the 2018/19 HRA budget. These risks are reviewed throughout the year and action taken to mitigate any impact wherever possible. The HRA maintains a level of reserves in order to meet the impacts of such risks should they occur. Key risks identified are as follows:

- The impact of the Government's Welfare Change Agenda may increase arrears more than anticipated as Universal Credit will have been implemented in the City by June 2018.
- Property numbers during the year may vary significantly from estimates due to fluctuations in the number of RTB sales and delays in the delivery of new homes which will impact on rental income.
- The number of disrepair claims against the Council may start to increase requiring additional contribution to the provision.

Directorate - Resources & Housing

	2018/19 £m	FTEs
<b>Net managed budget 2017/18</b>	72.88	
<b>Adjustments</b>		
Transfers of function	8.47	
Other adjustments	(0.09)	
<b>Adjusted net managed budget</b>	81.26	
<b>Budget Pressures:</b>		
<b>Inflation</b>		
Pay	4.26	
Price	1.01	
Income	(1.34)	
<b>Employers Pension</b>	0.31	
<b>Capitalised Pensions</b>	(0.26)	
<b>Other</b>		
Corporate Property Management -additional maintenance	0.50	
Armed Forces day	0.03	
Shared Services - harmonisation of staff grades	0.20	
HR Workforce development savings	0.30	
Digital Information Services (DIS) - New Vulnerability platform	0.08	
DIS corporate case management	0.10	
DIS Contribution to City working	0.12	3.00
Catering income	0.25	
Changing the Workplace - re-occupation of Merrion House	1.71	
Shortfall in Court Fee income	0.30	
Other Minor variations	(0.04)	
<b>Total Pressures</b>	<b>7.53</b>	<b>3.00</b>
<b>Savings Proposals:</b>		
<b>Efficiencies</b>		
Financial Services	(0.50)	(12.00)
PPPU	(0.20)	(4.20)
Strategy and Intelligence/Improvement	(0.13)	(3.90)
Housing related support - contract savings	(0.15)	
Legal & Democratic - deletion & reconfiguration of posts	(0.07)	(2.10)
Shared Services staff savings	(1.10)	(25.00)
Directorate wide turnover savings	(0.31)	(7.30)
HR turnover	(0.19)	(5.87)
HR - renewal of contracts/apprenticeship levy/training	(0.14)	
DIS efficiencies	(0.33)	
CEL savings	(0.19)	(4.00)
Voids - reduction in maintenance and security costs	(0.20)	
Reduction in external audit fees	(0.06)	
<b>Service Changes</b>		
ASC Better Lives savings	(0.20)	
<b>Income - Fees &amp; Charges</b>		
Shared Services additional income	(0.35)	
HR additional income	(0.09)	
DIS - Charge application team costs to capital	(0.20)	
DIS additional income	(0.36)	
Strategic Housing Partnership & Support capitalisation	(0.09)	
<b>Income - Traded Services, Partner Income</b>		
LBS increased net return from additional work	(1.10)	109.00
CEL increased cleaning income	(0.04)	
CEL increased income/efficiencies following investment	(0.05)	
SECC/Strategy&Improvement - recharging for services	(0.08)	
<b>Grants and Other Income</b>		
New Grant funding	(1.96)	
New Grant funding spend	1.33	
<b>Total Savings</b>	<b>(6.76)</b>	<b>44.63</b>
<b>Net Managed Budget 2018/19</b>	<b>82.03</b>	<b>47.63</b>

Budget Heads	Original Estimate 2017/18 £000	Original Estimate 2018/19 £000	Variance £000
<b>Income</b>			
Dwelling Rents	(212,141)	(208,756)	3,385
Other Rents	(3,156)	(3,200)	(44)
Service Charges	(6,857)	(7,766)	(909)
PFI grant	(21,385)	(21,385)	(0)
Internal Income	(6,240)	(7,080)	(840)
External Income	(1,693)	(1,689)	4
<b>Total Income</b>	<b>(251,472)</b>	<b>(249,876)</b>	<b>1,596</b>
<b>Expenditure</b>			
Employees	26,241	27,403	1,162
Repairs to dwellings	43,548	43,548	(0)
Premises & repairs	7,268	7,879	611
Supplies & Services - Payments to PFI contractor	10,142	9,475	(667)
Supplies & Services - Other	4,840	3,940	(900)
Transport	409	414	5
Horticultural Maintenance	4,102	4,317	215
Environmental Services	4,429	4,447	18
Community Safety	3,366	3,559	193
Supporting People in their own homes	3,546	3,617	71
Supporting troubled families with council tenancies	1,197	1,236	39
Housing Services	4,007	4,220	213
Customer Access	5,702	5,618	(84)
Support Services	8,767	8,961	194
Welfare Advice and Support	300	300	0
Legal Services	891	922	31
Corporate Governance & Other Services	3,883	4,160	277
Payments to BITMO, Area Panels & Credit Union	4,186	3,738	(448)
<b>Provisions</b>			
- Disrepair	1,000	1,400	400
- Bad Debts	1,881	1,959	78
Council Tax on Empty Homes	757	687	(70)
Discretionary Housing Payments	500	500	0
Capital charges	45,105	44,477	(628)
Revenue Contribution to Capital (RCCO)	71,000	65,502	(5,498)
<b>Total Expenditure</b>	<b>257,067</b>	<b>252,279</b>	<b>(4,788)</b>
<b>Appropriations</b>			
<b>General Reserve</b>	(100)		100
<b>Sinking Funds</b>			
LLBH&H PFI	(1,467)	779	2,246
Swarcliffe PFI	(3,095)	(2,531)	564
<b>Earmarked Reserves -</b>			
Welfare Change	(474)	(650)	(176)
HAPs	(459)		459
<b>Net (surplus)/deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

Projected Financial Position on Reserves	Reserves b/f 1st April 2018	Projected use of Reserves	Projected cbn to Reserves	Projected Closing Reserves 31st March 2019
	£000	£000	£000	£000
HRA General Reserve	(6,531)	0	0	(6,531)
<b>Earmarked Reserves</b>				
Insurance - large claims	(137)	0	0	(137)
Welfare Change	(1,218)	650	0	(568)
Sheltered Housing	(3,238)	0	0	(3,238)
Holdsworth Place - land purchase	(64)	0	0	(64)
Early Leavers' Initiative	(408)	0	0	(408)
<b>Sub-total Earmarked Reserves</b>	<b>(5,065)</b>	<b>650</b>	<b>0</b>	<b>(4,007)</b>
<b>Total</b>	<b>(11,596)</b>	<b>650</b>	<b>0</b>	<b>(10,538)</b>
<b>PFI Reserves</b>				
Swarcliffe PFI sinking Fund	(7,414)	2,531	0	(4,883)
LLBH&H PFI Sinking Fund	(2,901)		(779)	(3,680)
<b>Total PFI Reserves</b>	<b>(10,315)</b>	<b>2,531</b>	<b>(779)</b>	<b>(8,563)</b>
<b>Capital Reserve</b>				
MRR (General)	(26,867)	(65,502)	65,502	(26,867)
MRR (New Build)	(3,155)			(3,155)
MRR ( HRA RCCOs)	(3,003)			(3,003)
<b>Total Capital Reserve</b>	<b>(33,025)</b>	<b>(65,502)</b>	<b>65,502</b>	<b>(33,025)</b>
<b>Grand Total</b>	<b>(54,936)</b>	<b>(62,321)</b>	<b>64,723</b>	<b>(52,126)</b>



# LEEDS CITY COUNCIL

## 2018/19 BUDGET REPORT

### Directorate: Strategic Central Accounts

#### 1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Central Accounts budget for the 2018/19 financial year.

#### 2 Service Context

- 2.1 Central accounts holds a variety of corporate budgets which do not relate directly to individual services, as well as council-wide budgets which largely for timing reasons have not been allocated to individual services. Generally these council-wide budgets will be allocated to services in year, once their impact is known. Corporate budgets include the Council's capital financing costs and associated entries relating to the complexities of the capital accounting requirements. In addition, in accordance with accounting requirements, Central accounts includes those costs which are defined as the Corporate and Democratic Core. Other budgets within Central accounts include contributions to joint committees and levies.

#### 3 Budget Proposals

- 3.1 This 2018/19 budget has been set at £8,287k Cr representing a net increase of £4,487k (35.1%) when compared to the adjusted budget for 2017/18. This net decrease comprises a number of pressures totalling £9,243k offset by savings of £10,552k and a reduction of £5,796k in the use of reserves, which are explained below.

#### 3.2 Budget Adjustments and Transfers - £4,050k Cr

- 3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2018/19 budget. Of these, £5,550k relate to the impact of the removal of budgets for recharges and for the transfer of income relating to the PPPU.
- 3.2.2 Following a review of the Public Private Partnership Unit (PPPU), which provides project management and procurement support to directorates, a new operating model is to be adopted which disbands the current unit with resources being integrated into existing directorate teams. A significant level of this income will be primarily derived from recharges to capital projects and this will be allocated to City Development and Resources and Housing Directorates in 18/19.
- 3.2.3 In addition, a £1,500k grant budget relating to the Better Care Fund has been transferred to the Adults directorate budget.

#### 3.3 Specific Grant Funding Changes - £2,189k

- 3.3.1 There has been a reduction of £2,114k in the expected level of New Homes Bonus grant to be received in 2018/19. This is due to the ongoing effect of changes which were made to the grant scheme in 2016/17, which reduced the number of years for which the grant is paid and introduced a growth baseline before any grant is paid.

3.3.2 A reduction of £75k has been recognised in the level of grant due to reimburse the council for debt costs from the former West Yorkshire Magistrates Court joint committee, for which the council was the lead authority. The reduction arises because the costs of some loans will have been fully reimbursed.

#### 3.4 **Increase in Debt costs – £4,276k**

3.4.1 The budget for debt costs included a net £4,266k increase in external debt costs, reflecting new borrowing to fund the capital programme and expected rises in interest rates.

3.4.2 In addition there has been a decrease of £11k in the budgeted level of prudential borrowing charges to directorates.

#### 3.5 **Other budget pressures – £2,778k**

3.5.1 Other budget pressures include the fall-out of £1m of one-off income relating to the Street Lighting PFI project which was included in the 2017/18 budget. A further reduction in income of £618k has been recognised in relation to repayments for up-front funding which the council provided to the Leeds City Region in 2014/15, as it is expected that the amounts will be fully repaid to the council by the end of 2017/18.

3.5.2 There has also been a reduction of £1,000k in the forecast level of S278 income which the council will be able to recognise in revenue as a result of developer funding of highways schemes.

#### 3.6 **Changes to levies and other contributions – decrease of £187k**

3.6.1 Contributions to joint committees and other bodies have decreased by a net £187k. Within this figure, the contribution to the West Yorkshire Combined Authority has decreased by £290k, reflecting continued efficiencies. This decrease is partially offset by an increase of £71k in the council's contribution to the West Yorkshire Coroners Service, largely reflecting the outcome of the national review of coroners' pay. There has also been an increase of £12k in the contribution to the West Yorkshire Joint Services Committee, reflecting the expansion of its service to counter financial exploitation of vulnerable adults, net of continued efficiencies in the joint committee's other operations.

3.6.2 The following table gives details of the contributions and levies. In approving these contributions, Members will note that they are not approving the individual budgets of the Joint Committees, but the estimated effect on the Council's budget.

	Leeds' contribution			
	2017/18 £m	2018/19 £m	Variation £m %	
<b>Joint Committees</b>				
Joint Services	1.384	1.395	0.011	1%
<b>Other Bodies</b>				
Flood Defence Levy	0.37	0.39	0.02	5%
Combined Authority and Transport Fund	34.046	33.756	-0.29	-1%
Coroners	1.295	1.366	0.071	6%
Probation Service (Debt only)	0.006	0.006	0	0%

### 3.7 Income – Impact of Business Rates pooling arrangements £8,609k Cr

3.7.1 Following the Leeds City Region's success in being chosen to pilot 100% business rates retention, there are a number of changes to budgets to reflect the new arrangements for 2018/19.

3.7.2 The business rates levy budget of £1,739k has been removed, as this will no longer apply. Instead the council has budgeted to make £8,555k contributions to the new pool and £1,185k contributions to other authorities within the pool.

3.7.3 These additional contributions are more than outweighed by the additional grant income of £16,384k which the council has budgeted to receive for reimbursement of the costs of various business rate reliefs, and £224k of retained income relating to business rates from renewable energy schemes.

### 3.8 Other efficiencies - £1,756k Cr

3.8.1 The budget for 2018/19 includes an increase of £1,000k in the target for capitalisation of expenditure which would otherwise be charged to revenue budgets. This increased target reflects the levels achieved in 2016/17 and 2017/18.

3.8.2 The Strategic budget also includes a corporate target of £600k for savings arising from negotiating prompt payment discounts with suppliers of goods and services.

3.8.3 There is projected to be a reduction of £156k in the level of historic unfunded pension costs for 2018/19.

### 3.9 Use of Reserves - £5,796k reduction

3.9.1 The budget for 2018/19 includes a contribution of £1,756k to the General Fund reserve.

3.9.2 The planned use of earmarked reserves for 2018/19 has reduced by £4,040k in comparison to 2017/18. The reduction includes the removal of one-off budgets for the use of £3,100k of reserves in 2017/18, and a new budget of £750k to establish an Invest to Save reserve.

## 4 Risk Assessment

- 4.1 In determining the 2018/19 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2018/19 budget for the Central Accounts are:
- 4.2 Budgeted position on MRP relies on the availability of £26.7m of capital receipts as an alternative source of funding to repay debt. If the forecast level of capital receipts is not achieved, either as a result of worsening conditions in the property market or because of specific issues, then these savings in the revenue budget may not be achieved
- 4.3 The budgeted capital financing costs are based on assumptions about market interest rates during 2018/19. If rates are greater than forecast then the actual borrowing costs incurred could be greater.
- 4.4 There is a budget of £3.9m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers.

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## Directorate - Strategic Central Accounts

	2018/19 £m	FTEs
<b>Net managed budget 2017/18</b>	<b>(8.72)</b>	
<b>Adjustments</b>		
Transfers of function	2.54	
Other adjustments	<b>(6.59)</b>	
<b>Adjusted net managed budget</b>	<b>(12.77)</b>	
<b>Budget Pressures:</b>		
<b>Inflation</b>	0.00	
<b>Grant Fallout</b>		
New Homes Bonus	2.11	
Other	0.07	
<b>Debt costs</b>		
Increases in external Debt costs	4.27	
Reduction in prudential borrowing recharges to directorates	0.01	
<b>Other</b>		
Fall out of one-off income from Street Lighting PFI renegotiation	1.00	
Projected reduction in Section 278 income to revenue	1.00	
Fall out of repayments for Leeds & Partners contract	0.62	
Other pressures	0.15	
<b>Total Pressures</b>	<b>9.23</b>	<b>0.00</b>
<b>Savings Proposals:</b>		
<b>Efficiencies</b>		
Increase in capitalisation	<b>(1.00)</b>	
Savings from prompt payment discounts	<b>(0.60)</b>	
Reduction in unfunded pension costs	<b>(0.16)</b>	
Other savings		
<b>Levies and other contributions</b>	<b>(0.19)</b>	
<b>Income - Impact of Business Rates changes</b>		
Contributions relating to new pooling arrangements	9.74	
Fall out of levy	<b>(1.74)</b>	
Increases in grants to fund reliefs	<b>(16.38)</b>	
Retained income from renewable energy	<b>(0.22)</b>	
<b>Changes in use of reserves</b>		
General reserve	1.76	
Change in use of earmarked reserves	4.04	
<b>Total Savings</b>	<b>(4.75)</b>	<b>0.00</b>
<b>Net Managed Budget 2017/18</b>	<b>(8.29)</b>	<b>0.00</b>

### Strategy for the flexible use of capital receipts

#### 1. Background

1.1 Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure, and the use of capital receipts to support revenue expenditure is not permitted by the regulations.

1.2 The Secretary of State is empowered to issue directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.

1.3 The Secretary of State for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts could be utilised. This Direction allows for the following expenditure to be treated as capital;

*“expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”*

1.4 In order to take advantage of this freedom, the Council must act in accordance with the Statutory Guidance issued by the Secretary of State. This Guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy, with the initial strategy being effective from 1st April 2016 with future Strategies included within future Annual Budget documents. The provisional Local Government Finance Settlement for 2018/19 has extended these capital receipts flexibilities for a further three years.

1.5 There is no prescribed format for the Strategy, but the underlying principle is to support the delivery of more efficient and sustainable services by extending the use of capital receipts to finance costs of efficiency initiatives that deliver significant savings. A list of each project should be incorporated in the strategy along with the expected savings each project is expected to realise.

1.6 The Strategy should also include the impact of this flexibility on the affordability of borrowing by including updated Prudential Indicators.

1.7 The proposed Flexible Use of Capital Receipts Strategy is set out below

## 2. Flexible Use of Capital Receipts Strategy

2.1 Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

*“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”*

2.2 The Council intends to the use of capital receipts to fund the severance/redundancy costs associated with the transformation of the council implemented through the policy and service programme. The budget proposals do not assume that any specific level of additional capital receipts are set aside to resource similar transformational expenditure but if required they will be applied to fund ELI payments in 2018/2019.

<b>Project Description</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>
Restructure costs as part of Service & Policy Programme	2.8	2.2	0.8

2.3 The savings generated directly through the reduction in staffing are estimated to be;

<b>Project Description</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>
Service & Policy Review Programme	(1.4)	(6.8)	(11.0)
Less: Financing costs	0.04	0.18	0.27
<b>Total</b>	<b>(1.36)</b>	<b>(6.62)</b>	<b>(10.73)</b>

2.4 The indicators that will be impacted by this strategy are set out below;

- Estimates of capital expenditure indicator increased by £5.8m
- Capital financing requirement increased by £5.8m as these capital receipts were intended to support schemes within the existing capital programme that will now be financed by prudential borrowing.
- Financing costs as a percentage of net revenue stream (%), noting that the savings generated from the transformation program will meet the debt financing costs arising from the additional borrowing.

- Incremental Impact on Council Tax/Housing Rents of Capital Investment Decisions – not relevant as savings will meet the additional debt financing costs.

2.5 The prudential indicators show that the impact from this strategy marginal, is affordable and will not impact on the council's operational and authorised borrowing limits.



Directorate	Service	Net Cost 17/18	OE 2018/19					Comments
			Directly Managed Expenditure	Total Income	Net Managed Budget	Relevant Overheads	Net Cost 18/19	
		£000	£000	£000	£000	£000		
City Development	Sports Facilities	8,637	17,680	(14,437)	3,243	4,516	7,759	
City Development	Museums and Galleries	4,974	6,112	(1,739)	4,373	767	5,140	
Communities & Environment	Garden Waste collection	4,061	4,234	0	4,234	511	4,745	Includes additional Garden Rollout (excludes black bin disposal savings, approx £400k)
Children & Families	Children's Centres	2,212	12,388	(11,903)	485	2,218	2,703	18/19 budget strategy recognised £350k income shortfall and funding for the National Living wage of £60k. Assumes building depreciation of £360k
City Development	Arts and Venues	753	3,116	(3,093)	23	772	795	
Communities & Environment	Community Centres	748	1,470	(979)	491	221	712	
City Development	Events	578	1,095	(731)	364	225	589	
Communities & Environment	Bulky Waste	270	430	(210)	220	65	285	Direct costs based on allocation of staffing/vehicles. Excludes disposal costs.
Communities & Environment	Golf	249	484	(302)	182	73	255	
Communities & Environment	Major attractions - admissions & café/retail	291	4,477	(4,927)	(450)	672	222	Includes additional income from Attractions developments/pricing review
Communities & Environment	Bowling Greens	203	219	(46)	173	33	206	
Children & Families	0 - 19 Learning Improvement	829	1,865	(2,145)	(280)	280	(0)	18/19 budget recognises £700k School Improvement grant confirmed until end Aug '19 and reflects savings within Early Years Improvement.

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# Revenue Budget

2018/19



Financial Management

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# Budget Book 2018/19

Full Council 21st February 2018

## Summary tables

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We prepare, balance and approve all budgets to the nearest £10. This document shows them to the nearest £1,000 so that they are easier to read. Any apparent arithmetical errors are due to this automatic rounding, and any budget elements smaller than £500 will appear as nil.

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# Statement of 2017/18 and 2018/19 budgets

Directorate /Service	2017/18	2018/19	Movement
	Net managed budget £000s	Net managed budget £000s	
<b>Adults and Health</b>			
Health Partnerships	265	355	90
Access and Care	187,576	194,900	7,324
Service Transformation Team	1,293	1,301	8
Strategic Commissioning	(6,170)	(12,089)	(5,919)
Resources & Strategy	4,684	4,302	(382)
Provider services	19,860	18,427	(1,433)
Leeds Safeguarding Adults Board	169	184	15
Public Health	27	52	25
	<b>207,704</b>	<b>207,432</b>	<b>(272)</b>
<b>Children and Families</b>			
Partnership Development and Business Support	26,536	27,157	621
Learning, Skills and Universal Services	4,917	5,254	337
Safeguarding, Targeted and Specialist Services	83,803	89,116	5,313
	<b>115,256</b>	<b>121,527</b>	<b>6,271</b>
<b>City Development</b>			
Planning and Sustainable Development	2,409	1,851	(558)
Economic Development	560	735	175
Asset Management & Regeneration	(1,723)	(1,424)	299
Employment & Skills	1,749	1,715	(34)
Highways and Transportation	16,758	14,859	(1,899)
Arts and Heritage	9,524	10,286	762
Sport and Active Recreation	5,423	4,573	(850)
Resources and Strategy	1,121	1,126	5
	<b>35,821</b>	<b>33,721</b>	<b>(2,100)</b>
<b>Resources and Housing</b>			
Strategy and Improvement	5,348	5,062	(286)
Finance	7,240	6,676	(564)
Human Resources	5,753	5,563	(190)
Digital and Information Services	17,948	19,590	1,642
Public Private Partnership Unit	1,293	1,522	229
Legal Services	(2,214)	2,759	4,973
Democratic Services	4,926	4,910	(16)
Leeds Building Services	(8,380)	(9,611)	(1,231)
Special Contracts & Secc	6,233	6,083	(150)
Strategic Housing Partnership	1,822	2,445	623
Corporate Property Management	5,289	5,831	542
Shared Services	19,576	19,384	(192)
Commercial Services	1,708	3,202	1,494
Facilities Management	5,891	7,570	1,679
Low Carbon	448	1,046	598
	<b>72,881</b>	<b>82,032</b>	<b>9,151</b>
<b>Communities and Environment</b>			
Communities	5,247	4,799	(448)
Customer Access	19,230	19,477	247
Elections, Licensing and Registration	(250)	753	1,003
Benefits, Welfare and Poverty	2,069	3,874	1,805
Car Parking Services	(8,473)	(8,232)	241
Community Safety	1,440	2,170	730
Waste Management	33,014	33,801	787
Parks & Countryside	6,584	6,794	210
Environmental Action - City Centre	1,514	1,584	70
Environmental Health	1,542	1,492	(50)
Cleaner Communities	7,811	7,946	135
	<b>69,728</b>	<b>74,458</b>	<b>4,730</b>
<b>Strategic and Central Accounts</b>			
Strategic and Central accounts	(8,722)	(10,042)	(1,320)
	<b>(8,722)</b>	<b>(10,042)</b>	<b>(1,320)</b>
<b>NET COST OF CITY COUNCIL SERVICES</b>	<b>492,668</b>	<b>509,128</b>	<b>16,460</b>
Contribution to/(from) General Fund Reserves	0	1,756	1,756
<b>NET REVENUE CHARGE</b>	<b>492,668</b>	<b>510,884</b>	<b>18,216</b>

## Summary of 2018/19 budget by type of spending and income

	General Fund excluding Schools £000	Per Band D Property £	Schools £000	HRA £000	Total Budget £000	% of total
<b>Expenditure</b>						
Employees	496,228	2,205	337,986	29,750	863,964	43
Premises	53,777	239	33,636	52,113	139,526	7
Supplies and services	(10,063)	(45)	72,420	98,699	161,056	8
Transport	46,952	209	1,480	414	48,846	2
Capital costs	23,657	105	22,268	64,716	110,641	6
Transfer payments	270,746	1,203	0	0	270,746	14
Payments to external service providers	395,172	1,756	0	100	395,272	20
	<b>1,276,469</b>	<b>5,672</b>	<b>467,791</b>	<b>245,792</b>	<b>1,990,052</b>	<b>100</b>
<b>Income</b>						
Grants	(491,869)	(2,186)	(433,877)	(21,385)	(947,131)	67
Rents	(15,675)	(70)	0	(212,630)	(228,305)	16
Fees, charges & other income	(202,463)	(900)	(34,871)	(8,780)	(246,114)	17
	<b>(710,007)</b>	<b>(3,155)</b>	<b>(468,748)</b>	<b>(242,795)</b>	<b>(1,421,550)</b>	<b>100</b>
<b>Net budget</b>	<b>566,462</b>	<b>2,517</b>	<b>(957)</b>	<b>2,997</b>	<b>568,502</b>	<b>100</b>
Contribution to/(from) IAS19 Pensions reserve	(55,220)	(245)		(2,347)	(57,567)	
Contribution to/(from) other earmarked reserves	(2,114)	(9)	957	(650)	(1,807)	
Contribution to/(from) General reserves	1,756	8		0	1,756	
	<b>(55,578)</b>	<b>(247)</b>	<b>957</b>	<b>(2,997)</b>	<b>(57,618)</b>	
<b>Net revenue charge</b>	<b>510,884</b>	<b>2,270</b>	<b>0</b>	<b>0</b>	<b>510,884</b>	

Notes: The number of Band D equivalent properties is

225,055

The total Individual Schools Budget (ISB) has been analysed at a subjective level in the above table. This provisional spend is based on previous expenditure and income patterns but will be subject to final determination by individual schools.





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## Adults and Health

Summary of budget by service (£000)

Budget Manager	Service	Total 2017/18	Managed by the Service			Managed Outside the Service	Total 2018/19
			Spending	Income	Net		
Chief Officer Health Partnerships	Health Partnerships	281	1,015	(660)	355	89	444
Deputy Director Social Work and Social Care Services	Access and Care	198,644	229,353	(34,453)	194,900	1,793	196,693
Chief Officer Transformation & Innovation	Service Transformation Team	1,366	1,301	0	1,301	122	1,424
Deputy Director Integrated Commissioning	Strategic Commissioning	(6,912)	35,100	(47,189)	(12,089)	1,457	(10,633)
Chief Officer Resources and Strategy	Resources & Strategy	5,105	4,855	(553)	4,302	1,158	5,460
Deputy Director Social Work and Social Care Services	Provider Services	13,283	30,260	(11,833)	18,427	2,401	20,829
Deputy Director Social Work and Social Care Services	Leeds Safeguarding Adults Board	187	377	(193)	184	21	205
Director of Public Health	Public Health (Grant Funded)	(58)	44,659	(44,607)	52	56	108
<b>Net Cost of Service</b>		<b>211,896</b>	<b>346,921</b>	<b>(139,489)</b>	<b>207,432</b>	<b>7,098</b>	<b>214,530</b>
<b>Net Revenue Charge</b>	Transfers to and from earmarked reserves	<b>(1,489)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,850)</b>	<b>(3,850)</b>
		<b>210,407</b>	<b>346,921</b>	<b>(139,489)</b>	<b>207,432</b>	<b>3,248</b>	<b>210,680</b>

# Adults and Health

Budget Manager : Chief Officer Health Partnerships

Health Partnerships	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		246	662
Agency And Temporary Staff		40	0
National Insurance Contributions		25	71
Superannuation Costs		36	105
		347	838
Supplies & Services			
Materials and Equipment		1	1
Stationery and Postage		1	1
IT and telecommunications		2	2
Professional Services and Subscriptions		2	2
Other Hired and Contracted Services		18	18
Publication and Promotion		2	2
		26	26
Transport			
Travel Allowances		4	4
		4	4
Internal Charges			
Managed Recharges Frm Other Directorates		46	46
		46	46
Agency Payments			
Services provided by other organisations		102	102
		102	102
<b>Managed Expenditure</b>		<b>525</b>	<b>1,015</b>
Internal Income			
Income from other Directorates		(190)	(272)
		(190)	(272)
Income - Charges			
Fees and charges		(30)	(30)
Contributions		(40)	(358)
		(70)	(388)
<b>Managed Income</b>		<b>(260)</b>	<b>(660)</b>
<b>Net Managed Budget</b>		<b>265</b>	<b>355</b>
Accounting Adjustments			
IAS 19 Pensions Costs		16	89
		16	89
Managed Outside the Service		16	89
<b>Net Cost of Service</b>		<b>281</b>	<b>444</b>

# Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Access and Care			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		11,247	11,026
Agency And Temporary Staff		370	312
National Insurance Contributions		1,147	1,118
Superannuation Costs		1,628	1,655
Other Pension Costs		90	104
Other Employee Related Costs		2	2
Training And Development		19	19
		14,502	14,236
<b>Premises</b>			
Buildings Maintenance		21	0
Grounds Maintenance		9	7
Building Security		11	5
Cleaning And Workplace Refuse		19	5
Gas		33	13
Electricity		45	25
Other Utilities		46	34
Rents		42	42
NNDR		44	28
		269	160
<b>Supplies &amp; Services</b>			
Materials and Equipment		263	12
Stationery and Postage		13	13
IT and telecommunications		50	50
Professional Services and Subscriptions		1	16
Grants and Contributions		230	0
Waste Disposal and Landfill Tax		0	0
Allowances		1	1
Other Hired and Contracted Services		110	84
Licences		1	1
PFI Unitary Charges		3,349	3,488
		4,019	3,665
<b>Transport</b>			
Vehicles And Plant Related Expenditure		4	5
Travel Allowances		381	380
Private Hire		2	2
		387	387
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		5,634	5,133
		5,634	5,133
<b>Agency Payments</b>			
Services provided by Voluntary Sector		1,292	423
Carers Fees and Allowances		45	715
Services provided by Health Authorities		781	181
Contributions to Partnerships		86,561	88,083
Day Care		133	1,008
Home Care		23,237	23,592
Sheltered Accommodation		1,752	2,794
Residential and Nursing Placements		68,018	76,425
		181,819	193,220

# Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Access and Care			
	£000	Budget 2017/18	Budget 2018/19
Transfer Payments			
Direct Payments		14,844	12,554
		14,844	12,554
Managed Expenditure		221,475	229,353
Internal Income			
Income from other Directorates		(249)	(749)
		(249)	(749)
Income - Grants			
Government Grants		(808)	(694)
DCLG Grants		(3,131)	(3,131)
		(3,939)	(3,825)
Income - Charges			
Fees and charges		(394)	(575)
Contributions		(28,905)	(28,884)
Other income		(412)	(420)
Rents		0	0
		(29,712)	(29,880)
Managed Income		(33,899)	(34,453)
<b>Net Managed Budget</b>		<b>187,576</b>	<b>194,900</b>
Accounting Adjustments			
IAS 19 Pensions Costs		641	1,291
Capital Charges		468	502
		1,109	1,793
Other Internal Adjustments			
Internal Reallocations Charges		31,108	0
Internal Reallocations Income		(21,149)	0
		9,959	0
Managed Outside the Service		11,068	1,793
<b>Net Cost of Service</b>		<b>198,644</b>	<b>196,693</b>

# Adults and Health

Budget Manager : Chief Officer Transformation & Innovation

Service Transformation Team			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		1,077	997
National Insurance Contributions		116	110
Superannuation Costs		163	152
Other Pension Costs		0	6
		1,356	1,266
Supplies & Services			
Stationery and Postage		1	1
Professional Services and Subscriptions		0	12
Consultancy Services		0	6
Commissioned Services		0	7
Other Hired and Contracted Services		0	6
		1	31
Transport			
Travel Allowances		4	4
		4	4
Managed Expenditure		1,362	1,301
Internal Income			
Income from other Directorates		(19)	0
		(19)	0
Income - Charges			
Contributions		(50)	0
		(50)	0
Managed Income		(69)	0
<b>Net Managed Budget</b>		<b>1,293</b>	<b>1,301</b>
Accounting Adjustments			
IAS 19 Pensions Costs		73	122
		73	122
Managed Outside the Service		73	122
<b>Net Cost of Service</b>		<b>1,366</b>	<b>1,424</b>

# Adults and Health

Budget Manager : Deputy Director Integrated Commissioning

Strategic Commissioning			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		3,106	2,956
National Insurance Contributions		330	310
Superannuation Costs		477	457
Other Pension Costs		72	72
Other Employee Related Costs		0	2
Training And Development		200	150
		4,185	3,948
Premises			
Building Security		1	1
Gas		6	6
Electricity		3	3
Other Utilities		2	3
Rents		64	85
NNDR		15	8
		91	106
Supplies & Services			
Materials and Equipment		3	3
Stationery and Postage		2	2
IT and telecommunications		55	55
Insurance		0	5
Professional Services and Subscriptions		22	22
Grants and Contributions		292	295
Waste Disposal and Landfill Tax		12	12
Allowances		0	0
Commissioned Services		0	10,461
Other Hired and Contracted Services		206	56
Miscellaneous		25	0
		617	10,911
Transport			
Travel Allowances		15	15
		15	15
Internal Charges			
Managed Recharges Frm Other Directorates		841	1,611
		841	1,611
Agency Payments			
Services provided by other organisations		1,298	368
Services provided by Voluntary Sector		12,957	12,761
Services provided by Health Authorities		75	225
Contributions to Partnerships		4,433	2,362
Home Care		1,279	1,279
Residential and Nursing Placements		1,098	1,301
		21,140	18,298
Appropriations			
Transfers to/from Earmarked Reserves		2,100	213
		2,100	213
Managed Expenditure		28,990	35,100
Internal Income	10	Page 270	
Income from other Directorates			(1,657)
			(1,657)



# Adults and Health

Budget Manager : Deputy Director Integrated Commissioning

Strategic Commissioning			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Charges to / from HRA		(266)	(266)
		(1,923)	(1,923)
Income - Grants			
Government Grants		(1,056)	(1,170)
DCLG Grants		(3,300)	(24,099)
		(4,356)	(25,269)
Income - Sales			
Sale of Goods and Services		(842)	(842)
		(842)	(842)
Income - Charges			
Contributions		(27,868)	(18,985)
Other income		(10)	(10)
Rents		(160)	(160)
		(28,038)	(19,155)
Managed Income		(35,159)	(47,189)
<b>Net Managed Budget</b>		<b>(6,170)</b>	<b>(12,089)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		143	313
Capital Charges		1,243	1,143
		1,386	1,457
Central Recharges			
Corporate & Democratic Core Income		(46)	0
		(46)	0
Other Internal Adjustments			
Internal Reallocations Income		(2,083)	0
		(2,083)	0
Managed Outside the Service		(742)	1,457
<b>Net Cost of Service</b>		<b>(6,912)</b>	<b>(10,633)</b>

# Adults and Health

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		2,991	2,713
National Insurance Contributions		292	264
Superannuation Costs		344	394
Other Pension Costs		81	142
Other Employee Related Costs		57	51
Training And Development		225	225
		3,989	3,789
<b>Premises</b>			
Cleaning And Workplace Refuse		1	1
Premises Related Insurance		26	33
		27	34
<b>Supplies &amp; Services</b>			
Materials and Equipment		112	83
Stationery and Postage		53	27
Advertising		1	1
IT and telecommunications		137	157
Insurance		115	75
Professional Services and Subscriptions		69	69
Allowances		0	0
Consultancy Services		60	75
Other Hired and Contracted Services		284	214
Licences		0	0
Publication and Promotion		100	30
Miscellaneous		0	0
		930	732
<b>Transport</b>			
Travel Allowances		28	28
Transport Related Insurance		4	6
		32	34
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		295	216
		295	216
<b>Agency Payments</b>			
Services provided by other organisations		0	50
		0	50
<b>Managed Expenditure</b>		5,273	4,855
<b>Internal Income</b>			
Recharge Income from Capital		(132)	(65)
		(132)	(65)
<b>Income - Sales</b>			
Sale of Goods and Services		(30)	(30)
		(30)	(30)
<b>Income - Charges</b>			
Fees and charges		(90)	(90)
Contributions		(225)	(255)
Other income		(113)	(113)
		(428)	(458)

# Adults and Health

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy			
	£000	Budget 2017/18	Budget 2018/19
Managed Income		(589)	(553)
<b>Net Managed Budget</b>		<b>4,684</b>	<b>4,302</b>
Accounting Adjustments			
IAS 19 Pensions Costs		74	190
Capital Charges		537	1,115
		610	1,304
Central Recharges			
Corporate & Democratic Core Income		(189)	(146)
		(189)	(146)
Managed Outside the Service		421	1,158
<b>Net Cost of Service</b>		<b>5,105</b>	<b>5,460</b>

# Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Provider Services			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		17,417	17,896
Agency And Temporary Staff		340	205
National Insurance Contributions		1,482	1,501
Superannuation Costs		2,404	2,623
Other Pension Costs		616	529
Other Employee Related Costs		4	4
Training And Development		5	5
		22,269	22,763
<b>Premises</b>			
Buildings Maintenance		69	62
Grounds Maintenance		20	18
Building Security		22	22
Cleaning And Workplace Refuse		98	113
Gas		164	170
Electricity		213	203
Other Utilities		152	164
Rents		16	16
NNDR		183	211
Accommodation Charges		3	2
		940	982
<b>Supplies &amp; Services</b>			
Materials and Equipment		671	943
Stationery and Postage		26	33
Advertising		6	1
IT and telecommunications		196	196
Professional Services and Subscriptions		1	0
Catering Service		27	27
Allowances		15	26
Other Hired and Contracted Services		45	45
Licences		42	46
Publication and Promotion		6	3
PFI Unitary Charges		1,650	1,650
Miscellaneous		153	161
		2,838	3,130
<b>Transport</b>			
Vehicles And Plant Related Expenditure		33	24
Travel Allowances		478	485
Fuel		51	47
		562	555
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		430	537
		430	537
<b>Agency Payments</b>			
Services provided by Voluntary Sector		8	0
Services provided by Health Authorities		0	1,715
Fees to Carers		577	578
		585	2,293
<b>Managed Expenditure</b>		27,625	30,260

# Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Provider Services			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Income from other Directorates		(15)	(415)
Recharge Income from Capital		(200)	(200)
Charges to / from HRA		(427)	(427)
		(642)	(1,042)
Income - Grants			
DCLG Grants		(1,540)	(1,540)
		(1,540)	(1,540)
Income - Sales			
Sale of Goods and Services		(41)	(44)
		(41)	(44)
Income - Charges			
Fees and charges		(58)	(26)
Contributions		(5,444)	(9,137)
Other income		(39)	(39)
Rents		0	(5)
		(5,542)	(9,206)
Managed Income		(7,765)	(11,833)
<b>Net Managed Budget</b>		<b>19,860</b>	<b>18,427</b>
Accounting Adjustments			
IAS 19 Pensions Costs		462	1,681
Capital Charges		837	720
		1,300	2,401
Other Internal Adjustments			
Internal Reallocations Charges		1,843	0
Internal Reallocations Income		(9,719)	0
		(7,876)	0
Managed Outside the Service		(6,577)	2,401
<b>Net Cost of Service</b>		<b>13,283</b>	<b>20,829</b>

# Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Leeds Safeguarding Adults Board			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		253	267
National Insurance Contributions		26	28
Superannuation Costs		40	25
Training And Development		3	3
		322	323
Supplies & Services			
Materials and Equipment		2	2
Stationery and Postage		1	1
Advertising		2	2
IT and telecommunications		5	5
Professional Services and Subscriptions		2	2
Allowances		0	0
Other Hired and Contracted Services		27	40
		38	51
Transport			
Travel Allowances		2	2
		2	2
Managed Expenditure		362	377
Income - Charges			
Contributions		(167)	(167)
Other income		(26)	(26)
		(193)	(193)
Managed Income		(193)	(193)
<b>Net Managed Budget</b>		<b>169</b>	<b>184</b>
Accounting Adjustments			
IAS 19 Pensions Costs		18	21
		18	21
Managed Outside the Service		18	21
<b>Net Cost of Service</b>		<b>187</b>	<b>205</b>

# Adults and Health

Budget Manager : Director of Public Health

Public Health (Grant Funded)			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		2,848	3,032
National Insurance Contributions		314	333
Superannuation Costs		139	169
Other Pension Costs		237	235
Other Employee Related Costs		1	15
Training And Development		15	15
		3,554	3,798
Premises			
Buildings Maintenance		0	0
Accommodation Charges		7	5
		7	5
Supplies & Services			
Materials and Equipment		34	36
Stationery and Postage		5	4
IT and telecommunications		50	83
Insurance		1	6
Professional Services and Subscriptions		2	37
Grants and Contributions		35	0
Allowances		1	1
Other Hired and Contracted Services		11	11
Publication and Promotion		9	21
		147	197
Transport			
Travel Allowances		34	30
		34	30
Internal Charges			
Managed Recharges Frm Other Directorates		2,094	1,433
		2,094	1,433
Agency Payments			
Services provided by Voluntary Sector		10,926	11,114
Public Health Commissioned Services		29,764	28,959
		40,690	40,073
Capital			
RCCO (Revenue Contribution To Capital)		88	0
		88	0
Appropriations			
Transfers to/from Earmarked Reserves		(1,051)	(877)
		(1,051)	(877)
Managed Expenditure		45,564	44,659
Internal Income			
Income from other Directorates		(9)	(9)
		(9)	(9)
Income - Grants			
Government Grants		(45,481)	(44,311)
		(45,481)	(44,311)
Income - Charges			
Contributions		(47)	(287)
		(47)	(287)

# Adults and Health

Budget Manager : Director of Public Health

Public Health (Grant Funded)			
	£000	Budget 2017/18	Budget 2018/19
Managed Income		(45,537)	(44,607)
<b>Net Managed Budget</b>		<b>27</b>	<b>52</b>
Accounting Adjustments			
IAS 19 Pensions Costs		63	143
		63	143
Central Recharges			
Corporate & Democratic Core Income		(148)	(86)
		(148)	(86)
Managed Outside the Service		(85)	56
<b>Net Cost of Service</b>		<b>(58)</b>	<b>108</b>



**Children and Families**

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## Children and Families

Summary of budget by service (£000)

Budget Manager	Service	Total 2017/18	Managed by the Service			Managed Outside the Service	Total 2018/19
			Spending	Income	Net		
Chief Officer Partnerships and Health	Partnerships	40,794	41,082	(13,925)	27,157	15,324	42,481
Deputy Director Learning	Learning, Skills & Universal Services	4,077	80,187	(74,932)	5,254	(5,724)	(470)
Deputy Director Social Care	Safeguarding, Targeted & Specialist	87,122	163,103	(73,987)	89,116	6,229	95,344
Net Cost of Service		131,993	284,372	(162,845)	121,527	15,828	137,355
	Transfers to and from earmarked reserves	(2,698)	0	0	0	(1,120)	(1,120)
Net Revenue Charge		129,296	284,372	(162,845)	121,527	14,708	136,235

# Children and Families

Budget Manager : Chief Officer Partnerships and Health

Partnerships	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		10,083	10,899
Agency And Temporary Staff		73	0
National Insurance Contributions		1,050	1,173
Superannuation Costs		1,485	1,817
Other Pension Costs		166	222
Other Employee Related Costs		3	5
Training And Development		347	256
		13,207	14,372
<b>Premises</b>			
Buildings Maintenance		9	0
Grounds Maintenance		2	1
Building Security		3	0
Cleaning And Workplace Refuse		14	12
Gas		14	3
Electricity		23	18
Other Utilities		6	4
NNDR		17	15
		88	53
<b>Supplies &amp; Services</b>			
Materials and Equipment		212	233
Stationery and Postage		(4)	29
IT and telecommunications		580	651
Insurance		8	12
Professional Services and Subscriptions		71	152
Allowances		10	10
Consultancy Services		50	30
Other Hired and Contracted Services		93	981
Licences		9	20
Publication and Promotion		22	22
PFI Unitary Charges		512	512
Miscellaneous		0	0
		1,563	2,652
<b>Transport</b>			
Vehicles And Plant Related Expenditure		10	10
Travel Allowances		151	164
Fuel		3	3
Private Hire		10,466	10,370
		10,630	10,546
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		6,939	6,648
		6,939	6,648
<b>Agency Payments</b>			
Services provided by other organisations		333	491
Services provided by Voluntary Sector		1,669	1,331
Contributions to Partnerships		220	220
Special Educational Needs Placements		4,726	4,062
		6,949	6,104
<b>Transfer Payments</b>			
Young People's Allowances		7	7

## Children and Families

Budget Manager : Chief Officer Partnerships and Health

Partnerships	£000	Budget 2017/18	Budget 2018/19
Transfer Payments			
Direct Payments		1,225	1,200
		1,232	1,207
Appropriations			
Transfers to/from Earmarked Reserves		0	(500)
		0	(500)
<b>Managed Expenditure</b>		<b>40,608</b>	<b>41,082</b>
Internal Income			
Income from other Directorates		(1,430)	(1,583)
Redistribution of grants income		0	(600)
		(1,430)	(2,183)
Income - Grants			
Government Grants		(11,386)	(10,602)
DCLG Grants		(344)	(344)
		(11,730)	(10,946)
Income - Sales			
Sale of Goods and Services		(3)	(3)
		(3)	(3)
Income - Charges			
Fees and charges		(642)	(614)
Contributions		(132)	(174)
Other income		(135)	(5)
		(909)	(793)
<b>Managed Income</b>		<b>(14,072)</b>	<b>(13,925)</b>
<b>Net Managed Budget</b>		<b>26,536</b>	<b>27,157</b>
Accounting Adjustments			
IAS 19 Pensions Costs		402	1,132
Capital Charges		13,856	14,192
		14,258	15,324
<b>Managed Outside the Service</b>		<b>14,258</b>	<b>15,324</b>
<b>Net Cost of Service</b>		<b>40,794</b>	<b>42,481</b>

# Children and Families

Budget Manager : Deputy Director Learning

Learning, Skills & Universal Services			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		7,790	7,227
National Insurance Contributions		741	738
Superannuation Costs		1,468	1,374
Other Pension Costs		6,650	6,600
Other Employee Related Costs		8	4
Training And Development		3	3
		16,658	15,945
<b>Premises</b>			
Buildings Maintenance		2	2
Grounds Maintenance		7	7
Building Security		2	1
Cleaning And Workplace Refuse		1	0
Gas		10	0
Electricity		9	0
Other Utilities		4	0
Rents		84	81
NNDR		25	8
Premises Related Insurance		16	13
		160	112
<b>Supplies &amp; Services</b>			
Materials and Equipment		272	244
Stationery and Postage		35	30
Advertising		19	15
IT and telecommunications		42	45
Insurance		25	23
Professional Services and Subscriptions		248	195
Grants and Contributions		10	10
Allowances		0	2
Other Hired and Contracted Services		439	542
Licences		524	554
Publication and Promotion		12	6
PFI Unitary Charges		51,024	52,069
Miscellaneous		3	1
		52,651	53,736
<b>Transport</b>			
Vehicles And Plant Related Expenditure		8	4
Travel Allowances		122	112
Fuel		23	22
Transport Related Insurance		2	1
		155	139
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		9,341	9,677
		9,341	9,677
<b>Agency Payments</b>			
Services provided by other organisations		1,346	328
		1,346	328
<b>Transfer Payments</b>			
Young People's Allowances		1	1
		1	1

# Children and Families

Budget Manager : Deputy Director Learning

Learning, Skills & Universal Services			
	£000	Budget 2017/18	Budget 2018/19
Appropriations			
Transfers to/from Earmarked Reserves		(52)	248
		(52)	248
Managed Expenditure		80,260	80,187
Internal Income			
Income from other Directorates		(18,319)	(18,735)
Recharge Income from Capital		(300)	(360)
Redistribution of grants income		(758)	(758)
		(19,377)	(19,853)
Income - Grants			
Government Grants		(16,232)	(15,292)
DCLG Grants		(30,959)	(30,959)
		(47,191)	(46,251)
Income - Sales			
Sale of Goods and Services		(307)	(307)
		(307)	(307)
Income - Charges			
Fees and charges		(7,206)	(7,237)
Contributions		(1,232)	(1,279)
Other income		(29)	(4)
		(8,466)	(8,520)
Income - Other			
Interest and Dividends		(2)	(2)
		(2)	(2)
Managed Income		(75,343)	(74,932)
<b>Net Managed Budget</b>		<b>4,917</b>	<b>5,254</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(358)	(5,501)
Capital Charges		1	0
		(358)	(5,500)
Central Recharges			
Corporate & Democratic Core Income		(482)	(224)
		(482)	(224)
Managed Outside the Service		(840)	(5,724)
<b>Net Cost of Service</b>		<b>4,077</b>	<b>(470)</b>

# Children and Families

Budget Manager : Deputy Director Social Care

Safeguarding, Targeted & Specialist			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		45,936	46,631
Agency And Temporary Staff		680	730
National Insurance Contributions		4,467	4,464
Superannuation Costs		6,492	7,274
Other Pension Costs		415	576
Other Employee Related Costs		72	79
Training And Development		97	136
		58,159	59,889
<b>Premises</b>			
Buildings Maintenance		105	98
Grounds Maintenance		18	16
Building Security		51	50
Cleaning And Workplace Refuse		83	84
Gas		248	193
Electricity		338	343
Other Utilities		119	180
Rents		86	139
NNDR		673	762
Accommodation Charges		55	76
Premises Related Insurance		11	7
		1,787	1,947
<b>Supplies &amp; Services</b>			
Materials and Equipment		664	776
Stationery and Postage		56	62
Advertising		53	90
IT and telecommunications		142	176
Insurance		222	208
Professional Services and Subscriptions		335	692
Grants and Contributions		2	4
Catering Service		800	1,000
Waste Disposal and Landfill Tax		0	0
Allowances		207	206
Consultancy Services		70	70
Security Services		105	105
Commissioned Services		100	100
Other Hired and Contracted Services		535	711
Licences		219	240
Publication and Promotion		8	6
Miscellaneous		0	0
		3,517	4,447
<b>Transport</b>			
Vehicles And Plant Related Expenditure		91	85
Travel Allowances		1,330	1,498
Fuel		6	4
Private Hire		4	4
Transport Related Insurance		13	11
		1,444	1,602
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		8,870	6,446



# Children and Families

Budget Manager : Deputy Director Social Care

Safeguarding, Targeted & Specialist	£000	Budget 2017/18	Budget 2018/19
Internal Charges			
Distributed Grants		5,180	4,995
		14,050	11,441
Agency Payments			
Services provided by other organisations		21,796	26,895
Services provided by Voluntary Sector		5,765	6,212
General External Residential Placements		8,930	11,769
Independent Fostering Agencies		6,649	7,486
Carers Fees and Allowances		23,491	24,459
Public Health Commissioned Services		36	36
Supported Living		1,834	3,325
Former joint committee residual costs		2,898	2,947
Day Care		30	45
		71,430	83,174
Transfer Payments			
Young People's Allowances		2,154	1,873
		2,154	1,873
Appropriations			
Transfers to/from Earmarked Reserves		(120)	(1,270)
		(120)	(1,270)
<b>Managed Expenditure</b>		<b>152,419</b>	<b>163,103</b>
Internal Income			
Income from other Directorates		(5,185)	(5,252)
Charges to / from HRA		(1,175)	(1,249)
Redistribution of grants income		(5,700)	(4,995)
		(12,060)	(11,496)
Income - Grants			
Government Grants		(38,594)	(43,567)
DCLG Grants		(2,736)	(2,736)
		(41,330)	(46,303)
Income - Sales			
Sale of Goods and Services		(3)	0
		(3)	0
Income - Charges			
Fees and charges		(9,928)	(10,499)
Contributions		(4,053)	(4,160)
Other income		(835)	(1,152)
Rents		(408)	(377)
		(15,224)	(16,188)
<b>Managed Income</b>		<b>(68,617)</b>	<b>(73,987)</b>
<b>Net Managed Budget</b>		<b>83,803</b>	<b>89,116</b>
Accounting Adjustments			
IAS 19 Pensions Costs		2,654	5,489
Capital Charges		665	740
		3,319	6,229
<b>Managed Outside the Service</b>		<b>3,319</b>	<b>6,229</b>

# Children and Families

Budget Manager : Deputy Director Social Care

Safeguarding, Targeted & Specialist			
	£000	Budget 2017/18	Budget 2018/19
<b>Net Cost of Service</b>		<b>87,122</b>	<b>95,344</b>



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## City Development

Summary of budget by service (£000)

Budget Manager	Service	Total 2017/18	Managed by the Service			Managed Outside the Service	Total 2018/19
			Spending	Income	Net		
Chief Planning Officer	Planning And Sustainable Development	2,588	9,219	(7,368)	1,851	601	2,453
Chief Officer for Economic Development	Economic Development	934	4,946	(4,211)	735	1,266	2,001
Chief Officer for Asset Management & Regeneration	Asset Management & Regeneration	2,480	15,237	(16,661)	(1,424)	5,519	4,095
Chief Officer Employment and Skills	Employment and Skills	1,689	3,881	(2,166)	1,715	27	1,742
Chief Officer Highways	Highways And Transportation	51,293	61,311	(46,452)	14,859	38,386	53,244
Chief Officer for Culture and Sport	Arts And Heritage	10,702	17,766	(7,480)	10,286	1,546	11,832
Chief Officer for Culture and Sport	Sport And Active Recreation	8,678	24,482	(19,909)	4,573	3,980	8,553
Chief Officer Resources and Strategy	Resources and Strategy	252	1,126	0	1,126	(518)	608
Net Cost of Service		78,614	137,968	(104,247)	33,721	50,808	84,529
	Transfers to and from earmarked reserves	(2,250)	0	0	0	(5,405)	(5,405)
Net Revenue Charge		76,364	137,968	(104,247)	33,721	45,403	79,124

# City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		5,941	6,352
National Insurance Contributions		619	665
Superannuation Costs		924	1,011
Other Pension Costs		92	107
Other Employee Related Costs		3	3
Training And Development		9	9
		7,590	8,147
Premises			
Buildings Maintenance		70	70
		70	70
Supplies & Services			
Materials and Equipment		106	6
Stationery and Postage		16	16
Advertising		53	68
IT and telecommunications		119	119
Insurance		27	26
Professional Services and Subscriptions		22	22
Grants and Contributions		56	6
Allowances		1	1
Consultancy Services		41	41
Other Hired and Contracted Services		208	256
		648	560
Transport			
Vehicles And Plant Related Expenditure		27	27
Travel Allowances		78	78
		105	105
Internal Charges			
Managed Recharges Frm Other Directorates		278	337
		278	337
Managed Expenditure		8,691	9,219
Internal Income			
Income from other Directorates		(458)	(608)
		(458)	(608)
Income - Grants			
DCLG Grants		(107)	(107)
		(107)	(107)
Income - Sales			
Sale of Goods and Services		(315)	(388)
		(315)	(388)
Income - Charges			
Fees and charges		(5,073)	(6,055)
Other income		(330)	(210)
		(5,403)	(6,265)
Managed Income		(6,283)	(7,368)
<b>Net Managed Budget</b>		<b>2,409</b>	<b>1,851</b>

# City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development			
	£000	Budget 2017/18	Budget 2018/19
Accounting Adjustments			
IAS 19 Pensions Costs		323	745
		323	745
Other Internal Adjustments			
Internal Reallocations Charges		137	137
Internal Reallocations Income		(281)	(281)
		(143)	(143)
Managed Outside the Service		179	601
<b>Net Cost of Service</b>		<b>2,588</b>	<b>2,453</b>

# City Development

Budget Manager : Chief Officer for Economic Development

Economic Development			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		1,762	1,775
National Insurance Contributions		185	188
Superannuation Costs		271	279
Other Pension Costs		45	37
Other Employee Related Costs		1	1
Training And Development		5	5
		2,270	2,286
<b>Premises</b>			
Buildings Maintenance		187	187
Building Security		68	68
Cleaning And Workplace Refuse		424	449
Electricity		192	196
Other Utilities		21	22
NDR		217	239
Premises Related Insurance		12	12
		1,121	1,172
<b>Supplies &amp; Services</b>			
Materials and Equipment		9	9
Stationery and Postage		0	0
Insurance		16	39
Professional Services and Subscriptions		301	1
Grants and Contributions		75	0
Allowances		20	0
Security Services		53	73
Other Hired and Contracted Services		565	581
Publication and Promotion		152	152
Miscellaneous		0	80
		1,192	936
<b>Transport</b>			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		24	24
		25	25
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		679	527
		679	527
<b>Managed Expenditure</b>		5,286	4,946
<b>Internal Income</b>			
Income from other Directorates		(159)	(159)
		(159)	(159)
<b>Income - Grants</b>			
Government Grants		0	(204)
DCLG Grants		(200)	0
		(200)	(204)
<b>Income - Charges</b>			
Fees and charges		(1,828)	(1,728)
Other income		(425)	(445)
Rents		(2,116)	(1,676)
		(4,368)	(3,848)



# City Development

Budget Manager : Chief Officer for Economic Development

Economic Development			
	£000	Budget 2017/18	Budget 2018/19
Managed Income		(4,727)	(4,211)
<b>Net Managed Budget</b>		<b>560</b>	<b>735</b>
Accounting Adjustments			
IAS 19 Pensions Costs		77	198
Capital Charges		388	1,159
		464	1,357
Other Internal Adjustments			
Internal Reallocations Charges		673	673
Internal Reallocations Income		(764)	(764)
		(90)	(90)
Managed Outside the Service		374	1,266
<b>Net Cost of Service</b>		<b>934</b>	<b>2,001</b>

# City Development

Budget Manager : Chief Officer for Asset Management & Regeneration

Asset Management & Regeneration			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		2,492	4,008
National Insurance Contributions		273	444
Superannuation Costs		390	640
Other Pension Costs		40	42
Other Employee Related Costs		77	116
Training And Development		11	23
		<b>3,283</b>	<b>5,274</b>
<b>Premises</b>			
Buildings Maintenance		152	173
Grounds Maintenance		8	8
Building Security		17	17
Cleaning And Workplace Refuse		41	41
Gas		15	15
Electricity		95	98
Other Utilities		29	42
Rents		4,371	4,026
NNDR		130	143
Accommodation Charges		0	0
Premises Related Insurance		118	147
		<b>4,977</b>	<b>4,712</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		15	15
Stationery and Postage		14	13
Advertising		18	18
IT and telecommunications		81	86
Insurance		86	88
Professional Services and Subscriptions		235	522
Grants and Contributions		75	75
Recycling and Reuse		4	4
Consultancy Services		52	52
Security Services		4	4
Other Hired and Contracted Services		364	356
Publication and Promotion		9	9
		<b>957</b>	<b>1,242</b>
<b>Transport</b>			
Vehicles And Plant Related Expenditure		13	14
Travel Allowances		14	18
		<b>27</b>	<b>31</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		4,519	4,095
		<b>4,519</b>	<b>4,095</b>
<b>Transfer Payments</b>			
Disrepair Provision		(116)	(116)
		<b>(116)</b>	<b>(116)</b>
<b>Managed Expenditure</b>		<b>13,647</b>	<b>15,237</b>
<b>Internal Income</b>			
Income from other Directorates	36	(404)	(405)
Recharge Income from Capital		(269)	(187)

# City Development

Budget Manager : Chief Officer for Asset Management & Regeneration

Asset Management & Regeneration	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Charges to / from HRA		(965)	(1,015)
		(1,638)	(1,607)
Income - Sales			
Sale of Goods and Services		(714)	(1,150)
		(714)	(1,150)
Income - Charges			
Fees and charges		(448)	(448)
Contributions		(26)	(26)
Other income		(2,021)	(1,941)
Rents		(10,523)	(11,489)
		(13,018)	(13,904)
Managed Income		(15,370)	(16,661)
<b>Net Managed Budget</b>		<b>(1,723)</b>	<b>(1,424)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		135	520
Capital Charges		4,124	5,056
		4,259	5,576
Other Internal Adjustments			
Internal Reallocations Charges		85	85
Internal Reallocations Income		(142)	(142)
		(57)	(57)
Managed Outside the Service		4,203	5,519
<b>Net Cost of Service</b>		<b>2,480</b>	<b>4,095</b>

# City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		1,254	1,204
National Insurance Contributions		132	130
Superannuation Costs		190	191
Other Pension Costs		147	136
Other Employee Related Costs		0	1
		1,722	1,661
Premises			
Electricity		2	2
Other Utilities		1	1
NNDR		10	7
		13	10
Supplies & Services			
Materials and Equipment		6	7
Stationery and Postage		1	1
IT and telecommunications		11	11
Insurance		0	2
Professional Services and Subscriptions		1,808	1,792
Commissioned Services		60	60
Other Hired and Contracted Services		237	237
		2,123	2,109
Transport			
Travel Allowances		13	13
		13	13
Internal Charges			
Managed Recharges Frm Other Directorates		85	87
		85	87
Managed Expenditure		3,957	3,881
Income - Grants			
Government Grants		(2,166)	(2,166)
		(2,166)	(2,166)
Income - Charges			
Contributions		(42)	0
		(42)	0
Managed Income		(2,208)	(2,166)
<b>Net Managed Budget</b>		<b>1,749</b>	<b>1,715</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(62)	26
Capital Charges		2	2
		(60)	27
Managed Outside the Service		(60)	27
<b>Net Cost of Service</b>		<b>1,689</b>	<b>1,742</b>

# City Development

Budget Manager : Chief Officer Highways

Highways And Transportation	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		13,660	15,614
National Insurance Contributions		1,322	1,527
Superannuation Costs		2,119	2,473
Other Pension Costs		28	24
Other Employee Related Costs		68	59
Training And Development		134	134
		17,332	19,832
Premises			
Buildings Maintenance		606	606
Grounds Maintenance		78	78
Building Security		110	117
Cleaning And Workplace Refuse		7	7
Gas		12	12
Electricity		5,429	5,447
Other Utilities		58	360
Rents		0	0
NNDR		123	201
Highways Maintenance		7,079	7,079
Premises Related Insurance		4	4
		13,505	13,911
Supplies & Services			
Materials and Equipment		4,930	4,833
Stationery and Postage		7	7
Advertising		75	88
IT and telecommunications		339	341
Insurance		1,249	1,019
Professional Services and Subscriptions		165	122
Recycling and Reuse		10	20
Waste Disposal and Landfill Tax		71	61
Allowances		3	3
Consultancy Services		18	18
Other Hired and Contracted Services		1,182	1,300
Licences		0	0
Publication and Promotion		30	14
PFI Unitary Charges		13,165	13,315
		21,243	21,141
Transport			
Vehicles And Plant Related Expenditure		3,440	4,030
Travel Allowances		133	127
Fuel		333	332
Transport Related Insurance		59	68
		3,965	4,557
Internal Charges			
Managed Recharges Frm Other Directorates		2,028	1,870
		2,028	1,870
Managed Expenditure		58,072	61,311
Internal Income			
Income from other Directorates		(15,003)	(15,429)

# City Development

Budget Manager : Chief Officer Highways

Highways And Transportation			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Recharge Income from Capital		(13,115)	(15,458)
		(28,118)	(30,887)
Income - Grants			
Government Grants		(7,714)	(7,676)
		(7,714)	(7,676)
Income - Sales			
Sale of Goods and Services		(3,085)	(3,469)
		(3,085)	(3,469)
Income - Charges			
Fees and charges		(986)	(1,126)
Contributions		(547)	(598)
Other income		(865)	(2,696)
		(2,398)	(4,420)
Managed Income		(41,314)	(46,452)
<b>Net Managed Budget</b>		<b>16,758</b>	<b>14,859</b>
Accounting Adjustments			
IAS 19 Pensions Costs		920	2,055
Capital Charges		33,454	36,170
		34,373	38,224
Other Internal Adjustments			
Internal Reallocations Charges		934	934
Internal Reallocations Income		(773)	(773)
		161	161
Managed Outside the Service		34,535	38,386
<b>Net Cost of Service</b>		<b>51,293</b>	<b>53,244</b>

# City Development

Budget Manager : Chief Officer for Culture and Sport

Arts And Heritage			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		5,788	6,217
National Insurance Contributions		524	547
Superannuation Costs		881	974
Other Pension Costs		17	60
Other Employee Related Costs		21	21
Training And Development		37	37
		7,267	7,855
<b>Premises</b>			
Buildings Maintenance		19	19
Grounds Maintenance		6	6
Building Security		65	68
Cleaning And Workplace Refuse		69	78
Gas		174	177
Electricity		386	393
Other Utilities		91	92
Rents		17	1
NNDR		889	1,010
Premises Related Insurance		341	344
		2,056	2,189
<b>Supplies &amp; Services</b>			
Materials and Equipment		699	971
Stationery and Postage		39	37
Advertising		21	21
IT and telecommunications		87	101
Insurance		79	79
Professional Services and Subscriptions		137	233
Grants and Contributions		2,089	2,140
Catering Service		10	10
Allowances		14	13
Consultancy Services		9	9
External Audit Fees		2	2
Security Services		217	221
Other Hired and Contracted Services		2,524	3,162
Licences		32	47
Publication and Promotion		110	109
Miscellaneous		1	1
		6,071	7,156
<b>Transport</b>			
Vehicles And Plant Related Expenditure		99	98
Travel Allowances		27	24
Fuel		11	9
Private Hire		0	0
Transport Related Insurance		0	0
		137	131
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		322	283
		322	283
<b>Agency Payments</b>			
Services provided by Voluntary Sector		1	1

# City Development

Budget Manager : Chief Officer for Culture and Sport

Arts And Heritage			
	£000	Budget 2017/18	Budget 2018/19
Agency Payments			
Contributions to Partnerships		130	152
		130	152
Managed Expenditure		15,983	17,766
Internal Income			
Income from other Directorates		(666)	(684)
		(666)	(684)
Income - Grants			
Government Grants		(1,590)	(1,590)
		(1,590)	(1,590)
Income - Sales			
Sale of Goods and Services		(938)	(1,563)
		(938)	(1,563)
Income - Charges			
Fees and charges		(2,812)	(3,072)
Contributions		(72)	(71)
Other income		(170)	(270)
Rents		(212)	(230)
		(3,265)	(3,642)
Managed Income		(6,459)	(7,480)
<b>Net Managed Budget</b>		<b>9,524</b>	<b>10,286</b>
Accounting Adjustments			
IAS 19 Pensions Costs		379	761
Capital Charges		640	627
		1,019	1,387
Other Internal Adjustments			
Internal Reallocations Charges		158	158
		158	158
Managed Outside the Service		1,177	1,546
<b>Net Cost of Service</b>		<b>10,702</b>	<b>11,832</b>



# City Development

Budget Manager : Chief Officer for Culture and Sport

Sport And Active Recreation			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		9,979	10,165
Agency And Temporary Staff		17	0
National Insurance Contributions		828	821
Superannuation Costs		1,269	1,307
Other Pension Costs		53	25
Other Employee Related Costs		17	9
Training And Development		55	55
		12,220	12,382
<b>Premises</b>			
Buildings Maintenance		44	46
Grounds Maintenance		35	35
Building Security		23	22
Cleaning And Workplace Refuse		110	105
Gas		492	502
Electricity		669	683
Other Utilities		327	331
NNDR		1,882	1,866
Premises Related Insurance		49	53
		3,630	3,641
<b>Supplies &amp; Services</b>			
Materials and Equipment		969	819
Stationery and Postage		7	3
Advertising		13	3
IT and telecommunications		128	120
Insurance		45	38
Professional Services and Subscriptions		38	156
Grants and Contributions		10	10
Allowances		2	1
External Audit Fees		3	2
Security Services		37	34
Other Hired and Contracted Services		399	249
Licences		97	100
Publication and Promotion		131	116
PFI Unitary Charges		6,076	6,174
Miscellaneous		3	0
		7,957	7,824
<b>Transport</b>			
Vehicles And Plant Related Expenditure		9	9
Travel Allowances		27	24
Fuel		2	2
Transport Related Insurance		8	0
		47	35
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		469	415
		469	415
<b>Agency Payments</b>			
Services provided by other organisations		85	145
Contributions to Partnerships		0	40
		85	185

# City Development

Budget Manager : Chief Officer for Culture and Sport

Sport And Active Recreation	£000	Budget 2017/18	Budget 2018/19
Managed Expenditure		24,407	24,482
Internal Income			
Income from other Directorates		(916)	(971)
Redistribution of grants income		(791)	(793)
		(1,707)	(1,763)
Income - Grants			
Government Grants		(368)	(136)
DCLG Grants		(4,331)	(4,331)
		(4,700)	(4,467)
Income - Sales			
Sale of Goods and Services		(499)	(297)
		(499)	(297)
Income - Charges			
Fees and charges		(11,737)	(12,987)
Contributions		(20)	(60)
Other income		(39)	(34)
Rents		(282)	(300)
		(12,078)	(13,381)
Managed Income		(18,984)	(19,909)
<b>Net Managed Budget</b>		<b>5,423</b>	<b>4,573</b>
Accounting Adjustments			
IAS 19 Pensions Costs		516	1,094
Capital Charges		2,525	2,674
		3,042	3,768
Other Internal Adjustments			
Internal Reallocations Charges		254	254
Internal Reallocations Income		(42)	(42)
		212	212
Managed Outside the Service		3,254	3,980
<b>Net Cost of Service</b>		<b>8,678</b>	<b>8,553</b>

# City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		521	623
National Insurance Contributions		76	45
Superannuation Costs		79	62
Other Pension Costs		45	44
Other Employee Related Costs		12	9
Training And Development		42	42
		774	825
Supplies & Services			
Materials and Equipment		9	9
Stationery and Postage		61	61
IT and telecommunications		90	90
Insurance		1	2
Professional Services and Subscriptions		56	56
Allowances		4	4
Other Hired and Contracted Services		65	72
		285	292
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		3	3
Transport Related Insurance		0	1
		4	5
Internal Charges			
Managed Recharges Frm Other Directorates		63	3
		63	3
Managed Expenditure		1,126	1,126
Internal Income			
Income from other Directorates		(1)	0
		(1)	0
Income - Charges			
Fees and charges		(3)	0
Contributions		0	0
Other income		(1)	0
		(4)	0
Managed Income		(5)	0
<b>Net Managed Budget</b>		<b>1,121</b>	<b>1,126</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(9)	8
Capital Charges		140	280
		130	288
Central Recharges			
Corporate & Democratic Core Income		(757)	(564)
		(757)	(564)
Other Internal Adjustments			
Internal Reallocations Charges		837	837
Internal Reallocations Income		(1,079)	(1,079)

# City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy			
	£000	Budget 2017/18	Budget 2018/19
		(242)	(242)
Managed Outside the Service		(869)	(518)
<b>Net Cost of Service</b>		<b>252</b>	<b>608</b>

**Resources and Housing**

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## Resources and Housing

Summary of budget by service (£000)

Budget Manager	Service	Total 2017/18	Managed by the Service			Managed Outside the Service	Total 2018/19
			Spending	Income	Net		
Chief Officer Strategy and Improvement	Strategy and Improvement	4,278	6,066	(1,004)	5,062	555	5,617
Chief Officer Financial Services	Finance	5,682	12,656	(5,980)	6,676	(555)	6,122
Chief Officer HR	Human Resources	5,554	7,164	(1,601)	5,563	372	5,935
Chief Digital & Information Officer	Digital and Information Service	22,819	28,049	(8,459)	19,590	6,908	26,498
Chief Officer PPPU & Procurement	Public Private Partnership & Procurement	1,457	2,098	(576)	1,522	17	1,540
City Solicitor	Legal Services	(2,181)	4,583	(1,824)	2,759	259	3,018
City Solicitor	Democratic Services	(58)	4,917	(7)	4,910	(4,816)	94
Director of Resources and Housing	General Fund Support Services	(134)	0	0	0	0	0
Chief Officer Property and Contracts	Leeds Building Services	(6,898)	55,660	(65,271)	(9,611)	3,084	(6,527)
Director of Resources and Housing	SP Contracts & SECC	6,251	9,984	(3,901)	6,083	42	6,125
Chief Officer Housing Management	Strategic Housing Partnership & Support	6,887	9,888	(7,444)	2,445	9,200	11,645
Chief Officer Property and Contracts	Corporate Property Management	5,506	6,377	(546)	5,831	257	6,088
Chief Officer Shared Services	Shared Services	20,846	26,943	(7,559)	19,384	1,996	21,380
Chief Officer Civic Enterprise	Commercial Services	3,222	62,997	(59,795)	3,202	3,600	6,802
Chief Officer Civic Enterprise	Facilities Management	6,947	11,433	(3,863)	7,570	913	8,483
Director of Resources and Housing	Low Carbon	468	1,108	(62)	1,046	133	1,178
Net Cost of Service		80,646	249,923	(167,892)	82,032	21,966	103,998
	Transfers to and from earmarked reserves	(4,557)	0	0	0	(11,919)	(11,919)
Net Revenue Charge		76,089	249,923	(167,892)	82,032	10,047	92,079

# Resources and Housing

Budget Manager : Chief Officer Strategy and Improvement

Strategy and Improvement			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		4,082	3,835
National Insurance Contributions		456	520
Superannuation Costs		649	695
Other Pension Costs		182	208
Other Employee Related Costs		6	7
Training And Development		11	14
		5,386	5,278
Premises			
Cleaning And Workplace Refuse		0	0
Accommodation Charges		0	0
		0	1
Supplies & Services			
Materials and Equipment		40	38
Stationery and Postage		11	7
Advertising		25	25
IT and telecommunications		50	67
Insurance		3	3
Professional Services and Subscriptions		397	397
Allowances		3	2
Other Hired and Contracted Services		137	167
Publication and Promotion		1	1
		667	706
Transport			
Vehicles And Plant Related Expenditure		2	2
Travel Allowances		27	15
Fuel		0	0
Transport Related Insurance		0	0
		30	17
Internal Charges			
Managed Recharges Frm Other Directorates		76	63
		76	63
Managed Expenditure		6,159	6,066
Internal Income			
Income from other Directorates		(261)	(443)
Charges to / from HRA		(488)	(492)
		(749)	(935)
Income - Charges			
Fees and charges		(48)	(54)
Other income		(15)	(15)
		(63)	(69)
Managed Income		(811)	(1,004)
<b>Net Managed Budget</b>		<b>5,348</b>	<b>5,062</b>
Accounting Adjustments			
IAS 19 Pensions Costs		401	312
Capital Charges		462	2,076
		864	2,389



# Resources and Housing

Budget Manager : Chief Officer Strategy and Improvement

Strategy and Improvement			
	£000	Budget 2017/18	Budget 2018/19
Central Recharges			
Corporate & Democratic Core Income		(1,933)	(1,833)
		(1,933)	(1,833)
Managed Outside the Service		(1,070)	555
<b>Net Cost of Service</b>		<b>4,278</b>	<b>5,617</b>

# Resources and Housing

Budget Manager : Chief Officer Financial Services

Finance			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		8,947	8,547
National Insurance Contributions		956	870
Superannuation Costs		1,411	1,349
Other Pension Costs		772	684
Other Employee Related Costs		6	4
Training And Development		46	46
		12,138	11,499
<b>Premises</b>			
Cleaning And Workplace Refuse		0	0
Rents		5	5
NNDR		2	0
		7	5
<b>Supplies &amp; Services</b>			
Materials and Equipment		9	9
Stationery and Postage		60	60
Advertising		3	3
IT and telecommunications		218	223
Insurance		6	10
Professional Services and Subscriptions		654	557
Allowances		0	0
External Audit Fees		241	181
Other Hired and Contracted Services		215	15
Licences		0	0
		1,408	1,059
<b>Transport</b>			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		51	51
		52	52
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		187	42
		187	42
<b>Managed Expenditure</b>		13,792	12,656
<b>Internal Income</b>			
Income from other Directorates		(1,586)	(1,460)
Recharge Income from Capital		(586)	(586)
		(2,171)	(2,045)
<b>Income - Grants</b>			
DCLG Grants		(1,242)	(1,205)
		(1,242)	(1,205)
<b>Income - Sales</b>			
Sale of Goods and Services		(110)	(108)
		(110)	(108)
<b>Income - Charges</b>			
Fees and charges		(2,765)	(2,357)
Other income		(263)	(249)
Income Received From ALMOs/BITMO		0	(15)
		(3,028)	(2,621)

# Resources and Housing

Budget Manager : Chief Officer Financial Services

Finance			
	£000	Budget 2017/18	Budget 2018/19
Managed Income		(6,552)	(5,980)
<b>Net Managed Budget</b>		<b>7,240</b>	<b>6,676</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(432)	453
Capital Charges		90	147
		(342)	599
Central Recharges			
Corporate & Democratic Core Income		(1,216)	(1,154)
		(1,216)	(1,154)
Managed Outside the Service		(1,558)	(555)
<b>Net Cost of Service</b>		<b>5,682</b>	<b>6,122</b>

# Resources and Housing

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		5,021	4,747
Agency And Temporary Staff		13	71
National Insurance Contributions		500	490
Superannuation Costs		784	783
Other Pension Costs		340	239
Other Employee Related Costs		151	140
Training And Development		(160)	100
		6,649	6,570
<b>Premises</b>			
Cleaning And Workplace Refuse		1	1
Accommodation Charges		3	3
		4	4
<b>Supplies &amp; Services</b>			
Materials and Equipment		37	15
Stationery and Postage		7	7
IT and telecommunications		188	217
Insurance		3	5
Professional Services and Subscriptions		14	14
Other Hired and Contracted Services		217	137
		466	395
<b>Transport</b>			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		29	29
Private Hire		0	0
		31	31
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		303	165
		303	165
<b>Managed Expenditure</b>		7,453	7,164
<b>Internal Income</b>			
Income from other Directorates		(1,467)	(1,327)
		(1,467)	(1,327)
<b>Income - Sales</b>			
Sale of Goods and Services		(121)	(121)
		(121)	(121)
<b>Income - Charges</b>			
Fees and charges		(105)	(146)
Other income		(8)	(8)
		(113)	(154)
<b>Managed Income</b>		(1,700)	(1,601)
<b>Net Managed Budget</b>		5,753	5,563
<b>Accounting Adjustments</b>			
IAS 19 Pensions Costs		(128)	421
Capital Charges		3	1
		(125)	422

# Resources and Housing

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2017/18	Budget 2018/19
Central Recharges			
Corporate & Democratic Core Income		(73)	(50)
		(73)	(50)
Managed Outside the Service		(199)	372
<b>Net Cost of Service</b>		<b>5,554</b>	<b>5,935</b>

# Resources and Housing

Budget Manager : Chief Digital & Information Officer

Digital and Information Service			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		14,092	16,615
Agency And Temporary Staff		1,702	202
National Insurance Contributions		1,600	1,683
Superannuation Costs		2,056	2,499
Other Pension Costs		465	369
Other Employee Related Costs		6	4
Training And Development		56	56
		19,977	21,427
Premises			
Cleaning And Workplace Refuse		1	1
		1	1
Supplies & Services			
Materials and Equipment		3	3
Stationery and Postage		4	4
IT and telecommunications		6,257	6,312
Insurance		9	15
Professional Services and Subscriptions		6	6
Other Hired and Contracted Services		177	228
		6,456	6,568
Transport			
Vehicles And Plant Related Expenditure		15	15
Travel Allowances		28	28
Fuel		4	4
Transport Related Insurance		0	5
		47	53
Internal Charges			
Managed Recharges Frm Other Directorates		59	1
		59	1
Managed Expenditure		26,541	28,049
Internal Income			
Income from other Directorates		(2,435)	(2,043)
Recharge Income from Capital		(3,728)	(3,594)
Charges to / from HRA		(962)	(962)
		(7,125)	(6,599)
Income - Sales			
Sale of Goods and Services		(177)	(145)
		(177)	(145)
Income - Charges			
Fees and charges		(36)	(36)
Contributions		(719)	(414)
Other income		(536)	(1,264)
		(1,291)	(1,715)
Managed Income		(8,593)	(8,459)
<b>Net Managed Budget</b>		<b>17,948</b>	<b>19,590</b>

# Resources and Housing

Budget Manager : Chief Digital & Information Officer

Digital and Information Service			
	£000	Budget 2017/18	Budget 2018/19
Accounting Adjustments			
IAS 19 Pensions Costs		483	1,731
Capital Charges		4,421	5,200
		4,904	6,931
Central Recharges			
Corporate & Democratic Core Income		(33)	(23)
		(33)	(23)
Managed Outside the Service		4,871	6,908
<b>Net Cost of Service</b>		<b>22,819</b>	<b>26,498</b>

# Resources and Housing

Budget Manager : Chief Officer PPPU & Procurement

Public Private Partnership & Procurement			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		5,518	1,549
National Insurance Contributions		610	155
Superannuation Costs		883	232
Other Pension Costs		134	129
Other Employee Related Costs		11	4
Training And Development		40	15
		7,195	2,085
Premises			
Cleaning And Workplace Refuse		1	0
		1	0
Supplies & Services			
Materials and Equipment		2	1
Stationery and Postage		1	0
IT and telecommunications		22	4
Insurance		3	1
Professional Services and Subscriptions		1	0
Other Hired and Contracted Services		23	2
		52	8
Transport			
Vehicles And Plant Related Expenditure		2	1
Travel Allowances		18	3
		20	4
Internal Charges			
Managed Recharges Frm Other Directorates		95	1
		95	1
Managed Expenditure		7,363	2,098
Internal Income			
Income from other Directorates		(469)	(100)
Recharge Income from Capital		(4,760)	(16)
		(5,229)	(116)
Income - Charges			
Fees and charges		(51)	(51)
Other income		(789)	(409)
		(840)	(460)
Managed Income		(6,069)	(576)
<b>Net Managed Budget</b>		<b>1,294</b>	<b>1,522</b>
Accounting Adjustments			
IAS 19 Pensions Costs		262	67
Capital Charges		9	3
		271	69
Central Recharges			
Corporate & Democratic Core Income		(108)	(52)
		(108)	(52)
Managed Outside the Service		164	17



# Resources and Housing

Budget Manager : Chief Officer PPPU & Procurement

Public Private Partnership & Procurement			
	£000	Budget 2017/18	Budget 2018/19
<b>Net Cost of Service</b>		<b>1,457</b>	<b>1,540</b>

# Resources and Housing

Budget Manager : City Solicitor

Legal Services			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		3,238	3,166
National Insurance Contributions		322	316
Superannuation Costs		482	479
Other Pension Costs		46	46
Other Employee Related Costs		73	72
Training And Development		30	30
		4,190	4,110
Premises			
Cleaning And Workplace Refuse		2	2
		2	2
Supplies & Services			
Materials and Equipment		68	68
Stationery and Postage		5	5
IT and telecommunications		37	37
Insurance		2	3
Professional Services and Subscriptions		4	4
Allowances		1	1
Other Hired and Contracted Services		17	17
		135	136
Transport			
Travel Allowances		27	27
		27	27
Internal Charges			
Managed Recharges Frm Other Directorates		348	307
		348	307
Managed Expenditure		4,703	4,583
Internal Income			
Income from other Directorates		(6,489)	(1,396)
		(6,489)	(1,396)
Income - Sales			
Sale of Goods and Services		(52)	(52)
		(52)	(52)
Income - Charges			
Fees and charges		(93)	(93)
Other income		(283)	(283)
		(376)	(376)
Managed Income		(6,917)	(1,824)
<b>Net Managed Budget</b>		<b>(2,214)</b>	<b>2,759</b>
Accounting Adjustments			
IAS 19 Pensions Costs		170	358
Capital Charges		5	0
		175	358
Central Recharges			
Corporate & Democratic Core Income		(141)	(98)
		(141)	(98)

# Resources and Housing

Budget Manager : City Solicitor

Legal Services			
	£000	Budget 2017/18	Budget 2018/19
Managed Outside the Service		33	259
<b>Net Cost of Service</b>		<b>(2,181)</b>	<b>3,018</b>

# Resources and Housing

Budget Manager : City Solicitor

Democratic Services			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		3,931	3,940
National Insurance Contributions		361	359
Superannuation Costs		244	241
Other Pension Costs		70	52
Other Employee Related Costs		3	2
Training And Development		10	10
		4,619	4,603
Premises			
Grounds Maintenance		1	1
Building Security		1	1
Cleaning And Workplace Refuse		0	0
		2	2
Supplies & Services			
Materials and Equipment		13	11
Stationery and Postage		30	30
Advertising		2	4
IT and telecommunications		107	119
Insurance		2	4
Professional Services and Subscriptions		18	18
Allowances		7	7
Other Hired and Contracted Services		26	26
Publication and Promotion		14	14
		219	233
Transport			
Vehicles And Plant Related Expenditure		3	3
Travel Allowances		15	13
Fuel		5	5
Transport Related Insurance		0	0
		24	22
Internal Charges			
Managed Recharges Frm Other Directorates		12	0
		12	0
Transfer Payments			
Civic Allowances		57	57
		57	57
Managed Expenditure		4,933	4,917
Income - Charges			
Fees and charges		(2)	(2)
Other income		(5)	(5)
		(7)	(7)
Managed Income		(7)	(7)
<b>Net Managed Budget</b>		<b>4,926</b>	<b>4,910</b>
Accounting Adjustments			
IAS 19 Pensions Costs		39	152
Capital Charges		9	7
		48	159

# Resources and Housing

Budget Manager : City Solicitor

Democratic Services			
	£000	Budget 2017/18	Budget 2018/19
Central Recharges			
Corporate & Democratic Core Income		(5,032)	(4,975)
		(5,032)	(4,975)
Managed Outside the Service		(4,984)	(4,816)
<b>Net Cost of Service</b>		<b>(58)</b>	<b>94</b>

# Resources and Housing

Budget Manager : Chief Officer Property and Contracts

Leeds Building Services			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		16,020	19,791
National Insurance Contributions		1,558	1,940
Superannuation Costs		2,312	3,133
Other Pension Costs		139	41
Other Employee Related Costs		87	91
Training And Development		67	85
		20,184	25,080
<b>Premises</b>			
Buildings Maintenance		262	105
Building Security		17	17
Cleaning And Workplace Refuse		34	294
Gas		6	6
Electricity		24	24
Other Utilities		12	12
NNDR		64	61
		418	518
<b>Supplies &amp; Services</b>			
Materials and Equipment		9,129	10,997
Stationery and Postage		54	54
IT and telecommunications		207	207
Insurance		7	15
Professional Services and Subscriptions		17	17
Allowances		0	0
Other Hired and Contracted Services		11,978	17,072
Licences		3	3
		21,395	28,366
<b>Transport</b>			
Vehicles And Plant Related Expenditure		885	607
Travel Allowances		109	109
Fuel		436	436
Transport Related Insurance		125	91
		1,555	1,244
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		452	452
Charges To/From HRA		196	0
		648	452
<b>Managed Expenditure</b>		44,201	55,660
<b>Internal Income</b>			
Income from other Directorates		(51,431)	(65,201)
		(51,431)	(65,201)
<b>Income - Sales</b>			
Sale of Goods and Services		(125)	0
		(125)	0
<b>Income - Charges</b>			
Other income		(1,025)	(70)
		(1,025)	(70)
<b>Managed Income</b>		(52,580)	(65,271)

## Resources and Housing

Budget Manager : Chief Officer Property and Contracts

Leeds Building Services			
	£000	Budget 2017/18	Budget 2018/19
<b>Net Managed Budget</b>		<b>(8,380)</b>	<b>(9,611)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		1,007	2,599
Capital Charges		475	489
		1,482	3,088
Central Recharges			
Corporate & Democratic Core Income		0	(4)
		0	(4)
Managed Outside the Service		1,482	3,084
<b>Net Cost of Service</b>		<b>(6,898)</b>	<b>(6,527)</b>

## Resources and Housing

Budget Manager : Director of Resources and Housing

SP Contracts & SECC	£000	Budget 2017/18	Budget 2018/19
Supplies & Services			
Grants and Contributions		12	12
		12	12
Agency Payments			
Services provided by other organisations		10,042	9,972
		10,042	9,972
Managed Expenditure		10,054	9,984
Internal Income			
Income from other Directorates		(819)	(899)
Recharge Income from Capital		(198)	(198)
Charges to / from HRA		(2,804)	(2,804)
		(3,821)	(3,901)
Managed Income		(3,821)	(3,901)
<b>Net Managed Budget</b>		<b>6,233</b>	<b>6,083</b>
Accounting Adjustments			
Capital Charges		18	42
		18	42
Managed Outside the Service		18	42
<b>Net Cost of Service</b>		<b>6,251</b>	<b>6,125</b>



# Resources and Housing

Budget Manager : Chief Officer Housing Management

Strategic Housing Partnership & Support			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		4,655	5,846
National Insurance Contributions		458	586
Superannuation Costs		686	886
Other Pension Costs		13	12
Other Employee Related Costs		2	2
Training And Development		3	3
		5,817	7,334
<b>Premises</b>			
Buildings Maintenance		113	113
Cleaning And Workplace Refuse		0	0
Other Utilities		2	2
Rents		40	40
NNDR		12	12
Premises Related Insurance		2	1
		170	169
<b>Supplies &amp; Services</b>			
Materials and Equipment		10	10
Stationery and Postage		12	12
Advertising		3	3
IT and telecommunications		7	7
Insurance		4	4
Professional Services and Subscriptions		80	80
Grants and Contributions		167	167
Allowances		0	0
Security Services		2	2
Other Hired and Contracted Services		403	431
Miscellaneous		0	0
		689	718
<b>Transport</b>			
Vehicles And Plant Related Expenditure		19	19
Travel Allowances		88	88
Fuel		4	4
Transport Related Insurance		3	1
		114	111
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		130	1,145
Charges To/From HRA		432	432
		562	1,576
<b>Agency Payments</b>			
Contributions to Partnerships		19	19
		19	19
<b>Appropriations</b>			
Transfers to/from Earmarked Reserves		(40)	(40)
		(40)	(40)
<b>Managed Expenditure</b>		7,330	9,888
<b>Internal Income</b>			
Income from other Directorates		(82)	(82)
Recharge Income from Capital		(1,421)	(1,510)

## Resources and Housing

Budget Manager : Chief Officer Housing Management

Strategic Housing Partnership & Support			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Charges to / from HRA		(2,886)	(2,930)
Redistribution of grants income		(264)	(268)
		(4,652)	(4,789)
Income - Grants			
DCLG Grants		0	(1,794)
		0	(1,794)
Income - Sales			
Sale of Goods and Services		(15)	(15)
		(15)	(15)
Income - Charges			
Fees and charges		(428)	(433)
Other income		(103)	(103)
Rents		(303)	(303)
Income Received From ALMOs/BITMO		(6)	(6)
		(839)	(844)
Income - Other			
Interest and Dividends		(2)	(2)
		(2)	(2)
Managed Income		(5,508)	(7,444)
<b>Net Managed Budget</b>		<b>1,822</b>	<b>2,445</b>
Accounting Adjustments			
IAS 19 Pensions Costs		295	735
Capital Charges		4,770	8,482
		5,065	9,218
Central Recharges			
Corporate & Democratic Core Income		0	(18)
		0	(18)
Managed Outside the Service		5,065	9,200
<b>Net Cost of Service</b>		<b>6,887</b>	<b>11,645</b>

# Resources and Housing

Budget Manager : Chief Officer Property and Contracts

Corporate Property Management			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		669	682
National Insurance Contributions		89	90
Superannuation Costs		100	104
Other Pension Costs		27	26
Other Employee Related Costs		0	0
Training And Development		4	4
		890	907
Premises			
Buildings Maintenance		4,346	4,865
Grounds Maintenance		5	5
Building Security		25	25
Gas		32	32
Electricity		47	47
Other Utilities		39	39
NNDR		215	246
Premises Related Insurance		14	7
		4,723	5,266
Supplies & Services			
Materials and Equipment		4	4
IT and telecommunications		17	17
Insurance		1	2
		23	23
Transport			
Vehicles And Plant Related Expenditure		2	2
Travel Allowances		31	31
Fuel		1	1
		34	34
Internal Charges			
Managed Recharges Frm Other Directorates		165	146
		165	146
Managed Expenditure		5,835	6,377
Internal Income			
Recharge Income from Capital		(450)	(450)
		(450)	(450)
Income - Charges			
Other income		(96)	(96)
		(96)	(96)
Managed Income		(546)	(546)
<b>Net Managed Budget</b>		<b>5,289</b>	<b>5,831</b>
Accounting Adjustments			
IAS 19 Pensions Costs		18	62
Capital Charges		199	195
		217	257
Managed Outside the Service		217	257
<b>Net Cost of Service</b>		<b>5,506</b>	<b>6,088</b>

# Resources and Housing

Budget Manager : Chief Officer Shared Services

Shared Services			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		18,084	18,493
Agency And Temporary Staff		5	5
National Insurance Contributions		2,084	1,648
Superannuation Costs		2,982	2,778
Other Pension Costs		189	493
Other Employee Related Costs		759	758
Training And Development		15	15
		24,117	24,189
<b>Premises</b>			
Buildings Maintenance		1	1
Building Security		5	4
Cleaning And Workplace Refuse		8	6
Gas		10	10
Electricity		17	17
Other Utilities		2	6
Rents		122	99
NNDR		34	32
		198	175
<b>Supplies &amp; Services</b>			
Materials and Equipment		421	371
Stationery and Postage		1,186	1,167
Advertising		1	1
IT and telecommunications		412	414
Insurance		5	9
Professional Services and Subscriptions		14	14
Allowances		0	0
Other Hired and Contracted Services		493	504
Publication and Promotion		1	1
		2,533	2,481
<b>Transport</b>			
Vehicles And Plant Related Expenditure		25	25
Travel Allowances		9	9
Fuel		18	12
Transport Related Insurance		1	1
		52	47
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		56	52
		56	52
<b>Managed Expenditure</b>		26,957	26,943
<b>Internal Income</b>			
Income from other Directorates		(6,284)	(6,331)
Recharge Income from Capital		0	(67)
		(6,284)	(6,398)
<b>Income - Sales</b>			
Sale of Goods and Services		(351)	(357)
		(351)	(357)
<b>Income - Charges</b>			
Fees and charges		(379)	(419)

## Resources and Housing

Budget Manager : Chief Officer Shared Services

Shared Services			
	£000	Budget 2017/18	Budget 2018/19
Income - Charges			
Other income		(367)	(385)
		(746)	(804)
Managed Income		(7,381)	(7,559)
<b>Net Managed Budget</b>		<b>19,576</b>	<b>19,384</b>
Accounting Adjustments			
IAS 19 Pensions Costs		1,104	1,860
Capital Charges		173	140
		1,276	2,000
Central Recharges			
Corporate & Democratic Core Income		(6)	(4)
		(6)	(4)
Managed Outside the Service		1,270	1,996
<b>Net Cost of Service</b>		<b>20,846</b>	<b>21,380</b>

# Resources and Housing

Budget Manager : Chief Officer Civic Enterprise

Commercial Services			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		27,630	29,751
Agency And Temporary Staff		251	193
National Insurance Contributions		1,582	1,606
Superannuation Costs		3,118	3,784
Other Pension Costs		140	174
Other Employee Related Costs		100	83
Training And Development		105	102
		32,925	35,692
<b>Premises</b>			
Buildings Maintenance		64	64
Grounds Maintenance		1	1
Building Security		14	14
Cleaning And Workplace Refuse		254	226
Gas		52	52
Electricity		55	55
Other Utilities		29	29
NNDR		129	129
Accommodation Charges		1	1
Premises Related Insurance		5	4
		604	575
<b>Supplies &amp; Services</b>			
Materials and Equipment		7,051	6,717
Stationery and Postage		11	12
Advertising		1	1
IT and telecommunications		213	203
Insurance		24	31
Professional Services and Subscriptions		17	12
Catering Service		0	0
Recycling and Reuse		1	0
Waste Disposal and Landfill Tax		6	6
Allowances		1	1
Other Hired and Contracted Services		1,098	1,071
Licences		0	0
Publication and Promotion		19	8
Miscellaneous		27	24
		8,471	8,087
<b>Transport</b>			
Vehicles And Plant Related Expenditure		5,212	5,174
Travel Allowances		88	95
Fuel		4,830	4,828
Private Hire		7,796	7,816
Transport Related Insurance		94	113
		18,020	18,026
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		429	344
Charges To/From HRA		245	245
		673	589
<b>Agency Payments</b>			
Services provided by Voluntary Sector		28	28

# Resources and Housing

Budget Manager : Chief Officer Civic Enterprise

Commercial Services	£000	Budget 2017/18	Budget 2018/19
Agency Payments		28	28
Managed Expenditure		60,721	62,997
Internal Income			
Income from other Directorates		(55,333)	(55,851)
Charges to / from HRA		(307)	(307)
		(55,640)	(56,159)
Income - Grants			
Government Grants		(178)	(178)
		(178)	(178)
Income - Sales			
Sale of Goods and Services		(1,847)	(1,864)
		(1,847)	(1,864)
Income - Charges			
Fees and charges		(604)	(705)
Contributions		(228)	(372)
Other income		(517)	(517)
		(1,349)	(1,594)
Managed Income		(59,014)	(59,795)
<b>Net Managed Budget</b>		<b>1,708</b>	<b>3,202</b>
Accounting Adjustments			
IAS 19 Pensions Costs		1,277	2,935
Capital Charges		288	688
		1,565	3,623
Central Recharges			
Corporate & Democratic Core Income		(51)	(22)
		(51)	(22)
Other Internal Adjustments			
Internal Reallocations Charges		1,272	1,272
Internal Reallocations Income		(1,272)	(1,272)
		0	0
Managed Outside the Service		1,514	3,600
<b>Net Cost of Service</b>		<b>3,222</b>	<b>6,802</b>

# Resources and Housing

Budget Manager : Chief Officer Civic Enterprise

Facilities Management			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		1,340	1,546
National Insurance Contributions		86	101
Superannuation Costs		179	216
Other Pension Costs		38	46
Other Employee Related Costs		5	5
Training And Development		6	6
		1,655	1,920
<b>Premises</b>			
Buildings Maintenance		156	406
Grounds Maintenance		123	123
Building Security		367	369
Cleaning And Workplace Refuse		577	821
Gas		438	475
Electricity		1,211	1,077
Other Utilities		321	329
Rents		1,250	1,250
NNDR		2,845	3,158
Premises Related Insurance		163	154
		7,450	8,163
<b>Supplies &amp; Services</b>			
Materials and Equipment		200	322
Stationery and Postage		1	1
IT and telecommunications		6	28
Insurance		7	7
Professional Services and Subscriptions		0	10
Security Services		0	325
Other Hired and Contracted Services		75	75
Licences		6	6
		294	773
<b>Transport</b>			
Vehicles And Plant Related Expenditure		8	8
Travel Allowances		7	22
Fuel		4	4
Private Hire		0	0
Transport Related Insurance		1	1
		19	34
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		274	481
Charges To/From HRA		63	63
		337	543
<b>Managed Expenditure</b>		9,754	11,433
<b>Internal Income</b>			
Income from other Directorates		(1,566)	(1,566)
Charges to / from HRA		(76)	(76)
		(1,641)	(1,641)
<b>Income - Grants</b>			
Government Grants		(936)	(936)
		(936)	(936)



# Resources and Housing

Budget Manager : Chief Officer Civic Enterprise

Facilities Management			
	£000	Budget 2017/18	Budget 2018/19
Income - Sales			
Sale of Goods and Services		(1)	(1)
		(1)	(1)
Income - Charges			
Fees and charges		(704)	(704)
Other income		(380)	(380)
Rents		(201)	(201)
		(1,285)	(1,285)
Managed Income		(3,863)	(3,863)
<b>Net Managed Budget</b>		<b>5,892</b>	<b>7,570</b>
Accounting Adjustments			
IAS 19 Pensions Costs		42	136
Capital Charges		1,018	780
		1,060	916
Central Recharges			
Corporate & Democratic Core Income		(4)	(3)
		(4)	(3)
Managed Outside the Service		1,056	913
<b>Net Cost of Service</b>		<b>6,947</b>	<b>8,483</b>

# Resources and Housing

Budget Manager : Director of Resources and Housing

Low Carbon	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		296	777
National Insurance Contributions		33	78
Superannuation Costs		44	118
Other Pension Costs		0	0
Other Employee Related Costs		0	3
Training And Development		0	6
		373	982
Premises			
Other Utilities		0	7
		0	7
Supplies & Services			
Materials and Equipment		0	0
Stationery and Postage		0	0
Advertising		0	12
IT and telecommunications		0	3
Insurance		0	1
Professional Services and Subscriptions		0	0
Grants and Contributions		60	60
Consultancy Services		0	20
Other Hired and Contracted Services		54	15
		114	112
Transport			
Travel Allowances		3	6
		3	6
Managed Expenditure		490	1,108
Internal Income			
Charges to / from HRA		(42)	(42)
		(42)	(42)
Income - Charges			
Fees and charges		0	(20)
		0	(20)
Managed Income		(42)	(62)
<b>Net Managed Budget</b>		<b>448</b>	<b>1,046</b>
Accounting Adjustments			
IAS 19 Pensions Costs		20	99
Capital Charges		0	50
		20	149
Central Recharges			
Corporate & Democratic Core Income		0	(17)
		0	(17)
Managed Outside the Service		20	133
<b>Net Cost of Service</b>		<b>468</b>	<b>1,178</b>

**Communities and Environment**

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## Communities and Environment

Summary of budget by service (£000)

Budget Manager	Service	Total 2017/18	Managed by the Service			Managed Outside the Service	Total 2018/19
			Spending	Income	Net		
Chief Officer Communities	Communities	5,012	16,393	(11,594)	4,799	294	5,093
Chief Officer Customer Access and Welfare	Customer Access	20,992	23,429	(3,952)	19,477	2,305	21,781
Chief Officer Elections, Licensing & Registration	Elections, Licensing and Registration	(125)	6,239	(5,485)	753	291	1,044
Chief Officer Customer Access and Welfare	Welfare and Benefits	2,304	253,990	(250,116)	3,874	543	4,416
Chief Officer Environmental Action	Car Parking Services	(7,869)	4,936	(13,168)	(8,232)	872	(7,360)
Chief Officer Community Safety	Community Safety	1,612	7,203	(5,033)	2,170	518	2,688
Chief Officer Waste Management	Waste Management	34,616	41,662	(7,861)	33,801	1,873	35,675
Chief Officer Parks and Countryside	Parks And Countryside	9,182	31,420	(24,626)	6,794	3,683	10,477
Chief Officer Environmental Action	Environmental Action (City Centre)	1,580	2,011	(427)	1,583	151	1,734
Chief Officer Environmental Action	Environmental Health	1,619	2,053	(561)	1,492	1	1,494
Chief Officer Environmental Action	Cleaner Neighbourhood Teams	10,231	12,506	(4,561)	7,946	2,962	10,907
Net Cost of Service		79,154	401,842	(327,384)	74,458	13,492	87,950
	Transfers to and from earmarked reserves	(2,723)	0	0	0	(6,945)	(6,945)
Net Revenue Charge		76,431	401,842	(327,384)	74,458	6,546	81,005

# Communities and Environment

Budget Manager : Chief Officer Communities

Communities			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		2,925	3,173
National Insurance Contributions		330	327
Superannuation Costs		456	467
Other Pension Costs		57	60
Other Employee Related Costs		1	3
Training And Development		0	0
		<b>3,768</b>	<b>4,030</b>
<b>Premises</b>			
Cleaning And Workplace Refuse		1	0
Gas		3	5
Electricity		2	1
Other Utilities		1	0
Rents		7	7
NNDR		206	208
Accommodation Charges		1,144	1,102
Premises Related Insurance		13	15
		<b>1,376</b>	<b>1,339</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		10	9
Stationery and Postage		19	12
IT and telecommunications		54	67
Insurance		3	11
Professional Services and Subscriptions		39	39
Grants and Contributions		1,900	2,957
Catering Service		3	3
Allowances		2	1
Other Hired and Contracted Services		2,023	2,692
Licences		4	4
Publication and Promotion		17	11
		<b>4,074</b>	<b>5,806</b>
<b>Transport</b>			
Travel Allowances		26	25
Private Hire		0	6
		<b>26</b>	<b>30</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		359	744
Distributed Grants		1,501	978
		<b>1,860</b>	<b>1,723</b>
<b>Agency Payments</b>			
Services provided by other organisations		4,265	3,814
		<b>4,265</b>	<b>3,814</b>
<b>Appropriations</b>			
Transfers to/from Earmarked Reserves		0	(350)
		<b>0</b>	<b>(350)</b>
<b>Managed Expenditure</b>		<b>15,369</b>	<b>16,393</b>
<b>Internal Income</b>			
Income from other Directorates	80	(365)	(798)
Charges to / from HRA		(511)	(511)

# Communities and Environment

Budget Manager : Chief Officer Communities

Communities			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Redistribution of grants income		(1,130)	(1,284)
		(2,005)	(2,592)
Income - Grants			
Government Grants		(7,344)	(6,897)
DCLG Grants		0	(271)
		(7,344)	(7,169)
Income - Charges			
Fees and charges		(312)	(332)
Contributions		(361)	(1,395)
Other income		(100)	(106)
Rents		(1)	(1)
		(773)	(1,833)
Managed Income		(10,122)	(11,594)
<b>Net Managed Budget</b>		<b>5,247</b>	<b>4,799</b>
Accounting Adjustments			
IAS 19 Pensions Costs		148	366
Capital Charges		420	622
		568	988
Central Recharges			
Corporate & Democratic Core Income		(803)	(694)
		(803)	(694)
Other Internal Adjustments			
Internal Reallocations Charges		449	0
Internal Reallocations Income		(449)	0
		0	0
Managed Outside the Service		(235)	294
<b>Net Cost of Service</b>		<b>5,012</b>	<b>5,093</b>

# Communities and Environment

Budget Manager : Chief Officer Customer Access and Welfare

Customer Access	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		13,941	14,553
Agency And Temporary Staff		27	27
National Insurance Contributions		1,474	1,538
Superannuation Costs		1,703	1,800
Other Pension Costs		316	410
Other Employee Related Costs		10	10
Training And Development		28	27
		<b>17,500</b>	<b>18,365</b>
<b>Premises</b>			
Buildings Maintenance		20	20
Grounds Maintenance		4	4
Building Security		24	224
Cleaning And Workplace Refuse		15	17
Gas		110	88
Electricity		171	141
Other Utilities		39	20
Rents		1	1
NNDR		584	552
Accommodation Charges		8	8
Premises Related Insurance		28	25
		<b>1,004</b>	<b>1,101</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		1,037	979
Stationery and Postage		104	64
Advertising		1	3
IT and telecommunications		921	802
Insurance		21	19
Professional Services and Subscriptions		18	119
Allowances		3	5
Security Services		2	2
Commissioned Services		0	(12)
Other Hired and Contracted Services		779	778
Licences		2	2
Publication and Promotion		5	4
Miscellaneous		0	0
		<b>2,893</b>	<b>2,764</b>
<b>Transport</b>			
Vehicles And Plant Related Expenditure		79	76
Travel Allowances		47	52
Fuel		39	34
Transport Related Insurance		5	0
		<b>170</b>	<b>162</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		1,005	1,037
		<b>1,005</b>	<b>1,037</b>
<b>Managed Expenditure</b>		<b>22,572</b>	<b>23,429</b>
<b>Internal Income</b>	82	Page 342	
Income from other Directorates		(946)	(947)



# Communities and Environment

Budget Manager : Chief Officer Customer Access and Welfare

Customer Access			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Recharge Income from Capital		(750)	(700)
Charges to / from HRA		(189)	(490)
		(1,885)	(2,137)
Income - Sales			
Sale of Goods and Services		(479)	(462)
		(479)	(462)
Income - Charges			
Fees and charges		(674)	(673)
Contributions		(250)	(265)
Other income		(54)	(414)
Rents		0	0
		(978)	(1,352)
Managed Income		(3,342)	(3,952)
<b>Net Managed Budget</b>		<b>19,230</b>	<b>19,477</b>
Accounting Adjustments			
IAS 19 Pensions Costs		448	1,097
Capital Charges		1,351	1,240
		1,799	2,338
Central Recharges			
Corporate & Democratic Core Income		(37)	(33)
		(37)	(33)
Managed Outside the Service		1,762	2,305
<b>Net Cost of Service</b>		<b>20,992</b>	<b>21,781</b>

# Communities and Environment

Budget Manager : Chief Officer Elections, Licensing & Registration

Elections, Licensing and Registration			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		2,514	3,455
National Insurance Contributions		248	273
Superannuation Costs		399	421
Other Pension Costs		44	28
Other Employee Related Costs		6	8
Training And Development		30	45
		3,242	4,230
<b>Premises</b>			
Buildings Maintenance		7	6
Grounds Maintenance		1	2
Building Security		2	7
Cleaning And Workplace Refuse		6	6
Gas		4	7
Electricity		18	27
Other Utilities		3	4
Rents		0	160
NNDR		30	31
Premises Related Insurance		0	0
		71	249
<b>Supplies &amp; Services</b>			
Materials and Equipment		132	134
Stationery and Postage		75	379
Advertising		69	12
IT and telecommunications		221	371
Insurance		3	10
Professional Services and Subscriptions		9	9
Allowances		1	1
Security Services		7	7
Other Hired and Contracted Services		193	234
Licences		1	1
		709	1,158
<b>Transport</b>			
Vehicles And Plant Related Expenditure		6	6
Travel Allowances		31	31
Fuel		2	2
Transport Related Insurance		0	0
		39	40
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		614	563
		614	563
<b>Managed Expenditure</b>		4,676	6,239
<b>Internal Income</b>			
Income from other Directorates		(4)	(51)
		(4)	(51)
<b>Income - Sales</b>			
Sale of Goods and Services		(8)	(39)
		(8)	(39)
<b>Income - Charges</b>			

# Communities and Environment

Budget Manager : Chief Officer Elections, Licensing & Registration

Elections, Licensing and Registration			
	£000	Budget 2017/18	Budget 2018/19
Income - Charges			
Fees and charges		(3,870)	(4,351)
Contributions		(935)	(935)
Other income		(109)	(109)
		(4,914)	(5,395)
Managed Income		(4,926)	(5,485)
<b>Net Managed Budget</b>		<b>(250)</b>	<b>753</b>
Accounting Adjustments			
IAS 19 Pensions Costs		135	327
Capital Charges		17	9
		151	336
Central Recharges			
Corporate & Democratic Core Income		(27)	(45)
		(27)	(45)
Managed Outside the Service		124	291
<b>Net Cost of Service</b>		<b>(125)</b>	<b>1,044</b>

# Communities and Environment

Budget Manager : Chief Officer Customer Access and Welfare

Welfare and Benefits	£000	Budget 2017/18	Budget 2018/19
Employees			
Direct Pay Costs		4,846	4,960
National Insurance Contributions		444	456
Superannuation Costs		738	762
Other Pension Costs		91	92
Other Employee Related Costs		(93)	4
Training And Development		9	9
		6,035	6,284
Premises			
Cleaning And Workplace Refuse		0	0
Rents		5	5
		5	5
Supplies & Services			
Materials and Equipment		(26)	1
Stationery and Postage		423	431
IT and telecommunications		626	638
Insurance		2	5
Professional Services and Subscriptions		114	115
Grants and Contributions		2,333	2,360
Allowances		1	1
External Audit Fees		42	42
Other Hired and Contracted Services		226	230
Publication and Promotion		1	1
Miscellaneous		33	33
		3,772	3,857
Transport			
Travel Allowances		44	24
		44	24
Internal Charges			
Managed Recharges Frm Other Directorates		37	8
		37	8
Transfer Payments			
Compensation Payments		1	1
Housing Benefit Payments		277,026	243,811
		277,027	243,812
Managed Expenditure		286,921	253,990
Internal Income			
Income from other Directorates		(510)	(520)
Charges to / from HRA		(800)	(800)
		(1,310)	(1,320)
Income - Grants			
Government Grants		(273,217)	(241,177)
DCLG Grants		(1,193)	(1,091)
		(274,410)	(242,268)
Income - Charges			
Fees and charges		(29)	(20)
Other income		(9,102)	(6,508)
		(9,131)	(6,528)

# Communities and Environment

Budget Manager : Chief Officer Customer Access and Welfare

Welfare and Benefits			
	£000	Budget 2017/18	Budget 2018/19
Managed Income		(284,852)	(250,116)
<b>Net Managed Budget</b>		<b>2,069</b>	<b>3,874</b>
Accounting Adjustments			
IAS 19 Pensions Costs		240	550
Capital Charges		11	2
		251	553
Central Recharges			
Corporate & Democratic Core Income		(16)	(10)
		(16)	(10)
Managed Outside the Service		235	543
<b>Net Cost of Service</b>		<b>2,304</b>	<b>4,416</b>

# Communities and Environment

Budget Manager : Chief Officer Environmental Action

Car Parking Services	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		2,001	1,995
National Insurance Contributions		173	176
Superannuation Costs		286	296
Other Pension Costs		36	11
Other Employee Related Costs		2	1
Training And Development		2	2
		2,500	2,481
<b>Premises</b>			
Buildings Maintenance		10	10
Grounds Maintenance		20	29
Building Security		18	18
Cleaning And Workplace Refuse		50	42
Electricity		56	50
Other Utilities		21	21
Rents		7	0
NNDR		717	787
Premises Related Insurance		5	7
		904	963
<b>Supplies &amp; Services</b>			
Materials and Equipment		290	294
Stationery and Postage		6	6
Advertising		6	6
IT and telecommunications		165	155
Insurance		4	3
Professional Services and Subscriptions		206	202
Other Hired and Contracted Services		544	561
Publication and Promotion		4	4
		1,224	1,230
<b>Transport</b>			
Vehicles And Plant Related Expenditure		41	41
Travel Allowances		2	2
Fuel		20	21
Transport Related Insurance		2	1
		64	65
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		203	197
		203	197
<b>Managed Expenditure</b>		4,895	4,936
<b>Internal Income</b>			
Income from other Directorates		(69)	(57)
		(69)	(57)
<b>Income - Charges</b>			
Fees and charges		(13,267)	(13,088)
Other income		(18)	(9)
Rents		(14)	(14)
		(13,299)	(13,111)
<b>Managed Income</b>		(13,368)	(13,168)

## Communities and Environment

Budget Manager : Chief Officer Environmental Action

Car Parking Services			
	£000	Budget 2017/18	Budget 2018/19
<b>Net Managed Budget</b>		<b>(8,473)</b>	<b>(8,232)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		92	238
Capital Charges		511	633
		603	872
Managed Outside the Service		603	872
<b>Net Cost of Service</b>		<b>(7,869)</b>	<b>(7,360)</b>

# Communities and Environment

Budget Manager : Chief Officer Community Safety

Community Safety	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		4,011	4,311
Agency And Temporary Staff		50	0
National Insurance Contributions		391	449
Superannuation Costs		584	657
Other Pension Costs		69	43
Other Employee Related Costs		7	6
Training And Development		6	6
		<b>5,117</b>	<b>5,473</b>
<b>Premises</b>			
Cleaning And Workplace Refuse		0	0
Electricity		9	11
Other Utilities		1	1
Rents		8	8
NNDR		0	6
		<b>18</b>	<b>26</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		14	14
Stationery and Postage		9	9
IT and telecommunications		281	287
Insurance		5	5
Professional Services and Subscriptions		331	59
Grants and Contributions		130	130
Allowances		1	1
Security Services		18	18
Other Hired and Contracted Services		1,317	886
Licences		4	4
		<b>2,109</b>	<b>1,411</b>
<b>Transport</b>			
Vehicles And Plant Related Expenditure		57	58
Travel Allowances		54	54
Fuel		36	37
Transport Related Insurance		13	3
		<b>161</b>	<b>152</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		453	140
		<b>453</b>	<b>140</b>
<b>Managed Expenditure</b>		<b>7,857</b>	<b>7,203</b>
<b>Internal Income</b>			
Income from other Directorates		(1,354)	(1,096)
Charges to / from HRA		(3,203)	(3,555)
		<b>(4,557)</b>	<b>(4,651)</b>
<b>Income - Grants</b>			
Government Grants		(1,506)	(40)
		<b>(1,506)</b>	<b>(40)</b>
<b>Income - Charges</b>			
Contributions		(94)	(68)
Other income		(261)	(274)
		<b>(355)</b>	<b>(342)</b>



# Communities and Environment

Budget Manager : Chief Officer Community Safety

Community Safety			
	£000	Budget 2017/18	Budget 2018/19
Managed Income		(6,418)	(5,033)
<b>Net Managed Budget</b>		<b>1,439</b>	<b>2,170</b>
Accounting Adjustments			
IAS 19 Pensions Costs		189	511
Capital Charges		82	56
		271	567
Central Recharges			
Corporate & Democratic Core Income		(97)	(49)
		(97)	(49)
Managed Outside the Service		173	518
<b>Net Cost of Service</b>		<b>1,612</b>	<b>2,688</b>

# Communities and Environment

Budget Manager : Chief Officer Waste Management

Waste Management	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		10,663	11,820
Agency And Temporary Staff		258	255
National Insurance Contributions		1,071	1,181
Superannuation Costs		1,546	1,764
Other Pension Costs		221	280
Other Employee Related Costs		95	101
Training And Development		42	42
		<b>13,895</b>	<b>15,445</b>
<b>Premises</b>			
Buildings Maintenance		103	91
Building Security		5	5
Cleaning And Workplace Refuse		5	5
Gas		5	3
Electricity		112	114
Other Utilities		31	31
Rents		5	5
NNDR		223	240
Premises Related Insurance		2	2
		<b>490</b>	<b>495</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		322	309
Stationery and Postage		7	6
IT and telecommunications		97	98
Insurance		33	26
Professional Services and Subscriptions		3	3
Recycling and Reuse		2,485	2,678
Waste Disposal and Landfill Tax		3,231	2,773
Allowances		0	0
Consultancy Services		3	8
Security Services		64	46
Other Hired and Contracted Services		52	336
Licences		53	54
Publication and Promotion		215	215
PFI Unitary Charges		11,731	11,335
Miscellaneous		5	0
		<b>18,301</b>	<b>17,887</b>
<b>Transport</b>			
Vehicles And Plant Related Expenditure		2,897	2,775
Travel Allowances		13	13
Fuel		1,439	1,486
Transport Related Insurance		125	109
		<b>4,474</b>	<b>4,383</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		3,219	3,451
		<b>3,219</b>	<b>3,451</b>
<b>Managed Expenditure</b>		<b>40,379</b>	<b>41,662</b>
<b>Internal Income</b>	92	Page 352	
Income from other Directorates		(461)	(461)

# Communities and Environment

Budget Manager : Chief Officer Waste Management

Waste Management			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Charges to / from HRA		(254)	(225)
		(715)	(686)
Income - Grants			
Government Grants		(5,269)	(5,269)
		(5,269)	(5,269)
Income - Sales			
Sale of Goods and Services		(482)	(589)
		(482)	(589)
Income - Charges			
Fees and charges		(327)	(377)
Other income		(573)	(940)
		(900)	(1,317)
Managed Income		(7,366)	(7,861)
<b>Net Managed Budget</b>		<b>33,014</b>	<b>33,801</b>
Accounting Adjustments			
IAS 19 Pensions Costs		473	1,207
Capital Charges		3,247	2,771
		3,720	3,977
Central Recharges			
Corporate & Democratic Core Income		(58)	(45)
		(58)	(45)
Other Internal Adjustments			
Internal Reallocations Income		(2,059)	(2,059)
		(2,059)	(2,059)
Managed Outside the Service		1,603	1,873
<b>Net Cost of Service</b>		<b>34,616</b>	<b>35,675</b>

# Communities and Environment

Budget Manager : Chief Officer Parks and Countryside

Parks And Countryside	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		12,360	13,114
Agency And Temporary Staff		15	0
National Insurance Contributions		1,071	1,120
Superannuation Costs		1,564	1,980
Other Pension Costs		95	54
Other Employee Related Costs		41	64
Training And Development		65	65
		15,211	16,397
<b>Premises</b>			
Buildings Maintenance		13	13
Grounds Maintenance		3,185	3,231
Building Security		56	58
Cleaning And Workplace Refuse		338	346
Gas		409	401
Electricity		392	413
Other Utilities		237	256
Rents		17	17
NNDR		381	412
Premises Related Insurance		20	18
		5,048	5,165
<b>Supplies &amp; Services</b>			
Materials and Equipment		3,307	3,906
Stationery and Postage		10	10
Advertising		22	22
IT and telecommunications		68	81
Insurance		276	256
Professional Services and Subscriptions		271	235
Grants and Contributions		311	341
Waste Disposal and Landfill Tax		1	1
Allowances		0	0
Consultancy Services		2	2
Security Services		25	26
Other Hired and Contracted Services		838	921
Licences		31	31
Publication and Promotion		46	52
Miscellaneous		1	1
		5,211	5,887
<b>Transport</b>			
Vehicles And Plant Related Expenditure		1,255	1,256
Travel Allowances		20	20
Fuel		467	486
Transport Related Insurance		74	58
		1,815	1,820
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		2,090	2,152
		2,090	2,152
<b>Managed Expenditure</b>	94	29,376	31,420
<b>Internal Income</b>			

# Communities and Environment

Budget Manager : Chief Officer Parks and Countryside

Parks And Countryside			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Income from other Directorates		(4,589)	(4,625)
Charges to / from HRA		(4,055)	(4,196)
		(8,644)	(8,821)
Income - Grants			
Government Grants		(40)	(40)
		(40)	(40)
Income - Sales			
Sale of Goods and Services		(2,785)	(4,000)
		(2,785)	(4,000)
Income - Charges			
Fees and charges		(9,485)	(9,910)
Contributions		(296)	(296)
Other income		(637)	(639)
Rents		(905)	(920)
		(11,323)	(11,765)
Managed Income		(22,792)	(24,626)
<b>Net Managed Budget</b>		<b>6,584</b>	<b>6,794</b>
Accounting Adjustments			
IAS 19 Pensions Costs		641	1,615
Capital Charges		1,975	2,096
		2,616	3,711
Central Recharges			
Corporate & Democratic Core Income		(18)	(27)
		(18)	(27)
Managed Outside the Service		2,598	3,683
<b>Net Cost of Service</b>		<b>9,182</b>	<b>10,477</b>

# Communities and Environment

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Centre)			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		1,147	1,207
National Insurance Contributions		104	112
Superannuation Costs		168	191
Other Pension Costs		28	28
Other Employee Related Costs		5	0
Training And Development		4	4
		<b>1,457</b>	<b>1,543</b>
<b>Premises</b>			
Buildings Maintenance		1	1
Electricity		3	2
Other Utilities		3	4
NNDR		2	2
		<b>9</b>	<b>9</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		30	31
IT and telecommunications		5	5
Insurance		8	1
Professional Services and Subscriptions		138	141
Other Hired and Contracted Services		32	31
		<b>214</b>	<b>211</b>
<b>Transport</b>			
Vehicles And Plant Related Expenditure		169	170
Travel Allowances		4	2
Fuel		49	50
Transport Related Insurance		17	0
		<b>239</b>	<b>223</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		56	25
		<b>56</b>	<b>25</b>
<b>Managed Expenditure</b>		<b>1,975</b>	<b>2,011</b>
<b>Internal Income</b>			
Income from other Directorates		(167)	(167)
Recharge Income from Capital		0	(1)
		<b>(167)</b>	<b>(168)</b>
<b>Income - Charges</b>			
Fees and charges		(214)	(214)
Other income		(80)	(45)
		<b>(294)</b>	<b>(259)</b>
<b>Managed Income</b>		<b>(461)</b>	<b>(427)</b>
<b>Net Managed Budget</b>		<b>1,514</b>	<b>1,583</b>
<b>Accounting Adjustments</b>			
IAS 19 Pensions Costs		51	133
Capital Charges		15	18
		<b>66</b>	<b>151</b>
<b>Managed Outside the Service</b>		<b>66</b>	<b>151</b>

# Communities and Environment

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Centre)			
	£000	Budget 2017/18	Budget 2018/19
<b>Net Cost of Service</b>		<b>1,580</b>	<b>1,734</b>

# Communities and Environment

Budget Manager : Chief Officer Environmental Action

Environmental Health			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		1,088	1,097
National Insurance Contributions		112	113
Superannuation Costs		165	174
Other Pension Costs		131	114
Other Employee Related Costs		1	1
Training And Development		8	7
		1,506	1,506
<b>Premises</b>			
Buildings Maintenance		2	2
Cleaning And Workplace Refuse		1	0
Electricity		7	5
Other Utilities		0	0
		10	7
<b>Supplies &amp; Services</b>			
Materials and Equipment		53	53
Stationery and Postage		11	9
IT and telecommunications		6	5
Insurance		7	4
Professional Services and Subscriptions		243	250
Allowances		0	0
Other Hired and Contracted Services		86	87
Publication and Promotion		4	4
		409	411
<b>Transport</b>			
Vehicles And Plant Related Expenditure		8	8
Travel Allowances		50	51
Fuel		5	5
Transport Related Insurance		2	0
		66	65
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		68	16
Charges To/From HRA		48	48
		116	65
<b>Managed Expenditure</b>		2,107	2,053
<b>Internal Income</b>			
Income from other Directorates		(116)	(116)
Charges to / from HRA		(49)	(49)
		(165)	(165)
<b>Income - Sales</b>			
Sale of Goods and Services		(93)	(93)
		(93)	(93)
<b>Income - Charges</b>			
Fees and charges		(19)	(19)
Contributions		(34)	(34)
Other income		(254)	(243)
Income Received From ALMOs/BITMO		0	(7)
		(307)	(303)



# Communities and Environment

Budget Manager : Chief Officer Environmental Action

Environmental Health			
	£000	Budget 2017/18	Budget 2018/19
Managed Income		(565)	(561)
<b>Net Managed Budget</b>		<b>1,542</b>	<b>1,492</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(54)	33
Capital Charges		173	4
		119	36
Central Recharges			
Corporate & Democratic Core Income		(42)	(35)
		(42)	(35)
Managed Outside the Service		77	1
<b>Net Cost of Service</b>		<b>1,619</b>	<b>1,494</b>

# Communities and Environment

Budget Manager : Chief Officer Environmental Action

Cleaner Neighbourhood Teams			
	£000	Budget 2017/18	Budget 2018/19
<b>Employees</b>			
Direct Pay Costs		7,117	7,297
National Insurance Contributions		621	649
Superannuation Costs		976	1,072
Other Pension Costs		106	35
Other Employee Related Costs		39	37
Training And Development		17	17
		8,875	9,107
<b>Premises</b>			
Buildings Maintenance		20	20
Cleaning And Workplace Refuse		345	345
Gas		0	3
Electricity		6	3
Other Utilities		44	43
Rents		3	3
NNDR		8	10
		425	427
<b>Supplies &amp; Services</b>			
Materials and Equipment		227	230
Stationery and Postage		4	4
Advertising		0	0
IT and telecommunications		12	12
Insurance		49	22
Professional Services and Subscriptions		131	133
Grants and Contributions		0	60
Allowances		0	0
Other Hired and Contracted Services		491	391
		913	852
<b>Transport</b>			
Vehicles And Plant Related Expenditure		1,438	1,451
Travel Allowances		61	63
Fuel		457	466
Transport Related Insurance		71	78
		2,027	2,058
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		87	62
		87	62
<b>Managed Expenditure</b>		12,328	12,506
<b>Internal Income</b>			
Income from other Directorates		(26)	(17)
Charges to / from HRA		(4,219)	(4,301)
		(4,245)	(4,317)
<b>Income - Sales</b>			
Sale of Goods and Services		(20)	(20)
		(20)	(20)
<b>Income - Charges</b>			
Fees and charges		(5)	(5)
Other income		(247)	(218)
		(252)	(223)

# Communities and Environment

Budget Manager : Chief Officer Environmental Action

Cleaner Neighbourhood Teams			
	£000	Budget 2017/18	Budget 2018/19
Managed Income		(4,517)	(4,561)
<b>Net Managed Budget</b>		<b>7,811</b>	<b>7,946</b>
Accounting Adjustments			
IAS 19 Pensions Costs		333	869
Capital Charges		119	75
		451	944
Central Recharges			
Corporate & Democratic Core Income		(91)	(41)
		(91)	(41)
Other Internal Adjustments			
Internal Reallocations Charges		2,059	2,059
		2,059	2,059
Managed Outside the Service		2,419	2,962
<b>Net Cost of Service</b>		<b>10,231</b>	<b>10,907</b>

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## Strategic and Central Accounts

Summary of budget by service (£000)

Budget Manager	Service	Total 2017/18	Managed by the Service			Managed Outside the Service	Total 2018/19
			Spending	Income	Net		
Chief Officer Financial Services	Strategic Accounts	(19,282)	(6,580)	(40,285)	(46,864)	24,712	(22,152)
Chief Officer Financial Services	Debt Financing Costs	19,215	24,747	(1,167)	23,580	(475)	23,105
Chief Officer Financial Services	Corporate & Democratic Core	11,807	0	162	162	10,829	10,991
Chief Officer Financial Services	Non-Distributable Costs	4,401	0	0	0	6,487	6,487
Chief Officer Financial Services	Government Grants And Parish Precepts	(22,160)	9,740	(36,895)	(27,155)	0	(27,155)
Chief Officer Financial Services	Joint Committees And Other Bodies	37,100	36,913	0	36,913	0	36,913
Chief Officer Financial Services	Miscellaneous	(99)	5,930	(852)	5,078	(4,475)	602
Chief Officer Financial Services	Capital Accounting Appropriations	(79,449)	0	0	0	(91,049)	(91,049)
Chief Officer Financial Services	Corporate Insurance	0	10,294	(10,294)	0	0	0
<b>Net Cost of Service</b>		<b>(48,467)</b>	<b>81,044</b>	<b>(89,330)</b>	<b>(8,287)</b>	<b>(53,971)</b>	<b>(62,258)</b>
<b>Net Revenue Charge</b>	Transfers to and from earmarked reserves	<b>(27,451)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(25,981)</b>	<b>(25,981)</b>
		<b>(75,919)</b>	<b>81,044</b>	<b>(89,330)</b>	<b>(8,287)</b>	<b>(79,952)</b>	<b>(88,239)</b>

Net Revenue Charge

# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Strategic Accounts			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Training And Development		(250)	(90)
		(250)	(90)
Supplies & Services			
Grants and Contributions		75	70
General Capitalisation		(7,482)	(8,482)
Corporate Initiatives & Savings Targets		(1,000)	(600)
Other Hired and Contracted Services		4	4
		(8,403)	(9,008)
Appropriations			
Transfer to/from General Fund Reserves		0	1,756
Transfers to/from Earmarked Reserves		(3,100)	750
Transfers to/from Capital Reserve		361	12
		(2,739)	2,518
Managed Expenditure		(11,392)	(6,580)
Internal Income			
Income from other Directorates		(15,220)	(21,647)
Charges to / from HRA		(14,069)	(12,743)
Corporate & Democratic Core Chge to HRA		(1,517)	(1,517)
		(30,806)	(35,907)
Income - Charges			
Fees and charges		(1,077)	(459)
Other income		(4,920)	(3,919)
		(5,997)	(4,378)
Managed Income		(36,803)	(40,285)
<b>Net Managed Budget</b>		<b>(48,194)</b>	<b>(46,864)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		28,912	24,712
		28,912	24,712
Managed Outside the Service		28,912	24,712
<b>Net Cost of Service</b>		<b>(19,282)</b>	<b>(22,152)</b>



# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Debt Financing Costs			
	£000	Budget 2017/18	Budget 2018/19
Supplies & Services			
Professional Services and Subscriptions		0	475
		0	475
Capital			
Capital Financing Charge		0	(725)
External Interest Charge		65,551	69,689
Statutory capital charge to HRA		(27,662)	(27,662)
Use of capital receipts to fund PFI		(18,754)	(18,030)
Minimum Revenue Provision		1,000	1,000
		20,135	24,272
Managed Expenditure		20,135	24,747
Income - Charges			
Fees and charges		(316)	(316)
Other income		(250)	(300)
		(566)	(616)
Income - Other			
Interest and Dividends		(354)	(551)
		(354)	(551)
Managed Income		(920)	(1,167)
<b>Net Managed Budget</b>		<b>19,215</b>	<b>23,580</b>
Central Recharges			
Corporate & Democratic Core Income		0	(475)
		0	(475)
Managed Outside the Service		0	(475)
<b>Net Cost of Service</b>		<b>19,215</b>	<b>23,105</b>

## Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Corporate & Democratic Core			
	£000	Budget 2017/18	Budget 2018/19
Internal Income			
Corporate & Democratic Core Chge to HRA		162	162
		162	162
Managed Income		162	162
<b>Net Managed Budget</b>		<b>162</b>	<b>162</b>
Central Recharges			
Corporate & Democratic Core Income		11,645	10,829
		11,645	10,829
Managed Outside the Service		11,645	10,829
<b>Net Cost of Service</b>		<b>11,807</b>	<b>10,991</b>

# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Government Grants And Parish Precepts			
	£000	Budget 2017/18	Budget 2018/19
Transfer Payments			
Business Rates Levy		1,739	9,740
		1,739	9,740
Managed Expenditure		1,739	9,740
Income - Grants			
Government Grants		(1,565)	(290)
DCLG Grants		(22,334)	(36,605)
		(23,899)	(36,895)
Managed Income		(23,899)	(36,895)
<b>Net Managed Budget</b>		<b>(22,160)</b>	<b>(27,155)</b>
<b>Net Cost of Service</b>		<b>(22,160)</b>	<b>(27,155)</b>

## Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Joint Committees And Other Bodies			
	£000	Budget 2017/18	Budget 2018/19
Agency Payments			
Former joint committee residual costs		0	(290)
WY Joint Committees		1,384	1,396
WY Probation Service		6	6
WY Combined Authority (formerly WY PTE)		34,046	34,046
Flood Defence Levy		370	390
Coroners Service		1,295	1,366
		37,100	36,913
Managed Expenditure		37,100	36,913
<b>Net Managed Budget</b>		<b>37,100</b>	<b>36,913</b>
<b>Net Cost of Service</b>		<b>37,100</b>	<b>36,913</b>

# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Miscellaneous			
	£000	Budget 2017/18	Budget 2018/19
Employees			
Other Pension Costs		5,417	5,131
		5,417	5,131
Supplies & Services			
Professional Services and Subscriptions		100	100
Grants and Contributions		298	298
		398	398
Agency Payments			
Former joint committee residual costs		421	393
		421	393
Transfer Payments			
Land Drainage Levies		7	7
		7	7
<b>Managed Expenditure</b>		<b>6,243</b>	<b>5,930</b>
Income - Grants			
Government Grants		(157)	(82)
		(157)	(82)
Income - Charges			
Contributions		(925)	(764)
Other income		(6)	(6)
		(931)	(770)
<b>Managed Income</b>		<b>(1,088)</b>	<b>(852)</b>
<b>Net Managed Budget</b>		<b>5,155</b>	<b>5,078</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(5,761)	(5,131)
Capital Charges		607	756
		(5,153)	(4,375)
Central Recharges			
Corporate & Democratic Core Income		(100)	(100)
		(100)	(100)
<b>Managed Outside the Service</b>		<b>(5,253)</b>	<b>(4,475)</b>
<b>Net Cost of Service</b>		<b>(99)</b>	<b>602</b>

## Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Corporate Insurance	£000	Budget 2017/18	Budget 2018/19
Supplies & Services			
IT and telecommunications		44	40
Insurance		3,558	5,202
Other Hired and Contracted Services		681	669
		4,283	5,911
Internal Charges			
Managed Recharges Frm Other Directorates		4,127	4,383
		4,127	4,383
Appropriations			
Transfers to/from Earmarked Reserves		1,028	0
		1,028	0
Managed Expenditure		9,438	10,294
Internal Income			
Income from other Directorates		(9,398)	(10,248)
		(9,398)	(10,248)
Income - Charges			
Other income		(40)	(46)
		(40)	(46)
Managed Income		(9,438)	(10,294)
<b>Net Managed Budget</b>		<b>0</b>	<b>0</b>
<b>Net Cost of Service</b>		<b>0</b>	<b>0</b>

**Report of the Chief Officer – Financial Services**

**Report to Council**

**Agenda Item 7(ii)**

**Date: 21<sup>st</sup> February 2018**

**Subject: Council Tax 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. Section 30 of the Local Government Act 1992 imposes on the City Council a duty to set council taxes within its area. This report sets out the background to the calculations, the various steps in the process and the proposed council taxes for 2018/19 including the precepts issued by the Police and Crime Commissioner for West Yorkshire, the West Yorkshire Fire & Rescue Authority and the parish and town councils within the Leeds area.
2. It is proposed that Leeds City Council's element of the Band D council tax charge be increased by 4.99% to £1,339.89, an increase of 2.99% to the Leeds element plus a 2% increase for the Adult Social Care precept.

**Recommendations**

3. Council is requested to adopt the resolutions set out in Section 5.

## **1 Introduction**

- 1.1 This report sets out how the council tax is calculated and makes recommendations regarding Leeds' council tax requirement, the calculation of Leeds' and parish elements of council tax and the setting of the overall level of council tax for Leeds for 2018/19.

## **2 Context**

- 2.1 Section 30 of the Local Government Finance Act 1992 requires the City Council to set the council tax within its area. The amounts paid are based upon the capital values of each dwelling and are calculated by reference to their values at 1<sup>st</sup> April 1991 prices.
- 2.2 Properties are placed in one of eight valuation bands by the Listing Officer of the Valuation Office Agency as follows:

**Table 1: Valuation Bands**

<b>Value at 1st April 1991</b>	
<b>Band A</b>	Not exceeding £40,000
<b>Band B</b>	Over £ 40,000 but not exceeding £ 52,000
<b>Band C</b>	Over £ 52,000 but not exceeding £ 68,000
<b>Band D</b>	Over £ 68,000 but not exceeding £ 88,000
<b>Band E</b>	Over £ 88,000 but not exceeding £120,000
<b>Band F</b>	Over £120,000 but not exceeding £160,000
<b>Band G</b>	Over £160,000 but not exceeding £320,000
<b>Band H</b>	Exceeding £320,000

- 2.3 When the consultation paper relating to council tax was first issued by the Government in April 1991, it was estimated that the average property value in England was about £80,000. Such a property would be in Band D and as a result, many of the calculations are carried out by reference to Band D. For example, when the level of council tax is calculated, a Band D Tax is calculated initially and the taxes for the other bands are then calculated as proportions of that. Amounts of council tax are calculated in the first instance for households with two or more adults; single adult households receive a 25% discount.

## **3. Main issues**

### **3.1 Council Taxes and the Collection Fund**

- 3.1.1 The City Council's net budget is funded through a combination of business rates income, council tax income and government grant. Council tax income comes via the Leeds Collection Fund, a separate account from the City Council's General Fund, set up in accordance with Section 89 of the Local Government Finance Act 1988. The Collection Fund collects council tax income and pays out the demands



and precepts made upon it by the City Council, the Police and Crime Commissioner for West Yorkshire and the West Yorkshire Fire & Rescue Authority.

- 3.1.2 Leeds City Council is both a precepting and a billing authority. This means that the Council is responsible for maintaining the Collection Fund, setting the council tax, sending out council tax bills and collecting council tax. Leeds City Council, the Police and Crime Commissioner and the Fire & Rescue Authority each calculate their own element of council tax and Leeds as the billing authority then formally sets the overall tax by adding these elements together.
- 3.1.3 The 2015 Spending Review and Autumn Statement announced the introduction of a new power for local authorities with social care responsibilities to increase council tax by up to and including a further 2% per year until 2019-20, with a requirement that the extra money raised will be spent exclusively on adult social care. In the provisional 2017-18 Local Government Finance Settlement, local authorities were offered the flexibility to increase this element of council tax by an additional 1% in 2017-18 and 2018-19, but not to exceed 6% in total over the three year period to 2019-20.
- 3.1.4 For 2018/19 the Secretary of State for Communities and Local Government has again determined “principles” that will require local authorities that wish to increase their council taxes beyond set limits to hold local referendums. The limit this year for Leeds is up to 6%, comprising of up to 3% for the Leeds element of the tax (an increase of 1% on the limit of up to 2% in recent years) plus the Adult Social Care precept of 3%. The referendum limit for the Police and Crime Commissioner is £12 per Band D property and the limit for the Fire & Rescue Authority is up to 3%.
- 3.1.5 The proposed council taxes (including Police and Fire elements) for a two-adult household in Leeds are shown below. A 2.99% council tax increase is proposed to the Leeds element of the tax plus an additional 2% increase in council tax for the Adult Social Care precept. The Police and Crime Commissioner has approved an increase of £12.00 per Band D property and **the Fire & Rescue Authority are expected to approve a precept increase of 2.99% at their meeting on 16<sup>th</sup> February 2018.**

**Table 2: 2018/19 Council Tax by Band**

	<b>2017/18</b> <b>£</b>	<b>2018/19</b> <b>£</b>	<b>Increase</b> <b>%</b>
<b>Band A</b>	992.03	1043.70	5.21%
<b>Band B</b>	1,157.37	1,217.66	5.21%
<b>Band C</b>	1,322.71	1,391.60	5.21%
<b>Band D</b>	1,488.05	1,565.56	5.21%
<b>Band E</b>	1,818.72	1,913.45	5.21%
<b>Band F</b>	2,149.40	2,261.36	5.21%
<b>Band G</b>	2,480.07	2,609.26	5.21%
<b>Band H</b>	2,976.09	3,131.11	5.21%

3.1.6 Council will be assured that the council taxes proposed for the Leeds area, as set out in Table 2, will not exceed the referendum limits set by the Secretary of State.

## 3.2 Calculation and Setting of Council Tax

3.2.1 The process of calculating and setting council tax is as follows:

- i) Calculate the “council tax requirement” following the steps set out in Section 31A of the Local Government Finance Act 1992. This takes the Council’s gross budget and gross income as a starting point and is shown in abbreviated form in Table 3.
- ii) Divide the council tax requirement by the tax base (as agreed by Council on 10<sup>th</sup> January 2018) to give a Band D Tax that includes amounts for parishes.
- iii) Calculate separately the Band D Taxes for non-parished areas (by removing parish precepts) and for each parish.
- iv) Calculate the taxes for each property band for non-parished areas and for parishes.

3.2.2 Table 3 includes the precept and Band D amount for the Police and Crime Commissioner **and the proposed precept for the Fire & Rescue Authority.**

3.2.3 Table 3 includes **the total of parish precepts, which is not yet finalised. No precept request has yet been received from either Rawdon Parish Council or Ledston Parish Council. Rawdon Parish Council has provided an indicative precept amount which has been reflected.**

**Table 3: Council Tax Requirement 2018/19**

	2017/18		2018/19	
	TOTAL £	Per Band D Equivalent £ p	TOTAL £	Per Band D Equivalent £ p
Leeds City Council				
Gross Expenditure (inc. trans. to reserves)	1,989,530,003		1,991,808,231	
Less:				
Gross Income (inc. trans. from reserves)	1,496,862,003		1,480,924,231	
<b>Net Budget</b>	492,668,000	2,219.85	510,884,000	2,270.04
Add:				
Parish Precepts	1,837,651	8.28	1,919,686	8.53
	494,505,651	2,228.13	512,803,686	2,278.57
Less:				
Leeds RSG	65,016,705	292.95	0	0.00
Leeds Business Rates	178,067,489	802.33	359,378,600	1,596.85
	251,421,457	1,132.85	153,425,086	681.72
Add:				
Tariff to Central Government	13,389,534	60.33	136,934,781	608.45
Basic amount needed from Council Tax	264,810,991	1,193.18	290,359,867	1,290.17
Adjust for:				
Business Rates Collection Fund (Surplus)/Deficit	21,763,376	98.06	13,335,036	59.25
Council Tax Collection Fund (Surplus)/Deficit	-1,500,000	-6.76	-226,000	-1.00
<b>COUNCIL TAX REQUIREMENT (Including Parishes)</b>	285,074,367	1,284.48	303,468,903	1,348.42
Less:				
Parish Precepts	1,837,651	8.28	1,919,686	8.53
<b>COUNCIL TAX REQUIREMENT (Excluding Parishes)</b>	283,236,716	1,276.20	301,549,217	1,339.89
Add:				
Police Precept	33,501,340	150.95	36,672,587	162.95
Fire Precept	13,514,939	60.90	14,114,553	62.72
<b>TOTAL BAND D TAX (Non Parished Areas)</b>	<b>330,252,995</b>	<b>1,488.05</b>	<b>352,336,357</b>	<b>1,565.56</b>
Total including parishes	332,090,646	1,496.33	354,256,043	1,574.09

**Notes:**

- a) The council tax base for 2018/19 as agreed by Council on 10<sup>th</sup> January 2018 and expressed as the number of Band D equivalent properties is 225,055.2.
- b) The precepts for individual parish and town councils and their parish Band D council taxes are set out in Appendix I. **The total of parish precepts is not yet finalised.**
- c) "Per Band D equivalents" shown in the table may not add due to rounding.
- d) **The Fire Precept is subject to final approval by the Fire & Rescue Authority at their meeting on 16<sup>th</sup> February 2018.**

## **4. Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 The setting of council taxes is the final step in a budget setting process which has been underway for a number of months. Leeds City Council's initial budget proposals have been the subject of consultation with key stakeholders as set out in section 15 of the 2018/19 Revenue Budget and Council Tax report.

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

4.2.1 The Council is fully committed to assessing and understanding the impact of its decisions on equality and diversity issues. In order to achieve this, the Council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes.

4.2.2 A specific Equality Impact Assessment of the budget at a strategic level has been carried out and this is attached to the 2018/19 Revenue Budget and Council Tax report included in the pack of papers available at this meeting. Separate equality impact assessments will be undertaken in respect to specific actions included in the budget where appropriate.

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

4.3.1 The council tax recommendations detailed in this report have been developed to ensure that appropriate financial resources are provided to support Council policies and the Best Council Plan, as set out in the 2018/19 Revenue Budget and Council Tax report referred to earlier.

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

4.4.1 This is a financial report and the financial implications are outlined in the main body of the report and set out in detail in the 2018/19 Revenue Budget and Council Tax report.

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

4.5.1 In accordance with the Council's Budget and Policy Framework decisions as to the Council's budget and council tax are reserved to Council. Agreement of the recommendations contained in this report implies the Council's agreement to the actions necessary to deliver the budget described in the 2018/19 Revenue Budget and Council Tax report.

### **4.6 Risk Management**

4.6.1 A full assessment of budget risks both at directorate level and corporately has been made and is explained in paragraph 12 of the 2018/19 Revenue Budget and Council Tax report.

## 5. Recommendations

5.1. Council is asked to adopt the following resolutions.

5.2 That it be noted that at the meeting on 10<sup>th</sup> January 2018, Council agreed the following amounts for the year 2018/19, in accordance with regulations made under Sections 31B(3) and 34(4) of the Local Government Finance Act 1992:-

a) 225,055.2 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) as its council tax base for the year.

b) **Table 4: Taxbase Numbers 2018/19**

PARISH OF	Taxbase Numbers 2018/19
Aberford and District	773.8
Allerton Bywater	1,429.3
Alwoodley	3,650.9
Arthington	284.7
Austhorpe	25.4
Bardsey cum Rigton	1,126.5
Barwick in Elmet and Scholes	1,985.4
Boston Spa	2,015.4
Bramham cum Oglethorpe	732.6
Bramhope and Carlton	1,815.3
Clifford	742.9
Collingham with Linton	1,704.1
Drighlington	1,865.4
East Keswick	585.3
Gildersome	1,832.7
Great and Little Preston	603.3
Harewood	1,833.2
Horsforth	7,239.2
Kippax	2,884.6
Ledsham	96.1
Ledston	159.2
Micklefield	510.2
Morley	10,642.8
Otley	4,979.0
Pool in Wharfedale	955.7
Rawdon	2,750.0
Scarcroft	811.5
Shadwell	970.9
Swillington	954.5
Thorner	754.1
Thorp Arch	375.5
Walton	116.9
Wetherby	4,707.4
Wothersome	8.2

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

5.3 That the following amounts be now calculated by the Council for the year 2018/19 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:-

- a) **£2,143,997,734** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act.
- b) **£1,840,528,831** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act.
- c) **£303,468,903** being the amount by which the aggregate at 5.3(a) above exceeds the aggregate at 5.3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **council tax requirement** for the year.
- d) **£1,348.419868** being the amount at 5.3(c) above, divided by the amount at 5.2(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, as the **basic amount of its council tax for the year**.
- e) **£1,919,686.00** being the aggregate amount of all special items referred to in Section 34(1) of the Act.
- f) **£1,339.89** being the amount at 5.3(d) above, less the result given by dividing the amount at 5.3(e) above by the amount at 5.2(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the **basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates**.

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

**g) Table 5: Band D Precept by Parish**

<b>Parish</b>	<b>Band D £ p</b>	
Aberford and District	1,361.28	
Allerton Bywater	1,365.78	
Alwoodley	1,353.89	
Arthington	1,347.79	
Bardsey cum Rigton	1,369.41	
Barwick in Elmet and Scholes	1,358.60	
Boston Spa	1,359.40	
Bramham cum Oglethorpe	1,373.13	
Bramhope and Carlton	1,370.70	
Clifford	1,372.20	
Collingham with Linton	1,393.29	
Drighlington	1,366.16	
East Keswick	1,371.50	
Gildersome	1,352.17	
Great and Little Preston	1,369.73	
Harewood	1,348.62	
Horsforth	1,355.74	
Kippax	1,372.17	
Ledsham	1,392.96	
<b>Ledston</b>	<b>1,339.89</b>	No precept received to date
Micklefield	1,445.87	
Morley	1,359.09	
Otley	1,425.02	
Pool in Wharfedale	1,382.51	
<b>Rawdon</b>	<b>1,355.22</b>	Indicative precept received
Scarcroft	1,371.93	
Shadwell	1,377.76	
Swillington	1,370.80	
Thornor	1,379.01	
Thorp Arch	1,399.81	
Walton	1,390.79	
Wetherby	1,394.16	

being the amounts given by adding to the amount at 5.3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 5.2(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

h) Table 6: Leeds and Parish Precepts Excluding Police and Fire 2018/19

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p	
LEEDS EXCEPT PARTS BELOW:	893.26	1,042.14	1,191.01	1,339.89	1,637.64	1,935.40	2,233.15	2,679.78	
<b>Parish of:</b>									
Aberford and District	907.52	1,058.77	1,210.03	1,361.28	1,663.79	1,966.29	2,268.80	2,722.56	
Allerton Bywater	910.52	1,062.27	1,214.03	1,365.78	1,669.29	1,972.79	2,276.30	2,731.56	
Alwoodley	902.59	1,053.03	1,203.46	1,353.89	1,654.75	1,955.62	2,256.48	2,707.78	
Arthington	898.53	1,048.28	1,198.04	1,347.79	1,647.30	1,946.81	2,246.32	2,695.58	
Bardsey cum Rigton	912.94	1,065.10	1,217.25	1,369.41	1,673.72	1,978.04	2,282.35	2,738.82	
Barwick in Elmet and Scholes	905.73	1,056.69	1,207.64	1,358.60	1,660.51	1,962.42	2,264.33	2,717.20	
Boston Spa	906.27	1,057.31	1,208.36	1,359.40	1,661.49	1,963.58	2,265.67	2,718.80	
Bramham cum Oglethorpe	915.42	1,067.99	1,220.56	1,373.13	1,678.27	1,983.41	2,288.55	2,746.26	
Bramhope and Carlton	913.80	1,066.10	1,218.40	1,370.70	1,675.30	1,979.90	2,284.50	2,741.40	
Clifford	914.80	1,067.27	1,219.73	1,372.20	1,677.13	1,982.07	2,287.00	2,744.40	
Collingham with Linton	928.86	1,083.67	1,238.48	1,393.29	1,702.91	2,012.53	2,322.15	2,786.58	
Drighlington	910.77	1,062.57	1,214.36	1,366.16	1,669.75	1,973.34	2,276.93	2,732.32	
East Keswick	914.33	1,066.72	1,219.11	1,371.50	1,676.28	1,981.06	2,285.83	2,743.00	
Gildersome	901.45	1,051.69	1,201.93	1,352.17	1,652.65	1,953.13	2,253.62	2,704.34	
Great and Little Preston	913.15	1,065.35	1,217.54	1,369.73	1,674.11	1,978.50	2,282.88	2,739.46	
Harewood	899.08	1,048.93	1,198.77	1,348.62	1,648.31	1,948.01	2,247.70	2,697.24	
Horsforth	903.83	1,054.46	1,205.10	1,355.74	1,657.02	1,958.29	2,259.57	2,711.48	
Kippax	914.78	1,067.24	1,219.71	1,372.17	1,677.10	1,982.02	2,286.95	2,744.34	
Ledsham	928.64	1,083.41	1,238.19	1,392.96	1,702.51	2,012.05	2,321.60	2,785.92	
<b>Ledston</b>	<b>893.26</b>	<b>1,042.14</b>	<b>1,191.01</b>	<b>1,339.89</b>	<b>1,637.64</b>	<b>1,935.40</b>	<b>2,233.15</b>	<b>2,679.78</b>	TBC
Micklefield	963.91	1,124.57	1,285.22	1,445.87	1,767.17	2,088.48	2,409.78	2,891.74	
Morley	906.06	1,057.07	1,208.08	1,359.09	1,661.11	1,963.13	2,265.15	2,718.18	
Otley	950.01	1,108.35	1,266.68	1,425.02	1,741.69	2,058.36	2,375.03	2,850.04	
Pool in Wharfedale	921.67	1,075.29	1,228.90	1,382.51	1,689.73	1,996.96	2,304.18	2,765.02	
<b>Rawdon</b>	<b>903.48</b>	<b>1,054.06</b>	<b>1,204.64</b>	<b>1,355.22</b>	<b>1,656.38</b>	<b>1,957.54</b>	<b>2,258.70</b>	<b>2,710.44</b>	TBC
Scarcroft	914.62	1,067.06	1,219.49	1,371.93	1,676.80	1,981.68	2,286.55	2,743.86	
Shadwell	918.51	1,071.59	1,224.68	1,377.76	1,683.93	1,990.10	2,296.27	2,755.52	
Swillington	913.87	1,066.18	1,218.49	1,370.80	1,675.42	1,980.04	2,284.67	2,741.60	
Thornor	919.34	1,072.56	1,225.79	1,379.01	1,685.46	1,991.90	2,298.35	2,758.02	
Thorp Arch	933.21	1,088.74	1,244.28	1,399.81	1,710.88	2,021.95	2,333.02	2,799.62	
Walton	927.19	1,081.73	1,236.26	1,390.79	1,699.85	2,008.92	2,317.98	2,781.58	
Wetherby	929.44	1,084.35	1,239.25	1,394.16	1,703.97	2,013.79	2,323.60	2,788.32	

being the amounts given by multiplying the amounts at 5.3(f) and 5.3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 5.4 That it be noted for the year 2018/19 that the Police and Crime Commissioner has issued the following precept and **the Fire & Rescue Authority are expected to issue the following precept** to the Council in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below.



**Table 7: Police and Fire Precepts 2018/19**

Precepting Authority	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
Police & Crime Commissioner West Yorkshire	108.6329	126.7383	144.8438	162.9493	199.1603	235.3712	271.5822	325.8986
West Yorkshire Fire and Rescue Authority	41.810639	48.779078	55.747519	62.715959	76.652838	90.589718	104.526597	125.431918

5.5 That, having calculated the aggregate in each case of the amounts at 5.3(h) and 5.4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, **and subject to confirmation of the Fire & Rescue Authority precept**, hereby sets the following amounts as the amounts of council tax for the year 2018/19 for each of the categories of dwellings shown below:

**Table 8: Leeds and Parish Precepts Including Police and Fire 2018/19**

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
LEEDS EXCEPT PARTS BELOW:	1,043.70	1,217.66	1,391.60	1,565.56	1,913.45	2,261.36	2,609.26	3,131.11
<b>Parish of:</b>								
Aberford and District	1,057.96	1,234.29	1,410.62	1,586.95	1,939.60	2,292.25	2,644.91	3,173.89
Allerton Bywater	1,060.96	1,237.79	1,414.62	1,591.45	1,945.10	2,298.75	2,652.41	3,182.89
Alwoodley	1,053.03	1,228.55	1,404.05	1,579.56	1,930.56	2,281.58	2,632.59	3,159.11
Arthington	1,048.97	1,223.80	1,398.63	1,573.46	1,923.11	2,272.77	2,622.43	3,146.91
Bardsey cum Rigton	1,063.38	1,240.62	1,417.84	1,595.08	1,949.53	2,304.00	2,658.46	3,190.15
Barwick in Elmet and Scholes	1,056.17	1,232.21	1,408.23	1,584.27	1,936.32	2,288.38	2,640.44	3,168.53
Boston Spa	1,056.71	1,232.83	1,408.95	1,585.07	1,937.30	2,289.54	2,641.78	3,170.13
Bramham cum Oglethorpe	1,065.86	1,243.51	1,421.15	1,598.80	1,954.08	2,309.37	2,664.66	3,197.59
Bramhope and Carlton	1,064.24	1,241.62	1,418.99	1,596.37	1,951.11	2,305.86	2,660.61	3,192.73
Clifford	1,065.24	1,242.79	1,420.32	1,597.87	1,952.94	2,308.03	2,663.11	3,195.73
Collingham with Linton	1,079.30	1,259.19	1,439.07	1,618.96	1,978.72	2,338.49	2,698.26	3,237.91
Drighlington	1,061.21	1,238.09	1,414.95	1,591.83	1,945.56	2,299.30	2,653.04	3,183.65
East Keswick	1,064.77	1,242.24	1,419.70	1,597.17	1,952.09	2,307.02	2,661.94	3,194.33
Gildersome	1,051.89	1,227.21	1,402.52	1,577.84	1,928.46	2,279.09	2,629.73	3,155.67
Great and Little Preston	1,063.59	1,240.87	1,418.13	1,595.40	1,949.92	2,304.46	2,658.99	3,190.79
Harewood	1,049.52	1,224.45	1,399.36	1,574.29	1,924.12	2,273.97	2,623.81	3,148.57
Horsforth	1,054.27	1,229.98	1,405.69	1,581.41	1,932.83	2,284.25	2,635.68	3,162.81
Kippax	1,065.22	1,242.76	1,420.30	1,597.84	1,952.91	2,307.98	2,663.06	3,195.67
Ledsham	1,079.08	1,258.93	1,438.78	1,618.63	1,978.32	2,338.01	2,697.71	3,237.25
<b>Ledston</b>	<b>1,043.70</b>	<b>1,217.66</b>	<b>1,391.60</b>	<b>1,565.56</b>	<b>1,913.45</b>	<b>2,261.36</b>	<b>2,609.26</b>	<b>3,131.11</b>
Micklefield	1,114.35	1,300.09	1,485.81	1,671.54	2,042.98	2,414.44	2,785.89	3,343.07
Morley	1,056.50	1,232.59	1,408.67	1,584.76	1,936.92	2,289.09	2,641.26	3,169.51
Otley	1,100.45	1,283.87	1,467.27	1,650.69	2,017.50	2,384.32	2,751.14	3,301.37
Pool in Wharfedale	1,072.11	1,250.81	1,429.49	1,608.18	1,965.54	2,322.92	2,680.29	3,216.35
<b>Rawdon</b>	<b>1,053.92</b>	<b>1,229.58</b>	<b>1,405.23</b>	<b>1,580.89</b>	<b>1,932.19</b>	<b>2,283.50</b>	<b>2,634.81</b>	<b>3,161.77</b>
Scarcroft	1,065.06	1,242.58	1,420.08	1,597.60	1,952.61	2,307.64	2,662.66	3,195.19
Shadwell	1,068.95	1,247.11	1,425.27	1,603.43	1,959.74	2,316.06	2,672.38	3,206.85
Swillington	1,064.31	1,241.70	1,419.08	1,596.47	1,951.23	2,306.00	2,660.78	3,192.93
Thorner	1,069.78	1,248.08	1,426.38	1,604.68	1,961.27	2,317.86	2,674.46	3,209.35
Thorp Arch	1,083.65	1,264.26	1,444.87	1,625.48	1,986.69	2,347.91	2,709.13	3,250.95
Walton	1,077.63	1,257.25	1,436.85	1,616.46	1,975.66	2,334.88	2,694.09	3,232.91
Wetherby	1,079.88	1,259.87	1,439.84	1,619.83	1,979.78	2,339.75	2,699.71	3,239.65

TBC

TBC

- 5.6 That, in accordance with section 52ZB of the Local Government Finance Act 1992, following the principles set out by the Secretary of State and in the Referendums Relating to Council Tax Increases (Principles) (England) Report 2018/19, it be determined that Leeds City Council's relevant basic amount of council tax for the year 2018/19 is not excessive.
- 5.7 That the schedule of instalments for 2018/19 for transfers to Leeds City Council and payments to the Police and Crime Commissioner and the Fire & Rescue Authority out of the Collection Fund be determined as set out in Appendix II of this report.

**6. Background documents**

- 6.1 There are no background documents associated with this report.

## PARISH PRECEPTS &amp; COUNCIL TAX BAND D CHARGES 2018/19

Parish	2017/18		2018/19		
	Parish Precept	Parish Band D Council Tax	Parish Precept	Parish Band D Council Tax	
	£	£ p	£	£ p	
Aberford and District	15,750.00	20.48	16,550.00	21.39	
Allerton Bywater	37,000.00	26.76	37,000.00	25.89	
Alwoodley	43,835.00	12.00	51,113.00	14.00	
Arthington	2,250.00	7.89	2,250.00	7.90	
Austhorpe	0.00	0.00	0.00	0.00	
Bardsey cum Rigton	32,250.00	28.62	33,250.00	29.52	
Barwick in Elmet and Scholes	37,148.00	18.73	37,148.00	18.71	
Boston Spa	37,450.00	19.13	39,320.00	19.51	
Bramham cum Oglethorpe	24,240.00	32.74	24,350.00	33.24	
Bramhope and Carlton	55,922.00	30.79	55,921.00	30.81	
Clifford	23,000.00	31.25	24,000.00	32.31	
Collingham with Linton	76,000.00	44.54	91,000.00	53.40	
Drighlington	49,000.00	26.47	49,000.00	26.27	
East Keswick	18,000.00	30.64	18,500.00	31.61	
Gildersome	22,063.00	12.20	22,504.00	12.28	
Great and Little Preston	14,000.00	24.13	18,000.00	29.84	
Harewood	8,000.00	4.37	16,000.00	8.73	
Horsforth	109,950.00	15.53	114,710.00	15.85	
Kippax	97,000.00	33.87	93,120.00	32.28	
Ledsham	4,451.00	47.00	5,100.00	53.07	
<b>Ledston</b>	<b>3,296.00</b>	<b>20.97</b>	<b>0.00</b>	<b>0.00</b>	TBC
Micklefield	47,385.00	94.88	54,070.00	105.98	
Morley	200,372.00	19.16	204,379.00	19.20	
Otley	407,627.00	82.70	423,850.00	85.13	
Pool in Wharfedale	38,426.00	40.68	40,732.00	42.62	
<b>Rawdon</b>	<b>40,240.00</b>	<b>15.03</b>	<b>42,150.00</b>	<b>15.33</b>	TBC
Scarcroft	26,000.00	31.93	26,000.00	32.04	
Shadwell	35,700.00	36.70	36,771.00	37.87	
Swillington	28,500.00	30.01	29,500.00	30.91	
Thorner	29,500.00	39.43	29,500.00	39.12	
Thorp Arch	17,020.00	45.37	22,500.00	59.92	
Walton	5,812.00	50.15	5,950.00	50.90	
Wetherby	250,464.00	53.91	255,448.00	54.27	
Wothersome	0.00	0.00	0.00	0.00	
<b>TOTAL</b>	<b>1,837,651.00</b>		<b>1,919,686.00</b>		

## LEEDS COLLECTION FUND

## SCHEDULE OF INSTALMENTS OF PAYMENTS OR TRANSFERS 2018/19

16th April 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th May 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th June 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
16th July 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th August 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
17th September 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th October 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th November 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
17th December 2018	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th January 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th February 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th March 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority

The amount of each instalment will be the amount of the billing authority's undischarged liability, divided by the number of instalments remaining to be paid or transferred.

**Report of the Chief Officer Financial Services**

**Report to Executive Board**

**Agenda Item 7 (iii)**

**Date: 7<sup>th</sup> February 2018**

**Subject: Capital Programme Update 2018-2021**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In? Except 6.1 (a to b)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report sets out the updated capital programme for 2018-2021 and includes an updated forecast of resources available over that period together with the current 2017/18 position. The Council continues to deliver significant capital investment across the city which will provide improved facilities and infrastructure and supports the Leeds economy, whilst ensuring the impact on debt costs within the revenue budget is managed.
2. In the period from 2017-2021, the council is seeking to deliver capital investment of £1,472.3m, of which £1,063.4m relates to the General Fund and £408.9m in the Housing Revenue Account (HRA). The Council will be committing an additional £122.1m of its own funding over the four year period bringing the total investment to £590.9m, including 2017/18, to deliver the Council's priorities and objectives. The council's borrowing includes £385.3m of capital expenditure that is funded by additional income, generates revenue savings or ensures that our assets are maintained to an acceptable standard. The remaining £205.6m supports the Best Council Plan objectives. The council is also reducing its borrowing by making debt repayments of £103.7m over the period.
3. Whilst the capital programme remains affordable in 2018-19, ongoing reviews will consider the continued affordability of debt costs in future years in the context of: planned expenditure and the Best Council Plan priorities; projections on interest rates; and the strength of the Council's balance sheet to fund capital spend. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

4. There are a number of significant capital pressures and £241.2m is being injected as part of this programme, these are detailed in **Appendix A(iii)**. These pressures have been contained within the existing funding envelope for 2018-19. There remains, however, a number of future pressures that will be addressed as business cases for capital investment are brought forward.
5. An update to the 2017/18 position shows projected spend of £343.3m. **Appendix A** outlines the objective analysis of this spend for the period 2017-2021, along with the capital resources required to finance this.
6. The HRA programme remains affordable over the next 3 years.
7. There are no changes to the Council's Minimum Revenue Provision (MRP) for 2018/19.

### **Recommendations**

8. Executive Board is asked to recommend to Council :
  - a) the capital programme for 2018-2021 totalling £1,472.3m, including the revised projected position for 2017/18, as presented in **Appendix F**,
  - b) the MRP policy for 2018/19 as set out in **Appendix D**,
9. Executive Board are asked to approve:
  - a) that the list of land and property sites shown in **Appendix B** will be disposed of to generate capital receipts for use in accordance with the MRP policy
  - b) the following injections into the capital programme :
    - £136.6m, of annual programmes as set out in **Appendix A(iii)** funded by £41.7m LCC borrowing, £73.1m of HRA specific resources and £21.8m of general fund specific resources ;
    - £104.6m, of priority pressures as set out in **Appendix A(iii)** funded by £80.4m of net borrowing and £24.2m of general fund specific resources.

The above decision to inject funding within this report of £241.2m will be implemented by the Chief Officer Financial Services.

## 1. Purpose of this report

- 1.1. This report sets out the updated capital programme for 2018-2021 and includes details of forecast resources for that period. It also includes an update of the 2017/18 programme.
- 1.2. In accordance with the Council's Budget and Policy Framework, decisions as to the Council's capital programme are reserved to Council. In addition, statutory guidance requires that policies on Minimum Revenue Provision (see 3.5) are approved by Council. As such, the recommendations at 6.1 (a-b) are not subject to call in.

## 2. Background information

- 2.1. In preparing the capital programme update, ongoing reviews of the phasing of expenditure on existing capital schemes has been undertaken together with an updated projection of capital resources. Where appropriate, scheme estimates have been revised.
- 2.2. This update of the capital programme has been prepared in the context of the overall resources available to the Council. The Government's spending review combined with the Autumn Statement and the provisional local government settlement in December set out the revenue funding local authorities can expect over the coming years and this capital programme is therefore constrained by these funding reductions and in line with the Medium Term Financial Strategy.
- 2.3. The capital programme outlined at **Appendix A**, is split between General Fund and HRA with **Appendix A(i), A(ii) and A(iii)** providing the details across the annual and major programmes and injections since the quarter 2 report. Appendix **F** provides a full list of schemes by objective analysis.

## 3. Capital Programme Update

### 3.1. Capital Programme Update 2017/18

- 3.1.1. The latest projected expenditure for 2017/18 is £343.3m and it is forecast that resources will be available to fund this level of expenditure both within the General Fund and HRA programmes. **Table 1** shows the latest position against previous updates to Executive Board.

**Table 1 - Capital Resources Position**

	February 2017 Capital Programme £m	Qtr 2 Nov 17 EB report £m	This report £m	Variance this report to Qtr 2 Nov 2017 £m
Forecast Expenditure	380.5	374.6	343.3	(31.3)
Funded By				
Government Grants	107.5	119.9	113.1	(6.8)
Other Grants and Contributions	9.8	12.7	13.4	0.7
Borrowing	160.0	157.6	132.5	(25.1)
HRA Self Financing	81.5	69.3	70.4	1.1
HRA Other Receipts & Grants	21.7	15.1	13.9	(1.2)
<b>Total Forecast Resources</b>	<b>380.5</b>	<b>374.6</b>	<b>343.3</b>	<b>(31.3)</b>

- 3.1.2. A review of all capital schemes within the programme takes place on a monthly basis, with two quarterly reviews reported to Executive Board in July and November. These reviews ensure that where schemes are funded from borrowing, they are still an essential priority for the Council in supporting the delivery of the Council Plan. Table 1 shows that since the February 2017 capital programme, borrowing decreased by £2.4m between February 17 and Q2 and a further £25.1m between Q2 and this report, a net £27.5m which mainly relates to re-phasing on a number of LCC funded schemes. Further individual major scheme updates are provided in **Appendix C(i)**.
- 3.1.3. Members are asked to note that there are other capital related reports elsewhere on the agenda. These include reports on - Land at East Leeds Extension and Thorpe Park Leeds, Acquisition of Land for Vehicle Fleet CNG Filling Station, Learning Places Programme Update, Investment into New Supply Affordable and Supported Housing, Community Hubs Phase 3 Business Case and a Heritage Lottery Fund bid for Temple Newsam Estate. Reports with capital funding implications are included within this capital programme update.

### 3.2. Capital Programme Resources 2017/18 onwards

- 3.2.1. **General Fund** - The Council's reducing revenue funding envelope over the medium term places constraints on the level of debt that Council can afford. As such only those schemes supported by a robust business case and that meet the Council's priorities will progress. However, the strategy allows for an additional increase in debt where the additional debt cost is met from schemes that generate greater savings, or avoid revenue costs, or provide income streams. The council will continue to explore and take advantage of investment opportunities as they arise and these will also be subject to robust business case review and Executive Board approval in line with financial procedure rules. Table 2 below shows the Council's level of annual programmes, corporate borrowing and borrowing supported by income streams and or cost savings.
- 3.2.2. The programme results in a borrowing requirement of £590.9m over the four year period, including 2017/18, to deliver the Council's priorities and objectives. The council's borrowing includes £385.3m of capital expenditure that is funded by additional income, generates revenue savings or ensures that our assets are maintained to an acceptable standard. The remaining £205.6m supports the Best Council Plan objectives. The council is also reducing its borrowing by making debt repayments of £103.7m.

**Table 2 - Capital Programme Net Borrowing Requirement 2017/18 -2021/22**

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
<b>Corporate Borrowing</b>					
Annual Programme in Year	49.5	45.6	54.3	46.4	195.8
Other corporate Borrowing	36.8	56.8	61.0	51.0	205.6
<b>Total Corporate Borrowing</b>	<b>86.3</b>	<b>102.4</b>	<b>115.3</b>	<b>97.4</b>	<b>401.4</b>
Borrowing supported by revenue	46.2	68.2	38.3	36.8	189.5
<b>Total LCC Borrowing</b>	<b>132.5</b>	<b>170.6</b>	<b>153.6</b>	<b>134.2</b>	<b>590.9</b>
<b>Repayment of Debt (MRP)</b>	12.7	22.1	19.6	49.3	103.7
<b>Net Borrowing requirement</b>	<b>119.8</b>	<b>148.5</b>	<b>134.0</b>	<b>84.9</b>	<b>487.2</b>



- 3.2.3. Resources of £1,472.3m are required to fund the City Council's capital programme from 2017/18 to 2020/21. These are summarised in **Appendix A**, divided into General Fund resources and HRA resources. **Appendix A(i) and (ii)** provides the details across the annual and major programmes. **Table 3** below shows the overall resources position including 2017/18;

**Table 3: Total Capital Resources 2017/18 - 2020/21**

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
<b>Specific Resources</b> General Fund	126.5	149.3	113.9	124.9	514.5
<b>Specific Resources</b> HRA	84.3	90	103.4	89.2	366.9
* <b>Corporate Resources</b>	132.5	166.9	157.2	134.3	590.9
<b>Total Resources</b>	343.3	406.2	374.5	348.4	1,472.3

\* Includes £42m of borrowing for the HRA programme. £30m for Council House Growth Programme and £12m for Housing Leeds.

- 3.2.4. **Specific Resources General Fund £514.5m** – This includes funding which has been secured for specific schemes in the form of government grants such as Learning Places (Basic Need), Section 31 transport grant, Leeds Public Transport Programme, East Leeds Orbital Road, Local Transport Plan, other government departments and other contributions from external bodies including the Heritage Lottery Fund and private developers which is then passported to the relevant directorate programmes.

- 3.2.5. **Specific Resources HRA £366.9m** - In accordance with the HRA budget, HRA capital expenditure has been set assuming a 1% rent reduction for 2018/19. Despite a general reduction of 1%, the HRA capital programme has been prioritised to deliver investment of £320.6m for the Council House refurbishment programme and £46.3m for the Council Housing Growth Programme.

- 3.2.6. **Corporate Resources £548.9m Gen Fund & £42m HRA** - These represent resources which the Council has more freedom to allocate to its own policy priorities. The main sources are borrowing and capital receipts. Capital receipts are allocated firstly to fund the liabilities to be written down for the year in relation to PFI schemes and finance leases then the Council's statutory requirement to repay debt (MRP). In financing the overall capital programme, the Chief Finance Officer will use the optimum mix of funding sources available to achieve the best financial position for the Council.

- 3.2.7. In terms of forecast capital receipts, a list of land and property sites for disposal during the period is included in **Appendix B**.

### **3.3. Capital Expenditure 2017/18 onwards**

- 3.3.1. A summary of the forecast capital programme by capital objective is set out below and the updated capital programme by individual scheme within these objectives is attached at **Appendix F**.

**Table 4 - Capital Resources 2017/18 - 2020/21**

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Improving Our Assets	199.4	194.9	195.9	170.2	760.3
Investing In Major Infrastructure	22.0	81.0	91.9	103.8	298.7
Supporting Service Provision	87.9	83.4	38.3	30.5	240.0
Investing in New Technology	8.4	14.1	19.6	16.2	58.3
Supporting the Leeds Economy	14.3	25.4	11.3	10.0	61.0
Central and Operational Expenditure	11.3	7.4	17.5	17.7	54.0
<b>Total Resources</b>	<b>343.3</b>	<b>406.2</b>	<b>374.5</b>	<b>348.4</b>	<b>1,472.3</b>

- 3.3.2. As can be seen from table 4 above, investment of £343.3m is taking place during 2017/18 with further investment of £1,129.0m planned from 2018/19 to 2020/21 onwards.
- 3.3.3. **Appendix A(iii)** details the injections that this report seeks and those that have taken place between the Quarter 2 update report and this report. This report seeks to inject £241.2m of which £136.6m relates to annual programmes and £104.6m of other priority pressures.
- 3.3.4. Annual programme injections of £136.6m include £73.1m HRA funding for the Housing Leeds and BITMO refurbishment programmes, £47.4m for General Fund programmes maintaining our existing assets, £7.5m of Local Transport Plan grant, £7.0m School Condition grant and £1.6m of devolved formula capital grant.
- 3.3.5. The remaining £104.6m relates to priority pressures including £25m to address the Learning Places deficit, £21.6m of bids for Local Full Fibre Networks in schools and tower blocks, £10m to address computer applications refresh, £10m for Phase 2 Flood Alleviation, £8.3m for ELOR land assembly, £8m of bids to the challenge fund for the Regent Street Flyover and Stanningley Bypass, £3.5m for Sovereign Street Bridge, £3.5m additional HRA investment, £3m for Community Hubs Phase 3, £3m for new supply affordable and supported housing, £1.5m for continued works to the Beckhills Estate and various others listed in appendix A(iii).
- 3.3.6. The overall investment will deliver a number of council priorities and objectives. **Appendix C** lists the major schemes contained within each objective and **Appendix C(i)** gives a narrative update on these major schemes.
- 3.3.7. The Council recovers VAT on expenditure (capital and revenue) relating to the council's statutory functions and on activities which are charged for at the standard rate of VAT. VAT incurred on expenditure relating to activities which are charged for and which are exempt from VAT is only recoverable if the amount of such VAT does not exceed 5% of the council's total VAT on expenditure in any one year. Examples of exempt activities are sport, culture, land & property transactions, and crematoria. To ensure that the current programme stays within the 5% limit for 2018/19, this programme only includes feasibility works for schemes that are VAT exempt activities, in anticipation that a further individual scheme reports will be brought back to Executive Board subject to remaining within the 5% limit. If the council's VAT on expenditure relating to its exempt activities exceeds the 5% limit, all VAT on expenditure attributable to exempt activities is irrecoverable. This would create an additional cost to the council of at least £5m. In addition, the council would also have to bring into account a proportion of any VAT incurred in the prior

10 years which was attributable to exempt activities and recovered in full at the time.

3.3.8. The Grand Theatre has identified a programme of works to improve the fabric of the building. This programme includes £20k to commission a report evaluating the level of works required. The outcome of this will be brought back to Executive Board for support whilst ensuring due regard to the 5% VAT partial exemption limit.

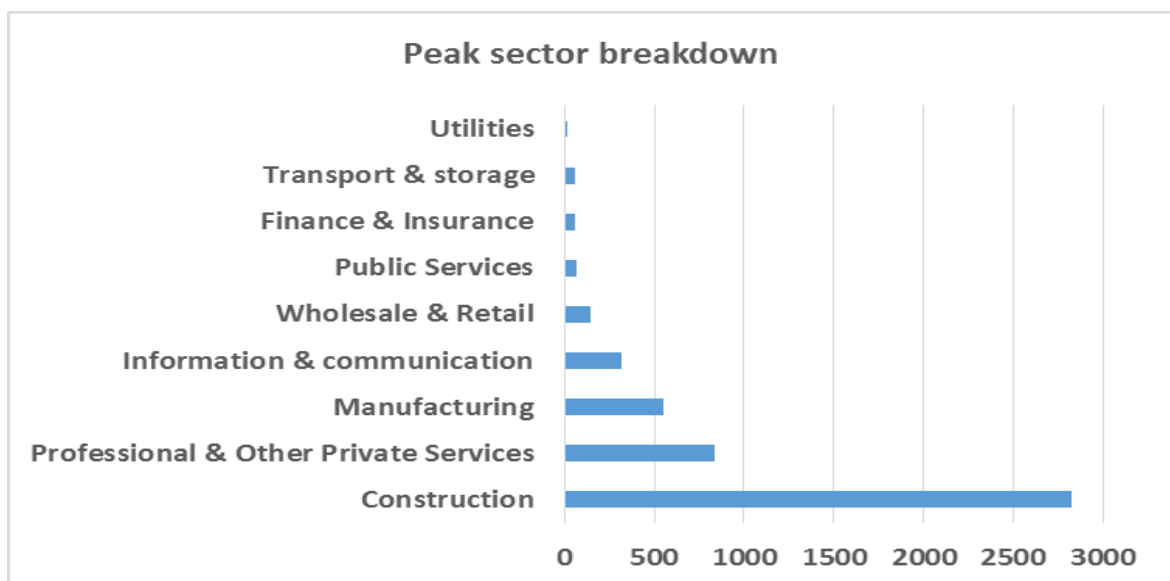
3.3.9. Members are asked to note that cipfa has consulted and issued a revised prudential code but are awaiting the updated guidance notes that accompany the prudential code. The revised code will be adopted and the changes will be reported in the next update to Executive Board.

### 3.4. Economic Impact Analysis

3.4.1 An assessment of the economic impact of the Council's capital programme investment has been undertaken which makes use of the Regional Econometric Model (REM) which can estimate the wider economic impact of the capital programme through multiplier effects. The key points below estimate the economic impact for Leeds and the Leeds City Region from 2017-2021:

- An estimated peak of 4,920 net additional FTE job roles in Leeds will be created over the four years through Leeds City Council capital expenditure generating over £1,138.0m Gross Value Added (GVA) for the Leeds economy.
- In addition a further net additional 820 jobs and £150.3m GVA will be created in the wider Leeds City Region by our capital expenditure
- In total, it is therefore estimated that Leeds City Council capital expenditure between 2017-2021 will create a peak of 5,740 FTE jobs and generate £1,288.3m GVA in the Leeds City Region.

3.4.2 The industry employment sector breakdown is set out below



3.4.3 In addition to the use of the Regional Econometric Model (REM) to determine the effect on the economy, further analysis is ongoing to assess the impact employment and skills obligations within Council contracts have on jobs and apprenticeships.

### **3.5. Capital Strategy - MRP**

- 3.5.1. The MRP is an annual revenue charge for the repayment of borrowing and other capital financing liabilities. Local authorities are required by statute to determine each financial year what they consider to be a prudent amount of MRP, and are required by statutory guidance to approve an annual statement setting out their MRP policy. The policy should be approved by full council, and any subsequent revisions which are proposed to the approved policy should also be approved by full council.
- 3.5.2. In determining the level of a prudent MRP, local authorities are required to 'have regard' to statutory guidance issued by the government. This means that local authorities should not take a substantially different course from that set out in the guidance, but may deviate from its detailed requirements where they determine there is good reason to do so. The statutory guidance sets out that the broad aims of a prudent MRP policy should be to ensure that borrowing is repaid either over the life of the asset which the capital expenditure related to or, for supported borrowing, the period assumed in the grant determination. The guidance identifies four options for calculating MRP which would result in a prudent provision, but states that other approaches are not ruled out. Local authorities therefore have a level of freedom in determining their MRP policies, provided that they are in line with the broad aims set out in the statutory guidance.
- 3.5.3. The government has been consulting on revised statutory guidance for MRP, and it is expected that this guidance will be issued in late January, to apply to 2018/19. Indications are that the revised guidance will not require the council to make any changes to its current MRP policy, however an element of uncertainty will remain until the final guidance is issued.
- 3.5.4. Subject to paragraph 3.5.3 above, the council does not propose to make any changes to its MRP policy for 2018/19.
- 3.5.5. Changes were made to the 2017/18 MRP policy, to recalculate the MRP on the tranche of debt which originated in 2007/08 and earlier on the basis of an annuity asset life calculation applied from 2008/09. This will lead to this element of debt being repaid seven years earlier than previously planned, but also meant that more MRP had been set aside between 2008/19 and 2016/17 than the minimum required. Under the 2017/18 MRP policy, this overprovision is being applied firstly over a three year period in a way which smoothes the impact of any timing variations in the availability of capital receipts and reduces the MRP charge to revenue to £1.0m. The remaining cumulative overprovision would then be applied evenly over the following three years.
- 3.6. It is proposed that the council's 2018/19 MRP policy should be :
- If capital receipts have been used to repay borrowing or to fund PFI liabilities for the year then the value of the MRP which would otherwise have been set aside will be reduced by the amounts which have instead been repaid from capital receipts.
  - MRP for borrowing on capital expenditure incurred between 2007/08 and 2017/18 will be calculated on an annuity basis over the expected useful life of the assets (option 3 in the statutory guidance). For expenditure capitalised

under statute where there is no identifiable asset, the lifetimes used for calculating the MRP will be as recommended in the statutory guidance.

- For earlier borrowing, MRP will be calculated on an asset life annuity basis. As data is not available to identify the individual assets which this borrowing related to, an average asset life relating to more recent borrowing will be used. It is considered that this is prudent as prior to 2008/09, the Council's capital spend, being largely determined by Government approval, was more dominated by spend on long term assets, whilst since 2008/09, greater flexibility has allowed borrowing to support investment in assets with a shorter life. The annuity calculation will be based on the position which would have been reached if this approach had been in place since 2008/09.
- For all outstanding borrowing (both pre and post 2007/08), the MRP charged to revenue will be adjusted by offsetting an element of the cumulative overprovision on pre 2007/08 borrowing, until this overprovision has been fully utilised. For 2018/19, the calculated MRP will be reduced by the allocation of approximately £22.4m of the overprovision on pre 2007/08 borrowing.
- For PFI liabilities, an MRP charge will be calculated on the basis of the expected life of the asset which has been acquired, using the same annuity basis as is used for borrowing.
- For finance lease liabilities, an MRP charge will be made to match the value of any liabilities written down during the year.

3.6.1. In deciding on the application of capital funding it is proposed that:

- Capital receipts are allocated firstly to the liabilities to be funded for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- For any remaining capital receipts, the Responsible Financial Officer (the Section 151 Officer) will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.
- Any other general capital income will be allocated to those capital schemes which relate to the shortest lived assets.

3.6.2. The proposed MRP Policy for 2018/19 is set out at **Appendix D**.

### **3.7. Prudential Indicators**

3.7.1. Under the current self-regulatory financial framework, CIPFA's prudential code for capital finance<sup>1</sup>, each authority is required to set a number of prudential indicators and limits for its capital plans which will include affordability, the impact of capital investment plans on council tax and housing rents, capital expenditure levels,

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<sup>1</sup> CIPFA – The Prudential Code for Capital Finance in Local Authorities (amended 2011)

external debt and treasury management indicators. A number of these indicators relate specifically to treasury management operations and for 2017/18 to 2020/21 these are included in the treasury management strategy report elsewhere on the agenda. In relation to capital expenditure, and in accordance with the prudential code, this report indicates future levels of capital expenditure, forecast resources and the resulting borrowing requirement (before providing for the statutory charge to revenue for past capital expenditure, known as minimum revenue provision). Details are set out in Appendix A of the Treasury Management Strategy Report elsewhere on the February agenda.

- 3.7.2. Any unsupported borrowing carried out must be affordable within the revenue budget (i.e. the cost of interest and debt repayments). For 2018/19, the debt cost of all schemes funded through borrowing have been provided for in the revenue budget, approval for which is contained within the revenue budget report elsewhere on this agenda.

## **4. Corporate Considerations**

### **4.1. Consultation and Engagement**

- 4.1.1. The Council's initial budget proposals, including capital programme, were set out in a report to Executive Board in December 2017.
- 4.1.2. The report was also used for wider consultation with the public through the Leeds City Council web-site, the results of this consultation are contained in the revenue budget report which is elsewhere on the agenda.

### **4.2. Equality, Diversity, Cohesion and Integration Screening**

- 4.2.1. The capital programme sets out a plan of capital expenditure over future years and further spending decisions are taken, in accordance with capital approval processes, as projects are developed. This is when more detailed information will be available as to where in the city capital spending will be incurred and the impact on services, buildings and people. Service Directorates will include equality considerations as part of the rationale in determining specific projects from capital budgets.
- 4.2.2. In terms of the content of this report, an Equality Screening document has been prepared and is attached at **Appendix E**.

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

- 4.3.1. Capital objectives were set out and agreed in the initial budget proposals report considered by Executive Board in December 2013. The capital programme attached to this report is structured to show schemes under these objectives.

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

- 4.4.1. The resource implications of this report are detailed in section 3 above. For the capital programme to be sustainable, the Chief Finance Officer must be satisfied that spend in each year of the programme can be afforded. For 2018/19 the forecast of borrowing costs resulting from capital expenditure are budgeted for within the revenue budget. In the year following capital expenditure, as well as

budgeting for interest costs, the revenue budget must make provision for the minimum revenue provision on borrowings which is accounted for over the life of the asset.

4.4.2. Forecasts for the debt budget beyond 2018/19 are dependent upon the interest rate assumptions, the likely level of capital spend and the Councils cash balances. The debt budget is currently forecast to increase by £4.2m in 2018/19. The interest rate assumptions and the borrowing requirement arising from the capital programme will be kept under review throughout 2018/19, before establishing the 2019/20 debt budget. The affordability of the capital programme is considered in more detail in the Treasury Management Strategy 2018/19 report elsewhere on the agenda. Beyond 2018/19 capital pressures of £233.8m have been identified and will be considered as business cases and firmer costs against priorities and affordability through the year.

4.4.3. While dealing in part with the Learning Places Programme by injecting £25m of the £71.7m deficit into 2018/19, this still remains a significant pressure still outside the programme. The Learning Places funding deficit is currently estimated at £71.7m and is the largest significant pressure that the capital programme faces. Discussions continue with the Education & Skills Funding Agency (ESFA) to seek additional central government funding, along with the potential to utilise other funding sources such as S106 development contributions. It is proposed to cashflow the expected programme of works during 2018/19 by injecting additional funding of £25m of LCC Borrowing and Community Infrastructure Levy funding. Work continues in identifying the demographic pressure, to be updated for information from the latest admissions round, and awaits the schools capital funding announcement expected in March 2018 at the earliest for any changes to Basic Need Grant funding. Strategic Investment Board is being regularly updated on the deficit position and Executive Board will be kept updated via future Learning Places Programme update reports (the latest of which is reported elsewhere on this agenda) and future Capital Programme reports.

4.4.4. In order to ensure that schemes meet Council priorities and are value for money, the Chief Finance Officer will continue to ensure:

- the introduction of new schemes into the capital programme will only take place after completion and approval of a full business case and identification of the required resources; and
- the use of prudential borrowing by directorates is based on individual business cases and that revenue resources to meet the borrowing costs are identified.

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

4.5.1. In accordance with the Council's Budget and Policy Framework, decisions as to the Council's capital programme are reserved to Council. In addition, statutory guidance requires that policies on Minimum Revenue Provision (see 3.5) are approved by Council. As such, the recommendations at 6.1 (a to b) are not subject to call in.

4.5.2. In accordance with the Budget and Policy Framework Rules, the Executive Board is required to make proposals to Council regarding the degree of in year changes

which may be undertaken by the Executive. There are no proposed changes to these rules.

#### **4.6. Risk Management**

4.6.1. One of the main risks in developing and managing the capital programme is that insufficient resources are available to fund the programme. A number of measures are in place to ensure that this risk can be managed effectively:

- Monthly updates of capital receipt forecasts prepared, using a risk based approach, by the Director of City Development;
- Monthly monitoring of overall capital expenditure and resources forecasts alongside actual contractual commitments;
- Quarterly monitoring of the council's VAT partial exemption position to ensure that full eligibility to VAT reclaimed can be maintained;
- Ensuring written confirmation of external funding is received prior to contractual commitments being entered into;
- The capital programme includes a central contingency of £7.5m to cater for any unforeseen circumstances; £1m of this is allocated for specific emergencies. In addition individual programmes and schemes contain a risk provision for unexpected circumstances;
- Compliance with Financial Procedure rules, Financial Regulations and Contract Procedure Rules to ensure the Council's position is protected.

4.6.2. The Chief Finance Officer will continue to work with service directors to ensure that capital schemes are properly developed and that a rigorous business case process is operated to demonstrate investment is aligned to capital objectives, meets the needs of the public and will deliver best value.

4.6.3. In managing the overall funding for the programme particular emphasis is placed on ensuring that contractual commitments are only made when there is reasonable certainty that the appropriate resources are available. The Chief Finance Officer shall co-ordinate scheme reviews and the approval of schemes to ensure that they are brought forward in a timely way and can be afforded. Update reports on the overall capital programme will continue to be reported to Executive Board 3 times each year.

#### **5. Conclusions**

5.1. Over the four year period to 2020/21 the Council is seeking to deliver a total of £1,472.3m capital investment within the city.

5.2. This is funded through £881.4m specific or external funding and £590.9m of corporate resources.

5.3. Resources have been reprioritised and directed to pressures that have arisen and a number of schemes have been injected. These pressures have been contained within the existing funding envelope for 2018/19. There remain, however, a number of pressures in 2018/19 and beyond that will be addressed as the business cases for capital investment are developed.

5.4. Forecasts for the general fund debt budget beyond 2018/19 are dependent upon the interest rate assumptions, the likely level of capital spend and the Council's cash



balances. These will be kept under review throughout 2018/19, before establishing the 2019/20 debt budget. Funding is available to meet the level of HRA investment.

- 5.5. The Chief Finance Officer will continue to ensure adequate resources are available to meet the planned level of investment through continued and regular review of profiling, priorities and resources within the programme.

## 6. Recommendations

- 6.1. Executive Board is asked to recommend to Council:

- a) the capital programme for 2018-21 totalling £1,472.3m including the revised projected position for 2017/18, as presented in **Appendix F**;
- b) the revised MRP policy for 2018/19 as set out in **Appendix D**.

- 6.2. Executive Board are asked to approve:

- a) that the list of land and property sites shown in **Appendix B** will be disposed of to generate capital receipts for use in accordance with the MRP policy
- b) the following injections into the capital programme:
  - £136.6m, of annual programmes as set out in Appendix A(iii) funded by £41.7m LCC borrowing, £73.1m of HRA specific resources and £21.8m of general fund specific resources;
  - £104.6m, of pressures as set out in Appendix A(iii) funded by £80.4m of net borrowing and £24.2m of general fund specific resources.

The above decision to inject funding within this report of £241.2m will be implemented by the Chief Officer (Financial Services).

## Appendices

A – Capital Programme Statement 2017/18-2020/21

A(i) & A(ii) – Annual Programmes & Major Programmes & other schemes

A(iii) – Net Injections Since Quarter 2 Executive Board Nov 2017 Update

B – Capital Receipts - Sites scheduled for disposal 2017/18 to 2021/on

C – Annual & Major Schemes by Objective 2018/19 – 2020/2021 (Pie Chart)

C(i) – Annual & Major schemes within each objective 2018/19–2020/2021 (narrative)

D – Statement of Policy on the Minimum Revenue Provision for 2018/19

E – Equality, Diversity, Cohesion and Integration Screening Document

F – Capital Programme – Scheme Details (Organised by Expenditure Objective)

7. Background documents<sup>2</sup> - None

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<sup>2</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.

	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	Total £000s
<b>EXPENDITURE</b>					
<b>GENERAL FUND (GF)</b>					
IMPROVING OUR ASSETS	115,079	102,509	64,889	68,987	351,464
INVESTING IN MAJOR INFRASTRUCTURE	21,990	81,040	91,897	103,772	298,699
SUPPORTING SERVICE PROVISION	87,904	83,391	38,290	30,457	240,043
INVESTING IN NEW TECHNOLOGY	8,361	14,081	19,624	16,247	58,313
SUPPORTING THE LEEDS ECONOMY	14,324	25,357	11,304	9,990	60,975.5
CENTRAL & OPERATIONAL EXPENDITURE	11,307	7,400	17,512	17,732	53,952
<b>TOTAL ESTIMATED SPEND ON GF</b>	<b>258,966</b>	<b>313,778</b>	<b>243,515</b>	<b>247,185</b>	<b>1,063,445</b>
<b>HOUSING REVENUE ACCOUNT (HRA)</b>					
IMPROVING OUR ASSETS - COUNCIL HOUSING	84,292	92,387	131,000	101,188	408,868
<b>TOTAL ESTIMATED SPEND ON HRA</b>	<b>84,292</b>	<b>92,387</b>	<b>131,000</b>	<b>101,188</b>	<b>408,868</b>
<b>TOTAL ESTIMATED SPEND</b>	<b>343,258</b>	<b>406,166</b>	<b>374,516</b>	<b>348,373</b>	<b>1,472,312</b>
<b>RESOURCES</b>					
<b>GENERAL FUND (GF)</b>					
<b>Specific Resources</b>					
GOVERNMENT GRANTS	113,127	136,090	108,661	121,981	479,859
OTHER GRANTS/CONTRIBUTIONS	13,376	13,181	5,213	2,934	34,703
<b>Corporate Resources</b>					
BORROWING - Corporate	114,951	125,768	119,306	97,507	457,532
BORROWING - Departmental	17,512	38,738	10,336	24,763	91,350
<b>CAP. RESOURCES REQD FOR GF</b>	<b>258,966</b>	<b>313,778</b>	<b>243,515</b>	<b>247,185</b>	<b>1,063,445</b>
<b>HOUSING REVENUE ACCOUNT (HRA)</b>					
<b>Specific Resources</b>					
HRA SELF FINANCING	70,409	71,807	72,774	83,688	298,679
R.T.B. CAPITAL RECEIPTS	11,206	13,778	19,976	5,500	50,460
GOVERNMENT GRANTS & OTHER CONTRIBUTIONS	1,031	875	7,757	0	9,663
OTHER GRANTS/CONTRIBUTIONS	0	3,532	2,888	0	6,420
RCCO / RESERVES	1,646	0	0	0	1,646
BORROWING - Departmental	0	2,395	27,605	12,000	42,000
<b>CAP. RESOURCES REQD FOR HRA</b>	<b>84,292</b>	<b>92,387</b>	<b>131,000</b>	<b>101,188</b>	<b>408,868</b>
<b>TOTAL CAP. RESOURCES REQD</b>	<b>343,258</b>	<b>406,166</b>	<b>374,516</b>	<b>348,373</b>	<b>1,472,312</b>
<b>BORROWING REQUIRED TO FUND THIS PROGRAMME</b>	<b>132,463</b>	<b>166,902</b>	<b>157,247</b>	<b>134,270</b>	<b>590,882</b>
Average Interest rate (subject to change)	0.50%	0.85%	1.00%	1.25%	

## ANNUAL PROGRAMMES

Best Council Plan Objectives for the Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2020 & on £000	Total £000
<b>Improving Our Assets</b>					
Highways Maintenance	11,166	12,939	13,000	13,000	50,105
Highways Maintenance Capitalisations	4,000	4,000	4,000	4,000	16,000
Highways Maintenance <b>Note 1</b>	1,023	483	0	0	1,506
Schools Capital expenditure	3,500	3,500	3,500	3,715	14,215
Heritage Assets	3,033	2,100	2,000	2,000	9,133
Corporate Property Maintenance	3,737	1,500	1,500	1,500	8,237
Demolition	1,778	1,000	1,000	1,000	4,778
Fire Risk Assessments - Remedial Works	1,223	1,350	1,400	0	3,973
General Refurbishment Schools	674	880	1,062	1,000	3,616
Library Books	700	700	700	700	2,800
Sports Maintenance	1,021	525	500	500	2,546
Sports Maintenance <b>Note 1</b>	200	300	0	0	500
Traffic Management Programme	300	211	200	200	911
Civic Hall Backlog Maintenance	337	250	250	0	837
Improving our assets slippage adjustments	345.1	4.9	0	86	436
	33,037	29,742	29,112	27,700	119,591
<b>Supporting Service Provision</b>					
Adaptations - DFG LCC Funding	2,869	2,869	2,869	1,069	9,676
Adaptations - Grant & External <b>Note 1</b>	5,319	4,649	4,649	5,785	20,402
Telecare (ASC)	441	300	400	400	1,541
Adaptation to Private Homes outside of scope	459	400	400	400	1,659
Supporting Service provision Adaptations adjustment				738	738
	9,088	8,218	8,318	8,392	34,016
<b>Investing In New Technology</b>					
Essential Services Programme	4,957	2,866	3,100	3,100	14,023
Essential Services Programme Staffing	1,100	1,100	1,100	1,000	4,300
Essential Services 2018/19 adjustment		2,000			2,000
	6,057	5,966	4,200	4,100	20,323
<b>Supporting The Leeds Economy</b>					
Project Support Fund - Groundwork	70	70	70	3	213
Supporting the Leeds Economy adjustments	0.0	0	0	67	67
	70	70	70	70	280
<b>Central &amp; Operational Expenditure</b>					
General Capitalisation	4,000	5,000	5,000	5,000	19,000
Vehicle Programme	2,814	1,000	11,112	4,742	19,669
Capital Programme Management	600	600	600	585.8	2,386
Capitalisation Interest	670	500	500	500	2,170
Central and Operational adjustments	2.4			14	16.6
	8,087	7,100	17,212	10,842	43,241
<b>Total Annual Programmes</b>	<b>56,339</b>	<b>51,096</b>	<b>58,912</b>	<b>51,104</b>	<b>217,452</b>
<b>Total Annual Programme Injections this report</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,458</b>	<b>47,458</b>

**Note 1** - These lines are made up of additional grant funding £21,658.0k and estimated external income of £750.0k

## Major Programmes &amp; Other Directorate Schemes

## Appendix A(ii)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
<b>Improving our assets - Council Housing</b>					
HRA Housing Leeds Refurbishment & BITMO	70,994	78,738	81,720	101,188	332,640
HRA Council Housing Growth	13,299	13,649	49,280	0	76,228
<b>Improving our assets - General Fund</b>					
Childrens - Capital Maintenance	10,384	6,928	6,981	20,942	45,234
Changing the Workplace 1 & 2	27,033	7,027	0	0	34,060
Bridges and Structures	7,694	6,000	7,927	3,264	24,885
Strategic Investment Fund	1,646	20,071	333	0	22,050
Highways Maintenance & Transport Package Local Transport Plan	8,471	7,801	7,000	7,311	30,582
Section 278 and Section 106 Highways schemes	4,516	3,618	3,485	3,841	15,459
Elland Road & Aire Valley Park and Ride	2,415	550	350	0	3,315
Childrens Devolved Formula Capital	1,656	1,815	1,555	2,580	7,606
Whinmoor Nursery & Parks and Countryside	7,628	1,342	0	0	8,970
Highways Network Junction Improvements	2,229	7,820	720	0	10,769
Community Hubs Phase 2&3	2,414	3,330	0	0	5,744
Challenge Fund Bids Highways	0	2,000	3,500	2,500	8,000
Conversion of Refuse Collection Vehicles	0	1,000	1,584	0	2,584
Highways Adoption of 32 Roads	390	650	0	0	1,040
Other smaller schemes within the objective	5,568	2,814	2,342	850	11,575
	166,334	165,154	166,777	142,475	640,740
<b>Investing in Major Infrastructure</b>					
East Leeds Orbital Ringroad Highways works	4,958	26,316	45,269	54,889	131,432
Leeds Transport Public Investment Programme	2,000	25,860	36,000	44,883	108,743
Flood Alleviation	7,816	9,915	4,851	4,000	26,581
District Heating Network & Energy Efficiency	3,780	13,171	5,000	0	21,951
Cycle City Ambition	3,569	4,604	0	0	8,173
City Centre Vehicle Access Restrictions	500	900	0	0	1,400
Other smaller schemes within the objective	-632	273	778	0	419
	21,990	81,040	91,897	103,772	298,699
<b>Supporting Service Provision</b>					
Childrens - Learning Places (Basic Need)	41,458	59,499	22,441	1,079	124,477
Childrens - Social Emotional Mental Health (LCC borrowing)	29,419	3,142	273	3	32,837
Social Care and Health Fund	936	2,149	3,193	18,675	24,954
Private sector Renewal - Equity Loans	663	3,930	1,019	1,611	7,224
Waste Depot and residual Kirkstall Rd HWSS	439	3,821	69	0	4,330
Other smaller schemes within the objective	5,900	2,632	2,977	697	12,206
	78,816	75,173	29,972	22,065	206,027
<b>Investing in New Technology</b>					
Digital Information Service - Full Fibre Network Bids	0	4,000	10,100	7,500	21,600
Digital Information Service - Applications Refresh	0	2,000	4,000	4,000	10,000
Customer Access Phase 1 & 2	1,060	1,125	700	547	3,432
ASC Care Act Implementation	424	633	416	0	1,472
Other smaller schemes within the objective	820	357	208	100	1,485
	2,304	8,115	15,424	12,147	37,990
<b>Supporting the Leeds Economy</b>					
West Yorkshire Playhouse	947	10,100	2,540	0	13,587
Local Centres Programme and Townscape Heritage Initiative (THI)	1,639	4,069	4,706	2,000	12,414
Aire Valley Enterprise Zone	448	934	0	5,760	7,142
City Development Public Realm	1,037	2,078	823	250	4,187
Holbeck Group Repair	1,535	1,450	0	812	3,797
City Region Revolving Infrastructure	1,789	1,861	0	0	3,650
Digital Business Incubators (LCC Tech Hub)	2,629	1,000	0	0	3,629
Kirkgate Market Strategy	598	1,100	1,000	0	2,698
Southbank Regeneration (HUV)	663	850	300	0	1,813
Grand Theatre works	1,375	0	0	0	1,375
Ward Based Initiative, ACW & CRIS	42	682	683	684	2,092
Other smaller schemes within the objective	1,553	1,162	1,183	414	4,312
	14,254	25,287	11,234	9,920	60,696
<b>Central &amp; Operational Expenditure</b>					
Contingency General	0	300	300	5,890	6,490
Contingency Specific Emergencies	0	0	0	1,000	1,000
Transformational Change	3,117	0	0	0	3,117
Other smaller schemes within the objective	104	0	0	0	104
	3,221	300	300	6,890	10,710
<b>Total Major Programmes &amp; Other Directorate schemes</b>	<b>286,919</b>	<b>355,069</b>	<b>315,603</b>	<b>297,269</b>	<b>1,254,861</b>
<b>Annual Programmes (See Appendix A(i))</b>	<b>56,339</b>	<b>51,096</b>	<b>58,912</b>	<b>51,104</b>	<b>217,452</b>
<b>Total Annual &amp; Major Programmes</b>	<b>343,258</b>	<b>406,166</b>	<b>374,516</b>	<b>348,373</b>	<b>1,472,312</b>

## Appendix A (iii)

### Injections Since Quarter 2 Capital Programme Update Report

	Borrowing £000	Specific Resources £000	Total Resources £000
2020/21 HRA Budget <b>Note 1</b>		73,068	73,068
2020/21 Annual Programmes <b>Note 1</b>	41,673	5,785	47,458
Funding to address Learning Places Deficit	20,000	5,000	25,000
Local Full Fibre Network Bids	3,600	18,000	21,600
Computer Applications Refresh	10,000		10,000
Flood Alleviation Phase 2 (1 in 200 year level standard of protection)	10,000		10,000
ELOR Land Purchases	8,316		8,316
2020/21 Estimated Local Transport Plan (LTP) Grant <b>Note 1</b>		7,500	7,500
2020/21 Estimated School Condition Allocation <b>Note 1</b>		6,981	6,981
Regent St Flyover	6,000		6,000
HRA Business Plan for investment in CH Stock	3,500		3,500
Sovereign Street Bridge	3,500		3,500
Community Hubs Phase 3	3,030		3,030
New Supply Affordable and Supported Housing	3,030		3,030
Stanningley Bypass	2,000		2,000
2020/21 Estimate Devolved Formula Capital (DFC) Grant <b>Note 1</b>		1,555	1,555
Beckhills Housing Estate Highways Works	1,500		1,500
Public Realm Strategy	1,150		1,150
Land Acquisition	1,000		1,000
Bin Replacement Programme	974		974
Kirkgate Market Roof Replacement	900		900
Disabled Facilities Grant		645	645
Workspace Development & Investment Fund	600		600
18/19 Estimated Pot Hole Grant		483	483
Asset Management Site Developments	300		300
Royds School Storm Damage/Insurance Claim	249		249
Customer Facing Improvements	200		200
Innovation District	150		150
Frederick Hurdle & APNA Day Centre Refurbishment	130		130
Kirkgate Market Food Hall Enhancements	100		100
Temple Newsam Estate Heritage Lottery Fund Bid	100		100
City Resilience Planning	60		60
City Museum Lighting Colour Changing	22		22
Grand Theatre Feasibility	20		20
Other		106	106
<b>Net Injections sought as part of this report</b>	<b>122,104</b>	<b>119,122</b>	<b>241,226</b>
Redevelopment of George Street / Kirkgate	12,904		12,904
S106 Contributions - Parks & Countryside		336	336
S106 Contributions - Highways		184	184
S106 Contributions - Other		7	7
Other	-32	-466	-499
<b>Net Injections with approvals in place</b>	<b>12,872</b>	<b>60</b>	<b>12,932</b>
<b>Total Net Injections since Q2 Report</b>	<b>134,976</b>	<b>119,183</b>	<b>254,158</b>

**Note 1** - These lines are the annual programme injections which total £136.6m as referred to in recommendation 9 b)

### **Capital Receipts - Sites Scheduled for Disposal Completion 2017/18**

Belgrave Gardens  
Belle Vue Road, Scholes  
Broad Lane 275, Bramley (Q8)  
Brown Lane West, North Site  
Chapeltown Road 180  
Corn Exchange Shops  
DPP sites first tranche  
Kippax Housing Office  
Lenhurst Avenue, Land at, Armley, Former Ancester PH  
Merry Monk Public House, Kirkstall Hill, Leeds  
Queenswood Drive 198/200, LS6 3ND  
Roscoe Street, Sheepscar LS7  
Roundhay Road Area Office ( Land to rear), School site  
Rumple Croft, Meagill Rise, Otley, Strip of land  
Thorpe Square/Rd, Throstle Terrace, Middleton Phase 2  
Wade Street/Land Street, Corner of, Farsley  
Wetherby Fulfilling Lives Centre, Sandbeck Way  
Wetherby Road 32, Flats A, B & C  
York Road Library, Former, Land adjacent  
York Street 76, Land Adj, Leeds

### **Still to complete 2017/18**

Gallows Hill, Land at, Pool Road, Otley  
Greenlands HOP, Shakespeare Road, Guiseley  
Hanover Square 44, Leeds, LS3 1BQ,  
Low Fold, South Accommodation Road, Leeds LS9  
Millgarth Police Station, Strip of land  
Moorfield Street 2, Leeds LS2 9EJ,

Peel Street Community Centre, Melbourne Street  
Ramshead Hill 53  
Riverside Bridge Street, CPO Eastgate & Harewood  
Roundhay Road Area Office, (Housing site)  
Sovereign Street/Plot C, Overage Payment (final Payment)  
Wesley Street 114, Former Caretaker property  
West Leeds Family Centre, Former, Whingate Road, Leeds  
West Park, Leeds, LS16  
Wray Building, Harewood Street

### **2018/2019 Disposals**

Acre Mount  
Acre Terrace 17, Middleton  
Armley Grange  
Ashfield Works, Otley  
Ash Tree Primary School, Kippax  
Back Lane, Stanningley (Self Build)  
Bodmin Road, Land at No. 2 & 4. Middleton  
Bramham House, Bramham, Freely Lane, Phase 1  
Brooklands Avenue, Site B, Seacroft , DPP  
Buckingham House  
Burley Willows Care Home  
Calverley Library  
Cardigan Road Library  
Chatsworth Road, Harehills (Self Build)  
Clarence Road, Land at  
Easel Site 3, Bellway - Amberton Close  
Easel Site 6 , Gipton-Overage Payments  
Eastmoor School (Former)  
Elland Road (Land for Planet Ice)  
Grafton Centre, Craven Road  
Grange Farm (Land)  
Harehills Park Cottages & Development site.  
Holdforth Place, Wortley

Hume House, Land adjacent  
Hunslet Mill, land at  
Kippax Kabin, Cross Hills, Kippax  
Kirkland House, Queensway, Yeadon  
Lea Farm Road, Lea Park Road, Kirkstall (Self Build)  
Leonardo/Thoresby/2 Great George Street Disposals  
Low Whitehouse Row & Glasshouse Street, Lane, Hunslet  
Lower Wortley Road 163, Land at, TEAS  
Manor Farm Rise, Middleton  
Micklefield House Annexe & Caretakers Lodge, New Rd Side  
Middleton Park Avenue, Middleton  
Miles Hill Primary School & The Beckhills  
Oldfield Lane, Wortley (Sports Assoc Field)  
Otley LIDO, Farnley Lane  
Primrose Hill HOP, Boston Spa  
Quarry Hill (Plot 6)  
Quarry Hill Car Parking Payment  
Rosemont Flats, Bramhope, Breary Lane  
Roseville Enterprises Building  
Rothwell One Stop Area Office, Marsh Street  
Stanks Gardens, Land at, Swarcliffe, St Gregorys School  
Swarcliffe Avenue  
Thornes Farm co-ordination (Surrender & Regrant Gregory  
Thornes Farm, Land at, (Mercado)  
Well Lane, Land at, Yeadon  
Wortley High School former, land at Swallow Crescent  
Wykebeck Avenue, Seacroft DPP  
Wykebeck Mount West, Osmondthorpe DPP  
Yew Tree Farm, Colton Road East

## **2019/20 Disposals**

Abbey Mills, Kirkstall Road, LEEDS 4  
Bath Road (site D)  
Burley road Shops & Car Park  
Hedley Chase, New Wortley, Former Liberal Club site



Hill Crest 32, land adj, Swillington (self build)  
Holt Park District centre (residential sites)  
Holt Park District Centre, ASDA  
Land at Elland Road, Land at (disposal)  
Leodis Way, Land adjoining Stourton Containerbase  
Methley Library/Village Hall site  
Middleton Marauders Clubhouse  
Park Court  
Park Farm, Colton, Leeds, LS15 9AJ  
Park Lees site, St Anthony's Road, Beeston, LS11  
Seacroft Hospital -Ransom Strip  
Sovereign Street/Plot B  
Throstle Mout, Middleton (Wades)

### **2020/21 Disposals**

Kendall Drive, Halton Moor DPP  
Lobb Cottage, Thorn Lane, Roundhay, LS8 1NF  
North Parade Depot, otley  
Pinfold Children's Home – disposal  
Redhall

### **2021 onward Disposals**

All Saints Road, Rothwell (Self Build)  
Arena Development Site  
Asket Hill Primary, Seacroft DPP  
Bath Road/Derwent Place (Site B)  
Bishop's Way, Seacroft DPP  
Brooklands Drive, Seacroft DPP  
Bruntcliffe Cemetery Lodge  
Charles Street, Farsley  
Clarence Road Industrial Units

Copperfields College  
Elland Road (Site B Car Park), Leeds  
Healey Croft Hostel, Westerton Road, Tingley  
Kenneth Street, Land at Holbeck  
Leeds Bradford Airport (Ransom Strip - Site 3)  
Leeds International Pool  
Manor Street Industrial Estate  
Matthew Murray High School  
Mistress Lane, Armley  
Moorend Training Site, Tulip Street, LS10  
Parkway Close, Seacroft DPP  
Peckfield Colliery, Plots 4, 5 and 6  
Ramshead Wood Day Centre  
Rathmell Road, Halton Moor, LS15, DPP  
Seacroft Crescent North, Seacroft DPP  
Seacroft Crescent South BLP  
St Ann's Mills  
Summerfield Gardens, Rodley (Self Build)  
Sweet Street 38/47 Marshall Street  
Tesco Seacroft  
Western Flatts Park, Cliff Cottage off Fawcett Lane  
Parkway Close, Seacroft DPP  
Peckfield Colliery, Plots 4, 5 and 6  
Rathmell Road, Halton Moor, LS15, DPP  
Seacroft Crescent North, Seacroft DPP  
Seacroft Crescent South BLP  
Sweet Street 38/47 Marshall Street  
Western Flatts Park, Cliff Cottage off Fawcett Lane

Major Schemes (over £3m) by Objective Future 3 year programme 2018/19 -2020/21

**Central and Operational** £43m

Vehicle Replacement Prog	17m
General Capitalisations	15m
Contingency	8m
Other	3m

**Investing in New Technology** £50m

Full Fibre Network Bids	22m
Essential Services Programme	14m
Computer Application Refresh	10m
Other smaller schemes	4m

**Improving Our Assets**

HRA - Refurbishment p
HRA - Council House Pr
Highways Annual & Ma
Schools Capital Mainte
Strategic Investment Fu
CPM, Demos and Fire R
Changing the workplac
CNG station & conversi
Various other smaller s

**Supporting the Leeds Economy** £47m

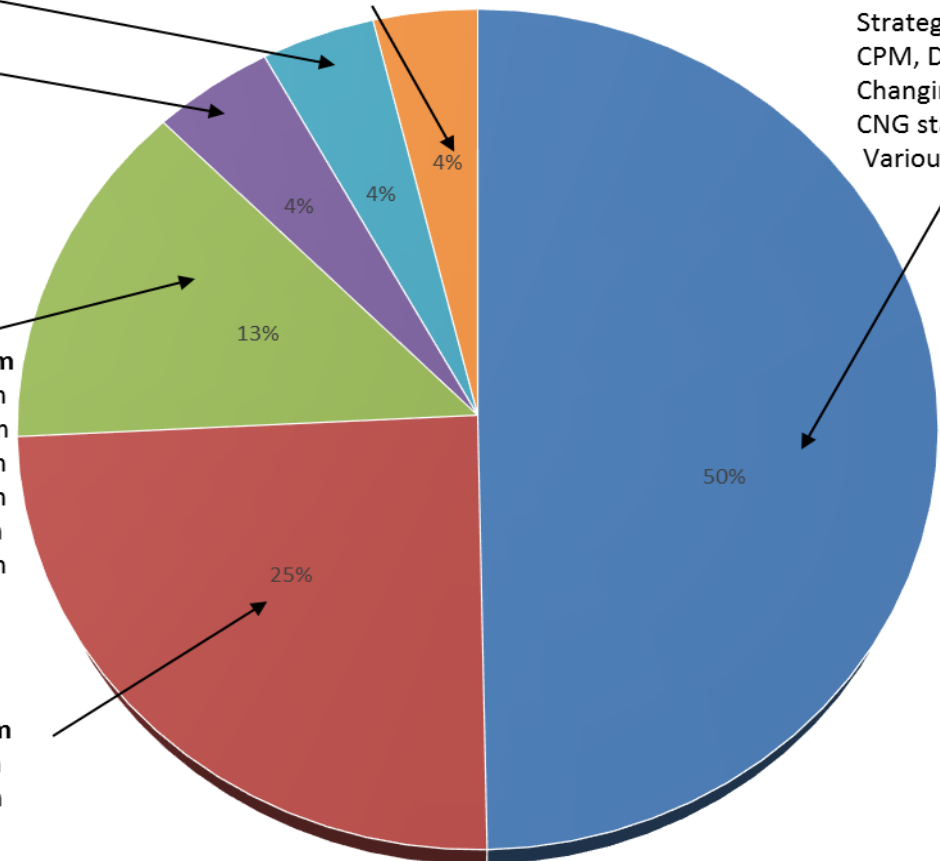
West Yorkshire Playhouse	13m
Local Centres Prog & THI	11m
Aire Valley Enterprise Zone	7m
Public Realm	3m
Kirkgate Market Strategy	3m
Other smaller schemes	10m

**Supporting Service Provision** £152m

Learning Places (Basic Need)	83m
Social Care & Health Fund	24m
Adaptations DFGs	23m
Affordable Housing Support & Loans	7m
Waste Depot Development	4m
Various other smaller schemes	11m

**Investing in major infrastructure** £277m

East Leeds Orbital Road	127m
Leeds Public Transport	107m
Flood Alleviation	19m
District Heating Network	18m
Cycle City Ambition	5m
Various other smaller schemes	1m



### Major schemes contained within each objective 2018/19 - 2020/2021

#### 1. Improving our Assets

##### Housing Revenue Account (HRA)

**Council Housing Growth Programme** – The programme has delivered £32.1m of spend in previous years with an estimated spend of £17m for 2017/18, future spend profiled as £10m in 2018/19 and the residual £49m to complete by 2020/2021. The Council is targeting c£30.0m of council housing growth funding from within the overall programme to support the delivery of extra care housing. The Newbuild programme has delivered 5 schemes which have completed at £18m. 3 schemes are on site with a combined construction value of £11m, Broadlea Street, Garnet Grove and the former Whinmoor Pub with 3 schemes in procurement/feasibility at the Beeches, Nevilles and Meynell Approach. The Empty Homes programme £11.3m has brought 120 homes back into use since 2014. Phase 1 of the programme has delivered 26 homes. Phase 2 the 2015-18 Empty Homes programme has currently delivered 96 homes with a further 8 in conveyancing and one community centre awaiting confirmation which will give a total of 102 homes delivered.

As part of the Council Housing Growth Programme and to support the delivery of the Better Lives Programme, the Council intends to enable the initial delivery of 200 Council owned extra care apartments with the intention that this investment acts as catalyst to promote the wider development of extra care across the city.

An Executive Board report was approved in July 2017 which included recommendations on

- £30m budget for delivery of extra care
- Approval of 6 council owned sites to be dedicated to the delivery of extra care
- Intended procurement strategy for the delivery of extra care (via the North Yorkshire Extra Care Framework).
- Potential revenue savings which will result from the provision of additional extra care housing places across the city.

**Council Housing Investment Programme** – Housing Leeds and BITMO are projecting to spend £261.6m over the coming 3 year period 2018-20. This investment will fulfil a number of LCCs key priorities; Fire Safety and compliance making additional funding available to fund further sprinkler installations in our high rise blocks, improving health and affordable warmth, low carbon and energy efficiency including a District heating network programme, improvements to the environment through reduced carbon emissions and supporting more people to live safely in their own homes.

A report to November 2017 EB “Beyond Decent Homes – The 2018 HRA Capital investment Plan” set out a detailed 10 year investment plan.

New capital investment proposals will be prioritised according to the following, with works that contribute to legislative requirements, the health, safety or wellbeing of residents taking precedence over others:

- Top priority – legislative requirements, health, safety and wellbeing (e.g. fire safety, asbestos, DDA, heating and insulation, lifts, aids and adaptations etc.);
- High priority – structural works and key building components (e.g. structural Remedials, concrete repairs, roofs, chimneys, pointing, damp proof courses, windows and doors etc.).
- Medium Priority – internal works and non-key building components (e.g. kitchens, bathrooms, internal communal areas in blocks etc.).
- Low priority – environmental and estate improvements (e.g. garages, fencing, paths etc.).

The HRA Investment Plan will be reviewed by Executive Board annually, alongside the HRA Business Plan. This will allow scrutiny of newly arising investment needs and proposals at the same time as making decisions around the resources made available to fund it.

### **General Fund**

**Highways Annual Maintenance & other Major Highways Programmes** – The Highways programme over the next 3 years provides for £120m and includes £52m of annual programme borrowing up to 2020/21 to address backlog maintenance on district roads/streets. It includes £22m of LTP funded Highways maintenance and transport package schemes, £17m for the maintenance of our Bridges and Structures, £11m of developer contributions through Section 278/106 funding, £8m for Highways Network junction improvements, £8m on 2 Challenge Fund bids for the Regent Street Flyover and Stanningley bypass. Of the total available £27m is injected within this report across the three years, £17m of which is for the 2020/21 annual Highways Maintenance programme as set out in appendix A(iii).

**Childrens Capital Maintenance and Devolved Formula Capital** – These Programmes currently include estimated future grant allocations up to 2020/21 of £7.0m and £1.6m respectively based on 2017/18 funding allocations. The next schools capital funding announcement is expected in March 2018 at the earliest, and funding estimates that are already included in the programme will be updated as necessary. Balances have been accumulated within the Capital Maintenance Programme to undertake more substantial refurbishment at prioritised sites.

**Changing the Workplace** – The programme continues to progress and £1.5m has been saved from the release of 6 properties. Merrion House has been vacated and over 1,600 staff have been through new ways of working so that services can work more effectively and improve outcomes for the citizens of Leeds. The next phase will see over 2,600 going through the process with Merrion House, Enterprise House, St George House and Civic Hall refurbished and made fit for purpose. This will allow the city centre office accommodation to be reduced from 17 to 4 with the surplus properties being released. Works have commenced on site to refurbish and create the new Merrion House with an envisaged date for completion of the base build works (including the tenant enhancements) end of January 2018. Post fit-out it is envisaged that staff would be able to commence a phased occupancy of the

building from mid February with all staff having moved into Merrion House by the end of May 2018. Works have commenced to St George House with the second phase completed and the final phase being completed once current occupiers have moved to Merrion in 2018. New Ways of Working training and equipment is currently being rolled out to approximately 200 staff at Middleton.

**George Street Redevelopment** - In December 2017 the Council's Executive Board gave their approval to award the contract to Town Centre Securities as preferred developer partner. The scheme proposals include for nine ground floor retail units and 117 mixed 1-3 bedroom apart hotel units on the subsequent five floors. It has been agreed that the Council will grant the joint venture partnership organisation, comprising Leeds City Council and Town Centre Securities, a 250 year lease with the Council investing in a 50% share in the completed development circa £10m. The total anticipated project budget is £12,903,600 and Executive Board have given their approval to inject the finance in the Council's Capital Programme and approval to spend. It is anticipated that the works will start on site in early 2019 with a target completion of spring/summer 2020.

**Compressed Natural Gas Station and Conversion of RCVs** - The Council is now in a position to move towards delivery of an alternative fuel facility, a key stepping stone in reducing the city's emissions, subject to acquisition of an identified plot of land. Delivery of the project will contribute directly to Best Council Plan Low Carbon ambitions by enabling a significant reduction in harmful emissions from the council's fleet.

The Council has run a long term trial of Refuse Collection Vehicles (RCVs) fuelled by natural gas. Following the success of these trials it is now proposed that the council's RCVs will be converted to Compressed Natural Gas (CNG) and that this will act as an anchor load for the development of an alternative fuel station that will be available for use by any fleet operator entering the city as well as the Council. The alternative fuel station will dispense CNG as a minimum but it is anticipated that the station developers will bring forward other innovative ideas to enable a wide range of cleaner fuels to be developed.

**Community Hubs** – An update of phase 2 and the business case for Community Hubs Phase 3 is included within this Executive Boards agenda and will allow the continued roll out of the Community Hubs with fully integrated services across the city including, asset rationalisation, co-location of housing back offices, essential backlog maintenance and new ICT infrastructure and equipment to enable new ways of working over the next 3 years.

## 2. Investing in Major Infrastructure

**East Leeds Orbital Road** - The Council has made good progress in bringing forward the package of transport measures that will be essential to support the development of the East Leeds Extension strategic growth area. Central to these is the East Leeds Orbital Road, which has now reached a design freeze enabling submission of a planning application in February. The 7km road would unlock the potential to build up to 5000 new homes in the East Leeds Extension and support the wider housing and economic growth of East Leeds. A business case for part funding of the scheme through the West Yorkshire Transport Fund has Gateway 1 approval from WYCA, with a Gateway 2 Business Case to be submitted by the year-end, seeking support to move through to the tender stage of works procurement. The Council is continuing to assume prudential borrowing to meet the

initial gap between the available funding and capital cost of the scheme, to be eventually reimbursed through roof tax contributions from house builders.

**Leeds Public Transport Investment programme** – The programme comprises of a package of public transport improvements that, taken together, will deliver a major step change in the quality and effectiveness of our transport network. Headline proposals include:

- A new Leeds High Frequency Bus Network – over 90% of core bus services will run every 10 minutes between 7am and 8pm.
- Additional investment of £71m by First group to provide 284 brand new, comfortable and environmentally clean buses with free wi-fi and contact-less payments which will achieve close to a 90% reduction in NOx emissions by 2020.
- Development of three new rail stations for key development and economic hubs serving Leeds Bradford Airport, Thorpe Park and White Rose. 2000 additional park and ride spaces with the first new site opening at Stourton.
- A 1000 more bus stops with real time information.
- Making three more rail stations accessible at Cross Gates, Morley and Horsforth.
- Creating 21st Century interchanges around Vicar Lane, the Headrow and Infirmary Street and improved facilities in our district centres.

Funding from Leeds and the West Yorkshire Combined Authority (WYCA) of £8.8m and £1m respectively will increase the funding to £183.3m. In addition Private Sector finance including expenditure on more environmentally friendly buses by bus operators could bring the total investment to over £270m.

**Flood Alleviation** – Phase 1 of the Leeds Flood Alleviation Scheme was officially opened on 04/10/17 and has been completed on time and budget. December '17 Executive Board approved a report that set the principles of the proposal for a Phase 2 scheme (flood defences upstream of the City Centre) to be included in an outline business case for funding from the Department for Environment, Food and Rural Affairs (DEFRA). The government initially made £3.0m available to develop a potential scheme. Additional funding applications have been made to the European Structural and Investment Fund (ESIF) and the DEFRA Booster Fund to enable works at Stourton and other advanced 'quick wins' work to be undertaken. Similarly to Phase 1, £10m of LCC Borrowing has been injected into the Capital Programme for Phase 2 to be used as it is assumed that the Council will take a leading role in the ownership, operation and maintenance of any new assets constructed.

**District Heating Network** - Executive Board approved funding of c£17m, alongside £4m of funding from the LEP, to construct the first phase of a citywide district heating network, to pipe lower cost and lower carbon heat from the RERF to businesses and residents in dense urban areas. In order to turn this opportunity into a reality, the Council is working to secure sufficient heat customers to allow the Director of Resources and Housing to sign off the business case. Construction is anticipated to start in the new year. Executive Board also approved related work in Lincoln Green/Ebor Gardens to convert 1,440 flats from electric storage heaters to district heating, and to connect another 543 flats with existing DH systems in Saxton Gardens and Ebor Gardens. This is supported by £5.8m of ERDF monies with the balance coming from the HRA. The Housing network is now being mobilised with construction due to start in November.

**Cycle City Ambition** - This programme is fully funded by the West Yorkshire Combined Authority (WYCA). Final account issues for CityConnect1 continue to be progressed. Construction works for CityConnect2 are progressing with works due to complete in Summer 2018.

### 3. Supporting Service Provision

**Learning Places (Basic Need)** – Basic Need Grant allocations for 2018/19 and 2019/20 have previously been confirmed at £21.0m and £28.7m respectively, along with Special Educational Needs and Disability (SEND) Special Provision Fund allocations for the three years 18/19 to 20/21 of £1.1m pa (see report elsewhere on this agenda) - all are included under this programme. The next schools capital funding announcement is expected in March 2018 at the earliest, and a funding injection for 2020/21 Basic Need Grant together with any adjustments to previously announced allocations will be updated as necessary.

The funding deficit is currently estimated at £71.7m, with the deficit projected to first occur in 2018/19. Discussions continue with the Education & Skills Funding Agency (ESFA) to seek additional central government funding, along with the potential to utilise other funding sources such as S106 development contributions. Strategic Investment Board is being regularly updated on this position. This funding gap is the largest significant pressure that the capital programme faces and as such it is proposed to cashflow the expected programme of works during 2018/19 by injecting additional funding of £25m of LCC Borrowing and Community Infrastructure Levy funding. Executive Board will be kept updated via future Learning Places Programme update reports (the latest of which is reported elsewhere on this agenda) and future Capital Programme reports.

**Social Emotional Mental Health** – In July 2016, Executive Board approved capital investment of £45m to provide facilities across 3 schools for children and young people with social, emotional and mental health issues within the city. The first of these schools, East SEMH, opened in January '18. Building works are progressing on site for the other 2 schools which are due to open in April '18 (South SEMH) and September '18 (North SEMH).

**Social Care and Health Fund** – Work continues with colleagues from the Health sector the city to bring forward schemes designed to fulfil requirements and £25m has been set aside to further develop initiatives at the local level.

**Adaptations to Private Homes** - Grants of £7.5m per year are provided for in the programme (partly funded by government). This supports in the region of 1,000 grants per year. A further £400k is provided as an annual programme for adaptations to private homes to support more people to remain independently in their own homes.

**New Supply Affordable and Supported Housing** - The Council is considering an innovative, collaborative approach between the Council, St George's Crypt and LATCH (Leeds Action to Create Homes) to seek loan funding of £3.03m from the Council for the provision and development of new supply affordable, supported housing. Housing related support services are integral to the Council's aims to help support vulnerable individuals and families maintain their accommodation and to



help those at risk of and threatened by homelessness to access suitable accommodation.

#### 4. Investing in New Technology

**Essential Information and Technology Infrastructure** – There are a number of major essential IT investments and associated programmes of work that are required over the next few years. The most significant of these investments commenced in 2017/18 where the council will upgrade the entire estate to Windows 10, continuing the rollout of the new collaboration and telephony platform based on Microsoft Skype alongside decommissioning the old Ericsson and Cisco telephony systems. There is also a requirement to replace hundreds of very old PC's and laptops. Major investment is also required to implement a range of cyber security measures as computer crime continues to escalate across all organisations that hold sensitive and personal information. A significant refresh is required of our ageing server and storage estate, and this will be replaced by a future proofed capability that has the potential to also host other organisations' computer systems as we continue to work on a city first basis with a range of partners, particularly across health and care. Investment is also required to ensure our citizens and staff are digitally included in order that they can be part of a prosperous and inclusive city.

**Computer Applications Refresh** - Funding is sought to support the requirement to refresh or consolidate a number of legacy business applications.

LCC's previous strategy has been to "sweat the asset" and avoid the high cost of change. This approach is under review as a result of a number of compliance issues that will inevitably result in upgrades being required or applications replaced. The need to upgrade, replace or consolidate applications is determined by the requirements of the external Public Service Network (PSN) and General Data Protection Regulations (GDPR) compliance regimes and our need to upgrade to the Windows 10 operating system. Subsequently, how suppliers respond and engage with LCC to meet these challenges will ultimately determine whether there is a requirement to refresh or replace these applications. Currently 48 applications out of a total application estate of 251 have been assessed as non-compliant to GDPR. The overall anticipated funding requirement to achieve compliance currently stands at £12M over three years. This represents a worst case scenario situation. Engagement with suppliers is ongoing to help address compliance issues, and should applications no longer be at risk the level of anticipated funding will equally reduce.

**Full Fibre Network Bids** – The Department for Digital Culture Media and Sport (DCMS) announced in the autumn 2017 budget a fund of £190m available for wave 2 projects for local full fibre networks. The wave 2 fund opened on the 22<sup>nd</sup> Nov 2017 and will close on the 26<sup>th</sup> Jan 2018.

Leeds will submit a bid for £18M of investment that will be matched by £3.6M from our capital programme. This if the bid is successful will provide full fibre connectivity to all schools, council flats and CCTV point from which fibre providers will expand their networks into localities. Depending on the outcome of the bid a more detailed report will come to Executive Board relating to the implementation of the scheme.

## **5. Supporting the Leeds Economy**

**West Yorkshire Playhouse** - In mid-December 2017 the Council were successful in its Stage 2 application for a grant funding award from Arts Council England (ACE). ACE have confirmed that the full financial award of £6.333m will be given to the Council taking the total grant from ACE to £6.633m. In addition to this, Planning permission was also granted in mid-December 2017 which closes a further major milestone. The contractor and consultant team continue to refine the scheme proposals and it is still anticipated that the contractors Stage 2 tender fixed lumps sum will be submitted as programme for mid-March 2018.

### **Local Centres & Townscape Heritage Initiative (THI) Programmes -**

On 15 November 2017 Executive Board approved the creation of the £5m Local Centres Programme (LCP). The main aims of the programme are to engage ward members, local businesses and communities to create viable local centres that are accessible, safe, resilient and fit for the 21st century. Each ward can bid for up to £150k in capital funding to support projects that achieve these aims.

The first call for bids is open between 11 December 2017 and 9 February 2018, with a view to requesting approval to the first projects at Executive Board on 21 March 2018. The date of the second call for projects will be confirmed at that point and it is likely that some first call projects will be deferred to the second call, should good project ideas require additional development work.

Lower Kirkgate THI – The First White Cloth Hall (FWCH) was acquired by a developer in early 2017. Since this time they have been developing a scheme with support from the council and Historic England and an application for planning and listed building consent has recently been submitted. The restoration of the grade II\* listed building has a commitment from Heritage Lottery Fund (Lower Kirkgate Townscape Heritage Initiative: £0.5m secured funding), Historic England (£0.25m unsecured funding). Subject to the required consents a report will be brought to Executive Board later in the year to seek approval for the awarding of grant, subject to the completion of the tender process and final costs being known.

Chapeltown THI - In addition to the Armley THI scheme which was completed last financial year, the council has now successfully completed the Chapeltown THI scheme, resulting in 23 refurbished properties. The council's investment of £594,000 levered in £1.49m from the HLF, the EU and the and private sector.

**Public Realm Strategy** - Engaging and quality public realm is critical to the continued success and robustness of the city centre; creating a welcoming city which has the wow factor. To achieve this there is multi-layered approach, delivering immediately on punchy high visibility pop-up projects whilst working on the longer-term larger schemes. In terms of the larger schemes, feasibility work will commence mid-late 2018 following stakeholder engagement on City Square and the funding for Quarry Hill works have been agreed with an anticipated start on site late 2018, for completion in September 2019. Work to improve the public realm around Merrion House is ongoing and will complete in May 2018.

The summer of 2017 saw a range of temporary/pop-up initiatives such as Cookridge Street pop-up Park, Park Here & Play, Town Hall Forecourt Park. These were well received by the public and consideration is being given to how to develop these schemes and locations in future years. Family Friendliness is high on the agenda, with the Child Friendly Leeds competition drawing hundreds of entries, a new playscape being developed at Queens Square and a range of projects being devised based on the competition winners' suggestions. The parklet initiative

supports 'the best city to grow old in' with the placement of seating and rest points in previously 'impractical' locations. Largely these schemes are delivered through the £100k 'Public Realm' and 'Enhancement' pots in the capital programme.

**Digital Business Incubator (Leeds Tech Hub)** - The Leeds Tech Hub Fund, funded by a DDCMS capital grant, launched in 2016 and was introduced as a catalyst for growth and expansion in the city's fast-growing digital sector. Following a competitive application process, five projects have been selected for funding. The main centre at Platform, above Leeds Train Station, opened in January 2018 and is already home to 75 businesses. Upgrades to event facilities and workspace at Duke Studios and ODI Leeds are also largely complete, while East Street Arts' BEETA project, bringing together tech and art specialists, this will be developed over the coming year. A small investment in the GameMakers hub completes the initial portfolio of projects. Around £250k remains in the fund for allocation in 2018.

**Workspace Development and Investment Fund** - As the Leeds property market continues to boom, the needs of small startup businesses, particularly in the creative and manufacturing sectors, have begun to present some challenges. This fund is designed to support providers of affordable specialist space to these sectors. An application round will be opened in 2018/19 for the first tranche of funding, with an initial focus on the Southbank.

**Innovation District** - This collaboration with Leeds Teaching Hospitals NHS Trust and the University of Leeds seeks to develop a Leeds Innovation District to the north of the city centre. Initial work has scoped out potential development sites. This fund will contribute to public realm and early stage development activities.

**Hyde Park Picture House** – The council is providing a grant of £282k as match funding in support of and subject to a successful heritage lottery fund (HLF) bid which will redevelop the picture house providing access facilities amongst a number of planned improvements.

## **Appendix D**

### **Statement of Policy on the Minimum Revenue Provision for 2018/19**

#### **1. Introduction**

- 1.1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
- 1.2. Since 2008/09, the legislation has simply required local authorities to make a prudent level of MRP provision, and the government has issued statutory guidance, which local authorities are should 'have regard to' when setting a prudent level of MRP. The guidance says that the broad aim of a prudent MRP policy should be to ensure that debt is repaid over the life of the asset which the capital expenditure related to (or, for supported borrowing, the period assumed in the original grant determination). Within this overall aim, the guidance gives local authorities considerable freedom to determine what would be a prudent level of MRP.
- 1.3. The statutory guidance recommends that local authorities draw up a statement of their policy on the MRP, for approval by full council in advance of the year to which it applies.

#### **2. Details of DCLG Guidance on MRP**

- 2.1. The statutory guidance identifies four options for calculating MRP and recommends the circumstances in which each option should be used, but states that other approaches are not ruled out.
- 2.2. The first two options are based on the old statutory method of a 4% reducing balance, and the third and fourth options are based on asset lives. For capital schemes acquiring new assets which take more than one year to complete, application of Options 3 and 4 allows councils to delay charging MRP until the year after the new asset becomes operational. Under the statutory guidance, it is recommended that local authorities do not use Options 1 or 2 for prudential borrowing, or for borrowing to fund capitalised expenditure (such as capital grants to other bodies and capital expenditure on IT developments).
- 2.3. For balance sheet liabilities relating to finance leases and PFI schemes, the guidance recommends that one prudent approach would be for local authorities to make an MRP charge equal to the element of the annual rental which goes to write down the balance sheet liability. This would have the effect that the total impact on the bottom line would be equal to the actual rentals paid for the year. However the guidance also states that Option 3 could be used for this type of debt.

#### **3. Implications for the application of capital receipts**

- 3.1. One of the implications of the more flexible arrangements for MRP is that it is now necessary to identify which individual schemes have been funded by borrowing and which have been funded by non-specific capital income (e.g. capital receipts and

grants), rather than treating the balance of the capital funding requirement after specific capital funding has been applied as being met from a general receipts and borrowing pool.

- 3.2. In the case of capital receipts, statute gives local authorities the option to apply these to fund the payment of any liabilities relating to finance leases and PFI schemes. This is a reflection of the fact that such schemes are being treated in accounting terms as the acquisition of fixed assets, and the liability represents the amount being paid towards the purchase of the asset itself, rather than interest or service charges payable.
- 3.3. Local authorities may also use capital receipts to repay any borrowing that was incurred to fund capital expenditure in previous years. Applying capital receipts to redeem borrowing would reduce the level of MRP which the council needs to set aside from revenue as a prudent provision.
- 3.4. The general principle adopted will be to allocate capital receipts firstly to fund the liabilities to be written down for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- 3.5. For any remaining capital receipts, the options are for these to be retained in the Usable Capital Receipts Reserve, used to redeem debt, or used to fund capital expenditure on short life assets. The Responsible Financial Officer (the Section 151 Officer) will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.

#### **4. 2018/19 MRP Policy**

- 4.1. In its 2018/19 MRP policy, the council is required to decide how MRP will be calculated for borrowing undertaken for the 2017/18 capital programme and earlier years. It is proposed that Leeds adopts the following MRP policies for 2018/19 :
  - If capital receipts have been used to repay borrowing or to fund PFI liabilities for the year then the value of the MRP which would otherwise have been set aside will be reduced by the amounts which have instead been repaid from capital receipts.
  - MRP for borrowing on capital expenditure incurred between 2007/08 and 2017/18 will be calculated on an annuity basis over the expected useful life of the assets (option 3 in the statutory guidance). For expenditure capitalised under statute where there is no identifiable asset, the lifetimes used for calculating the MRP will be as recommended in the statutory Guidance.
  - For earlier borrowing, MRP will be calculated on an asset life annuity basis. As data is not available to identify the individual assets which this borrowing related to, an average asset life relating to more recent borrowing will be used. The annuity calculation will be based on the position which would have been reached if this approach had been in place since 2008/09.
  - For all outstanding borrowing (both pre and post 2007/08), the MRP charged to revenue will be adjusted by offsetting an element of the cumulative overprovision on pre 2007/08 debt, until this overprovision has been fully utilised. For 2018/19, the calculated MRP will be reduced by the allocation of £22.4m of the cumulative overprovision on pre 2007/08 debt.

- For PFI liabilities, an MRP charge will be calculated on the basis of the expected life of the asset which has been acquired, using the same annuity basis as is used for borrowing.
- For finance lease liabilities, an MRP charge will be made to match the value of any liabilities written down during the year.

4.2 These policies will ensure that the council satisfies the requirement to set aside a prudent level of MRP. The arrangements for allocating capital funding set out in paragraphs 3.3 to 3.5 above will help to ensure that the level of MRP is not excessive.

**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</b>	<b>Service area: Audit and Investment</b>
<b>Lead person: Bhupinder Chana</b>	<b>Contact number: 51332</b>

<b>1. Title: Capital Programme Update</b>
Is this a:
<input checked="" type="checkbox"/> <b>Strategy / Policy</b> <input type="checkbox"/> <b>Service / Function</b> <input type="checkbox"/> <b>Other</b>
<b>If other, please specify</b>

<b>2. Please provide a brief description of what you are screening</b>
<p><b>The report presents an updated capital programme including the overall financial position and a progress report on major schemes and programmes.</b></p>

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

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

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

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

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

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

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

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

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

**6. Governance, ownership and approval**

Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Bhupinder Chana	Head of Finance –Technical Resources and Housing	11 <sup>th</sup> January 2018
<b>Date screening completed</b>		

<b>7. Publishing</b>	
<p>Though <b>all</b> key decisions are required to give due regard to equality the council <b>only</b> publishes those related to <b>Executive Board, Full Council, Key Delegated Decisions</b> or a <b>Significant Operational Decision</b>.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> <li>• Governance Services will publish those relating to Executive Board and Full Council.</li> <li>• The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.</li> <li>• A copy of all other equality screenings that are not to be published should be sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a> for record.</li> </ul> <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent: 15 <sup>th</sup> January 2018
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:

**Capital Programme – Scheme Details (Organised by Expenditure Objective)**

**SEE ATTACHED PDF**

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# Leeds City Council Capital Programme - Whole Authority

All Figures are in £000's

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		Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 31 Mar 21
					2018/19	2019/20	2020/21	
<b>Improving Our Assets</b>								
1	Highways Network & Structures	257,814.4	89,943.9	44,880.3	47,141.4	41,233.6	34,304.5	310.7
2	Service Delivery Assets	71,870.3	12,294.8	18,806.3	24,744.4	9,924.8	5,800.0	300.0
3	Local & Community Assets (IA)	2,109.5	478.2	781.3	300.0	300.0	250.0	0.0
4	Council Housing	522,560.6	113,692.8	84,292.0	92,387.4	131,000.2	81,720.0	19,468.2
5	School Building Improvements	100,047.3	29,247.4	16,308.9	13,372.2	13,097.4	13,035.3	14,986.1
6	Office Buildings & Support Services	87,890.7	43,499.0	28,904.3	15,154.4	333.0	0.0	0.0
7	Recreational Assets	14,960.1	7,765.5	5,397.9	1,796.7	0.0	0.0	0.0
<b>Investing In Major Infrastructure</b>								
8	Highways	231,153.2	89,906.3	8,569.7	31,963.4	45,824.7	46,167.5	8,721.6
9	Transport	119,232.2	9,920.5	2,414.0	26,015.1	36,000.0	44,882.6	0.0
10	Flood Alleviation	72,121.8	46,254.0	7,226.8	9,889.8	4,751.2	4,000.0	0.0
11	Energy Efficiency & Carbon Reduction Initiatives	25,073.4	2,801.3	3,779.8	13,171.3	5,321.0	0.0	0.0
<b>Supporting Service Provision</b>								
12	Schools	243,087.5	117,150.1	42,368.4	58,142.2	24,040.4	1,386.4	0.0
13	Supporting Children & Young People	61,455.5	23,591.8	30,950.0	5,869.9	665.8	378.0	0.0
14	Supporting Older People	136,640.3	76,027.4	11,968.2	10,834.8	11,118.0	26,691.9	0.0
15	Environment & Waste	57,039.0	48,634.0	1,954.2	4,614.5	1,446.3	390.0	0.0
16	Affordable Housing	10,176.7	2,953.2	663.4	3,930.0	1,019.1	911.0	700.0
<b>Investing In New Technology</b>								
17	Client Management Systems	7,478.3	3,686.1	1,273.4	1,221.7	750.0	547.1	0.0
18	Core ICT Infrastructure	34,135.6	1,556.2	6,793.6	8,812.0	8,773.8	8,200.0	0.0
19	Business Efficiency / Spend to Save Schemes	486.0	152.3	286.5	47.2	0.0	0.0	0.0
20	New Technology in Schools	22,162.9	555.3	7.6	4,000.0	10,100.0	7,500.0	0.0
<b>Supporting The Leeds Economy</b>								
21	Cultural Infrastructure	34,753.4	18,443.2	2,578.8	10,891.4	2,840.0	0.0	0.0
22	City Centre Infrastructure	66,464.7	45,778.8	6,396.5	5,762.3	2,517.1	6,010.0	0.0
23	Community Regeneration Schemes	25,298.5	8,807.3	3,244.4	5,589.1	4,775.6	2,382.1	500.0
24	Local & Community Assets (SLE)	3,088.9	181.1	210.2	902.9	896.5	898.2	0.0
25	Small Business Support	750.0	0.0	0.0	275.0	275.0	200.0	0.0
26	Strategic Priorities	6,790.0	2,959.6	1,894.0	1,936.4	0.0	0.0	0.0
<b>Central &amp; Operational Expenditure</b>								
27	Vehicles/Equipment	29,927.0	10,151.7	2,920.8	1,000.0	11,112.1	4,742.4	0.0

# Leeds City Council Capital Programme - Whole Authority

All Figures are in £000's

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		Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 31 Mar 21
					2018/19	2019/20	2020/21	
Central & Operational Expenditure								
28	General Capitalisation	29,370.0	2,683.5	8,386.5	6,100.0	6,100.0	6,100.0	0.0
29	Contingency	7,489.8	0.0	0.0	300.0	300.0	6,889.8	0.0
Gross Payments		2,281,427.6	809,115.3	343,257.8	406,165.5	374,515.6	303,386.8	44,986.6
Programmed Schemes		2,281,427.6	809,115.3	343,257.8	406,165.5	374,515.6	303,386.8	44,986.6

# Leeds City Council Capital Programme - Improving Our Assets

## Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
Highways									
A	1093	Burley Road Int Transport Corridor	2,972.3	2,956.2	0.0	16.1	0.0	0.0	0.0
A	12208	Sharpe Lane Middleton Dev S106	4.0	0.0	0.0	4.0	0.0	0.0	0.0
B	12234	Bridges Asset Management	3,248.4	2,840.4	408.0	0.0	0.0	0.0	0.0
A	12570	Middleton Ln South Site Towcester Ave106	167.1	23.6	17.3	126.2	0.0	0.0	0.0
A	12573	Bradford Rd A650 Thorpe Ln Widening S106	393.7	390.1	3.6	0.0	0.0	0.0	0.0
B	13454	Bridges Asset Valuation	40.0	35.0	5.0	0.0	0.0	0.0	0.0
A	14236	ALW OI1 Alwoodley Ward 20mph Zone	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	14236	ALW OI3 Saxon Mt Carriageway Resurfacing	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	14236	CRO OO4 Speed Indicator Device	3.0	0.0	3.0	0.0	0.0	0.0	0.0
A	14236	KIR OO6 Speed Indicator Devices	5.8	0.0	5.8	0.0	0.0	0.0	0.0
A	14236	KIR OO8 Vesper Road Sid	3.1	0.0	3.1	0.0	0.0	0.0	0.0
A	14236	MID OI3 Speed Indicator Devices	8.6	0.0	8.6	0.0	0.0	0.0	0.0
A	14236	MOO OI1 Moortown Community Garden/Footpath	15.0	0.0	15.0	0.0	0.0	0.0	0.0
A	14236	RTH OI0 Woodlesford Train Station Area	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	14236	WEE OO9 Weetwood Sids	5.7	0.0	5.7	0.0	0.0	0.0	0.0
C	14967	Portland Crescent Road Improvements	26.0	16.4	0.0	9.6	0.0	0.0	0.0
C	15391	Aberford Road Garforth S278 Newhold	908.4	67.6	0.0	0.0	0.0	840.8	0.0
A	15435	St James Hospital Parking Review	87.5	76.1	0.0	11.4	0.0	0.0	0.0
A	15469	Horsforth Roundabout Signalisation	1,697.6	1,668.8	28.8	0.0	0.0	0.0	0.0
A	15687	Bayswater Estate Residents Permit Zone	38.0	33.5	0.0	4.5	0.0	0.0	0.0
A	15739	Valley Road Morley Culvert Improvement	100.0	0.5	0.0	0.0	99.5	0.0	0.0
C	16111	Echo Central Tro'S	15.5	11.8	0.0	3.7	0.0	0.0	0.0
A	16134	Fleet Lane - Methley - Traffic Reg Order	15.0	0.0	0.0	15.0	0.0	0.0	0.0
B	16140	Leeds And Bradford B6157 Retaining Wall	376.9	375.6	1.3	0.0	0.0	0.0	0.0
C	16149	Headingley Stadium St Michaels Ln Tro'S	24.0	22.9	1.1	0.0	0.0	0.0	0.0
B	16221	Balm Road Bridge Net Rail Tjc3253	12.9	2.9	10.0	0.0	0.0	0.0	0.0
A	16290	Disabled Access Improvements	470.0	412.7	57.3	0.0	0.0	0.0	0.0
A	16302	Headingley & Kirkstall Road - Rss	67.4	67.2	0.2	0.0	0.0	0.0	0.0
A	16335	Street Lighting Energy Efficiency	376.6	149.8	30.0	196.8	0.0	0.0	0.0
C	16390	Manston Ln Xgates Vickers Tank Factory	152.7	141.9	10.8	0.0	0.0	0.0	0.0
C	16406	Grimes Dyke Whinmoor Section 278	3,297.0	3,294.4	2.6	0.0	0.0	0.0	0.0
C	16437	Holt Park Well Being Centre - S.278	42.0	31.9	0.0	10.1	0.0	0.0	0.0
A	16438	Dawsons Corner Egress - New Pudsey	169.1	169.1	0.0	0.0	0.0	0.0	0.0
B	16439	Carr Crofts Bridge Phase 2	44.7	44.7	0.0	0.0	0.0	0.0	0.0
A	16443	Irr Lovell Park Road Bridge Phase 2	1,568.1	1,559.1	0.0	0.0	6.0	3.0	0.0
B	16444	Irr Woodhouse Tunnel Phase 2	21,686.4	20,929.9	0.0	0.0	504.3	252.2	0.0
A	16445	Irr New York Road Viaduct Phase 3	966.9	941.4	0.0	0.0	17.0	8.5	0.0
C	16457	Church St/ Croft Hse Rd - Morley S.278	17.5	0.0	0.0	17.5	0.0	0.0	0.0
C	16467	Aldi Bradford Road Guiseley	175.2	104.9	5.3	65.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
A	16484	Elland Road Tro & Rpp Re New Police Hq	230.0	44.7	5.3	10.0	170.0	0.0	0.0
A	16590	M621 Junct 2 Roundabout Signalisation	243.9	233.9	0.0	10.0	0.0	0.0	0.0
B	16603	Valley Farm Bridge Phase 2	329.0	329.0	0.0	0.0	0.0	0.0	0.0
B	16610	Howley Beck Culvert Weight Restrict	124.4	124.4	0.0	0.0	0.0	0.0	0.0
B	16611	Fall Lane Railway Bridge	757.4	751.4	6.0	0.0	0.0	0.0	0.0
B	16614	Leeds Bridge Repairs And Painting	425.8	425.8	0.0	0.0	0.0	0.0	0.0
B	16616	Wellington St Viaduct Ph.2 - Repairs	275.0	275.0	0.0	0.0	0.0	0.0	0.0
C	16648	Bridge Road Kirkstall - S.278 & S.106	555.4	460.6	7.9	86.9	0.0	0.0	0.0
C	16660	Calverley Lane North S.278 Roadworks	1,023.8	1,021.4	2.4	0.0	0.0	0.0	0.0
A	16709	A6120 Rodley Roundabout Signalisation	3,475.0	3,056.1	6.0	6.0	406.9	0.0	0.0
B	16710	Aberford Footbridge - Timber Decking	41.0	41.0	0.0	0.0	0.0	0.0	0.0
C	16713	Barrowby Lane - Colton - Sect 278	5.0	0.4	4.6	0.0	0.0	0.0	0.0
C	16715	Gibraltar Rd / Waterloo Rd Pudsey S.278	6.0	0.3	5.7	0.0	0.0	0.0	0.0
A	16721	Uppermoor / Waterloo Road Pudsey	45.0	44.6	0.4	0.0	0.0	0.0	0.0
B	16732	Oatland Lane Bridge Cathodic Protection	33.1	33.1	0.0	0.0	0.0	0.0	0.0
	16734	Standard Retaining Wall Designs	9.9	9.9	0.0	0.0	0.0	0.0	0.0
A	16741	East Street Pedestrian Improvements	230.0	210.7	14.3	5.0	0.0	0.0	0.0
	16825	Aldi Store - Evanston Ave - Kirkstall	11.6	9.5	2.1	0.0	0.0	0.0	0.0
A	16876	Roundhay Rd / Spen PI / Bay Rd - Signals	55.4	5.4	40.0	10.0	0.0	0.0	0.0
A	16899	Morley Integrated Transport Hub	113.2	31.1	82.1	0.0	0.0	0.0	0.0
B	16904	Burley Street Viaduct Arch Repairs	34.6	34.6	0.0	0.0	0.0	0.0	0.0
B	16906	Water Lane Cantilever Strengthening	1.3	1.2	0.1	0.0	0.0	0.0	0.0
C	16911	Sovereign St - New Kprng Bldg Minor S.278	9.0	6.8	2.2	0.0	0.0	0.0	0.0
A	16924	Wetherby Parking Scheme	10.0	0.0	0.0	10.0	0.0	0.0	0.0
C	16927	Newmarket Approach - Cross Green - S.278	459.7	403.9	1.2	54.6	0.0	0.0	0.0
A	16952	A647 Thornbury Roundabout Junct Imp	3,433.0	3,351.3	12.0	10.0	59.7	0.0	0.0
A	16957	Leeds University Tro'S	6.0	4.9	1.1	0.0	0.0	0.0	0.0
A	16961	A61 Wakefield Road Stourton - Bus Lane	114.0	106.1	7.9	0.0	0.0	0.0	0.0
A	16966	Queen St - Allerton Bywater - Fld Alevn	20.0	7.7	0.0	12.3	0.0	0.0	0.0
C	16984	Killingbeck Fire Station - Sect 278	244.6	244.0	0.6	0.0	0.0	0.0	0.0
C	16988	Hook Moor Wind Farm - A1/M1 Junct S.278	132.1	128.7	3.4	0.0	0.0	0.0	0.0
B	16994	Spofforth Hill Bridge	35.6	23.6	12.0	0.0	0.0	0.0	0.0
B	28901	Monitoring Of Sub Standard Bridges	1,094.0	1,021.0	73.0	0.0	0.0	0.0	0.0
A	32017	City Centre Cycle Parking	98.5	98.1	0.4	0.0	0.0	0.0	0.0
A	32018	Kirkstall Forge Towpath Access	211.0	169.3	41.7	0.0	0.0	0.0	0.0
B	32060	Principal Underwater Inspections	136.4	131.4	5.0	0.0	0.0	0.0	0.0
B	32065	Thorpe Arch Bridge	177.1	57.1	120.0	0.0	0.0	0.0	0.0
B	32066	Otley Bridge Footway Cantilever (L90)	111.5	46.5	65.0	0.0	0.0	0.0	0.0
B	32071	Abbey Road Retaining Wall (3013-292)	217.6	215.1	2.5	0.0	0.0	0.0	0.0
B	32074	Pool Bank Culvert (L1051)	489.7	179.7	310.0	0.0	0.0	0.0	0.0



# Leeds City Council Capital Programme - Improving Our Assets

## Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
A	32081	A65 Leeds Bradford Airport Link Road	1,050.0	485.5	414.5	150.0	0.0	0.0	0.0
A	32082	Temple Green Park & Ride - Des & Constr	7,121.0	3,806.0	2,415.0	550.0	350.0	0.0	0.0
A	32083	Leeds City Centre Network Imps - Phase 1	1,889.0	631.7	507.3	750.0	0.0	0.0	0.0
A	32088	Calverley Lane Tro	7.0	3.1	3.9	0.0	0.0	0.0	0.0
C	32103	Cardigan Fields Kfc - Minor S.278	10.8	8.3	2.5	0.0	0.0	0.0	0.0
C	32109	Royal Park Rd - Hyde Park - Minor S.278	12.3	2.1	4.8	5.4	0.0	0.0	0.0
B	32120	Barnsdale Road	422.7	422.7	0.0	0.0	0.0	0.0	0.0
B	32141	Ivy Street Footbridge	47.4	47.4	0.0	0.0	0.0	0.0	0.0
B	32142	Linton Bridge Scour Protection	33.1	33.1	0.0	0.0	0.0	0.0	0.0
B	32143	Leeds Bridge Strengthening	2,226.5	1,066.5	910.0	250.0	0.0	0.0	0.0
B	32144	Northern Street Service Tunnel (L5266)	43.7	43.7	0.0	0.0	0.0	0.0	0.0
A	32150	Westerton & Blackgates 20 Mph Zone	26.0	14.3	11.7	0.0	0.0	0.0	0.0
A	32151	Thorpe 20 Mph Zone	18.0	7.9	10.1	0.0	0.0	0.0	0.0
A	32153	Harehills Road	485.0	226.2	258.8	0.0	0.0	0.0	0.0
A	32158	Ivesons Estate Weetwood 20mph Zone	24.4	24.4	0.0	0.0	0.0	0.0	0.0
A	32160	Kippax (East) 20mph Zone	25.9	25.9	0.0	0.0	0.0	0.0	0.0
A	32164	Littlemoor Bowling Club-S.106-Tro	5.5	5.3	0.2	0.0	0.0	0.0	0.0
C	32167	Former Agnes Stewart Sch - S278	16.0	3.4	7.9	4.7	0.0	0.0	0.0
B	32179	COM M1 Junction 44 Hw (Committed)	2,244.8	2,242.2	0.2	2.4	0.0	0.0	0.0
A	32182	Pudsey District Centre - Rss	10.0	9.5	0.0	0.5	0.0	0.0	0.0
A	32184	Wetherby Parking Strategy	10.0	7.4	0.0	2.6	0.0	0.0	0.0
C	32186	Gelder Rd / Beeston Ring Rd Sect 278	633.9	625.0	8.6	0.3	0.0	0.0	0.0
B	32190	Hwys Maintenance Capitalisation 2017/18	4,000.0	0.0	4,000.0	0.0	0.0	0.0	0.0
C	32203	Greek St / Russell St - Minor S.278	51.4	47.1	4.3	0.0	0.0	0.0	0.0
C	32206	Thorn Walk Gipton - Minor Sect 278	16.0	15.6	0.4	0.0	0.0	0.0	0.0
A	32208	Leeds Dock To City Centre Cycle Route	25.0	2.3	0.0	22.7	0.0	0.0	0.0
A	32209	Pool And Otley Cycle Parking	8.0	0.0	8.0	0.0	0.0	0.0	0.0
A	32211	Royds Lane - Wortley - Sect 106	400.0	340.3	6.5	3.0	50.2	0.0	0.0
A	32214	Clay Pit Ln / Woodhouse Ln - Junct Imprv	45.2	45.2	0.0	0.0	0.0	0.0	0.0
A	32214	HWY Clay Pit Lane / Woodhouse Lane Junct Imp	2,446.3	282.3	1,014.0	1,150.0	0.0	0.0	0.0
A	32215	City Centre 20mph Zone	6.1	1.3	0.0	4.8	0.0	0.0	0.0
A	32227	Whitehall Rd / Northern St Junct Improve	2,610.0	868.8	1,241.2	250.0	250.0	0.0	0.0
A	32228	Aldi Beeston S278	185.0	184.3	0.7	0.0	0.0	0.0	0.0
B	32233	Laverack Bridge	51.9	48.9	3.0	0.0	0.0	0.0	0.0
A	32235	Crossgates District Cent - Austhorpe Rd	149.5	149.5	0.0	0.0	0.0	0.0	0.0
A	32257	Hawthorne Terrace Flood Allev Works	80.0	47.2	19.9	12.9	0.0	0.0	0.0
C	32261	Merrion Way - Minor Sect 278	16.0	0.3	15.7	0.0	0.0	0.0	0.0
C	32262	Bridgewater Place Section 278	92.3	55.6	36.7	0.0	0.0	0.0	0.0
A	32265	Little Neville Street (Re Lsse) - S.106	498.1	442.6	55.5	0.0	0.0	0.0	0.0
A	32270	PED LEE Ped Xing - A639 Leeds Road - Oulton	104.4	104.4	0.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
B	32275	Principal Underwater Inspections 2015/16	107.7	99.9	7.8	0.0	0.0	0.0	0.0
B	32278	Principal Bridge Inspections 2015/16	317.0	317.0	0.0	0.0	0.0	0.0	0.0
B	32282	Woodhouse Lane Bridge (L214)	187.9	132.9	55.0	0.0	0.0	0.0	0.0
B	32286	Owlcotes Bridge (L456)	101.0	79.8	21.2	0.0	0.0	0.0	0.0
B	32287	Methley Bridge (L146)	400.7	384.6	16.1	0.0	0.0	0.0	0.0
B	32288	Scour Assessments 2015/16	104.5	104.5	0.0	0.0	0.0	0.0	0.0
B	32292	Hansbygate Subway (L2013) Strengthening	82.0	77.0	5.0	0.0	0.0	0.0	0.0
B	32293	Regent St Flyover (L223) Structural Repa	168.2	143.2	25.0	0.0	0.0	0.0	0.0
B	32305	York Road	589.0	582.0	7.0	0.0	0.0	0.0	0.0
B	32306	Rodley Lane	187.3	185.0	2.3	0.0	0.0	0.0	0.0
B	32317	Harehills Lane	287.8	284.1	3.7	0.0	0.0	0.0	0.0
B	32322	Walton Road	200.3	0.0	200.3	0.0	0.0	0.0	0.0
B	32332	Stainbeck Lane	713.3	712.6	0.7	0.0	0.0	0.0	0.0
A	32337	Elland Road Park & Ride Phase 2	2,150.0	2,118.6	31.4	0.0	0.0	0.0	0.0
A	32339	A642 Wakefield Road Swillington Rss	25.0	20.4	4.6	0.0	0.0	0.0	0.0
A	32342	Spring Road Jw A660 Cycle Casualty Reduc	28.0	26.4	1.6	0.0	0.0	0.0	0.0
C	32344	Wellington Place - Minor S278	16.0	1.6	0.0	14.4	0.0	0.0	0.0
A	32350	Meanwood Park- 20mph Scheme	30.0	28.1	1.9	0.0	0.0	0.0	0.0
A	32352	Roundhay Brackenwood - 20mph Scheme	26.3	6.9	19.4	0.0	0.0	0.0	0.0
A	32356	Halton Portage - 20mph Scheme	9.3	8.4	0.9	0.0	0.0	0.0	0.0
A	32366	Harrogate Road/Stainbeck Rss	15.6	15.6	0.0	0.0	0.0	0.0	0.0
A	32367	Dewsbury Road Town Centre Rss	600.0	143.2	456.8	0.0	0.0	0.0	0.0
C	32368	A6120 Ring Rd Jw Coal Rd S278	297.8	197.8	100.0	0.0	0.0	0.0	0.0
A	32369	A65 Cycle Safety Measures At Minor Junct	245.0	87.0	158.0	0.0	0.0	0.0	0.0
A	32370	Red Surfacing At Junctions - Phase 2	12.0	0.0	0.0	12.0	0.0	0.0	0.0
A	32372	Roundhay Road Jw Copgrove Rss	36.5	36.5	0.0	0.0	0.0	0.0	0.0
A	32373	Leeds Ev Charging - Public Car Parks	9.4	7.2	2.2	0.0	0.0	0.0	0.0
C	32377	Victoriagate (Eastgate) S278	378.7	372.7	6.0	0.0	0.0	0.0	0.0
B	32378	Road Vehicle Incursion Inspections	24.4	24.4	0.0	0.0	0.0	0.0	0.0
B	32379	Armley Road Footbridge Pip	126.3	120.3	6.0	0.0	0.0	0.0	0.0
B	32380	Alpha Street C Footbridge Pip	241.6	235.6	6.0	0.0	0.0	0.0	0.0
C	32381	Highways Sect 278 Parent Scheme	6,298.6	0.0	0.0	298.6	3,000.0	3,000.0	0.0
C	32383	Moseley Wood Rise S278 Highway Works	69.4	68.2	1.2	0.0	0.0	0.0	0.0
C	32390	Calverley Lane/Ring Road, Farsley	177.5	168.9	8.6	0.0	0.0	0.0	0.0
C	32399	Town St, Stanningley (New Lidl & Shops)	396.5	352.3	29.2	15.0	0.0	0.0	0.0
C	32402	North Street Minor S278 Magnet Kitchens	16.0	8.9	7.1	0.0	0.0	0.0	0.0
C	32404	Middleton Ring Road - Ped Improvements	370.2	279.6	90.6	0.0	0.0	0.0	0.0
A	32405	Woodlea, Meanwood 20 Mph	44.8	44.8	0.0	0.0	0.0	0.0	0.0
C	32406	Seacroft Hospital Site Re New Housing	1,430.0	566.4	763.6	100.0	0.0	0.0	0.0
A	32407	Capital Scheme Development	5.0	2.8	0.0	2.2	0.0	0.0	0.0

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## Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
A	32411	Edward St/Templar St Car Parks S278	20.0	0.0	0.0	20.0	0.0	0.0	0.0
C	32414	Aldi - Tong Road - Wortley - Sect 278	162.0	10.6	0.0	151.4	0.0	0.0	0.0
C	32420	Central Square - Minor Sect 278	16.0	0.4	0.6	15.0	0.0	0.0	0.0
C	32422	Ruth Gorse Academy, Black Bull Street	315.8	301.8	14.0	0.0	0.0	0.0	0.0
A	32428	Traffic Management 2018/19	200.0	0.0	0.0	200.0	0.0	0.0	0.0
B	32429	Highways Maint Capitalisation 2018/19	4,000.0	0.0	0.0	4,000.0	0.0	0.0	0.0
B	32430	Highways Maintenance Works 2018/19	12,000.0	0.0	0.0	12,000.0	0.0	0.0	0.0
B	32444	Hwys Works To Libh&H Area 2016-18	1,430.0	389.6	390.0	650.4	0.0	0.0	0.0
B	32445	Meanwood/Green/Stonegate Rd Junct	74.6	13.0	1.6	60.0	0.0	0.0	0.0
A	32446	Bagley Lane Farsley - Traffic Management	32.5	32.5	0.0	0.0	0.0	0.0	0.0
A	32451	Dynamic Signing Phase 3 - Vms	330.0	300.1	29.9	0.0	0.0	0.0	0.0
A	32452	St Michaels Lane Traffic Reg Order Work	5.0	4.9	0.1	0.0	0.0	0.0	0.0
B	32459	Linton Bridge (L34)	5,100.0	2,864.6	1,935.4	300.0	0.0	0.0	0.0
C	32460	Regent St/Skinner Lane S278 Works	174.0	145.1	7.9	21.0	0.0	0.0	0.0
C	32461	Station Road, Methley - Minor S278	21.0	0.2	3.8	17.0	0.0	0.0	0.0
A	32464	Moseley Wood Gardens 20 Mph-S278	40.6	9.4	31.2	0.0	0.0	0.0	0.0
C	32473	Armley Road New Lidl S278 Works	31.0	14.3	16.7	0.0	0.0	0.0	0.0
C	32486	Aldi Rothwell S278 Works	10.0	7.1	1.9	1.0	0.0	0.0	0.0
C	32488	Gelderd Road / Asquith Ave, Gildersome	810.0	140.8	366.2	303.0	0.0	0.0	0.0
C	32489	Arlington Roundabout S278	354.0	166.6	77.4	110.0	0.0	0.0	0.0
B	32491	Leeds Inner Ring Road Rw Repairs	877.3	815.3	62.0	0.0	0.0	0.0	0.0
B	32495	Victoria Road - Morley	356.7	335.7	21.0	0.0	0.0	0.0	0.0
A	32516	Cherry Row Traffic Mgt	26.0	6.0	20.0	0.0	0.0	0.0	0.0
C	32517	Lidl Halton Minor Sect 278	19.3	3.8	15.5	0.0	0.0	0.0	0.0
B	32520	New York Road Viaduct East L228	173.8	110.3	63.5	0.0	0.0	0.0	0.0
A	32521	Little Woodhouse Street - New Bridge	1,276.7	806.7	470.0	0.0	0.0	0.0	0.0
B	32522	Ivy Street Footbridge L2237	41.2	41.1	0.1	0.0	0.0	0.0	0.0
B	32523	2016/17 Structural Assessments	190.1	145.9	44.2	0.0	0.0	0.0	0.0
B	32525	Leeds Core Cycle Network	45.0	1.5	3.6	39.9	0.0	0.0	0.0
B	32526	2016/17 Minor Works	180.6	173.1	7.5	0.0	0.0	0.0	0.0
B	32527	2016/17 Planned Maintenance	387.9	381.4	6.5	0.0	0.0	0.0	0.0
B	32528	2016/17 Principal Inspections	311.9	293.5	18.4	0.0	0.0	0.0	0.0
B	32529	Principal Underwater Inspections 16/17	119.1	119.1	0.0	0.0	0.0	0.0	0.0
B	32530	2016/17 Principal Wall Inspections	12.9	12.9	0.0	0.0	0.0	0.0	0.0
B	32531	2016/17 Retaining Wall Data Collection	0.1	0.1	0.0	0.0	0.0	0.0	0.0
B	32532	2016/17 Special Inspections	323.4	314.5	8.9	0.0	0.0	0.0	0.0
B	32533	2016/17 Scour Assessments	33.8	27.3	6.5	0.0	0.0	0.0	0.0
C	32539	Whitehall Road Premier Inn S278	403.4	321.0	82.4	0.0	0.0	0.0	0.0
B	32540	Highways Maintenance Ims 2016/17	10,000.0	9,395.0	605.0	0.0	0.0	0.0	0.0
A	32543	Utc Network Monitoring 2016/17	40.0	36.9	3.1	0.0	0.0	0.0	0.0

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All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
B	32547	Water Lane Cantilever (L2541)	85.8	35.8	50.0	0.0	0.0	0.0	0.0
B	32548	Wellington Road North Footbridge (L2336)	10.1	8.6	1.5	0.0	0.0	0.0	0.0
A	32553	Anpr Data Collection (Defra)	243.0	93.7	149.3	0.0	0.0	0.0	0.0
B	32557	Pm Roads Drainage Works 2016/17	35.1	35.1	0.0	0.0	0.0	0.0	0.0
A	32560	PED CAR Carlton Ln / Jumbles Ln - Ped Crossing	20.6	20.6	0.0	0.0	0.0	0.0	0.0
A	32560	PED CAV Calverley Road - Oulton - Ped Crossing	10.0	3.0	7.0	0.0	0.0	0.0	0.0
A	32560	PED GRO Grove Lane Ped Crossing	31.5	31.5	0.0	0.0	0.0	0.0	0.0
A	32560	PED HAR Harehills Ln / Hov Ave - Ped Crossing	80.0	66.1	13.9	0.0	0.0	0.0	0.0
A	32560	PED QUE Queenswood Drive Ped Crossing	25.0	8.8	16.2	0.0	0.0	0.0	0.0
A	32560	PED STA Stainburn Dr / Harr Rd - Ped Crossing	13.0	5.3	7.7	0.0	0.0	0.0	0.0
B	32568	Traffic Management Capital Prog 2016/17	342.2	342.2	0.0	0.0	0.0	0.0	0.0
A	32571	Oak Tree Dr J/W North Farm Rd Gipton Rss	60.0	17.0	43.0	0.0	0.0	0.0	0.0
A	32574	20mph Zone - Rothwell Area 2016/17	20.0	7.6	12.4	0.0	0.0	0.0	0.0
A	32575	Ledston 20mph Zone	12.9	12.9	0.0	0.0	0.0	0.0	0.0
A	32576	Pease Hill 20mph Zone - Rawdon	21.0	18.0	3.0	0.0	0.0	0.0	0.0
A	32577	Alwoodley Area 20mph Zone	54.0	26.2	27.8	0.0	0.0	0.0	0.0
A	32578	Bramhope Area 20mph Zone	54.3	47.7	6.6	0.0	0.0	0.0	0.0
A	32579	South Leeds Cockburn School 20mph	10.0	6.7	3.3	0.0	0.0	0.0	0.0
A	32580	Asquith 20mph Zone & Morley Central	33.0	6.0	27.0	0.0	0.0	0.0	0.0
B	32581	Pm Roads Machine & Cvi Surveys 2016/17	99.3	86.5	12.8	0.0	0.0	0.0	0.0
B	32582	Gildersome Lane	358.3	347.3	11.0	0.0	0.0	0.0	0.0
B	32583	Park Road - Guiseley	196.4	47.7	148.7	0.0	0.0	0.0	0.0
B	32584	Stonegate Road - Meanwood	308.0	290.9	17.1	0.0	0.0	0.0	0.0
B	32585	Town Street - Gildersome	113.0	0.0	113.0	0.0	0.0	0.0	0.0
B	32586	Middleton Road - Morley	193.0	16.9	176.1	0.0	0.0	0.0	0.0
B	32587	Wide Lane - Morley	113.0	4.1	108.9	0.0	0.0	0.0	0.0
B	32588	Littlemoor Road - Pudsey	88.5	10.7	77.8	0.0	0.0	0.0	0.0
B	32589	Robin Lane - Pudsey	236.0	208.3	27.7	0.0	0.0	0.0	0.0
B	32592	Belgrave Street - City Centre	53.1	34.5	18.6	0.0	0.0	0.0	0.0
B	32593	Britannia Street - City Centre	23.6	10.5	13.1	0.0	0.0	0.0	0.0
B	32595	The Headrow - City Centre	53.1	0.0	53.1	0.0	0.0	0.0	0.0
C	32598	Sweet Street - Minor Sect 278	26.0	0.4	9.6	16.0	0.0	0.0	0.0
A	32603	Holt Park 20mph Zone	51.8	15.9	35.9	0.0	0.0	0.0	0.0
A	32604	Drighlington 20mph Zone	27.6	5.4	22.2	0.0	0.0	0.0	0.0
C	32605	West End Lane 20mph Zone Horsforth	10.0	0.0	10.0	0.0	0.0	0.0	0.0
C	32607	King Lane Area - Alwoodley - Tro'S	10.0	2.6	7.4	0.0	0.0	0.0	0.0
A	32608	Kedleston Area 20mph Zone - Moortown	24.0	9.9	14.1	0.0	0.0	0.0	0.0
C	32611	Cavendish Street Minor S278	11.0	0.1	8.9	2.0	0.0	0.0	0.0
C	32613	Lidl Foodstore Aberford Road - Garforth	855.0	24.2	480.8	350.0	0.0	0.0	0.0
C	32616	Eastgate / Vicar Lane (Victoriagate)	70.0	68.0	2.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

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All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	Estimated Costs				After 2020/21
					2017/18	2018/19	2019/20	2020/21	
B	32620	Highways Maintenance lms - 2019/20	13,000.0	0.0	0.0	0.0	13,000.0	0.0	0.0
B	32621	Highways Maint Capitalisation 2019/20	4,000.0	0.0	0.0	0.0	4,000.0	0.0	0.0
A	32622	Traffic Management 2019/20	200.0	0.0	0.0	0.0	200.0	0.0	0.0
C	32641	Aldi - Chapel Allerton - Sect 278	263.8	3.6	250.0	10.2	0.0	0.0	0.0
C	32642	Aldi Sandbeck Lane Wetherby - Minor S278	11.0	0.1	10.9	0.0	0.0	0.0	0.0
C	32644	Spofoth Hill Wetherby	73.0	0.1	47.9	25.0	0.0	0.0	0.0
A	32651	St Peters St. Ped Crossing	100.0	76.2	23.8	0.0	0.0	0.0	0.0
C	32653	Former Yorkshire Post Site Minor S278	20.0	0.6	4.4	15.0	0.0	0.0	0.0
A	32656	Calverley & Farsley Tro'S Phase 3	10.0	3.7	6.3	0.0	0.0	0.0	0.0
A	32665	Century Way - Thorpe Park	500.0	0.0	500.0	0.0	0.0	0.0	0.0
A	32674	Road Safety Works General	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	32675	Highways Pot Hole Repairs	1,194.0	0.0	711.0	483.0	0.0	0.0	0.0
C	32680	A63/B6137 Junc Garforth Re Sandgate Dr	406.0	0.6	49.9	355.5	0.0	0.0	0.0
C	32683	Prow Footpath Adel Bedquits Park	19.9	0.0	19.9	0.0	0.0	0.0	0.0
C	32686	A660 Leeds Road/Kings Road S278	80.0	7.4	72.6	0.0	0.0	0.0	0.0
C	32688	Elland Rd Day Nursery S278	10.5	0.0	5.5	5.0	0.0	0.0	0.0
C	32695	Leeds Road Collingham S278	25.0	0.0	25.0	0.0	0.0	0.0	0.0
C	32696	Wetherby Road - Wetherby - S278	87.0	0.1	9.9	77.0	0.0	0.0	0.0
A	32697	City Centre Car Parks Signing	2.0	2.0	0.0	0.0	0.0	0.0	0.0
C	32716	Ingram Row Minor S278	17.5	0.5	17.0	0.0	0.0	0.0	0.0
A	32717	TWE 20mph Zones 2017/18	300.0	0.0	250.0	50.0	0.0	0.0	0.0
C	32720	New Halton Moor School S.278 Hwys Works	27.5	0.0	27.5	0.0	0.0	0.0	0.0
B	32724	17/18 Principal Inspection Of Structures	372.0	0.0	372.0	0.0	0.0	0.0	0.0
B	32725	17/18 Underwater Inspections	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	32726	17/18 Structure Special Inspections	248.0	0.0	248.0	0.0	0.0	0.0	0.0
B	32727	17/18 Principal Retaining W/Inspection	53.0	0.0	53.0	0.0	0.0	0.0	0.0
B	32728	17/18 Structures - Minor Works	743.5	0.0	743.5	0.0	0.0	0.0	0.0
B	32729	17/18 Bridge Scour Assessments	55.0	0.0	55.0	0.0	0.0	0.0	0.0
B	32730	17/18 Retaining Wall Data Collection	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32731	17/18 Structural Assessments	425.0	0.0	425.0	0.0	0.0	0.0	0.0
B	32732	17/18 Lirr Safety Features Ph 1	50.0	0.0	50.0	0.0	0.0	0.0	0.0
C	32743	Victoria Road Headingley S278	27.5	0.0	27.5	0.0	0.0	0.0	0.0
B	32744	Joint Replacements 2017/18	179.5	0.0	179.5	0.0	0.0	0.0	0.0
B	32745	Wellington Street Viaduct	41.0	0.0	41.0	0.0	0.0	0.0	0.0
A	32748	Pedestrian Crossings 2017/18	255.0	0.0	255.0	0.0	0.0	0.0	0.0
A	32749	Clean Air Zone Feasibility & Consultancy	238.0	0.0	238.0	0.0	0.0	0.0	0.0
A	32750	Air Quality Monitoring Project	150.0	0.0	150.0	0.0	0.0	0.0	0.0
A	32751	Air Quality - Comms Research/Ncad	80.0	0.0	80.0	0.0	0.0	0.0	0.0
A	32752	Traffic Management Capital Prog 2017/18	200.0	0.0	200.0	0.0	0.0	0.0	0.0
B	32753	Highways Maintenance - lms - 2017/18	11,000.0	0.0	10,061.3	938.7	0.0	0.0	0.0

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Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
					2018/19	2019/20	2020/21		
A	32754	Westfields - Allerton Bywater - Frm	472.0	0.0	472.0	0.0	0.0	0.0	0.0
B	32755	Principal Road Schemes 2017/18	236.0	0.0	236.0	0.0	0.0	0.0	0.0
B	32756	Principal Road Surface Dressing 2017/18	1,300.0	0.0	1,300.0	0.0	0.0	0.0	0.0
B	32758	Distributor Road Schemes 2017/18	1,180.0	0.0	1,180.0	0.0	0.0	0.0	0.0
B	32759	Distributor Road Surface Dressing 2017/18	590.0	0.0	590.0	0.0	0.0	0.0	0.0
B	32760	Hm Ltp Minor Works 2017/18	826.3	0.0	826.3	0.0	0.0	0.0	0.0
B	32761	Unclassified Road Schemes 2017/18	295.0	0.0	295.0	0.0	0.0	0.0	0.0
B	32762	Unclassified Roads Surface Dress 17/18	295.0	0.0	295.0	0.0	0.0	0.0	0.0
B	32763	Lodge St/ Fenton St/Back lbb Pl S278	13.5	0.0	13.5	0.0	0.0	0.0	0.0
A	32765	Utc Site Interfaces 2017/18	120.0	0.0	120.0	0.0	0.0	0.0	0.0
A	32766	Utc Gen Traffic Signal Equip 2017/18	407.0	0.0	407.0	0.0	0.0	0.0	0.0
A	32767	Utmc Network Monitoring 2017/18	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	32769	A650 Drighlington Bypass - Ped Islands	25.0	0.0	25.0	0.0	0.0	0.0	0.0
B	32770	Highways Maintenance Drainage 2017/18	312.0	0.0	312.0	0.0	0.0	0.0	0.0
B	32776	A64 (M) Regent Street Flyover	860.0	0.0	610.0	250.0	0.0	0.0	0.0
B	32777	Bike Stands / Docks	8.0	0.0	8.0	0.0	0.0	0.0	0.0
A	32778	Barley Hill Rec - Flood Allev Works	80.0	0.0	80.0	0.0	0.0	0.0	0.0
A	32779	Colton Lane Ped Crossing	39.8	0.0	9.8	30.0	0.0	0.0	0.0
A	32780	City Centre Vehicle Access Restrictions	1,400.0	0.0	500.0	900.0	0.0	0.0	0.0
A	32784	Utmc Asset Renewal Npif 2017/18	430.0	0.0	430.0	0.0	0.0	0.0	0.0
C	32793	Cardigan Road - Pelican Crossing - S106	59.8	0.0	59.8	0.0	0.0	0.0	0.0
C	32795	Majestic Rd Wrks - City Sq - Minor S.278	15.0	0.0	5.0	10.0	0.0	0.0	0.0
B	32800	M62 Junct 27 - Hwys Works	3,057.0	0.0	222.0	2,425.0	410.0	0.0	0.0
B	32801	M62 Junct 28 - Hwys Works	2,483.0	0.0	180.0	1,993.0	310.0	0.0	0.0
C	32806	Pontefract Road Minor S278	5.0	0.0	5.0	0.0	0.0	0.0	0.0
C	32808	A62 Geldard Rd Car Garage Minor S.278	11.0	0.0	11.0	0.0	0.0	0.0	0.0
A	32809	A659 High St/ Church Fields, Boston Spa	35.0	0.0	35.0	0.0	0.0	0.0	0.0
A	32810	A6110 Southern Ring Road Jct Imps Wy+Tf	280.0	0.0	15.0	265.0	0.0	0.0	0.0
B	32817	Lumb Wood Pond Improvements	19.4	0.0	19.4	0.0	0.0	0.0	0.0
A	32822	Traffic Management 2020/21	200.0	0.0	0.0	0.0	0.0	200.0	0.0
B	32825	Highways Maintenance lms 2020/21	13,000.0	0.0	0.0	0.0	0.0	13,000.0	0.0
B	32826	Highways Maint Capitalisation 2020/21	4,000.0	0.0	0.0	0.0	0.0	4,000.0	0.0
A	32827	ALL	400.0	0.0	65.0	335.0	0.0	0.0	0.0
A	32827	DAW	375.0	0.0	75.0	300.0	0.0	0.0	0.0
A	32827	DYN	375.0	0.0	75.0	300.0	0.0	0.0	0.0
A	32827	FIN	375.0	0.0	75.0	300.0	0.0	0.0	0.0
A	32832	Street Lighting Minor Works	70.0	0.0	0.0	70.0	0.0	0.0	0.0
C	32839	A650 Wakefield Rd Euro Garages	20.0	0.0	20.0	0.0	0.0	0.0	0.0
C	32843	Warren House Lane - Tro & Junct Works	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32845	Cemetery Road/ Top Moorside Road Safety	10.0	0.0	10.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
A	32847	Otley Rd / St Michaels Rd - Mini Rndabt	36.0	0.0	36.0	0.0	0.0	0.0	0.0
A	32848	Utmc City Centre Traffic Signals Timings	1.0	0.0	0.0	1.0	0.0	0.0	0.0
A	32849	City Centre Motorcycle Parking Phase 3	17.0	0.0	8.5	8.5	0.0	0.0	0.0
A	32850	Lin Dyke Garforth Flood Alleviation	48.0	0.0	48.0	0.0	0.0	0.0	0.0
C	32852	Adel Lane Traffic Calming & Cycle Imps	185.9	0.0	15.0	170.9	0.0	0.0	0.0
C	32860	Low Lane Horsforth S106	22.2	0.0	22.2	0.0	0.0	0.0	0.0
C	32862	Coal Road Whinmoor S278	10.0	0.0	10.0	0.0	0.0	0.0	0.0
C	32863	Mustard Wharf Minor S278	7.5	0.0	7.5	0.0	0.0	0.0	0.0
C	32865	Calverley Tro'S Phase 4	4.4	0.0	4.4	0.0	0.0	0.0	0.0
C	32872	Citu Factory Clarence Rd - Minor S.278	20.0	0.0	0.0	20.0	0.0	0.0	0.0
A	32873	REG Regent Street Flyover	6,000.0	0.0	0.0	1,000.0	2,500.0	2,500.0	0.0
A	32873	STA Stanningley Bypass	2,000.0	0.0	0.0	1,000.0	1,000.0	0.0	0.0
A	32874	Beckhills Housing Estate - Hwys Maint	1,500.0	0.0	0.0	500.0	500.0	500.0	0.0
A	32875	Sovereign Street Bridge	3,500.0	0.0	0.0	400.0	2,600.0	500.0	0.0
B	99508	Bridges & Structures	12,119.7	0.0	19.7	4,800.0	4,800.0	2,500.0	0.0
B	99509	Lip Road Maintenance Refurbishment	15,561.3	0.0	0.0	5,561.3	5,000.0	5,000.0	0.0
A	99609	Tpp Integrated Transport Package	6,371.5	0.0	71.4	1,989.4	2,000.0	2,000.0	310.7
Total Highways			257,814.4	89,943.9	44,880.3	47,141.4	41,233.6	34,304.5	310.7

# Leeds City Council Capital Programme - Improving Our Assets

## Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
						Estimated Costs			
Public Health									
B	32241	St Annes Ashton House- Ground Floor	159.4	157.6	1.8	0.0	0.0	0.0	0.0
Total Public Health			159.4	157.6	1.8	0.0	0.0	0.0	0.0
Planning And Sustainable Development									
A	32881	City Resilience Planning	60.0	0.0	0.0	60.0	0.0	0.0	0.0
Total Planning And Sustainable Development			60.0	0.0	0.0	60.0	0.0	0.0	0.0
Asset Management									
A	16442	Redhall Relocation Strategy	25.9	0.0	25.9	0.0	0.0	0.0	0.0
A	16501	Derelict & Nuisance Sites	248.8	0.0	50.0	198.8	0.0	0.0	0.0
A	16501	CHA D&N Sites - 146 Chapeltown Rd	28.5	0.4	28.1	0.0	0.0	0.0	0.0
A	16501	FWC First White Cloth Hall Legal Fees	20.0	4.3	15.7	0.0	0.0	0.0	0.0
A	16501	HUN D & N - Hunslet Mills	59.3	57.7	1.6	0.0	0.0	0.0	0.0
A	16501	SJR St Johns Church Roundhay, Wid	9.0	0.0	9.0	0.0	0.0	0.0	0.0
A	16501	SUR D&N Sites-Fees/Surveys	10.9	6.9	4.0	0.0	0.0	0.0	0.0
A	16692	ECA GEN Extra Care Gen Fund Sites	177.4	0.0	177.4	0.0	0.0	0.0	0.0
B	16996	Heritage Asset Annual Programme	7,100.6	0.0	1,100.6	2,000.0	2,000.0	2,000.0	0.0
B	16996	AGW Art Gallery Lighting / Heating	249.6	0.0	249.6	0.0	0.0	0.0	0.0
B	16996	GLR Art Gallery And Library Roof	3,232.0	1,689.3	1,542.7	0.0	0.0	0.0	0.0
B	16996	SUR Heritage Asset Surveys	150.0	88.5	61.5	0.0	0.0	0.0	0.0
B	16996	THF Leeds Town Hall Feasibility	100.0	0.0	0.0	100.0	0.0	0.0	0.0
B	16996	THR Leeds Town Hall Roof	194.2	115.9	78.3	0.0	0.0	0.0	0.0
A	32537	Land At Grange Farm - Rebuild Of Barn	27.5	0.0	27.5	0.0	0.0	0.0	0.0
A	32554	GEO Redevelopment Of George Street Kirkgate	11,943.6	0.0	0.0	11,943.6	0.0	0.0	0.0
A	32878	Asset Management Site Developments	300.0	0.0	0.0	100.0	100.0	100.0	0.0
Total Asset Management			23,877.3	1,963.0	3,371.9	14,342.4	2,100.0	2,100.0	0.0
Highways									
A	14236	RTH OO9 Grit Bin Haigh Rd & Sandy Acres Drive	0.2	0.0	0.2	0.0	0.0	0.0	0.0
Total Highways			0.2	0.0	0.2	0.0	0.0	0.0	0.0



# Leeds City Council Capital Programme - Improving Our Assets

## Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs 2018/19	2019/20	2020/21	After 2020/21	
Culture And Sport										
A	15692	ELF	East Leeds Feasibility	300.0	0.0	75.0	225.0	0.0	0.0	0.0
A	15692	FEA	Vision For Leisure Ctres - Feasibility	150.0	8.8	141.2	0.0	0.0	0.0	0.0
B	32039	AIR	Aireborough Sport Centre Maintenance	1,625.0	154.3	1,020.7	450.0	0.0	0.0	0.0
B	32039	AIR	ASB Asbestos Removal At Aireborough L.C.	137.3	0.0	137.3	0.0	0.0	0.0	0.0
B	32039	COM	Sport Maintenance Committed Projects	536.3	495.4	40.9	0.0	0.0	0.0	0.0
B	32039	LCM	Sport Maintenance Committed Projects	229.0	206.6	22.4	0.0	0.0	0.0	0.0
B	32197		Sports Maintenance 2017/18	375.0	0.0	0.0	375.0	0.0	0.0	0.0
A	32474		Lth Portico Works	80.0	0.0	80.0	0.0	0.0	0.0	0.0
A	32475		Town Hall External Lights	50.0	46.3	3.7	0.0	0.0	0.0	0.0
A	32476		Cctv Cameras 3 Leisure Centre	50.8	42.8	8.0	0.0	0.0	0.0	0.0
B	32628		Sport Maintenance Annual Prog 2019/20	500.0	0.0	0.0	0.0	500.0	0.0	0.0
A	32823		Sports Maint Annual Programme 2020/21	500.0	0.0	0.0	0.0	0.0	500.0	0.0
A	32858		Thwaite Mills Disabled Lift Repair	27.5	0.0	27.5	0.0	0.0	0.0	0.0
A	32876		City Museum Lighting Colour Changing	22.0	0.0	0.0	22.0	0.0	0.0	0.0
Total Culture And Sport			4,582.9	954.2	1,556.7	1,072.0	500.0	500.0	0.0	
Strategy And Improvement										
B	32787		Town Hall Emergency Generator	21.5	0.0	21.5	0.0	0.0	0.0	0.0
Total Strategy And Improvement			21.5	0.0	21.5	0.0	0.0	0.0	0.0	
Corporate Property Management										
B	316		St George House - Platform Lift	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	1818		One Stop Centres: Imps To Public Signs	50.0	33.5	16.5	0.0	0.0	0.0	0.0
B	14197	LHC	Lotherton Hall Lightning Conductors	22.7	19.6	3.1	0.0	0.0	0.0	0.0
B	14197	LPW	Lightning Protection	123.7	116.5	7.2	0.0	0.0	0.0	0.0
B	14268		Corporate Property Mangmnt Amp	5,679.3	0.0	879.3	1,500.0	1,500.0	1,500.0	300.0
B	14268	ABC	Aireborough Lc Ceiling	16.0	0.0	16.0	0.0	0.0	0.0	0.0
B	14268	AHM	Abbey House Museum Fire Alarm	13.3	4.8	8.5	0.0	0.0	0.0	0.0
B	14268	ALP	Aireborough Lc Circulation Pumps	6.2	0.0	6.2	0.0	0.0	0.0	0.0
B	14268	APF	Aireborough Lc Pool Filtration	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	ARS	Asbestos Remedial Works 2017-18	97.5	24.8	72.7	0.0	0.0	0.0	0.0
B	14268	ASE	Asbestos Remedial Works 2017-18	98.0	0.0	98.0	0.0	0.0	0.0	0.0
B	14268	AWR	Aireborough Lc Window Replacement	67.6	0.0	67.6	0.0	0.0	0.0	0.0
B	14268	BCC	Bramley Community Centre Aiw	19.5	0.0	19.5	0.0	0.0	0.0	0.0
B	14268	BDA	Bewator Door Access System	104.5	0.0	104.5	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21	
						2018/19	2019/20	2020/21		
B	14268	BIW	Belle Isle Workshops Fire Alarm	18.2	0.0	18.2	0.0	0.0	0.0	0.0
B	14268	BPF	Beeston, Pudsey And Farsley Library Roof	66.6	47.5	19.1	0.0	0.0	0.0	0.0
B	14268	CON	Condition Survey Works	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	DAW	Dda Access And Other Dda Works	80.0	25.7	54.3	0.0	0.0	0.0	0.0
B	14268	DOR	Door Access System Upgrade	1.8	1.1	0.7	0.0	0.0	0.0	0.0
B	14268	ELB	Electrical Remedial Works 2017-18	85.0	0.0	85.0	0.0	0.0	0.0	0.0
B	14268	ELL	Legionella Remedial Works	175.0	137.7	37.3	0.0	0.0	0.0	0.0
B	14268	EWC	Continuation Of Electrical Rem Works	495.0	467.3	27.7	0.0	0.0	0.0	0.0
B	14268	FBM	Fearnville Sports Centre Bems	5.6	0.0	5.6	0.0	0.0	0.0	0.0
B	14268	FHW	Famley Hall Windows	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	GCR	Glebelands Changing Rooms Roof	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	14268	GPB	Gotts Park Mansion Beams	53.2	6.5	46.7	0.0	0.0	0.0	0.0
B	14268	HLL	Home Lea House Lighting Upgrade	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	14268	HRD	The Hollies Replacment Drains	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	14268	JCE	John Charles Emergency Lighting	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	14268	JLL	Jack Lane And Ledston Luck Roof Repairs	107.7	33.8	73.9	0.0	0.0	0.0	0.0
B	14268	JLU	John Charles Ctr Lighting Upgrade	8.6	0.0	8.6	0.0	0.0	0.0	0.0
B	14268	JMF	John Charles Moveable Floor	94.0	0.0	94.0	0.0	0.0	0.0	0.0
B	14268	JSB	John Smeaton Two Boilers	80.8	0.0	80.8	0.0	0.0	0.0	0.0
B	14268	JSP	John Smeaton Lc Retiling	191.4	113.1	78.3	0.0	0.0	0.0	0.0
B	14268	KIL	Kildare Terrace Asbestos	12.4	0.1	12.3	0.0	0.0	0.0	0.0
B	14268	KML	Knowle Manor Daycentre Lift	82.0	0.0	82.0	0.0	0.0	0.0	0.0
B	14268	KMW	Knowle Manor Replacement Windows	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	14268	KNW	Knowsthorpe Way Drainage	16.0	15.9	0.1	0.0	0.0	0.0	0.0
B	14268	LCL	Lawnswood Cremators Liners	78.0	36.7	41.3	0.0	0.0	0.0	0.0
B	14268	MEB	Mechanical Remedial Works	85.0	0.0	85.0	0.0	0.0	0.0	0.0
B	14268	MSF	Millennium Square Fire Alarm	11.0	0.0	11.0	0.0	0.0	0.0	0.0
B	14268	MTC	Morley Town Hall Ceiling	92.0	0.0	92.0	0.0	0.0	0.0	0.0
B	14268	MTH	Morley Town Hall Heating Pumps	20.7	0.0	20.7	0.0	0.0	0.0	0.0
B	14268	PPC	Prince Phillip Centre Aiw	37.0	36.0	1.0	0.0	0.0	0.0	0.0
B	14268	PRB	Potternewton Atc Boiler Replacement	8.0	0.0	8.0	0.0	0.0	0.0	0.0
B	14268	PTH	Pudsey Town Hall Backlog Mtce	26.6	10.1	16.5	0.0	0.0	0.0	0.0
B	14268	PUW	Print Unit Toilet Refurbishment	28.0	0.0	28.0	0.0	0.0	0.0	0.0
B	14268	RAC	R22 Air Conditioning	242.0	140.9	101.1	0.0	0.0	0.0	0.0
B	14268	RLC	Rothwell Leisure Centre Calorifier	16.9	0.0	16.9	0.0	0.0	0.0	0.0
B	14268	RWE	Electrical Remedial Works 2017-18	98.0	0.0	98.0	0.0	0.0	0.0	0.0
B	14268	RWL	Legionella Remedial Works 2017-18	98.0	0.0	98.0	0.0	0.0	0.0	0.0
B	14268	SCL	Suffolk Court Residential Dc Lift	76.0	0.0	76.0	0.0	0.0	0.0	0.0
B	14268	SCW	Suffolk Court Windows & Doors	22.8	0.0	22.8	0.0	0.0	0.0	0.0
B	14268	SDL	Springfield Day Centre Lighting	30.0	0.0	30.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21	
						2018/19	2019/20	2020/21		
B	14268	SGL	Spring Gardens Residential Home Lift	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	SGW	Spring Gardens Hop Windows	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	14268	SHF	Shippenham Farm And East Ardsley Cc Roof	57.6	6.8	50.8	0.0	0.0	0.0	0.0
B	14268	SPB	Scott Hall Sports Centre Bems	6.7	0.0	6.7	0.0	0.0	0.0	0.0
B	14268	TEM	Temple Newsam Roof	50.0	5.5	44.5	0.0	0.0	0.0	0.0
B	14268	TGB	Temple Newsam Great Barn Roof	76.0	0.1	75.9	0.0	0.0	0.0	0.0
B	14268	TGL	The Green Dc Replacement Lift	73.8	0.0	73.8	0.0	0.0	0.0	0.0
B	14268	THM	Tenants Hall Boiler	11.0	0.0	11.0	0.0	0.0	0.0	0.0
B	14268	THS	Leeds Town Hall	71.3	62.3	9.0	0.0	0.0	0.0	0.0
B	14268	TSF	Tropical World Shop Strat Fans	4.4	0.0	4.4	0.0	0.0	0.0	0.0
B	14268	VCF	The Vales Circle Fire Alarm	9.8	5.2	4.6	0.0	0.0	0.0	0.0
B	14268	VPF	Pool Filtration Systems	31.9	0.0	31.9	0.0	0.0	0.0	0.0
B	14268	VSW	Various Sites External Works	75.0	0.0	75.0	0.0	0.0	0.0	0.0
B	14268	WFA	Wykebeck Valley Fire Alarm	3.7	0.0	3.7	0.0	0.0	0.0	0.0
B	14268	WIS	Wetherby Leisure Ctr Inlet Services	36.0	2.1	33.9	0.0	0.0	0.0	0.0
B	14268	WLF	Woodhouse Lane Car Park Fire Alarm	11.0	0.0	11.0	0.0	0.0	0.0	0.0
B	14268	WLW	Woodhouse Lane Mscp Windows	12.3	0.0	12.3	0.0	0.0	0.0	0.0
B	15620	TLT	Demolition At 3 Sites	61.3	37.6	23.7	0.0	0.0	0.0	0.0
B	16129		Public Convenience Refurbishment	64.4	16.9	47.5	0.0	0.0	0.0	0.0
B	16463		Demolition Of 4 Properties	159.5	0.0	159.5	0.0	0.0	0.0	0.0
A	16669		Re-Fit Phase 2	890.8	0.0	0.0	0.0	890.8	0.0	0.0
B	16765	GEN	Demolition Asbestos And Bat Surveys	45.0	43.0	2.0	0.0	0.0	0.0	0.0
B	16765	MUS	Musgrave Court Demolition	162.3	162.3	0.0	0.0	0.0	0.0	0.0
B	16765	TLT	Theaker Lane Public Convenience	7.6	0.8	6.8	0.0	0.0	0.0	0.0
B	16766	BGF	Bramley Grange Farm	151.0	4.0	147.0	0.0	0.0	0.0	0.0
B	16766	CCR	Connaught Changing Rooms Demo	38.0	0.0	38.0	0.0	0.0	0.0	0.0
B	16766	ETL	Eastmoor Tile Lane	98.0	51.0	47.0	0.0	0.0	0.0	0.0
B	16766	HGS	Hunters Greave Substation	28.0	0.0	28.0	0.0	0.0	0.0	0.0
B	16766	QPC	Queens Park Changing Rooms Demolition	20.3	0.0	20.3	0.0	0.0	0.0	0.0
B	16766	RCS	Rawdon Crematorium Shed Demo	31.0	0.0	31.0	0.0	0.0	0.0	0.0
B	16766	RWA	Ramshead Wood Atc	195.0	0.0	195.0	0.0	0.0	0.0	0.0
B	16768		Herd Farm Biomass	143.2	130.6	12.6	0.0	0.0	0.0	0.0
B	16995	CBM	Civic Hall Backlog Maintenance	1,250.0	414.6	335.4	250.0	250.0	0.0	0.0
B	16995	CHC	Civic Hall Committe Rooms	550.0	548.7	1.3	0.0	0.0	0.0	0.0
A	32010		Demolition & Asbestos Removal	59.5	0.0	59.5	0.0	0.0	0.0	0.0
A	32010	BRC	Burton Road Centre	443.7	303.0	140.7	0.0	0.0	0.0	0.0
A	32010	MAT	Moorend Atc	236.0	24.0	212.0	0.0	0.0	0.0	0.0
A	32010	MPG	100 Middleton Park Grove	46.1	20.0	26.1	0.0	0.0	0.0	0.0
A	32010	NEY	Nesfield Early Years Centre	80.0	18.2	61.8	0.0	0.0	0.0	0.0
A	32010	OPC	Otley Cemetery Public Con Demo	20.0	0.0	20.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21	
						2018/19	2019/20	2020/21		
A	32010	PPB	Potternewton Park Bowls	34.2	2.5	31.7	0.0	0.0	0.0	0.0
A	32010	SCL	Seacroft Library Demolition	76.0	0.0	76.0	0.0	0.0	0.0	0.0
A	32010	SHV	Swallow Hill Caretakers House	33.0	0.0	33.0	0.0	0.0	0.0	0.0
A	32010	WAT	Wetherby Atc	167.3	53.6	113.7	0.0	0.0	0.0	0.0
B	32193		Demolition & Asbestos Removal 2017/18	225.4	0.0	225.4	0.0	0.0	0.0	0.0
B	32193	HFB	Haigh Farm Buildings	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	32412		St George Centre Cctv Upgrade	24.0	20.0	4.0	0.0	0.0	0.0	0.0
B	32432		Demolition And Asbestos 2018/19	1,000.0	0.0	0.0	1,000.0	0.0	0.0	0.0
B	32626		Demolition And Asbestos 2019/20	1,000.0	0.0	0.0	0.0	1,000.0	0.0	0.0
B	32627		Fire Risk Assessment Remedials	2,662.5	0.0	542.5	720.0	1,400.0	0.0	0.0
B	32627	AGL	Art Gallery Fire Remedial Works	100.0	69.3	30.7	0.0	0.0	0.0	0.0
B	32627	CVC	Civic Hall Fire Remedial Works	50.0	34.9	15.1	0.0	0.0	0.0	0.0
B	32627	CWK	Carriageworks Theatre Fra	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32627	ENH	Enterprise House Fra	56.0	0.0	56.0	0.0	0.0	0.0	0.0
B	32627	HRA	Herd Farm Fire Remedial Works	140.0	0.0	110.0	30.0	0.0	0.0	0.0
B	32627	LCL	Leeds City Library Fire Remedial Wk	500.0	0.0	100.0	400.0	0.0	0.0	0.0
B	32627	LEM	Leeds City Museum Fra	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32627	MTH	Morley Town Hall Fire Remedial Wks	120.0	0.0	20.0	100.0	0.0	0.0	0.0
B	32627	SCH	Suffolk Court Hop Fra	150.0	0.0	100.0	50.0	0.0	0.0	0.0
B	32627	SHL	Scott Hall Leisure Centre Fra	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32627	SML	Minor Fire Remedial Works	10.0	1.4	8.6	0.0	0.0	0.0	0.0
B	32627	THL	Leeds Town Hall Fire Rem Works	200.0	0.0	150.0	50.0	0.0	0.0	0.0
B	32812		Demolition And Asbestos 2020/21	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0
<b>Total Corporate Property Management</b>			<b>22,431.2</b>	<b>3,310.0</b>	<b>7,180.4</b>	<b>4,100.0</b>	<b>5,040.8</b>	<b>2,500.0</b>	<b>300.0</b>	
Civic Enterprise Leeds										
B	32384		Asset Replacement Fleet Services	290.0	88.0	122.0	80.0	0.0	0.0	0.0
<b>Total Civic Enterprise Leeds</b>			<b>290.0</b>	<b>88.0</b>	<b>122.0</b>	<b>80.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
Communities										
A	32140	COM	Little London Community Centre	719.8	709.7	10.1	0.0	0.0	0.0	0.0
A	32550		Community Hubs Phase 2	801.5	0.0	501.5	300.0	0.0	0.0	0.0
A	32550	BRA	Bramley Community Hub	289.6	0.0	289.6	0.0	0.0	0.0	0.0
A	32550	DEW	Dewsbury Rd Community Hub	778.2	100.6	677.6	0.0	0.0	0.0	0.0
A	32550	HEA	Headingley Community Hub	365.2	0.0	365.2	0.0	0.0	0.0	0.0
A	32550	HRA	BRA Hra Element Of Bramley Community Hub	90.0	0.0	90.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs 2018/19	2019/20	2020/21	After 2020/21
A	32550	KIP	Kippax Community Hub	85.5	85.5	0.0	0.0	0.0	0.0
A	32550	MID	Middleton Community Hub	245.8	0.0	245.8	0.0	0.0	0.0
A	32550	MOO	Moor Allerton Community Hub	227.0	227.0	0.0	0.0	0.0	0.0
A	32550	NOR	North Seacroft Community Hub	555.2	311.2	244.0	0.0	0.0	0.0
A	32550	PUD	Pudsey Community Hub	135.4	135.4	0.0	0.0	0.0	0.0
A	32886		Community Hubs Phase 3	3,030.0	0.0	0.0	3,030.0	0.0	0.0
<b>Total Communities</b>			<b>7,323.2</b>	<b>1,569.4</b>	<b>2,423.8</b>	<b>3,330.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Libraries</b>									
B	32196		Library Book Capitalisation 2017/18	700.0	0.0	700.0	0.0	0.0	0.0
A	32434		Library Books Capitalisation 2018/19	700.0	0.0	0.0	700.0	0.0	0.0
B	32629		Library Book Capitalisation 2019/20	700.0	0.0	0.0	0.0	700.0	0.0
B	32828		Library Books Capitalisation 2020/21	700.0	0.0	0.0	0.0	0.0	700.0
<b>Total Libraries</b>			<b>2,800.0</b>	<b>0.0</b>	<b>700.0</b>	<b>700.0</b>	<b>700.0</b>	<b>700.0</b>	<b>0.0</b>
<b>Car Parking Services</b>									
B	32734		Woodhouse Lane Car Park Lifts	238.0	0.0	238.0	0.0	0.0	0.0
<b>Total Car Parking Services</b>			<b>238.0</b>	<b>0.0</b>	<b>238.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Waste Management</b>									
A	32389		Cng Station & Conversion Of Vehicles	2,584.0	0.0	0.0	1,000.0	1,584.0	0.0
<b>Total Waste Management</b>			<b>2,584.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,000.0</b>	<b>1,584.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Parks And Countryside</b>									
A	32415	EXT	Whinmoor Nursery Ground & Services Wks	1,670.9	1,360.8	310.1	0.0	0.0	0.0
A	32415	GLA	Whinmoor Nursery Glasshouse	4,329.1	2,881.1	1,448.0	0.0	0.0	0.0
A	32415	REL	Relocation Of Parks Staff To New Nursery	500.0	6.5	493.5	0.0	0.0	0.0
A	32494		Cottingley Crem Car Park Ext & Resurface	60.0	0.0	0.0	60.0	0.0	0.0
A	32617		Lawnswood Mercury Abatement Feasibility	26.0	4.2	21.8	0.0	0.0	0.0
A	32785		Replacement Cremator At Lawnswood	172.0	0.0	172.0	0.0	0.0	0.0
B	32853		Replacement Equipment & Machinery	744.6	0.0	744.6	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	Estimated Costs			After 2020/21
					2017/18	2018/19	2019/20	
Total	Parks And Countryside		7,502.6	4,252.6	3,190.0	60.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Local & Community Assets (IA)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
Asset Management									
A	16982	Brownfield Land Programme	1,050.0	0.0	200.0	300.0	300.0	250.0	0.0
A	16982 SUR	Brownfield Land Programme-Surveys	470.0	375.8	94.2	0.0	0.0	0.0	0.0
A	32567	Bath Road - Holbeck - Site Remediation	575.0	102.4	472.6	0.0	0.0	0.0	0.0
Total Asset Management			2,095.0	478.2	766.8	300.0	300.0	250.0	0.0
Highways									
A	14236 WEE OIO	Otley Old Road Parking Scheme	7.0	0.0	7.0	0.0	0.0	0.0	0.0
Total Highways			7.0	0.0	7.0	0.0	0.0	0.0	0.0
Parks And Countryside									
B	16935 TNP	Temple Newsam Footpath	7.5	0.0	7.5	0.0	0.0	0.0	0.0
Total Parks And Countryside			7.5	0.0	7.5	0.0	0.0	0.0	0.0

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# Leeds City Council Capital Programme - Improving Our Assets

Cat	Scheme	Council Housing Scheme Title		Total Scheme Cost	Actual To 31 Mar 17	All Figures are in £000's				
						2017/18	Estimated Costs		2020/21	After 2020/21
						2018/19	2019/20	2020/21	2020/21	
Hra Other										
A	32010	SGS	Seacroft Green Social Club	178.8	58.4	102.2	18.2	0.0	0.0	0.0
A	32090	SW1	Swarcliffe Penwell Dean & Gate Parking	156.2	144.3	11.9	0.0	0.0	0.0	0.0
A	32174		25% Equity Share 38 Atha Cres	26.5	18.8	7.7	0.0	0.0	0.0	0.0
<b>Total Hra Other</b>				<b>361.5</b>	<b>221.5</b>	<b>121.8</b>	<b>18.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Hra Council Housing Growth Programme										
A	16692		Hra Housing Investment Programme	10,917.9	0.0	0.0	0.0	10,917.9	0.0	0.0
A	16692	AMM	Acre Mount Middleton Newbuild	2,494.2	8.0	0.0	0.0	2,486.2	0.0	0.0
A	16692	APH	Ancestor Public House Aquisition	116.2	116.2	0.0	0.0	0.0	0.0	0.0
A	16692	BAR	Barncroft Newbuild	3,647.0	11.2	0.0	0.0	3,635.8	0.0	0.0
A	16692	BMG	Beech Mount Gipton Newbuild	1,085.8	106.6	74.5	200.0	704.7	0.0	0.0
A	16692	BRO	Broadleas Site 3 Newbuild	4,313.3	1,706.7	2,100.0	506.6	0.0	0.0	0.0
A	16692	BRS	Brooklands Seacroft Newbuild	1,933.8	0.0	0.0	0.0	1,933.8	0.0	0.0
A	16692	BWG	Beech Walk Gipton Newbuild	3,802.2	64.4	130.0	389.5	3,218.3	0.0	0.0
A	16692	COM	Chgp Fees & Capitalisations	867.8	463.5	274.3	130.0	0.0	0.0	0.0
A	16692	ECA	Chgp Extra Care Additional Provision	4,229.5	34.1	195.4	1,000.0	3,000.0	0.0	0.0
A	16692	EH2	Empty Homes Prog 100 Acquisitions	7,508.7	3,897.1	3,611.6	0.0	0.0	0.0	0.0
A	16692	EH3	Empty Homes Lcc Funded	1,700.0	1,684.3	15.7	0.0	0.0	0.0	0.0
A	16692	EPR	East Park Road Site 1 Newbuild	3,344.2	3,275.7	68.5	0.0	0.0	0.0	0.0
A	16692	GAR	Garnets Site 2 Newbuild	4,132.3	1,019.6	2,612.7	500.0	0.0	0.0	0.0
A	16692	HAR	Harley Green Site	1,120.0	20.0	0.0	100.0	1,000.0	0.0	0.0
A	16692	HOW	Wharfedale View Site 4 Newbuild	8,901.6	8,781.6	120.0	0.0	0.0	0.0	0.0
A	16692	LCS	Acquisition 8 Properties Bramley	1,145.6	1,135.6	10.0	0.0	0.0	0.0	0.0
A	16692	MEY	Meynall Approach	4,947.0	105.6	100.0	394.4	4,347.0	0.0	0.0
A	16692	MPA	Middleton Park Ave Newbuild	3,709.9	0.0	0.0	0.0	3,709.9	0.0	0.0
A	16692	NEV	Nevilles 3 Sites	5,426.6	48.5	251.5	2,000.0	3,126.6	0.0	0.0
A	16692	OLD	Oldfield Lane	2,200.0	0.0	0.0	0.0	2,200.0	0.0	0.0
A	16692	ROR	Chgp Repurchase Policy (Rofr)	229.4	228.5	0.9	0.0	0.0	0.0	0.0
A	16692	ROS	Rosemont Newbuild	108.9	108.9	0.0	0.0	0.0	0.0	0.0
A	16692	RTB	Right To Buy Grant Programme Chgp	6,531.6	0.0	1,531.6	5,000.0	0.0	0.0	0.0
A	16692	RTB BES	Bespoke Properties Rp'S	500.0	19.4	0.0	480.6	0.0	0.0	0.0
A	16692	RTB PH1	Rtb Phase 1 Grant Programme	2,262.0	2,011.4	250.6	0.0	0.0	0.0	0.0
A	16692	SQU	Squinting Cat Site 5	2,275.7	2,124.5	151.2	0.0	0.0	0.0	0.0
A	16692	WPV	Whinmoor Pub House Newbuild	3,601.4	205.9	1,800.0	1,595.5	0.0	0.0	0.0
A	16692	WWT	Westerton Walk Tingley Ech	10,665.6	313.0	0.0	1,352.6	9,000.0	0.0	0.0



# Leeds City Council Capital Programme - Improving Our Assets

Council Housing  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
<b>Total Hra Council Housing Growth Programme</b>			103,718.2	27,490.3	13,298.5	13,649.2	49,280.2	0.0	0.0
<b>Hra Housing Leeds</b>									
B	1994	AZ7	Sheltered Housing Farrar Lane	1,684.7	1,674.7	10.0	0.0	0.0	0.0
A	16376	BD8	Clydes Biomass District Heating	2,485.2	2,483.9	1.3	0.0	0.0	0.0
B	16517	ACT	Hra Self Financing Funding	18,580.5	0.0	0.0	378.1	1,244.4	4,522.7
B	32021		Windows & Doors	3,972.0	0.0	10.0	0.0	1,981.0	1,981.0
B	32021	DA4	Windows & Doors - Mears	1,335.6	1,345.6	-10.0	0.0	0.0	0.0
B	32021	EA1	Windows & Doors - Mears	1,486.3	1,486.3	0.0	0.0	0.0	0.0
B	32021	EA2	Windows & Doors - Lbs	1,173.0	1,173.0	0.0	0.0	0.0	0.0
B	32021	FB1	Windows & Doors - Mears	850.0	0.0	850.0	0.0	0.0	0.0
B	32021	FB2	Windows & Doors - Lbs	900.0	0.0	900.0	0.0	0.0	0.0
B	32021	GA1	W&D - Anglian	990.6	0.0	0.0	990.6	0.0	0.0
B	32021	GA2	W&D - Kier	990.6	0.0	0.0	990.6	0.0	0.0
B	32022	ASB	Asbestos - Heating	2,865.0	211.3	300.0	792.4	880.3	681.0
B	32022	CON	Heat & Hot Water Consultation	250.0	0.0	50.0	200.0	0.0	0.0
B	32022	DB3	Sheltered Heating - Halliday Court	1,510.0	537.0	973.0	0.0	0.0	0.0
B	32022	EB1	Boilers - South	3,517.6	3,517.6	0.0	0.0	0.0	0.0
B	32022	EB4	Boilers - East	604.2	536.8	67.4	0.0	0.0	0.0
B	32022	EB5	Sheltered & Communal Heating - Mears	308.0	246.2	61.8	0.0	0.0	0.0
B	32022	EB6	Sheltered & Communal Heating - Lbs	72.7	38.0	34.7	0.0	0.0	0.0
B	32022	FA1	HI District Heating	17,420.0	194.2	2,093.5	6,669.4	8,462.9	0.0
B	32022	FA2	Boilers - South	5,232.8	0.0	970.0	1,042.4	1,062.1	1,073.8
B	32022	FA3	Boilers - East	6,216.0	0.0	1,182.0	1,241.0	1,252.0	1,264.0
B	32022	FA4	Boilers - West 1	4,865.1	0.0	896.1	981.0	986.0	996.0
B	32022	FA5	Boilers - West 2	2,441.0	0.0	457.0	490.0	493.0	498.0
B	32022	FA6	Boilers - Materials	15,036.4	0.0	2,754.0	2,980.0	3,039.6	3,100.4
B	32022	FA7	Electric Heating & Hot Water	440.7	0.0	0.0	144.0	146.9	149.8
B	32022	FA9	West Park Drive Heating	250.0	0.0	250.0	0.0	0.0	0.0
B	32022	FC7	Commercial Boilers - South	330.0	0.0	330.0	0.0	0.0	0.0
B	32022	FC9	Commercial Boilers West	116.0	0.0	116.0	0.0	0.0	0.0
B	32022	GC1	Electric Heating & Hot Water	4,208.0	0.0	0.0	0.0	1,822.0	2,386.0
B	32022	GC2	Sheltered & Commercial Heating	615.1	0.0	0.0	175.0	180.0	260.1
B	32024	ASB	Asbestos - Rewires	246.8	136.8	110.0	0.0	0.0	0.0
B	32024	CI1	Controlled Entry	650.7	764.7	-114.0	0.0	0.0	0.0
B	32024	CI5	Cctv Installation	1,331.7	245.9	652.9	432.9	0.0	0.0
B	32024	EA5	Rewires - Mears	1,005.8	1,022.2	-16.4	0.0	0.0	0.0
B	32024	EA6	Rewires - Lbs	409.8	409.8	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

Council Housing  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme				2017/18	2018/19	2019/20	2020/21	After 2020/21
B	32024	FB6	Rewires - Mears	450.0	0.0	450.0	0.0	0.0	0.0
B	32024	FB7	Rewires - Lbs	275.0	0.0	275.0	0.0	0.0	0.0
B	32025		Re-Roofing	3,975.0	0.0	0.0	0.0	1,999.0	1,976.0
B	32025	ASB	Asbestos - Roofing	1,069.4	237.4	112.0	217.8	254.2	248.0
B	32025	CA4	Roofing W 1002117	1,544.5	1,544.8	-0.3	0.0	0.0	0.0
B	32025	DC4	Roofs - Mears	5,108.5	5,108.5	0.0	0.0	0.0	0.0
B	32025	EC1	Roofing - Lbs	444.3	444.3	0.0	0.0	0.0	0.0
B	32025	EC2	Roofing - Mears	2,137.6	2,137.6	0.0	0.0	0.0	0.0
B	32025	FC1	Roofs - Mears	818.0	0.0	818.0	0.0	0.0	0.0
B	32025	FC2	Roofs - Lbs	600.0	0.0	600.0	0.0	0.0	0.0
B	32025	FC3	Roofs - MsfS	2,975.0	0.0	0.0	1,000.0	1,000.0	975.0
B	32025	GD1	Roofing - Connolly	740.6	0.0	0.0	740.6	0.0	0.0
B	32025	GD2	Roofing - Liberty	740.6	0.0	0.0	740.6	0.0	0.0
B	32025	GD3	Roofing - Lbs	1,500.0	0.0	0.0	500.0	500.0	500.0
B	32025	GD4	Roofing - Pointing Work	397.9	0.0	0.0	130.0	132.6	135.3
B	32026		Kitchens & Bathrooms	23,530.0	0.0	0.0	0.0	11,765.6	11,764.4
B	32026	ASB	Asbestos - K&B	3,878.2	849.8	680.0	782.9	782.8	782.7
B	32026	DC6	K & B - S1 Mears	1,998.1	1,980.2	17.9	0.0	0.0	0.0
B	32026	DC9	K & B - S4 Mears	1,958.1	1,952.1	6.0	0.0	0.0	0.0
B	32026	DH2	K & B - Mears Scheme 5a	1,406.7	1,394.5	12.2	0.0	0.0	0.0
B	32026	EC5	K&B - Mears 1	2,406.0	2,476.0	-70.0	0.0	0.0	0.0
B	32026	EC6	K&B - Lbs	1,490.3	1,465.3	25.0	0.0	0.0	0.0
B	32026	EC7	K&B - Mears 2	2,324.8	2,364.0	-39.2	0.0	0.0	0.0
B	32026	EC8	K&B - Mears 3	2,218.2	2,318.2	-100.0	0.0	0.0	0.0
B	32026	FD1	Kitchen & Bathroom - Lbs	2,000.0	0.0	2,000.0	0.0	0.0	0.0
B	32026	FD2	Kitchen & Bathroom - Mears	4,200.0	0.0	4,200.0	0.0	0.0	0.0
B	32026	FD3	K&B - Mears 2	1,750.0	0.0	1,750.0	0.0	0.0	0.0
B	32026	GA6	Kbr - Kier	2,289.9	0.0	0.0	2,289.9	0.0	0.0
B	32026	GA7	Kbr - Mears	2,289.9	0.0	0.0	2,289.9	0.0	0.0
B	32026	GA8	Kbr - Keepmoat	3,055.0	0.0	0.0	3,055.0	0.0	0.0
B	32026	GA9	Kbr - Lbs	4,229.3	0.0	0.0	4,229.3	0.0	0.0
B	32027		Environmentals	1,690.4	0.0	0.0	500.0	500.0	690.4
B	32027	ASB	Asbestos Removals	9.1	0.0	9.1	0.0	0.0	0.0
B	32027	EG7	Estate Garages	1,337.0	177.4	326.6	261.0	266.0	306.0
B	32027	FH9	Leafield Drive Parking	40.3	0.0	40.3	0.0	0.0	0.0
B	32028	DE3	Sanctuary	434.0	234.0	50.0	50.0	50.0	50.0
B	32028	F18	Flood Prevention - Westfields	30.0	0.0	30.0	0.0	0.0	0.0
B	32030	ED1	Adaptations	28,179.2	7,071.2	5,500.0	5,100.0	5,202.0	5,306.0
B	32031	ASB	Asbestos - Responsive	6,605.7	1,926.1	1,620.0	1,000.0	1,019.6	1,040.0
B	32031	ED3	Voids	32,059.3	5,472.1	7,000.0	6,400.0	6,528.3	6,658.9

# Leeds City Council Capital Programme - Improving Our Assets

Council Housing  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme				2017/18	2018/19	2019/20	2020/21		
B	32032	ED5	Repairs	8,499.4	1,271.9	1,780.0	1,780.0	1,815.6	1,851.9	0.0
B	32032	ED6	Repairs - Walls	365.7	235.7	130.0	0.0	0.0	0.0	0.0
B	32032	ED8	Disrepair	5,872.8	1,812.4	1,000.0	1,000.0	1,020.0	1,040.4	0.0
B	32032	FI9	Prior To Painting Repairs	354.0	0.0	50.0	100.0	100.0	104.0	0.0
B	32033		Service Delivery Associated Costs	5,790.0	0.0	9.0	0.0	1,800.0	3,981.0	0.0
B	32033	ASB	Asbestos - Unallocated	54.9	54.9	0.0	0.0	0.0	0.0	0.0
B	32033	DD5	Heatlease Termination Fees	2,217.4	2,049.6	167.8	0.0	0.0	0.0	0.0
D	32033	DD6	Housing Leeds Ict Solutions	5,565.2	628.8	1,000.0	3,657.7	278.7	0.0	0.0
B	32033	FH1	Capitalisation Of Salaries	4,664.1	0.0	4,664.1	0.0	0.0	0.0	0.0
B	32033	FH2	Mears Overheads	5,796.0	0.0	5,796.0	0.0	0.0	0.0	0.0
B	32033	FH3	Westfield House - Delap	57.0	0.0	57.0	0.0	0.0	0.0	0.0
B	32033	SAL	Capital Salaries	14,416.3	0.0	0.0	4,734.1	4,805.1	4,877.1	0.0
B	32033	TSC	Mears Tsc Overheads	3,000.0	0.0	0.0	1,500.0	1,500.0	0.0	0.0
	32034		Structural Remedials & Insulation Parent	5,124.3	0.0	0.0	0.0	0.0	5,124.3	0.0
B	32034	ASB	Asbestos - Structural	1,545.4	38.8	146.0	638.5	357.8	364.3	0.0
B	32034	CH3	Highways Msf	7,417.6	41.9	110.0	3,512.7	3,753.0	0.0	0.0
B	32034	DD8	Airey A1f Properties	814.2	238.2	576.0	0.0	0.0	0.0	0.0
B	32034	DG9	Msf Structural Repairs Phase 2	4,943.3	1,465.6	2,300.0	1,177.7	0.0	0.0	0.0
B	32034	EE1	Cavity & Loft Insulation	40.4	40.4	0.0	0.0	0.0	0.0	0.0
B	32034	EE3	Cornish Properties Ewi & Enveloping	2,000.0	102.0	1,898.0	0.0	0.0	0.0	0.0
B	32034	EE4	Shakespeare Concrete Repairs & Ins	3,922.0	1.6	100.0	2,541.5	1,278.9	0.0	0.0
B	32034	FE1	Cavity & Loft Insulation	250.0	0.0	10.0	80.0	80.0	80.0	0.0
B	32034	FE2	Crosshills Court Subsidence & Roof	500.0	0.0	0.0	500.0	0.0	0.0	0.0
B	32034	FE3	Westwoods Enveloping	900.0	0.0	200.0	700.0	0.0	0.0	0.0
B	32034	FE4	Parkwood Ewi	1,270.0	0.0	950.0	320.0	0.0	0.0	0.0
B	32035		Communal Replacements	7,960.0	0.0	0.0	0.0	3,873.0	4,087.0	0.0
B	32035	ASB	Asbestos - Communal	1,602.3	88.2	98.0	224.0	516.0	676.1	0.0
B	32035	CH8	Lifts Msf	4,109.2	4,109.2	0.0	0.0	0.0	0.0	0.0
B	32035	CH9	Lifts Low Rise	1,000.4	992.6	7.8	0.0	0.0	0.0	0.0
B	32035	DB6	Msf Improvements - Claytons	2,989.0	3,060.0	-71.0	0.0	0.0	0.0	0.0
B	32035	EE6	Communal Electrical Package	1,845.3	1,637.7	207.6	0.0	0.0	0.0	0.0
B	32035	EH3	Lovell Park Ext Improvements	114.2	91.9	22.3	0.0	0.0	0.0	0.0
B	32035	FG1	Msf Lift Replacements	1,378.0	0.0	100.0	1,278.0	0.0	0.0	0.0
B	32035	FG2	Low Rise Lift Replacements	400.0	0.0	100.0	300.0	0.0	0.0	0.0
B	32035	FG4	Controlled Entry	260.0	0.0	260.0	0.0	0.0	0.0	0.0
B	32035	FG6	Communal Facilities - Sheltered	200.0	0.0	200.0	0.0	0.0	0.0	0.0
B	32035	FG7	Family Friendly Blocks	4,860.0	0.0	25.0	0.0	1,335.0	3,500.0	0.0
B	32035	GB2	Communal Electrical	3,832.0	0.0	0.0	1,000.0	1,416.0	1,416.0	0.0
B	32035	GB3	Controlled Entry	1,193.6	0.0	0.0	390.0	397.8	405.8	0.0
B	32035	GB4	Communal Facilities	832.7	0.0	0.0	232.7	350.0	250.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

Council Housing  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
B	32036	Conversion / Regeneration Works Parent	1,900.0	0.0	0.0	0.0	900.0	1,000.0	0.0
B	32036	ASB Asbestos - Conversion & Regen	599.6	145.8	142.0	106.7	98.7	106.4	0.0
B	32036	CJ3 Housing Office Little London Hub	276.2	272.5	3.7	0.0	0.0	0.0	0.0
B	32036	CL5 Cross Green Group Repair	1,538.9	1,471.7	67.2	0.0	0.0	0.0	0.0
B	32036	CN1 Bennett Court Refurbishment	2,470.1	1,627.6	842.5	0.0	0.0	0.0	0.0
B	32036	DG7 Union Court	2,393.2	134.5	1,234.2	1,024.5	0.0	0.0	0.0
B	32036	DH8 Presbytery Bungalow	274.1	282.3	-8.2	0.0	0.0	0.0	0.0
B	32036	EG1 Sheltered Priorities	2,074.0	1,051.9	104.0	300.0	306.0	312.1	0.0
B	32036	EG2 Misc Properties	644.0	0.5	121.4	110.0	204.0	208.1	0.0
B	32036	EG3 Wetherby Bedsit Conversion	17.0	0.0	17.0	0.0	0.0	0.0	0.0
B	32036	EG4 Batter Lane	80.6	80.6	0.0	0.0	0.0	0.0	0.0
B	32036	EG5 Crimble Landslip	17.9	17.9	0.0	0.0	0.0	0.0	0.0
B	32036	EG9 Misc Props - Potternewton Park Lodge	18.0	0.0	18.0	0.0	0.0	0.0	0.0
B	32036	FE5 Disrepair - Wykebecks	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	32036	FE7 Holbeck - Group Repair	850.0	0.0	850.0	0.0	0.0	0.0	0.0
B	32036	FE8 Preventative Work - Armley	500.0	0.0	500.0	0.0	0.0	0.0	0.0
B	32036	FI7 Demolition - Silk Mill Drive	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32036	GD9 Moortown Housing Office	200.0	0.0	0.0	200.0	0.0	0.0	0.0
B	32037	Fire Safety Works	2,828.0	0.0	0.0	0.0	828.0	2,000.0	0.0
B	32037	ASB Asbestos - Fire Safety	637.4	38.5	65.0	179.5	144.4	210.0	0.0
B	32037	CD1 Fs - Signage Msf	207.1	176.7	30.4	0.0	0.0	0.0	0.0
B	32037	CD3 Fs - Scooter Stores	648.3	644.4	3.9	0.0	0.0	0.0	0.0
B	32037	CE3 Fs - Cable Entanglement	73.6	30.6	43.0	0.0	0.0	0.0	0.0
B	32037	DF2 Fs - Wetherby Road Remodel	123.3	119.0	4.3	0.0	0.0	0.0	0.0
B	32037	DF6 Fs - Communal Access	713.7	715.0	-1.3	0.0	0.0	0.0	0.0
B	32037	DH9 Fs - Victorian Properties	140.7	126.1	14.6	0.0	0.0	0.0	0.0
B	32037	DJ1 Fs - Sheltered Fire Alarms	597.5	590.6	6.9	0.0	0.0	0.0	0.0
B	32037	EE7 Fs - Mechanical Hardware Upgrades	69.9	63.5	6.4	0.0	0.0	0.0	0.0
B	32037	EE9 Fs - High Rises Mears	425.0	0.0	225.0	200.0	0.0	0.0	0.0
B	32037	EF1 Fs - Msf Sprinklers Ph 2 & 3	1,157.9	535.9	622.0	0.0	0.0	0.0	0.0
B	32037	EF2 Fs - Smoke Detection	29.6	29.6	0.0	0.0	0.0	0.0	0.0
B	32037	EF4 Fs - Victorian Properties Lbs	189.9	89.0	100.9	0.0	0.0	0.0	0.0
B	32037	EF5 Fs - Fire Stopping Tfs	674.2	286.7	300.0	87.5	0.0	0.0	0.0
B	32037	EF6 Fs - Fire Stopping Gunite	664.0	394.9	181.6	87.5	0.0	0.0	0.0
B	32037	EF9 Fs - Hopper Replacement	83.0	79.4	3.6	0.0	0.0	0.0	0.0
B	32037	FD9 Windmill Green Fire Doors	31.0	0.0	31.0	0.0	0.0	0.0	0.0
B	32037	FE9 Fs - Refuse Area Protective Coatings	12.9	0.0	12.9	0.0	0.0	0.0	0.0
B	32037	FF0 Fs - Minor Works	60.0	0.0	30.0	30.0	0.0	0.0	0.0
B	32037	FF1 Fs - Fire Stopping Med & Low Rise	175.0	0.0	175.0	0.0	0.0	0.0	0.0
B	32037	FF3 Fs - Back To Backs	366.3	0.0	183.3	183.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

Council Housing  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme				2017/18	2018/19	2019/20	2020/21	After 2020/21
B	32037	FF4	Fs - Leaseholder Doors	105.0	0.0	70.0	35.0	0.0	0.0
B	32037	FF5	Fs - Fire Doors Low Rise & Communal	299.7	0.0	119.7	180.0	0.0	0.0
B	32037	FF7	Fs - Refuse Sprinklers	43.0	0.0	23.0	20.0	0.0	0.0
B	32037	FF8	Fs - Smoke Detection	230.0	0.0	55.0	175.0	0.0	0.0
B	32037	FF9	Fire Safety -Hopper Replacements (17/18)	80.8	0.0	40.8	40.0	0.0	0.0
B	32037	GE1	Fs - Victorian Properties	470.0	0.0	0.0	235.0	235.0	0.0
B	32037	SPR	Fs - Msf Sprinklers	3,291.5	0.0	0.0	1,291.5	1,000.0	1,000.0
B	32038	ASB	Asbestos - Non Standard Referrals	26.1	0.0	15.0	3.5	3.7	3.9
B	32038	EH6	Commercial & Leased Hra Assets	317.0	22.9	135.0	50.0	53.0	56.1
B	32038	FI2	Cams Shop Fronts & Roofs	89.1	0.0	89.1	0.0	0.0	0.0
B	32393	SA5	HI Eip - Salaries	296.1	249.2	46.9	0.0	0.0	0.0
B	32394	DES	Eip - Parking Design Scheme	96.4	74.4	22.0	0.0	0.0	0.0
B	32394	PI0	Eip Pkg - Alderton Heights	3.2	0.0	3.2	0.0	0.0	0.0
B	32394	PI1	Eip Pkg - Keswick Lane	39.9	0.6	39.3	0.0	0.0	0.0
B	32394	PI2	Eip Pkg - Queensway	72.5	0.5	72.0	0.0	0.0	0.0
B	32394	PI4	Eip Pkg - The Crescent, Tingley	26.6	0.0	26.6	0.0	0.0	0.0
B	32394	PI5	Eip Pkg - Fairfax Avenue	95.0	8.9	86.1	0.0	0.0	0.0
B	32394	PI6	Eip Pkg - Glen Road N	63.1	0.0	63.1	0.0	0.0	0.0
B	32394	PI8	Eip Pkg - Tong Way	33.3	1.6	31.7	0.0	0.0	0.0
B	32394	PO1	Eip Pkg - King Alfreds Drive	46.0	0.0	46.0	0.0	0.0	0.0
B	32394	PO2	Eip Pkg - Potternewton Heights	81.7	1.7	80.0	0.0	0.0	0.0
B	32394	PO3	Eip Pkg - Silk Mill Avenue	60.0	0.5	59.5	0.0	0.0	0.0
B	32394	PO6	Eip Pkg - Fernbank Drive	82.3	1.1	81.2	0.0	0.0	0.0
B	32394	PO7	Eip Pkg - York Road & Inglewoods	160.0	1.4	158.6	0.0	0.0	0.0
B	32394	PO8	Eip Pkg - Tynwald Green And Gardens	50.0	0.0	50.0	0.0	0.0	0.0
B	32394	PO9	Eip Pkg - Tynwald Drive	44.2	1.6	42.6	0.0	0.0	0.0
B	32394	PS2	Eip Pkg - Holtdales	18.1	0.0	18.1	0.0	0.0	0.0
B	32394	PS3	Eip Pkg - Woodbridge Gardens	50.0	0.0	50.0	0.0	0.0	0.0
B	32394	PS4	Eip Pkg - Shakespeares	1.5	0.0	1.5	0.0	0.0	0.0
B	32395	YO1	Eip Ply - Kippax Wheeled Sports Facility	20.0	0.0	20.0	0.0	0.0	0.0
B	32395	YO4	Eip Ply - Middleton Crescent	28.0	25.0	3.0	0.0	0.0	0.0
B	32395	YO5	Eip Ply - Hall Park Skatepark	40.0	0.0	40.0	0.0	0.0	0.0
B	32396	LI0	Eip Lnd - Millshaw Road Masterplan	103.7	0.0	103.7	0.0	0.0	0.0
B	32396	LI3	Eip Lnd - Mistress Lane	42.0	0.0	42.0	0.0	0.0	0.0
B	32396	LI4	Eip Lnd - Headley Chase	26.8	0.0	26.8	0.0	0.0	0.0
B	32396	LO2	Eip Lnd - Sth Gipton Env Improvements	67.1	66.5	0.6	0.0	0.0	0.0
B	32396	LO6	Eip Lnd - St James Estate Footpaths	71.7	51.6	20.1	0.0	0.0	0.0
B	32396	LO7	Eip Lnd - Well Court Handrails Project	130.3	0.0	130.3	0.0	0.0	0.0
B	32397	CI6	Eip Cs - Beckhills Environmentals P1	521.5	26.5	495.0	0.0	0.0	0.0
B	32397	CI7	Eip Cs - Harrops & Askeys Fencing/Gates	50.4	0.9	49.5	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

Council Housing  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme				2017/18	2018/19	2019/20	2020/21	After 2020/21	
B	32397	CI9	Eip Cs - Fairfields Fencing	78.2	0.0	78.2	0.0	0.0	0.0	
B	32398	WI0	Eip Wst - Woodbridge Place	48.5	0.1	48.4	0.0	0.0	0.0	
B	32398	WI2	Eip Wst - Iveson Drive	42.0	0.3	41.7	0.0	0.0	0.0	
B	32398	WI4	Eip Wst - Leasowe Avenue	94.8	0.5	94.3	0.0	0.0	0.0	
B	32398	WI7	Eip Wst - Valley Road	18.3	15.5	2.8	0.0	0.0	0.0	
B	32398	WI8	Eip Wst - Rutland Court	24.8	3.8	21.0	0.0	0.0	0.0	
B	32398	WO4	Eip Wst - Hemmingway Phase 2	49.8	44.8	5.0	0.0	0.0	0.0	
B	32398	WO5	Eip Wst - Tong Way	17.2	0.0	17.2	0.0	0.0	0.0	
B	32398	WO6	Eip Wst - Tong Drive	5.2	0.0	5.2	0.0	0.0	0.0	
B	32398	WO7	Eip Wst - Heights Drive	5.4	0.0	5.4	0.0	0.0	0.0	
B	32398	WO8	Eip Wst - Farrow Vale/Hill	8.0	0.0	8.0	0.0	0.0	0.0	
Total Hra Housing Leeds				408,212.2	82,744.0	69,000.0	77,000.0	80,000.0	80,000.0	19,468.2
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P H 452										
B	16517	BIT	Hra Bitmo Self Financing	5,160.0	0.0	0.0	1,720.0	1,720.0	1,720.0	0.0
B	32041		Conversions Belle Isle Circus	24.1	24.1	0.0	0.0	0.0	0.0	0.0
B	32049		Re-Roofing - Aberfields	498.3	498.3	0.0	0.0	0.0	0.0	0.0
B	32079		Structural Repairs Flat Balconies	196.4	97.3	99.1	0.0	0.0	0.0	0.0
A	32175		External Fencing	795.0	795.0	0.0	0.0	0.0	0.0	0.0
B	32245		15/16 Electric Upgrades	21.4	21.4	0.0	0.0	0.0	0.0	0.0
B	32247		15/16 Adaptations	151.4	151.4	0.0	0.0	0.0	0.0	0.0
B	32249		15/16 Misc Decency Failures	103.2	103.2	0.0	0.0	0.0	0.0	0.0
B	32250		15/16 Re-Roofing - Nesfields	126.2	126.2	0.0	0.0	0.0	0.0	0.0
B	32382		15/16 Estate Parking	52.5	34.9	17.6	0.0	0.0	0.0	0.0
B	32501		16/17 Reactive Boiler Reps	147.6	147.6	0.0	0.0	0.0	0.0	0.0
B	32502		16/17 Electric Upgrades	6.0	3.5	2.5	0.0	0.0	0.0	0.0
B	32503		16/17 Works To Tenanted Properties	170.4	170.4	0.0	0.0	0.0	0.0	0.0
B	32504		16/17 Adaptations	205.6	205.6	0.0	0.0	0.0	0.0	0.0
B	32505		16/17 Bitmo Void Refurbs	154.8	154.8	0.0	0.0	0.0	0.0	0.0
B	32506		16/17 Misc Decency Failures	91.0	91.0	0.0	0.0	0.0	0.0	0.0
B	32507		16/17 Total Heat Lease - Estate	61.9	61.9	0.0	0.0	0.0	0.0	0.0
B	32509		16/17 Footpath Renewal	117.6	117.6	0.0	0.0	0.0	0.0	0.0
B	32510		16/17 Re-Roofing - Tiled Properties	281.4	274.4	7.0	0.0	0.0	0.0	0.0
B	32511		16/17 Re-Roofing - Blocks Of Flats	122.7	110.4	12.3	0.0	0.0	0.0	0.0
B	32513		16/17 Water Supplies -Flats	45.0	45.0	0.0	0.0	0.0	0.0	0.0
B	32691		Manor Field Community Hall	10.0	0.0	10.0	0.0	0.0	0.0	0.0
B	32693		Fencing Winrose Approach & Ad	4.1	3.0	1.1	0.0	0.0	0.0	0.0
B	32698		17/18 Reactive Boiler Replacement	130.0	0.0	130.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

Council Housing  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
B	32699	17/18 Reactive Electric Upgrades	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	32700	17/18 Works To Tenanted Properties	150.1	0.0	150.1	0.0	0.0	0.0	0.0
B	32701	17/18 Adaptations	160.0	0.0	160.0	0.0	0.0	0.0	0.0
B	32702	17/18 Bitmo Void Refurbs	110.0	0.0	110.0	0.0	0.0	0.0	0.0
B	32703	17/18 Misc Decency Failures	90.0	0.0	90.0	0.0	0.0	0.0	0.0
B	32704	17/18 Full Heating System	55.0	0.0	55.0	0.0	0.0	0.0	0.0
B	32705	17/18 Planned Boiler Reps	131.6	0.0	131.6	0.0	0.0	0.0	0.0
B	32706	17/18 Footpath Renewal	80.1	0.0	80.1	0.0	0.0	0.0	0.0
B	32707	17/18 Parking Provision	45.0	0.0	45.0	0.0	0.0	0.0	0.0
B	32708	17/18 Re-Roofing Of Slate Properties	300.0	0.0	300.0	0.0	0.0	0.0	0.0
B	32709	17/18 Re-Roofing Of Outbuildings	115.0	0.0	115.0	0.0	0.0	0.0	0.0
B	32710	17/18 Balcony Refurbishment Works	140.0	0.0	140.0	0.0	0.0	0.0	0.0
B	32711	17/18 Re-Pointing Scheme	135.2	0.0	135.2	0.0	0.0	0.0	0.0
B	32712	17/18 Water Supplies - Houses	40.0	0.0	40.0	0.0	0.0	0.0	0.0
B	32713	17/18 Planned Asbestos	20.1	0.0	20.1	0.0	0.0	0.0	0.0
B	32714	17/18 Air Conditioning	5.0	0.0	5.0	0.0	0.0	0.0	0.0
Total Hra Bitmo			10,268.7	3,237.0	1,871.7	1,720.0	1,720.0	1,720.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## School Building Improvements

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
						Estimated Costs			
Capital Maintenance									
B	16270	BLR ARM	Armley Ps - Mechanical Works	62.9	60.4	2.5	0.0	0.0	0.0
B	16270	BLR RAY	Raynville Ps - Mechanical Works	185.6	178.5	7.1	0.0	0.0	0.0
B	16270	BLR TNR	Thomer Ce Ps - Boiler Replacement	42.0	37.8	4.2	0.0	0.0	0.0
B	16270	BLR WES	Westwood Ps - Mechanical Works	133.8	112.7	10.0	11.1	0.0	0.0
B	16470	BLR BPC	Burley Park Centre Mechanical Works	116.7	107.9	8.8	0.0	0.0	0.0
B	16470	KIT ARM	Armley Ps - Kitchen Ventilation	81.1	76.0	5.1	0.0	0.0	0.0
B	16470	KIT LAW	Lawns Park Ps - Kitchen Ventilation	78.2	71.9	6.3	0.0	0.0	0.0
B	16470	KIT STH	Southroyd Ps - Kitchen Ventilation	82.3	76.6	5.7	0.0	0.0	0.0
B	16471	KIT ALW	Alwoodley Ps Kitchen Ventilation	111.4	101.9	9.5	0.0	0.0	0.0
B	16471	KIT HIG	Highfield Ps Kitchen Ventilation	98.1	88.4	9.7	0.0	0.0	0.0
B	16471	KIT IRE	Ireland Wood Ps Kitchen Ventilation	106.3	95.2	11.1	0.0	0.0	0.0
B	16471	KIT STB	St Bartholomew'S Ce Ps Kitchen Vent	111.8	110.2	1.6	0.0	0.0	0.0
B	16471	KIT WHI	Whitkirk Ps Kitchen Ventilation	88.1	86.2	1.9	0.0	0.0	0.0
B	16471	KIT WST	Wetherby St James Ce Ps Kitchen Vent	83.1	74.9	8.2	0.0	0.0	0.0
B	16471	RFG RSP	Rawdon St Peter'S Ce Ps Re Roofing	45.2	39.0	6.2	0.0	0.0	0.0
B	16471	RFG TRP	Tranmere Park Ps Re Roofing	206.9	205.2	1.7	0.0	0.0	0.0
B	16774		Schools Condition Allocation-Future Yrs	26,147.0	0.0	0.0	0.0	5,205.2	6,980.6
A	32014		Universal Infant Free School Meals	29.5	0.0	0.0	29.5	0.0	0.0
A	32014	EXP LOW	Pudsey Lowtown Ps - Kitchen Works	232.4	0.0	166.3	66.1	0.0	0.0
A	32014	EXP TAL	Talbot Ps Kitchen Works	125.0	86.8	38.2	0.0	0.0	0.0
A	32014	EXP TNR	Thomer Ce Ps Kitchen Works	200.2	181.5	18.7	0.0	0.0	0.0
A	32014	EXP WOO	Woodlesford Ps Kitchen Works	205.1	204.6	0.5	0.0	0.0	0.0
B	32232		Capital Maintenance Works	196.9	0.0	0.0	196.9	0.0	0.0
B	32232	COM	Capital Maintenance Combined Schemes	758.0	718.3	7.8	31.9	0.0	0.0
B	32232	KIT	Capital Maintenance Kitchen Ventilation	210.7	196.9	13.8	0.0	0.0	0.0
B	32232	MEC	Capital Maintenance Mechanical Works	701.5	665.8	35.7	0.0	0.0	0.0
B	32232	RFG	Capital Maintenance Roofing Works	1,977.7	1,856.4	20.0	101.3	0.0	0.0
B	32232	SEM BRU	Semh Works - Brudenell	226.5	160.7	65.8	0.0	0.0	0.0
B	32232	SEM MEA	Semh Works - Meanwood Centre	282.8	267.6	15.2	0.0	0.0	0.0
B	32232	WIN	Capital Maintenance Window Replacement	177.6	175.3	2.3	0.0	0.0	0.0
B	32458		Sca Programme 2016/17	912.3	0.0	0.0	912.3	0.0	0.0
B	32458	COM	Capital Maintenance Combined Works	510.0	505.7	4.3	0.0	0.0	0.0
B	32458	DEM	Cm Programme Demolition Works	47.4	45.8	1.6	0.0	0.0	0.0
B	32458	FEE	Cm Programme Management Pppu Fees	188.3	143.3	45.0	0.0	0.0	0.0
B	32458	KIT	Capital Maintenance Kitchen VentWorks	1,074.8	516.7	535.1	23.0	0.0	0.0
B	32458	LEP	Capital Maintenance Combined Lep Works	3,094.9	3,044.7	50.2	0.0	0.0	0.0
B	32458	MEC	Capital Maintenance Mechanical Works	549.4	492.5	56.9	0.0	0.0	0.0
B	32458	RFG	Capital Maintenance Roofing Works	4,415.3	2,976.0	1,377.3	62.0	0.0	0.0
B	32458	WIN	Capital Maintenance Window Replacement	420.5	65.3	340.2	15.0	0.0	0.0



# Leeds City Council Capital Programme - Improving Our Assets

## School Building Improvements

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
B	32654	Sca Works Programme 2017/18	309.8	0.0	0.0	309.8	0.0	0.0	0.0
B	32654	COM Sca Combined Works Programme 17/18	158.6	4.4	148.2	6.0	0.0	0.0	0.0
B	32654	FEE Sca Pppu Fees 17/18	45.0	0.0	30.0	15.0	0.0	0.0	0.0
B	32654	FIR Sca Fire Safety Works 17/18	959.7	16.4	893.3	50.0	0.0	0.0	0.0
B	32654	LEP Sca Works By Leeds Lep 17/18	4,731.0	0.0	4,706.0	25.0	0.0	0.0	0.0
B	32654	MEC Sca Mechanical Works 17/18	855.9	5.9	808.0	42.0	0.0	0.0	0.0
B	32654	RFG Sca Roofing Programme 17/18	915.2	15.2	856.0	44.0	0.0	0.0	0.0
B	32654	WIN Sca Window Replacement 17/18	149.8	4.8	139.0	6.0	0.0	0.0	0.0
B	32864	Sca Works Programme 2018/19	901.8	0.0	0.0	664.8	237.0	0.0	0.0
B	32864	ELE Sca Electrical Works 18/19	120.0	0.0	0.0	88.5	31.5	0.0	0.0
B	32864	FIR Sca Fire Safety Works 18/19	1,250.0	0.0	0.0	921.6	328.4	0.0	0.0
B	32864	KIT Sca Kitchen Ventilation Works 18/19	725.0	0.0	0.0	534.5	190.5	0.0	0.0
B	32864	MEC Sca Mechanical Works 18/19	675.0	0.0	0.0	497.6	177.4	0.0	0.0
B	32864	PPP Sca Programme Pm Fees 18/19	50.0	0.0	0.0	36.9	13.1	0.0	0.0
B	32864	RFG Sca Roofing Works 18/19	2,850.0	0.0	0.0	2,101.1	748.9	0.0	0.0
B	32864	WIN Sca Windows/ Doors Works 18/19	185.0	0.0	0.0	136.4	48.6	0.0	0.0
<b>Total Capital Maintenance</b>			<b>59,199.1</b>	<b>13,873.4</b>	<b>10,475.0</b>	<b>6,928.3</b>	<b>6,980.6</b>	<b>6,980.6</b>	<b>13,961.2</b>
<b>Health &amp; Safety</b>									
B	32205	Leeds City Academy: Boundary Works	82.2	20.0	0.1	0.0	62.1	0.0	0.0
B	32260	ASB Asbestos Removal Works	257.0	254.1	2.9	0.0	0.0	0.0	0.0
B	32260	ELE Electrical Remedial Works	184.9	164.5	20.4	0.0	0.0	0.0	0.0
B	32260	FIR BRA Bramham Ps Fire Safety Works	9.8	7.5	2.3	0.0	0.0	0.0	0.0
B	32260	FIR ING Ingram Rd Ps Fire Safety Works	126.8	120.1	1.6	5.1	0.0	0.0	0.0
B	32260	FIR NWS Ne Silc (Green Meadows) Fire Safety	7.2	6.2	1.0	0.0	0.0	0.0	0.0
B	32260	FIR SBT St Bartholomews Ce Ps Fire Safety	18.9	14.5	4.4	0.0	0.0	0.0	0.0
B	32260	REA Health & Safety Emergency Works	159.4	158.1	1.3	0.0	0.0	0.0	0.0
B	32487	ASB Asbestos Removal Programme 16/17	198.6	113.6	85.0	0.0	0.0	0.0	0.0
B	32487	ELE Electrical Remedial Works Prog 16/17	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	32487	FIR FLD Fieldhead Carr Ps Fire Stopping Works	260.4	228.8	31.6	0.0	0.0	0.0	0.0
B	32487	FIR MIL Millfield Ps Fire Safety Works	3.3	2.8	0.5	0.0	0.0	0.0	0.0
B	32487	FIR OAK Ne Silc (Oakwood Site) Fs,Ceilings&Elec.	925.4	919.2	6.2	0.0	0.0	0.0	0.0
B	32487	FIR QUA Quarry Mount Ps Fire Stopping	45.9	18.4	27.5	0.0	0.0	0.0	0.0
B	32487	FIR RVC Rothwell Victoria Junior Fire Stopping	143.8	122.7	21.1	0.0	0.0	0.0	0.0
B	32487	REA H&S Emergency Works 16/17	251.1	156.1	95.0	0.0	0.0	0.0	0.0
B	32790	ASB Asbestos Removal Programme 17/18	200.0	0.0	100.0	100.0	0.0	0.0	0.0
B	32790	CON Schools Condition Surveys 17/18	150.0	0.0	2.0	148.0	0.0	0.0	0.0
B	32790	ELE Electrical Remedial Works Prog 17/18	300.0	0.0	125.0	175.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## School Building Improvements

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21	
						2018/19	2019/20	2020/21		
B	32790	REA	H&S Emergency Works 17/18	350.0	0.0	120.0	230.0	0.0	0.0	0.0
B	98000		Major Refurbish & General Building Works	2,221.4	0.0	0.0	221.4	1,000.0	1,000.0	0.0
<b>Total Health &amp; Safety</b>			5,926.1	2,306.6	677.9	879.5	1,062.1	1,000.0	0.0	
Devolved Formula Capital Grant (Dfc)										
B	16773		Devolved Formula Capital - Future Years	6,218.8	0.0	529.8	1,554.7	1,554.7	1,554.7	1,024.9
A	16951	WV1	Wave 1 Leeds Schools Re:Fit Programme	283.1	277.1	6.0	0.0	0.0	0.0	0.0
B	32566		Devolved Formula Capital Grant 2016/17	1,640.9	260.0	1,120.2	260.7	0.0	0.0	0.0
<b>Total Devolved Formula Capital Grant (Dfc)</b>			8,142.8	537.1	1,656.0	1,815.4	1,554.7	1,554.7	1,024.9	
Other Education Schemes										
A	32240		Schools Capital Expenditure	26,530.3	12,530.3	3,500.0	3,500.0	3,500.0	3,500.0	0.0
B	32877		Royds School-Storm Damage Insurance Clai	249.0	0.0	0.0	249.0	0.0	0.0	0.0
<b>Total Other Education Schemes</b>			26,779.3	12,530.3	3,500.0	3,749.0	3,500.0	3,500.0	0.0	

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# Leeds City Council Capital Programme - Improving Our Assets

## Office Buildings & Support Services

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
Changing The Workplace									
A	16256	Changing The Workplace G 1 & 2	4,153.0	0.0	558.2	3,594.8	0.0	0.0	0.0
A	16256	DEC PMA Pinsent Mason Legal Fees	20.0	14.6	5.4	0.0	0.0	0.0	0.0
A	16256	DEC SEM Small Enabling Moves Across All Services	250.0	97.7	152.3	0.0	0.0	0.0	0.0
A	16256	DEC SFW Civic Hall 2nd And 3rd Floor West	916.9	71.1	845.8	0.0	0.0	0.0	0.0
A	16256	FTM Fast Track Merrion	367.4	351.6	15.8	0.0	0.0	0.0	0.0
A	16256	LLP FEE Tenant Enhancement Fees	486.0	470.6	15.4	0.0	0.0	0.0	0.0
A	16256	MER AMF Asset Management Fees - Merrion Refurb	255.4	176.1	79.3	0.0	0.0	0.0	0.0
A	16256	MER DDP Fitout Works -Detailed Design Phase	82.0	45.0	37.0	0.0	0.0	0.0	0.0
A	16256	MER FAE Merrion House Furniture And Equip	4,406.0	0.0	4,406.0	0.0	0.0	0.0	0.0
A	16256	MER PFP Merrion House Purchase 50% Interest	29,198.0	22,486.1	6,711.9	0.0	0.0	0.0	0.0
D	16256	NPC Non Property Costs To G 1 & 2 Technology	1,737.2	1,686.9	50.3	0.0	0.0	0.0	0.0
A	16256	NPS APC Nps Advice Post Contract	67.8	40.9	26.9	0.0	0.0	0.0	0.0
A	16256	NPS CSA Pre Contract Survey Advice	10.0	2.5	7.5	0.0	0.0	0.0	0.0
A	16256	OPM DTR Dedicated Telecoms Resource	173.5	156.8	16.7	0.0	0.0	0.0	0.0
A	16256	SGH ENB St George House Enabling Moves	112.3	110.7	1.6	0.0	0.0	0.0	0.0
A	16256	STG CFS Civic Hall Feasibility Study	127.0	93.2	33.8	0.0	0.0	0.0	0.0
A	16256	STG CGE Civic Hall General	52.5	39.0	13.5	0.0	0.0	0.0	0.0
A	16256	STG CHA Civic Hall 3rd Floor Asbestos Work	50.0	0.0	50.0	0.0	0.0	0.0	0.0
A	16256	STG DIL Leased In Properties - Dilapidations	84.4	0.0	84.4	0.0	0.0	0.0	0.0
A	16256	STG ENH Merrion Tenant Enhancement Works	10,865.0	4,152.2	6,712.8	0.0	0.0	0.0	0.0
A	16256	STG EVM Electronic Visitor Management System	154.3	0.0	154.3	0.0	0.0	0.0	0.0
A	16256	STG JCC John Charles Sports Centre Office	131.6	0.0	131.6	0.0	0.0	0.0	0.0
A	16256	STG KNG Knowsthorpe Gate	76.8	47.0	29.8	0.0	0.0	0.0	0.0
A	16256	STG LUS Landmark Court Unit 7 - Dilaps	55.0	0.0	55.0	0.0	0.0	0.0	0.0
A	16256	STG MID Middleton Phase 2 Feasibility	171.8	113.3	58.5	0.0	0.0	0.0	0.0
A	16256	STG PFM Middleton Complex Programme	3,011.5	0.0	300.0	2,711.5	0.0	0.0	0.0
A	16256	STG PRM Programme Management	732.8	459.0	273.8	0.0	0.0	0.0	0.0
A	16256	STG PSQ 14a Park Square Refurbishment	42.6	0.0	42.6	0.0	0.0	0.0	0.0
A	16256	STG QAA Queue And Appointment System	300.0	22.2	277.8	0.0	0.0	0.0	0.0
A	16256	STG SGH St George House Refurbishment	5,406.3	688.0	3,997.6	720.7	0.0	0.0	0.0
A	16256	STG SHA Shannon House Refurbishment	49.5	45.7	3.8	0.0	0.0	0.0	0.0
A	32376	FEE Merrion House Generator Fees	213.0	37.9	175.1	0.0	0.0	0.0	0.0
A	32376	GEN Merrion House New Generator	2,887.0	1,178.8	1,708.2	0.0	0.0	0.0	0.0
<b>Total Changing The Workplace</b>			<b>66,646.6</b>	<b>32,586.9</b>	<b>27,032.7</b>	<b>7,027.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Asset Management									
A	32441	Acquisition Of Tribeca House	1,375.4	1,351.9	23.5	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Office Buildings & Support Services

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	Estimated Costs				After 2020/21
					2017/18	2018/19	2019/20	2020/21	
A	32442	Acquisition Of Deacon House, Seacroft	1,734.7	1,328.3	406.4	0.0	0.0	0.0	0.0
A	32443	Acquisition Of Unit 2 Killingbeck Court	856.5	753.4	103.1	0.0	0.0	0.0	0.0
A	32554	LOG 3 Development Plots At Logic Leeds	8,540.6	0.0	1,040.2	7,167.4	333.0	0.0	0.0
A	32554	THO Acquisition Of Thorpe Park	7,550.9	7,478.5	72.4	0.0	0.0	0.0	0.0
A	32554	WES Westminster Building Refurb (Gsr)	960.0	0.0	0.0	960.0	0.0	0.0	0.0
A	32857	Springfield D.C. & Strawberry C.C.	226.0	0.0	226.0	0.0	0.0	0.0	0.0
Total Asset Management			21,244.1	10,912.1	1,871.6	8,127.4	333.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
			Estimated Costs						
Planning And Sustainable Development									
A	16902 BRI	Skelton Cycleway Stage 1 & Bridge	436.7	284.9	151.8	0.0	0.0	0.0	0.0
<b>Total Planning And Sustainable Development</b>			<b>436.7</b>	<b>284.9</b>	<b>151.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Asset Management									
A	32218	Woodhall Lane Playing Pitches & Land	289.1	0.0	285.0	4.1	0.0	0.0	0.0
A	32610	Acquisition Of Land Cabbage Hill Wortley	51.5	17.4	34.1	0.0	0.0	0.0	0.0
A	32788	Woodhall Plantation - Woodland	61.5	0.0	0.0	61.5	0.0	0.0	0.0
A	32792	Acquisition Of 17 Acre Terrace Middleton	115.0	0.0	115.0	0.0	0.0	0.0	0.0
A	32841	Land & Premises At Brackenwood Drive	245.0	0.0	245.0	0.0	0.0	0.0	0.0
<b>Total Asset Management</b>			<b>762.1</b>	<b>17.4</b>	<b>679.1</b>	<b>65.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Highways									
A	32609	Glebelands Rec Garforth - Frm Works	72.0	57.0	15.0	0.0	0.0	0.0	0.0
<b>Total Highways</b>			<b>72.0</b>	<b>57.0</b>	<b>15.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Culture And Sport									
D	15608 EQP	Sport For The Future	390.2	382.6	7.6	0.0	0.0	0.0	0.0
A	32003 SPT COM	Sport Equipment - Bodyline	300.0	251.0	0.0	49.0	0.0	0.0	0.0
A	32601 SCO	Scott Hall Bodyline Eqpt 2017/18	153.0	0.0	153.0	0.0	0.0	0.0	0.0
A	32671 HOI	Sport Centre Equipment - Hoists	22.2	0.0	22.2	0.0	0.0	0.0	0.0
A	32671 LOC	Lock Replacements At Leisure Centres	26.0	0.0	26.0	0.0	0.0	0.0	0.0
A	32833	Lotherton Hall Christmas Experience 2017	57.0	0.0	57.0	0.0	0.0	0.0	0.0
A	32867	Parklife Programme Feasibility Studies	100.0	0.0	0.0	100.0	0.0	0.0	0.0
A	32880	Customer Facing Improvements	200.0	0.0	0.0	200.0	0.0	0.0	0.0
<b>Total Culture And Sport</b>			<b>1,248.4</b>	<b>633.6</b>	<b>265.8</b>	<b>349.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Corporate Property Management									
B	1812 VAR	Cemeteries: Various Dda Works	41.9	17.6	24.3	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs 2018/19	2019/20	2020/21	After 2020/21
Total Corporate Property Management			41.9	17.6	24.3	0.0	0.0	0.0	0.0
Parks And Countryside									
A	637	BMX	Bmx, Teen Shelters & Skateparks	219.2	198.0	0.0	21.2	0.0	0.0
A	1050	RES	Parks & C: Residential Property Works	77.7	66.3	0.0	11.4	0.0	0.0
A	1358		Cemetery Extensions - Citywide	175.1	0.0	0.0	175.1	0.0	0.0
A	1358	FAR	Farnley Cemetery Extension	29.0	4.5	0.0	24.5	0.0	0.0
A	1358	HOR	Horsforth Cemetery Extension	40.0	6.6	0.0	33.4	0.0	0.0
A	1358	HUN	Hunslet Cemetery	80.0	0.0	80.0	0.0	0.0	0.0
A	1358	WDR	Whinmoor Cem - Surface Drainage Wks	4.1	0.0	4.1	0.0	0.0	0.0
A	1873		Tinshill Recreation Ground	784.0	739.0	0.0	45.0	0.0	0.0
A	12028	HAV	Replacement Hand Arm Vibration Eq	135.0	134.5	0.5	0.0	0.0	0.0
A	12462	PH2	Mansion House Phase 2 (Internal Wks)	1,890.9	1,890.2	0.7	0.0	0.0	0.0
A	13428		Fleet Lane Woodland Improvements	84.4	65.4	0.0	19.0	0.0	0.0
B	13740	TNW	Open Water Safety Wks - Temple Newsam	29.0	26.8	2.2	0.0	0.0	0.0
A	14050		Water Safety In Parks	146.3	0.0	0.0	146.3	0.0	0.0
A	14050	PH4 HAR	Water Safety Harewood Paths	11.2	10.2	0.0	1.0	0.0	0.0
A	14050	PH4 PU3	Water Safety Pudsey Fp 54 Phase 4	17.1	4.3	12.8	0.0	0.0	0.0
A	14236	ARD	South Leeds Landscaping Project	2.0	0.0	2.0	0.0	0.0	0.0
A	14236	ARM	OO6 Jailey Fields	5.0	4.5	0.5	0.0	0.0	0.0
A	14236	ARM	OO8 Pre Used Modular Changing Rooms	40.0	0.0	34.0	6.0	0.0	0.0
A	14236	CAL	OZ8 Calverley Victoria Park Benches	1.9	0.0	1.9	0.0	0.0	0.0
A	14236	TEM	OI1 Grove Road Recreation Ground Bench	1.0	0.0	1.0	0.0	0.0	0.0
A	14236	TEM	OI2 Primrose Valley Entrance	7.5	0.0	7.5	0.0	0.0	0.0
A	14839		Morley North / South Greenspace	209.1	197.6	11.5	0.0	0.0	0.0
A	16194	COT	Cottingley Cremator Mercury Abatement	1,678.8	1,551.6	0.0	127.2	0.0	0.0
A	16828		Methley Sports Project Ph2-Chg Rooms	168.4	167.4	1.0	0.0	0.0	0.0
A	16874		Prince Philips Changing Room Extension	171.8	171.8	0.0	0.0	0.0	0.0
A	16940	CMF	Carr Manor Fields Play Area	3.0	0.0	3.0	0.0	0.0	0.0
A	16972		Western Flatts Pk, New Wortley Rec Grd	83.5	65.4	18.1	0.0	0.0	0.0
B	32003	PKS COM	Replacement Machinery & Equipment	1,192.2	898.2	294.0	0.0	0.0	0.0
A	32416		Seacroft Green Imp.& Ramshead Fencing	121.0	119.3	1.7	0.0	0.0	0.0
A	32421		Scatcherd Park Bowling Club Upgrade	47.1	31.4	15.7	0.0	0.0	0.0
A	32467		Magpie Lane Play Area	119.1	0.0	119.1	0.0	0.0	0.0
A	32468		Woodhouse Moor Improvements	22.3	0.0	22.3	0.0	0.0	0.0
A	32471		Nunroyd Park Improvements	56.6	0.0	56.6	0.0	0.0	0.0
A	32478		Barley Hill Depot	250.0	0.0	100.0	150.0	0.0	0.0
A	32482		Temple Newsam Courtyard Cafe & Entrance	290.0	76.8	213.2	0.0	0.0	0.0

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# Leeds City Council Capital Programme - Improving Our Assets

## Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
						2018/19	2019/20	2020/21	
A	32492	Tropical World Cafe Kitchen Extension	100.0	0.0	100.0	0.0	0.0	0.0	0.0
A	32493	Middleton Park Landscape Imps	74.0	0.0	0.0	74.0	0.0	0.0	0.0
A	32524	Adwalton Moor Improvements	41.5	0.0	41.5	0.0	0.0	0.0	0.0
A	32596	Scarcroft Play Area	68.2	56.4	11.8	0.0	0.0	0.0	0.0
A	32600	Repair Of Paul'S Pond Dam	156.0	154.7	1.3	0.0	0.0	0.0	0.0
A	32630	Hartley Ave Park Boundary Improvements	15.2	0.0	15.2	0.0	0.0	0.0	0.0
A	32633	Nunroyd Park - Rufc Improvements	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32634	Nunroyd Park -Commemorative Garden	42.9	0.0	42.9	0.0	0.0	0.0	0.0
A	32635	Dartmouth Park Play Area Refurbishment	122.7	0.0	122.7	0.0	0.0	0.0	0.0
A	32636	Wesley St Memorial Garden	3.4	0.0	3.4	0.0	0.0	0.0	0.0
A	32637	Aireborough Footpath Refurbishment	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32638	Horsforth Footpath Refurbishment	47.4	0.0	47.4	0.0	0.0	0.0	0.0
A	32647	Middleton Park Landscape & Viewing Plat	44.0	36.1	7.9	0.0	0.0	0.0	0.0
A	32648	Tropical World Waterfall & Creature Corn	193.6	0.0	193.6	0.0	0.0	0.0	0.0
A	32650	King Lane Recreation Ground S106	2.5	0.0	2.5	0.0	0.0	0.0	0.0
A	32657	Scholes Lodge Farm	8.5	3.7	4.8	0.0	0.0	0.0	0.0
A	32658	Knowlesthorpe Quays S106	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32677	Refurbish Of Middleton Comm Ctre	39.5	39.5	0.0	0.0	0.0	0.0	0.0
B	32681	Hunslet Green Space Improvements	46.0	8.5	37.5	0.0	0.0	0.0	0.0
A	32682	Scatcherd Park Sculpture	9.0	5.3	3.7	0.0	0.0	0.0	0.0
A	32684	Smithy Lane Rec Ground Improvements	30.9	0.0	30.9	0.0	0.0	0.0	0.0
A	32685	Churwell Pk Additional Play Equipment	35.5	0.0	35.5	0.0	0.0	0.0	0.0
A	32687	Springhead Park Dementia Friendly Garden	23.5	1.0	22.5	0.0	0.0	0.0	0.0
A	32690	Middleton Mountain Bike	1,207.5	20.0	987.5	200.0	0.0	0.0	0.0
A	32694	Creation Of Non Turf Cricket Pitches	49.8	0.0	49.8	0.0	0.0	0.0	0.0
A	32715	Access Improvements-Glen Rd Changing Rms	3.5	0.0	3.5	0.0	0.0	0.0	0.0
A	32718	Lotherton Hall Coastal Zone Devt	230.0	0.0	230.0	0.0	0.0	0.0	0.0
A	32723	Glebelands Changing Rooms Refurb	25.3	0.0	25.3	0.0	0.0	0.0	0.0
A	32740	Micklefield Muga	25.9	0.0	25.9	0.0	0.0	0.0	0.0
A	32741	Oakwood Allotments & Fearville Skate Pk	22.0	0.0	22.0	0.0	0.0	0.0	0.0
A	32742	Great Preston & Long Meadows Imps	8.5	0.0	8.5	0.0	0.0	0.0	0.0
A	32746	Toil Bar Allotments Improvements	33.8	0.0	33.8	0.0	0.0	0.0	0.0
A	32747	Ashton Road Muga Refurbishment	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	32781	Improvements To Victoria Park Calverley	50.8	0.0	50.8	0.0	0.0	0.0	0.0
A	32789	Potternewton Park & Norma Hutchinson Pk	5.5	0.0	5.5	0.0	0.0	0.0	0.0
A	32791	Fencing To Beeston Public Open Space	23.5	0.0	23.5	0.0	0.0	0.0	0.0
A	32794	Glencoe Gardens S106 Pos Works	23.5	0.0	23.5	0.0	0.0	0.0	0.0
A	32796	Bardsey Outdoor Gym	10.0	0.0	10.0	0.0	0.0	0.0	0.0
B	32797	Beckett Street Cemetry Path Improvements	3.0	0.0	3.0	0.0	0.0	0.0	0.0
A	32798	Alwoodley Village Green(Aka King Ln Rec)	13.4	0.0	13.4	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Improving Our Assets

## Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs		2020/21	After 2020/21
						2018/19	2019/20		
A	32799	Creation Of War Memorial At Garforth	17.3	0.0	17.3	0.0	0.0	0.0	0.0
A	32805	Access Improvements To Stanningley Park	30.5	0.0	30.5	0.0	0.0	0.0	0.0
A	32807	New Park Development At Moortown	300.0	0.0	150.0	150.0	0.0	0.0	0.0
A	32813	Killingbeck Fire Station Landscape Imps	41.8	0.0	41.8	0.0	0.0	0.0	0.0
A	32814	Knowsthorpe Quays Greenspace Imps Works	55.0	0.0	55.0	0.0	0.0	0.0	0.0
A	32816	Garnets Garden & Tunstall Rd Play Area	98.7	0.0	98.7	0.0	0.0	0.0	0.0
A	32829	Scatherd Park Refurb Of Planted Beds	2.8	0.0	2.8	0.0	0.0	0.0	0.0
A	32830	Dartmouth Park Muga S106	126.8	0.0	106.8	20.0	0.0	0.0	0.0
A	32831	Armley & Gotts Park Muga S106	158.0	0.0	130.0	28.0	0.0	0.0	0.0
A	32835	Hunslet Moor Knott Garden Imps	55.0	0.0	55.0	0.0	0.0	0.0	0.0
A	32836	Oulton In Bloom Greenspace Imps	3.5	0.0	3.5	0.0	0.0	0.0	0.0
A	32837	Cross Flatts Park Access Imps	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	32838	Cemetery Road Greenspace Imps	9.3	0.0	9.3	0.0	0.0	0.0	0.0
A	32840	Churwell Park & Daffil Woods S106	15.6	0.0	15.6	0.0	0.0	0.0	0.0
B	32844	Repair Of Wave Wall At Yeadon Tarn	51.1	0.0	51.1	0.0	0.0	0.0	0.0
A	32859	Cabbage Hill Greenspace Imps S106	58.0	0.0	58.0	0.0	0.0	0.0	0.0
A	32866	Trentham Street Pocket Park S106	27.0	0.0	27.0	0.0	0.0	0.0	0.0
A	32868	Rein Park Play Area & Landscape Imps	50.0	0.0	0.0	50.0	0.0	0.0	0.0
A	32870	Cross Flatts Pak Playground Enhancement	80.0	0.0	80.0	0.0	0.0	0.0	0.0
A	32890	Temple Newsam Estate Hlf Bid	100.0	0.0	0.0	100.0	0.0	0.0	0.0
<b>Total Parks And Countryside</b>			<b>12,399.0</b>	<b>6,755.0</b>	<b>4,261.9</b>	<b>1,382.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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# Leeds City Council Capital Programme - Investing In Major Infrastructure

## Highways

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	All Figures are in £000's			After 2020/21
						Estimated Costs			
						2018/19	2019/20	2020/21	
Asset Management									
A	32418	East Leeds Extension - Land Aquisition	2,096.0	1,896.6	0.0	199.4	0.0	0.0	0.0
Total Asset Management			2,096.0	1,896.6	0.0	199.4	0.0	0.0	0.0
Highways									
A	13184	A65 Quality Bus Initiative	21,140.7	20,853.5	2.5	50.0	234.7	0.0	0.0
C	13220	High Royds S278 Junction G	921.0	117.2	10.0	793.8	0.0	0.0	0.0
C	13602	Leeds Grammar School Merger S278	1,478.0	1,457.0	21.0	0.0	0.0	0.0	0.0
C	14013	High Royds Junction A C E F S278	2,348.0	2,348.0	0.0	0.0	0.0	0.0	0.0
A	16747	East Leeds Orbital Road (Elor)	105,730.0	3,015.2	1,171.2	1,531.0	45,196.0	46,095.0	8,721.6
A	16969	Highways To Health 1 East To West	1,604.2	0.0	0.0	1,604.2	0.0	0.0	0.0
A	16969	CCA Cycle City Ambition 1 East To West	26,780.8	25,855.9	924.9	0.0	0.0	0.0	0.0
A	16969	MON Cycle City Ambition 1 Monitoring & Eval	69.1	69.1	0.0	0.0	0.0	0.0	0.0
A	28950	East Leeds Link M1-A1 Motorway Link	31,461.9	31,131.3	9.1	0.0	321.5	0.0	0.0
B	32059	Principal Bridge Inspections Residual	354.3	354.3	0.0	0.0	0.0	0.0	0.0
B	32061	Bridges Assessments Rseidual	152.3	152.3	0.0	0.0	0.0	0.0	0.0
B	32062	Principal Ret Wall Inspections	12.8	12.8	0.0	0.0	0.0	0.0	0.0
B	32064	Milford Place Footbridge (L2041)	76.3	76.3	0.0	0.0	0.0	0.0	0.0
B	32276	Principal (Ret Wall) Inspections 2015/16	46.5	46.5	0.0	0.0	0.0	0.0	0.0
B	32277	Special Bridge Inspections 2015/16	117.7	117.7	0.0	0.0	0.0	0.0	0.0
B	32279	Structural Assessments 2015/16	167.1	167.1	0.0	0.0	0.0	0.0	0.0
B	32280	Retaining Wall Data Collection 2015/16	10.8	10.8	0.0	0.0	0.0	0.0	0.0
B	32281	Planned Bridges Maintenance 2015/16	200.7	200.7	0.0	0.0	0.0	0.0	0.0
B	32290	Minor Works 2015/16	124.0	124.0	0.0	0.0	0.0	0.0	0.0
A	32408	CCA Cycle City Ambition 2 City Centre & Er	7,040.0	1,397.6	2,642.4	3,000.0	0.0	0.0	0.0
A	32408	MON Cycle City Ambition 2 Monitoring & Eval	10.0	8.2	1.8	0.0	0.0	0.0	0.0
A	32448	ALL Elor - Outer Ring Rd Junction Imps	408.0	138.2	125.8	144.0	0.0	0.0	0.0
A	32448	HAR Elor - Outer Ring Rd - Harrogate Rd Junc	6,664.0	157.9	1,606.1	4,900.0	0.0	0.0	0.0
A	32448	KIN Elor - Outer Ring Rd - King Ln Junct Imp	264.0	90.9	23.1	150.0	0.0	0.0	0.0
A	32448	ROU Elor - Outer Ring Rd - Roundhay Park Ln	6,664.0	107.2	1,656.8	4,900.0	0.0	0.0	0.0
A	32856	East Leeds Orbital Road - Land Purchases	15,211.0	0.0	375.0	14,691.0	72.5	72.5	0.0
Total Highways			229,057.2	88,009.7	8,569.7	31,764.0	45,824.7	46,167.5	8,721.6

# Leeds City Council Capital Programme - Investing In Major Infrastructure

## Transport

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	Estimated Costs				After 2020/21
					2017/18	2018/19	2019/20	2020/21	
Highways									
A	16914	Kirkstall Forge Leeds Rail Growth	10,300.0	9,730.9	414.0	155.1	0.0	0.0	0.0
A	32673	Leeds Public Transport Investment	108,382.6	0.0	1,640.0	25,860.0	36,000.0	44,882.6	0.0
A	32673	BUS Leeds Bus Station Exit Improvements	360.0	0.0	360.0	0.0	0.0	0.0	0.0
A	32673	DES Leeds Public Transport - Design / Set Up	47.9	47.9	0.0	0.0	0.0	0.0	0.0
A	32673	SPR Stourton Park And Ride	141.7	141.7	0.0	0.0	0.0	0.0	0.0
<hr/>									
Total	Highways		119,232.2	9,920.5	2,414.0	26,015.1	36,000.0	44,882.6	0.0
<hr/>									

# Leeds City Council Capital Programme - Investing In Major Infrastructure

Flood Alleviation  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's  
Estimated Costs

2017/18

2018/19

2019/20

2020/21

After  
2020/21

Cat	Scheme									
Highways										
A	16328		Ramsden Street Kippax Flood Alleviation	285.0	222.2	12.8	50.0	0.0	0.0	0.0
A	16557		Flood Alleviation - Parent Scheme	4,210.0	0.0	0.0	4,210.0	0.0	0.0	0.0
A	16557	CON	Flood Alleviation - Principle Contract	41,946.0	36,547.4	4,398.6	1,000.0	0.0	0.0	0.0
A	16557	INI	Flood Alleviation Internal Hdc Fees	2,169.0	2,092.6	76.4	0.0	0.0	0.0	0.0
A	16557	INI	FEA Flood Alleviation External Consult Fees	3,874.3	3,311.2	563.1	0.0	0.0	0.0	0.0
A	16557	WOC	Woodlesford Mitigation Works	2,159.5	2,159.5	0.0	0.0	0.0	0.0	0.0
A	16736		Lowther Road - Garforth - Flood Allev	84.5	84.2	0.3	0.0	0.0	0.0	0.0
A	16737		Wortley Beck Flood Alleviation Scheme	750.0	0.0	0.0	0.0	750.0	0.0	0.0
A	16979		Farnley Wood Beck Balancing Lake Ph 2	701.2	0.0	0.0	0.0	701.2	0.0	0.0
A	16982	NFM	Killingbeck Meadows (Nfm)	1,600.0	129.5	174.0	996.5	300.0	0.0	0.0
A	32234		Flood Risk Management Minor Works	505.5	72.7	177.2	255.6	0.0	0.0	0.0
A	32336		Kirkstall Forge Riverbank Walls & Other	836.8	790.8	46.0	0.0	0.0	0.0	0.0
A	32500		Leeds Flood Alleviation Scheme 2	10,000.0	0.0	0.0	3,000.0	3,000.0	4,000.0	0.0
A	32500	DES	Flood Alleviation Scheme 2 - Design	3,000.0	843.9	1,778.4	377.7	0.0	0.0	0.0
Total Highways				72,121.8	46,254.0	7,226.8	9,889.8	4,751.2	4,000.0	0.0

# Leeds City Council Capital Programme - Investing In Major Infrastructure

## Energy Efficiency & Carbon Reduction Initiatives

Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

2017/18

2018/19

2019/20

2020/21

After  
2020/21

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
Public Private Partnership Unit									
A	16389	Solar Photovoltaic Panels Corporate	321.0	0.0	0.0	0.0	321.0	0.0	0.0
A	16389	COM Photovoltaic Panels - Committed	1,689.0	1,689.0	0.0	0.0	0.0	0.0	0.0
<b>Total Public Private Partnership Unit</b>			<b>2,010.0</b>	<b>1,689.0</b>	<b>0.0</b>	<b>0.0</b>	<b>321.0</b>	<b>0.0</b>	<b>0.0</b>
Sustainable Energy & Climate Change									
B	16196	Free Home Insulation Programme	227.4	0.0	100.0	127.4	0.0	0.0	0.0
B	16196	COM Free Home Insulation - Committed	405.0	405.0	0.0	0.0	0.0	0.0	0.0
B	16196	DEV Energy Efficiency Proj Dev	75.0	75.0	0.0	0.0	0.0	0.0	0.0
B	16196	ERL Energy Repayment Loans Lcu	150.0	0.0	100.0	50.0	0.0	0.0	0.0
B	16196	FPF Fuel Poverty Fund	650.0	476.1	50.0	123.9	0.0	0.0	0.0
B	16196	WWF Warm Well Homes	280.0	0.0	160.0	120.0	0.0	0.0	0.0
A	32463	District Heating Network	17,750.0	0.0	0.0	12,750.0	5,000.0	0.0	0.0
A	32463	COM District Heating Network (Com)	3,276.0	0.0	3,276.0	0.0	0.0	0.0	0.0
A	32463	FEE District Heating Network - Fees	250.0	156.2	93.8	0.0	0.0	0.0	0.0
<b>Total Sustainable Energy &amp; Climate Change</b>			<b>23,063.4</b>	<b>1,112.3</b>	<b>3,779.8</b>	<b>13,171.3</b>	<b>5,000.0</b>	<b>0.0</b>	<b>0.0</b>

# Leeds City Council Capital Programme - Supporting Service Provision

Cat	Scheme	Schools		Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	All Figures are in £000's				
							2017/18	2018/19	2019/20	2020/21	After 2020/21
Learning Places											
A	15822	ROU		Roundhay Sch - Prim Provision Bn 2012	7,219.0	7,079.0	140.0	0.0	0.0	0.0	0.0
A	15822	WYK	MOD	Basic Need - Wykebeck Ps Modular	1,175.0	1,175.0	0.0	0.0	0.0	0.0	0.0
A	16585	ALB		Allerton Bywater Ps 2014 Ph2 Tbn	2,114.7	2,089.4	1.0	24.3	0.0	0.0	0.0
A	16585	ASQ		Asquith Primary Ps 2014 Tbn	2,906.5	2,901.5	5.0	0.0	0.0	0.0	0.0
B	16585	ETA	PH3	East Ardsley Ps 2014 Tbn	842.3	829.1	13.2	0.0	0.0	0.0	0.0
A	16585	LIT		Little London Ps 2014 Ph3 Tbn	6,616.2	6,516.7	89.5	10.0	0.0	0.0	0.0
A	16585	ROB		Robin Hood Ps Basic Need 2014	1,330.1	1,271.3	58.8	0.0	0.0	0.0	0.0
A	16585	SLE		Lane End Ps Basic Need 2014	6,897.3	6,896.5	0.8	0.0	0.0	0.0	0.0
A	16981	BGE	FUR	2015-16 Bn Bulge Works - F&E Provision	105.6	72.5	13.1	20.0	0.0	0.0	0.0
A	16981	BGE	GPS	2015-16 Bn Bulge Works - Gledhow Ps	207.5	172.6	34.9	0.0	0.0	0.0	0.0
A	16981	BGE	HWY	2015-16 Bn Bulge Works - Highways Works	137.7	118.6	19.1	0.0	0.0	0.0	0.0
A	16981	BGE	MSP	2015-16 Bn Bulge Works - Midd St Philips	126.2	119.8	6.4	0.0	0.0	0.0	0.0
A	16981	BRO		Broadgate Ps - Basic Need 2015	2,866.6	2,770.0	96.6	0.0	0.0	0.0	0.0
A	16981	CAL		Calverley Ce Ps - Basic Need 2015	2,634.4	2,625.9	8.5	0.0	0.0	0.0	0.0
A	16981	FSP		Farsley Springbank Ps Bn 2015	4,469.9	4,406.2	63.7	0.0	0.0	0.0	0.0
A	16981	FWR		Farsley Westroyd Ps Bn 2015	2,312.6	2,277.3	35.3	0.0	0.0	0.0	0.0
A	16981	GUI		Guiseley Ps Bn 2015	5,423.5	5,290.9	27.7	104.9	0.0	0.0	0.0
A	16981	NES		North East Silc West Oak 2015 Tbn	10,187.2	10,176.9	10.3	0.0	0.0	0.0	0.0
A	16981	OSW		St. Oswald S Js Ph2 Bn 2015	1,575.7	1,542.1	33.6	0.0	0.0	0.0	0.0
A	16981	PPH		Pudsey Primrose Hill Ps Bn 2015	3,269.4	3,094.4	130.0	45.0	0.0	0.0	0.0
A	16981	PSJ		Pudsey St Joseph S Rc Ps Bn 2015	2,040.4	1,937.8	102.6	0.0	0.0	0.0	0.0
A	16981	SLS		South Silc Broomfield 2015 Tbn	4,134.9	4,119.6	15.3	0.0	0.0	0.0	0.0
A	32200			Learning Places Future Years Provision	25,000.0	0.0	0.0	17,531.6	7,468.4	0.0	0.0
A	32201			Basic Need Programme Risk Fund	7,540.0	0.0	0.0	7,540.0	0.0	0.0	0.0
A	32274	BGE	ALL	2016 Bn Bulge Prog - Allerton Ce Ps	489.4	427.9	0.0	61.5	0.0	0.0	0.0
A	32274	BGE	AUM	2016 Bn Bulge Prog - St Augustine S Ps 1	370.5	364.5	6.0	0.0	0.0	0.0	0.0
A	32274	BGE	BRA	2016 Bn Bulge Prog - Bramham Ps	440.9	438.7	2.2	0.0	0.0	0.0	0.0
A	32274	BGE	BRE	2016 Bn Bulge Prog - Bracken Edge Ps	89.7	0.0	89.7	0.0	0.0	0.0	0.0
A	32274	BGE	BRM	2016 Bn Bulge Prog - Bramley Ps	192.7	192.2	0.5	0.0	0.0	0.0	0.0
A	32274	BGE	BRU	2016 Bn Bulge Prog - Brudenell Ps	246.4	246.0	0.4	0.0	0.0	0.0	0.0
A	32274	BGE	CAR	2016 Bn Bulge Prog - Carr Manor School	698.1	678.1	20.0	0.0	0.0	0.0	0.0
A	32274	BGE	CHA	2016 Bn Bulge Prog - Chap Allerton Ps	358.2	357.2	1.0	0.0	0.0	0.0	0.0
A	32274	BGE	EAR	2016 Bn Bulge Prog - Early Works	129.8	114.5	15.3	0.0	0.0	0.0	0.0
A	32274	BGE	FUR	2016 Bn Bulge Prog - F&E Provision	107.2	82.2	25.0	0.0	0.0	0.0	0.0
A	32274	BGE	GRI	2016 Bn Bulge Prog - Grimes Dyke Ps	194.8	183.8	11.0	0.0	0.0	0.0	0.0
A	32274	BGE	HIG	2016 Bn Bulge Prog - Highfield Ps	496.7	456.0	40.7	0.0	0.0	0.0	0.0
A	32274	BGE	HOV	2016 Bn Bulge Prog - Hovingham Ps	1,122.1	1,102.1	20.0	0.0	0.0	0.0	0.0
A	32274	BGE	HUN	2016 Bn Bulge Prog - St Mary S Ps	361.1	350.5	10.6	0.0	0.0	0.0	0.0
A	32274	BGE	LOW	2016 Bn Bulge Prog - Low Road Ps	379.0	374.0	5.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Supporting Service Provision

Cat	Scheme	Schools Scheme Title			Total Scheme Cost	Actual To 31 Mar 17	All Figures are in £000's				
							2017/18	Estimated Costs		2020/21	After 2020/21
							2018/19	2019/20			
A	32274	BGE	MID	2016 Bn Bulge Prog - Middleton Ps	470.6	460.6	10.0	0.0	0.0	0.0	0.0
A	32274	BGE	PAR	2016 Bn Bulge Prog - Parklands Ps	189.1	188.8	0.3	0.0	0.0	0.0	0.0
A	32274	BGE	STB	2016 Bn Bulge Prog - St Bartholomews Ps	486.5	342.6	143.9	0.0	0.0	0.0	0.0
A	32274	BGE	TAL	2016 Bn Bulge Prog - Talbot Ps	808.5	753.3	0.2	55.0	0.0	0.0	0.0
A	32274	BGE	WIN	2016 Bn Bulge Prog - Windmill Ps	326.4	316.4	10.0	0.0	0.0	0.0	0.0
A	32274	BGE	WMB	2016 Bn Bulge Prog - Wighton Moor Ph2	680.7	679.6	1.1	0.0	0.0	0.0	0.0
A	32274	CAS		Castleton Ps - Basic Need 2016	5,636.5	4,624.5	938.8	73.2	0.0	0.0	0.0
A	32274	GLE		Gledhow Ps - Basic Need 2016	5,300.0	5,171.5	128.5	0.0	0.0	0.0	0.0
A	32274	HOL		Hollybush Ps - Basic Need 2016	4,000.0	2,049.5	1,860.5	90.0	0.0	0.0	0.0
A	32450	BEE		Beecroft Ps - Basic Need 2017	3,000.0	2.7	220.6	2,776.7	0.0	0.0	0.0
A	32450	BGE	ALL	2017 Bn Bulge Prog - Allerton Ce Ps	372.9	0.0	258.3	114.6	0.0	0.0	0.0
A	32450	BGE	BRA	2017 Bn Bulge Prog - Bramham Ps	299.5	0.0	299.5	0.0	0.0	0.0	0.0
A	32450	BGE	GRI	2017 Bn Bulge Prog - Grimes Dyke Ps	109.8	0.0	86.7	23.1	0.0	0.0	0.0
A	32450	BGE	IHM	2017 Bn Bulge Prog - Immaculate Heart	189.3	0.0	189.3	0.0	0.0	0.0	0.0
A	32450	BGE	MAL	2017 Bn Bulge Prog - Moor Allerton Hall	437.1	0.0	397.0	40.1	0.0	0.0	0.0
A	32450	BGE	PVA	2017 Bn Bulge Prog - Park View Academy	18.9	0.0	18.9	0.0	0.0	0.0	0.0
A	32450	BGE	STB	2017 Bn Bulge Prog - St Bartholomew Ce P	261.2	0.0	221.2	40.0	0.0	0.0	0.0
A	32450	BGE	TAL	2017 Bn Bulge Prog - Talbot Ps	199.8	0.0	179.8	20.0	0.0	0.0	0.0
A	32450	BRA		Bramley Ps - Basic Need 2017	3,820.5	329.3	3,296.2	195.0	0.0	0.0	0.0
A	32450	BRU		Brudenell Ps - Basic Need 2017	222.3	161.1	61.2	0.0	0.0	0.0	0.0
A	32450	BRU	PH1	Brudenell Ps Phase 1 - Bn 2017	1,076.8	0.0	951.8	125.0	0.0	0.0	0.0
A	32450	BRU	PH2	Brudenell Ps Phase 2 - Bn 2017	1,050.9	0.0	603.9	447.0	0.0	0.0	0.0
A	32450	CHS		Cockburn School - Bn 2017	1,317.3	0.0	1,317.3	0.0	0.0	0.0	0.0
A	32450	COT		Cottingley Primary Academy - Bn 2017	2.1	1.8	0.3	0.0	0.0	0.0	0.0
A	32450	GRE		Greenside Ps - Basic Need 2017	4,200.0	61.6	537.2	3,360.4	240.8	0.0	0.0
A	32450	HAW		Hawksworth Wood Ps - Basic Need 2017	1,991.6	145.8	100.0	1,690.8	55.0	0.0	0.0
A	32450	HAW	EXP	Hawksworth Wood Ps Expansion - Bn 2017	158.4	8.4	145.0	5.0	0.0	0.0	0.0
A	32450	HAW	REF	Hawksworth Wood Ps Refurb - Bn 2017	1,850.0	14.3	903.5	932.2	0.0	0.0	0.0
A	32450	HOV		Hovingham Ps - Basic Need 2017	5,000.0	373.3	4,326.7	300.0	0.0	0.0	0.0
A	32450	HSM		Hunslet St Mary'S Ps - Basic Need 2017	1,827.8	196.0	1,466.8	165.0	0.0	0.0	0.0
A	32450	IVE		Iveson Ps - Basic Need 2017	100.0	29.9	70.1	0.0	0.0	0.0	0.0
A	32450	IVE	PH1	Iveson Ps Phase 1 - Basic Need 2017	1,750.0	0.0	560.0	1,190.0	0.0	0.0	0.0
A	32450	IVE	PH2	Iveson Ps Phase 2 - Basic Need 2017	2,000.0	0.0	20.0	1,890.0	90.0	0.0	0.0
A	32450	LOW		Low Road Ps - Basic Need 2017	1,556.7	183.8	1,173.9	199.0	0.0	0.0	0.0
A	32450	PAR		Park Spring Ps - Basic Need 2017	4,900.0	1,078.4	3,731.7	89.9	0.0	0.0	0.0
A	32450	ROU	PH1	Roundhay School Ph1 - Bn 2017	1,600.0	1,561.1	7.5	31.4	0.0	0.0	0.0
A	32450	ROU	PH2	Roundhay School Ph2 - Bn 2017	12,150.0	8,169.4	3,780.6	200.0	0.0	0.0	0.0
A	32655	CAR		Carr Manor Community School Bn 2018	5,000.0	2.0	98.0	4,420.0	480.0	0.0	0.0
A	32655	FIE	EAR	Fieldhead Carr Ps Early Wks - Bn 2018	4,442.3	135.3	2,862.1	1,342.9	102.0	0.0	0.0
A	32655	HMP		Hunslet Moor Ps - Basic Need 2018	5,900.0	80.6	1,435.0	4,240.4	144.0	0.0	0.0

# Leeds City Council Capital Programme - Supporting Service Provision

				All Figures are in £000's						
Cat	Scheme	Schools		Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
		Scheme Title					2018/19	2019/20	2020/21	
A	32655	SHA	Shakespeare Ps - Basic Need 2018	11,585.1	264.1	6,961.0	4,206.5	153.5	0.0	0.0
A	32737	FEA	Fearnville Secondary Basic Need 2019	75.0	7.2	67.8	0.0	0.0	0.0	0.0
A	32738		Basic Need Grant 19-20	15,652.0	0.0	0.0	3,023.9	12,628.1	0.0	0.0
A	32739		Send Special Provision Fund Allocations	3,237.1	0.0	0.0	1,079.0	1,079.0	1,079.1	0.0
A	32783		Cil Strategic Fund Allocations	685.4	0.0	685.4	0.0	0.0	0.0	0.0
<b>Total Learning Places</b>				<b>222,747.4</b>	<b>100,243.7</b>	<b>41,280.4</b>	<b>57,703.4</b>	<b>22,440.8</b>	<b>1,079.1</b>	<b>0.0</b>
<hr/>										
Capital Maintenance										
A	32735		Benton Park Hs Development Works	321.1	71.1	250.0	0.0	0.0	0.0	0.0
<b>Total Capital Maintenance</b>				<b>321.1</b>	<b>71.1</b>	<b>250.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<hr/>										
Other Education Schemes										
A	13372	WKS	Authority Works Bsf Ph2	1,249.6	0.0	0.0	0.0	1,249.6	0.0	0.0
A	13373	MSM	Mount St Mary'S Bsf Ph3	14,761.8	14,611.8	150.0	0.0	0.0	0.0	0.0
A	13373	MSM FIR	Mt St Mary'S Fire Strategy Works	56.5	6.7	5.0	44.8	0.0	0.0	0.0
A	32401	APP BLA	Blackgates Ps Access Works	10.9	2.9	8.0	0.0	0.0	0.0	0.0
A	32401	APP COR	Corpus Christi Rc Ps Access Works	41.3	0.0	41.3	0.0	0.0	0.0	0.0
A	32401	APP HUC	Hunslet Carr Ps Access Works	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32569	APP BRA	Bramham Ps Access Works	3.5	0.0	3.5	0.0	0.0	0.0	0.0
A	32569	APP BRM	Burmantofts Nursery Access Works	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	32569	APP BUR	Burley Children'S Centre Access Works	4.6	0.0	4.6	0.0	0.0	0.0	0.0
A	32569	APP CHA	Chapel Allerton Ps Access Works	37.4	0.0	37.4	0.0	0.0	0.0	0.0
A	32569	APP HRD	Herd Farm Access Works	3.6	0.0	3.6	0.0	0.0	0.0	0.0
A	32569	APP MAR	St Margaret'S Ce Ps Access Works	6.0	0.0	6.0	0.0	0.0	0.0	0.0
A	32569	APP PBR	Pudsey Bolton Royd Ps Access Works	2.9	0.0	2.9	0.0	0.0	0.0	0.0
A	32569	APP RSP	Rawdon St Peter'S Ce Ps Access Works	3.6	0.0	3.6	0.0	0.0	0.0	0.0
A	32569	APP STH	St Theresa'S Rc Ps Access Works	2.4	0.0	2.4	0.0	0.0	0.0	0.0
A	32569	APP STR	Strawberry Fields Ps Access Works	3.2	0.0	3.2	0.0	0.0	0.0	0.0
A	32569	APP TRA	Tranmere Park Ps Access Works	4.3	0.0	4.3	0.0	0.0	0.0	0.0
A	32569	APP WES	Westbrook Lane Ps Access Works	5.2	0.0	5.2	0.0	0.0	0.0	0.0
A	32846		Schools Access Works Programme 17/18	24.3	0.0	24.3	0.0	0.0	0.0	0.0
A	32846	APP ALL	All Saints Ps Access Works	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	32846	APP BRO	Broadgate Ps Access Works	2.8	0.0	2.8	0.0	0.0	0.0	0.0
A	32846	APP CAL	Calverley Parkside Ps Access Works	1.7	0.0	1.7	0.0	0.0	0.0	0.0
A	32846	APP CPS	Calverley Parkside Ps Access Works	3.0	0.0	3.0	0.0	0.0	0.0	0.0
A	32846	APP DUC	Ducklings Nursery Access Works	2.4	0.0	2.4	0.0	0.0	0.0	0.0

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# Leeds City Council Capital Programme - Supporting Service Provision

Schools  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme	Schools			Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
A	32846	APP	KER	Kerr Mackie Ps Access Works	12.7	0.0	12.7	0.0	0.0	0.0	0.0
A	32846	APP	MEA	Meadowfield Ps Access Works	11.4	0.0	11.4	0.0	0.0	0.0	0.0
A	32846	APP	MOO	Moortown Ps Access Works	10.4	0.0	10.4	0.0	0.0	0.0	0.0
A	32846	APP	QUE	Queensway Ps Access Works	12.4	0.0	12.4	0.0	0.0	0.0	0.0
A	32846	APP	ROT	Rothwell Victoria Ps Access Works	14.9	0.0	14.9	0.0	0.0	0.0	0.0
A	32846	APP	SHL	Sharp Lane Ps Access Works	3.2	0.0	3.2	0.0	0.0	0.0	0.0
A	32846	APP	STR	Strawberry Fields Ps Access Works	12.3	0.0	12.3	0.0	0.0	0.0	0.0
A	32846	APP	SUM	Summerfield Ps Access Works	10.4	0.0	10.4	0.0	0.0	0.0	0.0
A	32846	APP	VAL	Valley View Ps Access Works	26.1	0.0	26.1	0.0	0.0	0.0	0.0
A	32871			Thorpe Ps Addnl Teaching Accommm	94.0	0.0	50.0	44.0	0.0	0.0	0.0
<b>Total Other Education Schemes</b>					<b>16,447.8</b>	<b>14,621.4</b>	<b>488.0</b>	<b>88.8</b>	<b>1,249.6</b>	<b>0.0</b>	<b>0.0</b>
<hr/>											
<b>Support Services</b>											
	16518			C&F Capital Programme Management	3,571.2	2,213.9	350.0	350.0	350.0	307.3	0.0
<b>Total Support Services</b>					<b>3,571.2</b>	<b>2,213.9</b>	<b>350.0</b>	<b>350.0</b>	<b>350.0</b>	<b>307.3</b>	<b>0.0</b>

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# Leeds City Council Capital Programme - Supporting Service Provision

## Supporting Children & Young People

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	All Figures are in £000's				After 2020/21
					2017/18	2018/19	2019/20	2020/21	
<b>Asset Management</b>									
B	32689	Relocation Of Med Needs Teaching Service	130.0	0.0	130.0	0.0	0.0	0.0	0.0
<b>Total Asset Management</b>			130.0	0.0	130.0	0.0	0.0	0.0	0.0
<b>Culture And Sport</b>									
A	16777	SPT COM Equipment Sport (Cttid)	389.9	356.6	33.3	0.0	0.0	0.0	0.0
<b>Total Culture And Sport</b>			389.9	356.6	33.3	0.0	0.0	0.0	0.0
<b>Learning Places</b>									
A	1371	PBN Primary Bn & Children'S Services	1,973.5	0.0	178.0	1,795.5	0.0	0.0	0.0
<b>Total Learning Places</b>			1,973.5	0.0	178.0	1,795.5	0.0	0.0	0.0
<b>Other Education Schemes</b>									
A	32457	Semh Reconfiguration Programme	432.4	0.0	0.0	432.4	0.0	0.0	0.0
A	32457	EAS Semh - East Leeds	12,897.1	4,479.0	8,240.1	178.0	0.0	0.0	0.0
A	32457	EAS HIG Semh - East Leeds - Highways Works	656.1	78.5	488.4	89.2	0.0	0.0	0.0
A	32457	NOR Semh - North Leeds	13,983.4	1,581.8	9,964.3	2,164.5	272.8	0.0	0.0
A	32457	SOU Semh - South Leeds	14,249.1	3,333.7	10,717.1	198.3	0.0	0.0	0.0
A	32457	SOU HIG Semh - South Leeds - Highways Works	92.0	0.0	9.4	79.6	0.0	3.0	0.0
B	32719	Kippax North Academy - Section 106 Works	100.6	0.0	100.6	0.0	0.0	0.0	0.0
<b>Total Other Education Schemes</b>			42,410.7	9,473.0	29,519.9	3,142.0	272.8	3.0	0.0
<b>Social Care/Youth/Early Years</b>									
D	15381	EQP Integrated Youth Support Services	45.9	45.8	0.1	0.0	0.0	0.0	0.0
A	15629	NEW Adel Beck Secure Children'S Home	13,207.2	13,205.4	1.8	0.0	0.0	0.0	0.0
A	16778	Early Learning For 2 Year Olds	80.2	0.0	0.0	80.2	0.0	0.0	0.0
A	16778	BAN Bankside Nursery (2 Yr Olds)	83.9	46.7	37.2	0.0	0.0	0.0	0.0
A	16778	DAI Daisy Chain Nursery - (2 Year Olds)	134.5	0.0	45.0	89.5	0.0	0.0	0.0
A	16778	GIG Gipton Giggles Nursery (2 Yr Olds)	76.5	66.1	10.4	0.0	0.0	0.0	0.0
A	16778	MIK Micklefield Nursery (2 Year Olds)	54.0	41.5	0.0	12.5	0.0	0.0	0.0
B	32210	TOC Tracking Outcomes For Children Sc&H Fund	1,300.0	46.5	82.5	403.0	393.0	375.0	0.0
B	32453	Children'S Homes Refurbishment Works	108.1	0.0	0.0	108.1	0.0	0.0	0.0

# Leeds City Council Capital Programme - Supporting Service Provision

## Supporting Children & Young People

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	All Figures are in £000's				After 2020/21	
					2017/18	2018/19	2019/20	2020/21		
B	32453	CRA	Cranmer Bank Children'S Home Refurb.	246.9	238.2	8.7	0.0	0.0	0.0	0.0
B	32453	DEV	Children'S Homes Refurb - Devnt Works	32.2	29.6	2.6	0.0	0.0	0.0	0.0
B	32453	EAS	Easdale Children'S Home Refurb	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32453	LUT	Luttrell Cres Children'S Home Refurb.	236.9	0.0	228.9	8.0	0.0	0.0	0.0
B	32453	PIN	Pinfolds Children'S Home Refurbishment	82.5	42.4	40.1	0.0	0.0	0.0	0.0
B	32453	STC	St Catherine'S Drive Ch'S Home Refurb.	231.1	0.0	0.0	231.1	0.0	0.0	0.0
A	32802	ALL	30 Hour Places - Allerton Ce	150.0	0.0	150.0	0.0	0.0	0.0	0.0
A	32802	CLJ	30 Hr Places - Cliffe House, Bramhope	86.2	0.0	86.2	0.0	0.0	0.0	0.0
A	32802	MON	30 Hour Places - Montessori Nurtury	307.8	0.0	307.8	0.0	0.0	0.0	0.0
A	32802	PLA	30 Hour Places - Play @ Churwell	67.5	0.0	67.5	0.0	0.0	0.0	0.0
Total Social Care/Youth/Early Years			16,551.4	13,762.2	1,088.8	932.4	393.0	375.0	0.0	

# Leeds City Council Capital Programme - Supporting Service Provision

## Supporting Older People

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	All Figures are in £000's Estimated Costs			After 2020/21	
						2018/19	2019/20	2020/21		
People With Learning Disabilities										
A	14997	CRO	Cross Gates Community Ld Centre	133.3	131.6	1.7	0.0	0.0	0.0	0.0
A	14997	PTN	Potternewton Fulfilling Lives Ctre	952.5	925.1	27.4	0.0	0.0	0.0	0.0
<b>Total</b> People With Learning Disabilities			<b>1,085.8</b>	<b>1,056.7</b>	<b>29.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
Services For Older People										
A	15989		Telecare Adult Social Care Parent	300.0	0.0	0.0	300.0	0.0	0.0	0.0
A	15989	TEL O17	Telecare Equipment 2017/18	440.6	0.0	440.6	0.0	0.0	0.0	0.0
A	15989	TEL O19	Telecare 2019/20	400.0	0.0	0.0	0.0	400.0	0.0	0.0
A	32666		Day Centres Upgrade	360.0	0.0	360.0	0.0	0.0	0.0	0.0
A	32667		Community Intermediate Care Homes	250.0	0.0	250.0	0.0	0.0	0.0	0.0
A	32811		Comm Intermediate Care - Slic & Suffolk	700.0	0.0	700.0	0.0	0.0	0.0	0.0
A	32824		Telecare Equipment Adults 2020/21	400.0	0.0	0.0	0.0	0.0	400.0	0.0
A	32869		Frederick Hurdle & Apna Day Centre Refur	130.0	0.0	130.0	0.0	0.0	0.0	0.0
<b>Total</b> Services For Older People			<b>2,980.6</b>	<b>0.0</b>	<b>1,880.6</b>	<b>300.0</b>	<b>400.0</b>	<b>400.0</b>	<b>400.0</b>	
Adults And Health General										
A	16771		Asc Community Capacity Grant	870.5	0.0	0.0	870.5	0.0	0.0	0.0
<b>Total</b> Adults And Health General			<b>870.5</b>	<b>0.0</b>	<b>0.0</b>	<b>870.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
Adaptations										
B	32433		Adaptations To Private Homes 2018/19	400.0	0.0	0.0	400.0	0.0	0.0	0.0
A	32480		Adaptations To Private Homes 2017/18	459.2	0.0	459.2	0.0	0.0	0.0	0.0
A	32625		Adaptations To Private Homes 2019/20	400.0	0.0	0.0	0.0	400.0	0.0	0.0
A	32821		Adaptations To Private Homes 2020/21	400.0	0.0	0.0	0.0	0.0	400.0	0.0
<b>Total</b> Adaptations			<b>1,659.2</b>	<b>0.0</b>	<b>459.2</b>	<b>400.0</b>	<b>400.0</b>	<b>400.0</b>	<b>400.0</b>	
Digital Information Services										
B	32210		Social Care & Health Fund	21,055.2	0.0	0.0	1,053.4	1,701.8	18,300.0	0.0
D	32210	CAC	Collaboration And Conferencing	184.0	0.0	184.0	0.0	0.0	0.0	0.0
D	32210	DWH	Data Warehouse H&C Hub	660.8	0.0	329.7	232.9	98.2	0.0	0.0
D	32210	PHR	Person Held Record Roll Out (Bcf)	1,800.0	0.0	340.0	460.0	1,000.0	0.0	0.0

# Leeds City Council Capital Programme - Supporting Service Provision

Supporting Older People  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme				2017/18	2018/19	2019/20	2020/21	
A	32612 TRI	Integration With Health - Tribeca House	53.0	37.5	15.5	0.0	0.0	0.0	0.0
Total Digital Information Services			23,753.0	37.5	869.2	1,746.3	2,800.0	18,300.0	0.0
Public Health									
B	32662	Residential Rehab & Detox Services	577.1	35.0	542.1	0.0	0.0	0.0	0.0
Total Public Health			577.1	35.0	542.1	0.0	0.0	0.0	0.0
Strategic Housing Partnerships									
E	1486	Disabled Facilities Grants	82,515.1	74,898.2	7,543.0	0.0	0.0	73.9	0.0
B	98040	Disabled Facilities Grants	23,199.0	0.0	645.0	7,518.0	7,518.0	7,518.0	0.0
Total Strategic Housing Partnerships			105,714.1	74,898.2	8,188.0	7,518.0	7,518.0	7,591.9	0.0

# Leeds City Council Capital Programme - Supporting Service Provision

## Environment & Waste

### Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

2017/18

2018/19

2019/20

2020/21

After  
2020/21

Strategic Housing Partnerships

A	16807		Travellers Site Grant Uncommitted	939.6	0.0	0.0	0.0	939.6	0.0	0.0
A	16807	KID	Kidacre Travellers Site	918.3	4.9	913.4	0.0	0.0	0.0	0.0
A	16807	MOD	Cottingley G&T Site Modernisation	1,034.5	1,034.5	0.0	0.0	0.0	0.0	0.0

<b>Total</b>	<b>Strategic Housing Partnerships</b>			<b>2,892.4</b>	<b>1,039.4</b>	<b>913.4</b>	<b>0.0</b>	<b>939.6</b>	<b>0.0</b>	<b>0.0</b>
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Waste Management

A	12079		East Leeds Household Waste Site	1,723.8	1,682.4	41.4	0.0	0.0	0.0	0.0
A	12160		Middleton Broom Landfill Site	130.3	115.5	0.0	0.0	14.8	0.0	0.0
B	12594	COM	Bin Replacement Programme	8,361.7	6,775.7	466.0	366.0	373.0	381.0	0.0
B	12594	LIT	Street Litter Bins	122.8	122.8	0.0	0.0	0.0	0.0	0.0
B	12594	LIT	CTY Litter Bins City	67.1	38.7	9.0	9.0	10.4	0.0	0.0
B	12594	LIT	EAS Litter Bins East	101.3	71.1	9.0	9.0	12.2	0.0	0.0
B	12594	LIT	SOU Litter Bins South	137.5	101.5	9.0	9.0	9.0	9.0	0.0
B	12594	LIT	WES Litter Bins West	105.3	69.3	9.0	9.0	18.0	0.0	0.0
B	12594	RIP	Recycling Imp Plan - Sort	472.6	302.5	58.1	112.0	0.0	0.0	0.0
A	14236	WEE	OO7 Litter Bins	1.0	1.0	0.0	0.0	0.0	0.0	0.0
B	14261		Roll Out Of Garden Expansion	3,527.0	3,270.3	0.0	256.7	0.0	0.0	0.0
B	15602		Food Waste Bin Pilot	205.4	182.8	0.0	22.6	0.0	0.0	0.0
A	16169	COM	Kirkstall Hwss Tf1 & Refurbishment	5,180.3	4,861.0	319.3	0.0	0.0	0.0	0.0
A	32223		Energy From Waste Plant Contributions	30,000.0	30,000.0	0.0	0.0	0.0	0.0	0.0
A	32782		Waste Depot Development	3,359.0	0.0	0.0	3,289.7	69.3	0.0	0.0
A	32782	FEE	Waste Depot Fees	651.5	0.0	120.0	531.5	0.0	0.0	0.0

<b>Total</b>	<b>Waste Management</b>			<b>54,146.6</b>	<b>47,594.6</b>	<b>1,040.8</b>	<b>4,614.5</b>	<b>506.7</b>	<b>390.0</b>	<b>0.0</b>
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# Leeds City Council Capital Programme - Supporting Service Provision

## Affordable Housing Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's  
Estimated Costs

2017/18

2018/19

2019/20

2020/21

After  
2020/21

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
Strategic Housing Partnerships									
A	15727	Energy Efficiency - Rhb	29.7	0.0	0.0	0.0	29.7	0.0	0.0
A	16043	CP1 Cpo 5 Sholebroke Ave	220.5	203.6	0.0	0.0	16.9	0.0	0.0
A	16043	CP2 Cpo 19 Fewston Avenue	60.5	2.8	0.0	0.0	57.7	0.0	0.0
A	16043	CP3 Cpo 11 Lowther Street	59.1	46.1	0.0	0.0	13.0	0.0	0.0
A	16043	ES1 Enforced Sale - 36 Richardson Rd	30.0	28.2	0.0	0.0	1.8	0.0	0.0
E	16796	Equity Loan To Vulnerable Households	2,000.0	338.7	61.3	300.0	300.0	300.0	700.0
A	16962	CPO Leeds Empty Properties Cpos	346.8	67.4	49.4	50.0	50.0	130.0	0.0
A	16962	CPO OO1 Cpo 89 Cross Green Lane	39.6	39.6	0.0	0.0	0.0	0.0	0.0
A	16962	CPO OO2 Cpo 40 Hillcrest View	68.0	65.3	2.7	0.0	0.0	0.0	0.0
A	16962	CPO OO4 Cpo 54 Brander Avenue	41.5	41.5	0.0	0.0	0.0	0.0	0.0
A	16962	LEH Leeds Empty Homes Loans	540.0	70.0	50.0	50.0	50.0	320.0	0.0
A	16962	LEH CRE Leeds Empty Homes Lcu Loans	200.0	200.0	0.0	0.0	0.0	0.0	0.0
A	16962	LEP Empty Homes Leeds Empties Partnership	675.0	375.0	100.0	100.0	100.0	0.0	0.0
A	16962	LTC Localities Team Capitalisation	2,836.0	1,475.0	400.0	400.0	400.0	161.0	0.0
A	32888	New Supply Supported Housing Loans	3,030.0	0.0	0.0	3,030.0	0.0	0.0	0.0
<b>Total Strategic Housing Partnerships</b>			<b>10,176.7</b>	<b>2,953.2</b>	<b>663.4</b>	<b>3,930.0</b>	<b>1,019.1</b>	<b>911.0</b>	<b>700.0</b>

# Leeds City Council Capital Programme - Investing In New Technology

## Client Management Systems

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	All Figures are in £000's			After 2020/21
						Estimated Costs			
						2018/19	2019/20	2020/21	
Highways									
A	32183	Traffic Counting Equipment Residual	38.0	37.5	0.5	0.0	0.0	0.0	0.0
Total Highways			38.0	37.5	0.5	0.0	0.0	0.0	0.0
Equipment/Ict/Vehicles									
A	32602	C&F Case Management System Phase 2	488.0	286.3	55.0	96.7	50.0	0.0	0.0
Total Equipment/Ict/Vehicles			488.0	286.3	55.0	96.7	50.0	0.0	0.0
Corporate Property Management									
A	16817	Property Maintenance Software Package	750.0	742.5	7.5	0.0	0.0	0.0	0.0
Total Corporate Property Management			750.0	742.5	7.5	0.0	0.0	0.0	0.0
Customer Access									
D	16499	WMS Integrated Waste Management System	946.0	886.1	34.9	25.0	0.0	0.0	0.0
D	32202	Customer Access Programme Ph 2	4,866.2	1,493.9	1,025.2	1,100.0	700.0	547.1	0.0
Total Customer Access			5,812.2	2,380.0	1,060.1	1,125.0	700.0	547.1	0.0
Car Parking Services									
D	32139	Parking Services Hardware And Software P	12.1	12.1	0.0	0.0	0.0	0.0	0.0
Total Car Parking Services			12.1	12.1	0.0	0.0	0.0	0.0	0.0
Parks And Countryside									
D	32145	Grounds Maintenance It System	378.0	227.7	150.3	0.0	0.0	0.0	0.0
Total Parks And Countryside			378.0	227.7	150.3	0.0	0.0	0.0	0.0

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# Leeds City Council Capital Programme - Investing In New Technology

## Core ICT Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
						Estimated Costs			
Digital Information Services									
A	32003	ASC	Asc It Equipment- Tablets & Smartphones	132.4	53.4	79.0	0.0	0.0	0.0
D	32176		Adults & Health - Digital Transformation	1,348.8	0.0	300.0	632.5	416.3	0.0
D	32176	SCS	Adults - Digital Transform Staff Costs	303.2	179.6	123.6	0.0	0.0	0.0
A	32551		Asc Reablement Staff Rostering Sys	78.0	0.0	0.0	78.0	0.0	0.0
<b>Total</b>			<b>Digital Information Services</b>	<b>1,862.4</b>	<b>233.0</b>	<b>502.6</b>	<b>710.5</b>	<b>416.3</b>	<b>0.0</b>
Digital And Information Services									
A	12090		Ict Developments Equipment Fund	57.5	0.0	0.0	0.0	57.5	0.0
D	16976		Web & Insite Development	335.4	0.0	0.0	135.4	100.0	100.0
D	32194		Ict Essential Services Prog 2017/18	5,440.1	0.0	5,440.1	0.0	0.0	0.0
D	32268		Integrated Digital Care Record	1,350.0	1,145.9	204.1	0.0	0.0	0.0
D	32427		Ict Essential Services Prog 2018/19	5,900.0	0.0	0.0	5,900.0	0.0	0.0
D	32552		Esp Discovery & Cleanse Edrm	450.0	131.8	152.1	66.1	100.0	0.0
D	32623		Ict Essential Services Prog 2019/20	4,100.0	0.0	0.0	0.0	4,100.0	0.0
D	32819		Ict Essential Services Prog 2020/21	4,100.0	0.0	0.0	0.0	0.0	4,100.0
D	32885		Computer Applications Refresh	10,000.0	0.0	0.0	2,000.0	4,000.0	4,000.0
A	32887		Apex Data Centre Tier Iii Upgrade	465.0	0.0	465.0	0.0	0.0	0.0
<b>Total</b>			<b>Digital And Information Services</b>	<b>32,198.0</b>	<b>1,277.7</b>	<b>6,261.3</b>	<b>8,101.5</b>	<b>8,357.5</b>	<b>8,200.0</b>
Civic Enterprise Leeds									
B	16191		Traded Services Equipment	75.2	45.5	29.7	0.0	0.0	0.0
<b>Total</b>			<b>Civic Enterprise Leeds</b>	<b>75.2</b>	<b>45.5</b>	<b>29.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



# Leeds City Council Capital Programme - Investing In New Technology

Business Efficiency / Spend to Save Schemes

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	Estimated Costs				After 2020/21
					2017/18	2018/19	2019/20	2020/21	
Leeds Building Services									
D	32624	Technology Suite Lbs Total Mobile	486.0	152.3	286.5	47.2	0.0	0.0	0.0
Total Leeds Building Services			486.0	152.3	286.5	47.2	0.0	0.0	0.0

# Leeds City Council Capital Programme - Investing In New Technology

## New Technology in Schools

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	All Figures are in £000's				After 2020/21
					2017/18	2018/19	2019/20	2020/21	
Other Education Schemes									
A	14320	PRI Bsf Wave 1 lct- D&B Sch - Priesthorpe	562.9	555.3	7.6	0.0	0.0	0.0	0.0
Total Other Education Schemes			562.9	555.3	7.6	0.0	0.0	0.0	0.0
Digital And Information Services									
D	32884	Local Full Fibre Network Bids	21,600.0	0.0	0.0	4,000.0	10,100.0	7,500.0	0.0
Total Digital And Information Services			21,600.0	0.0	0.0	4,000.0	10,100.0	7,500.0	0.0

# Leeds City Council Capital Programme - Supporting The Leeds Economy

## Cultural Infrastructure

### Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

2017/18

2018/19

2019/20

2020/21

After  
2020/21

Cat Scheme

### Asset Management

A	13307	OFF	Arena Off Site Works	1,257.0	1,247.9	0.0	9.1	0.0	0.0	0.0
A	13307	WHL	Woodhouse Lane Car Park (Arena)	5,660.0	5,652.3	7.7	0.0	0.0	0.0	0.0
E	32615		34- 40 New Briggate Regeneration	750.0	0.0	100.0	350.0	300.0	0.0	0.0
<b>Total Asset Management</b>				<b>7,667.0</b>	<b>6,900.2</b>	<b>107.7</b>	<b>359.1</b>	<b>300.0</b>	<b>0.0</b>	<b>0.0</b>

### Culture And Sport

A	1368	COM	City Varieties - Main Scheme	8,759.1	8,738.9	20.2	0.0	0.0	0.0	0.0
A	16456		Big Screen - Millennium Square	290.0	283.1	6.9	0.0	0.0	0.0	0.0
A	32019	COM	West Yorks Playhouse Refurbishment Wks	13,040.0	0.0	400.0	10,100.0	2,540.0	0.0	0.0
A	32019	DES	Wyp - Design Brief Stage 2	960.0	413.4	546.6	0.0	0.0	0.0	0.0
A	32238		Grand Theatre Shops	250.0	0.0	100.0	150.0	0.0	0.0	0.0
A	32549	COM	Grand Theatre Committed Works	3,200.0	1,825.4	1,374.6	0.0	0.0	0.0	0.0
A	32891		Grand Theatre Feasibility	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32892		Hyde Park Picture House	282.3	0.0	0.0	282.3	0.0	0.0	0.0
<b>Total Culture And Sport</b>				<b>26,801.4</b>	<b>11,260.8</b>	<b>2,468.3</b>	<b>10,532.3</b>	<b>2,540.0</b>	<b>0.0</b>	<b>0.0</b>

### Corporate Property Management

B	13958	TNH	Temple Newsam House	119.3	117.2	2.1	0.0	0.0	0.0	0.0
<b>Total Corporate Property Management</b>				<b>119.3</b>	<b>117.2</b>	<b>2.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### Parks And Countryside

A	16504	AQU	Refurbishment Of Aquarium	165.7	165.0	0.7	0.0	0.0	0.0	0.0
<b>Total Parks And Countryside</b>				<b>165.7</b>	<b>165.0</b>	<b>0.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

# Leeds City Council Capital Programme - Supporting The Leeds Economy

## City Centre Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
						Estimated Costs			
Asset Management									
A	16386	Elland Road Grant	500.0	0.0	0.0	0.0	500.0	0.0	0.0
C	16685	ATC Acquisition Of Eastgate & Harewood Cpo	10,605.0	10,355.0	100.0	150.0	0.0	0.0	0.0
A	16686	Sovereign Square Greenscape	3,574.5	3,324.9	249.6	0.0	0.0	0.0	0.0
A	32226	Holbeck Urban Village Connectivity	8.4	0.0	8.4	0.0	0.0	0.0	0.0
A	32226	ART Public Art Installation On Water Lane	30.0	7.9	22.1	0.0	0.0	0.0	0.0
A	32226	NRR Nineveh Rd Construction Of Ped Crossings	111.2	19.0	92.2	0.0	0.0	0.0	0.0
A	32226	WAA Water Lane Construction Ped Crossings	136.8	135.6	1.2	0.0	0.0	0.0	0.0
E	32449	Engine House Grant Agreement	150.0	0.0	0.0	150.0	0.0	0.0	0.0
A	32664	Landmark Court Building Survey	2.8	0.0	2.8	0.0	0.0	0.0	0.0
A	32669	FEA Vg2 / Mabgate / Qhill Connectivity	200.0	0.0	20.0	0.0	180.0	0.0	0.0
A	32676	Sovereign Street Footbridge	175.0	0.0	175.0	0.0	0.0	0.0	0.0
A	32804	Quarry Hill Gateway Court	1,865.6	0.0	250.0	1,143.0	472.6	0.0	0.0
<b>Total Asset Management</b>			<b>17,359.3</b>	<b>13,842.4</b>	<b>921.3</b>	<b>1,443.0</b>	<b>1,152.6</b>	<b>0.0</b>	<b>0.0</b>
Economic Development									
A	16494	Logic Leeds Spine Road (Ent Zone)	2,500.0	1,365.8	200.0	934.2	0.0	0.0	0.0
A	16500	EAS Eastgate Development	885.0	0.0	885.0	0.0	0.0	0.0	0.0
A	16811	Kirkgate Market Strategy Parent	2,179.8	0.0	179.8	1,000.0	1,000.0	0.0	0.0
A	16811	COM Kirkgate Market -Main Refurbishment Work	13,112.7	13,091.0	21.7	0.0	0.0	0.0	0.0
A	16811	DES Kirkgate Mkt Design Fees	1,151.2	1,083.2	68.0	0.0	0.0	0.0	0.0
A	16811	FHE Market Food Hall Enhancements	100.0	0.0	0.0	100.0	0.0	0.0	0.0
A	16811	GRA Kirkgate Market Grant Loan & Fitout	287.0	284.9	2.1	0.0	0.0	0.0	0.0
A	16812	George Street Strategy	99.0	0.0	99.0	0.0	0.0	0.0	0.0
A	16812	COM Design & Strip Out Wks & Compensation	201.0	0.0	201.0	0.0	0.0	0.0	0.0
A	32020	CNX Thomes Farm Connex 45	664.6	660.2	4.4	0.0	0.0	0.0	0.0
A	32020	LGC Logic Leeds Aire Valley Ent Zone - Muse	9,214.5	9,132.0	82.5	0.0	0.0	0.0	0.0
A	32020	TEM Temple Green	5,385.4	5,287.9	97.5	0.0	0.0	0.0	0.0
A	32056	Merrion Street East Pedestrianisation	90.0	86.6	3.4	0.0	0.0	0.0	0.0
A	32219	South Bank Connectivity Improvements	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32219	LEG Legibility - Signage In Southbank Area	30.0	1.0	29.0	0.0	0.0	0.0	0.0
A	32236	City Centre Enhancements	112.1	0.0	0.0	112.1	0.0	0.0	0.0
A	32236	BON Bond Court Enhancements	10.0	7.0	3.0	0.0	0.0	0.0	0.0
A	32236	CHA Chancellor Court Seating Remodel	10.0	8.2	1.8	0.0	0.0	0.0	0.0
A	32236	CKR Pop Up Park Cookridge Street	26.0	20.5	5.5	0.0	0.0	0.0	0.0
A	32236	GKS Greek Street - Temporary Street Cafe	30.0	8.5	21.5	0.0	0.0	0.0	0.0
A	32236	LEG Legibility - Various City Signage	192.0	126.9	65.1	0.0	0.0	0.0	0.0
A	32236	LWS Installation Of "Legs Walking" Sculpture	6.6	0.0	6.6	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Supporting The Leeds Economy

## City Centre Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
			Estimated Costs						
A	32236	MER	Merrion St East Lighting	5.0	0.0	5.0	0.0	0.0	0.0
A	32236	PHP	Park Here & Play Pop Up Park	59.5	0.0	59.5	0.0	0.0	0.0
A	32236	PUP	Pop Up Parks -Town Hall & Cookridge St	20.0	0.0	7.0	13.0	0.0	0.0
A	32236	THC	Town Hall & Cookridge St Pop Up Parks	18.5	0.0	18.5	0.0	0.0	0.0
A	32236	VAR	Various New Public Realm Projects	52.6	0.0	52.6	0.0	0.0	0.0
A	32237		City Square Feasibility Study	500.0	0.0	100.0	400.0	0.0	0.0
A	32264		Aire Valley Ez Forward Funding Invest	5,760.0	0.0	0.0	0.0	0.0	5,760.0
A	32462		Digital Business Incubators (Tech Hub)	3,700.0	70.6	2,629.4	1,000.0	0.0	0.0
A	32469		European Structural Funds Projects	330.0	0.0	130.0	130.0	70.0	0.0
A	32472		Transformational Public Realm Strategy	860.4	0.0	110.4	250.0	250.0	250.0
A	32472	PET	St Peter'S Square Feasibility Study	60.0	0.0	60.0	0.0	0.0	0.0
A	32477		Outdoor Market Refurbishment	150.0	124.0	26.0	0.0	0.0	0.0
A	32649		Aire Valley Zone Power Supply Fees	70.0	6.6	63.4	0.0	0.0	0.0
A	32652		Bond Street Ph 2 Pedestrian Zone	85.6	1.4	84.2	0.0	0.0	0.0
A	32670		Light Neville Street	63.0	0.0	3.0	30.0	30.0	0.0
A	32670	PH1	Light Neville Street Phase 1 Works	27.0	0.0	27.0	0.0	0.0	0.0
A	32672		Southbank Infrastructure Connectivity	250.0	0.0	100.0	150.0	0.0	0.0
A	32879		Southbank Feasib & Hs2 Growth Strategy	200.0	0.0	0.0	200.0	0.0	0.0
<b>Total Economic Development</b>			<b>48,518.5</b>	<b>31,366.3</b>	<b>5,472.9</b>	<b>4,319.3</b>	<b>1,350.0</b>	<b>6,010.0</b>	<b>0.0</b>
Highways									
C	32563		Leeds Bus Station (Wyca 100% Funded)	586.9	570.1	2.3	0.0	14.5	0.0
<b>Total Highways</b>			<b>586.9</b>	<b>570.1</b>	<b>2.3</b>	<b>0.0</b>	<b>14.5</b>	<b>0.0</b>	<b>0.0</b>

# Leeds City Council Capital Programme - Supporting The Leeds Economy

## Community Regeneration Schemes

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21	
						2018/19	2019/20	2020/21		
Regeneration										
A	12154	AND	Andrews Street Farsley T&Dc	189.9	189.9	0.0	0.0	0.0	0.0	0.0
A	12154	CHA	THI Chapeltown Thi Committed Grants	1,539.1	1,022.9	516.2	0.0	0.0	0.0	0.0
A	16275	FWC	First White Cloth Hall (Thi)	2,603.1	118.4	80.7	1,154.0	1,250.0	0.0	0.0
A	16275	GNT	Lower Kirkgate - Grant Payments	1,243.1	110.0	492.2	220.0	420.9	0.0	0.0
A	16275	PUB	Lower Kirkgate Thi Public Realm	69.7	0.0	0.0	35.0	34.7	0.0	0.0
A	16275	PUB	STF Lwr Kirkgate Public Realm Staff Costs	252.3	29.8	62.4	160.1	0.0	0.0	0.0
A	16663		Town & District Centres Phase 2	100.0	0.0	100.0	0.0	0.0	0.0	0.0
A	16663	DRD	Dewsbury Road T&Dc2	200.0	68.4	131.6	0.0	0.0	0.0	0.0
A	16663	HLN	Harehills Lane T&Dc2	135.9	29.7	106.2	0.0	0.0	0.0	0.0
A	16663	HLN	BEL Bellbrooks Car Park Hln T&Dc2	64.1	58.3	5.8	0.0	0.0	0.0	0.0
A	16663	KIR	Kirkstall Road T&Dc 2	200.0	55.7	144.3	0.0	0.0	0.0	0.0
A	32786		Localities & Neighbourhood Renewal Prog	5,000.0	0.0	0.0	1,500.0	1,500.0	1,500.0	500.0
A	32842		Grand Quarter Thi Programme	2,500.0	0.0	0.0	1,000.0	1,500.0	0.0	0.0
<b>Total Regeneration</b>				<b>14,097.2</b>	<b>1,683.1</b>	<b>1,639.4</b>	<b>4,069.1</b>	<b>4,705.6</b>	<b>1,500.0</b>	<b>500.0</b>
Strategic Housing Partnerships										
A	16500	CGG	Cross Green Group Repair Ph2,3&4	5,891.1	5,744.0	0.0	0.0	0.0	147.1	0.0
A	16500	HGR	Holbeck Group Repair (Scip)	3,650.0	0.0	1,535.0	1,450.0	0.0	665.0	0.0
<b>Total Strategic Housing Partnerships</b>				<b>9,541.1</b>	<b>5,744.0</b>	<b>1,535.0</b>	<b>1,450.0</b>	<b>0.0</b>	<b>812.1</b>	<b>0.0</b>
Parks And Countryside										
B	83831		Project Support Fund (Groundwork)	1,380.2	1,380.2	0.0	0.0	0.0	0.0	0.0
B	92469		Project Support Fund Parent	280.0	0.0	70.0	70.0	70.0	70.0	0.0
<b>Total Parks And Countryside</b>				<b>1,660.2</b>	<b>1,380.2</b>	<b>70.0</b>	<b>70.0</b>	<b>70.0</b>	<b>70.0</b>	<b>0.0</b>

# Leeds City Council Capital Programme - Supporting The Leeds Economy

## Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21	
						Estimated Costs				
Ward Based Initiatives										
A	14236	ADL	Adel & Wharfedale Wbi2	22.7	0.0	0.0	8.0	8.0	6.7	0.0
A	14236	ALW	Alwoodley Wbi2	16.3	0.0	0.0	5.5	5.5	5.3	0.0
A	14236	ARD	Ardsley & Robin Hood Wbi2	33.7	0.0	0.0	11.0	11.0	11.7	0.0
A	14236	ARM	Armley Wbi2	2.6	0.0	0.0	0.8	0.9	0.9	0.0
A	14236	BEE	Beeston & Holbeck Wbi2	40.8	0.0	0.0	13.6	13.6	13.6	0.0
A	14236	BEE	OO5 Health For All	30.0	0.0	30.0	0.0	0.0	0.0	0.0
A	14236	BRA	Bramley & Stanningley Wbi2	98.2	0.0	0.0	32.7	32.7	32.8	0.0
A	14236	BUR	Burmantofts & Richmond Hill Wbi2	43.0	0.0	0.0	14.3	14.3	14.4	0.0
A	14236	CAL	Calverley & Farsley Wbi2	6.9	0.0	0.0	2.3	2.3	2.3	0.0
A	14236	CIT	City & Hunslet Wbi2	471.2	0.0	0.0	157.0	157.0	157.2	0.0
A	14236	CON	Wbi Contingency	0.8	0.0	0.0	0.0	0.0	0.8	0.0
A	14236	CRO	Crossgates & Whinmoor Wbi2	8.6	0.0	0.0	2.9	2.9	2.8	0.0
A	14236	FAR	Farmley & Wortley Wbi2	84.4	0.0	0.0	28.1	28.1	28.2	0.0
A	14236	FAR	OZ1 Stonecliffe Place & Drive	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	14236	GAR	Garforth & Swillington Wbi2	5.7	0.0	0.0	2.0	2.0	1.7	0.0
A	14236	GIP	Gipton & Harehills Wbi2	110.6	0.0	0.0	36.8	36.8	37.0	0.0
A	14236	HAR	Harewood Wbi2	85.1	0.0	0.0	28.3	28.3	28.5	0.0
A	14236	HDN	Headingley Wbi2	151.9	0.0	0.0	50.6	50.6	50.7	0.0
A	14236	HOR	Horsforth Wbi2	15.5	0.0	0.0	5.2	5.2	5.1	0.0
A	14236	HYD	Hyde Park & Woodhouse Wbi2	259.6	0.0	0.0	86.5	86.5	86.6	0.0
A	14236	KIP	Kippax & Methley Wbi2	12.1	0.0	0.0	4.0	4.0	4.1	0.0
A	14236	KIR	Kirkstall Wbi2	44.3	0.0	0.0	14.7	14.8	14.8	0.0
A	14236	MID	Middleton Park Wbi2	16.9	1.5	0.0	5.0	5.0	5.4	0.0
A	14236	MON	Morley North Wbi2 Schemes	55.1	0.0	0.0	18.3	18.3	18.5	0.0
A	14236	MOO	Moortown Wbi2	9.9	0.0	0.0	3.3	3.3	3.3	0.0
A	14236	MOO	O10 Leafield Drive Parking	10.1	0.0	10.1	0.0	0.0	0.0	0.0
A	14236	MOS	Morley South Wbi2	22.8	0.0	0.0	7.6	7.6	7.6	0.0
A	14236	OTL	Otley & Yeadon Wbi2	63.3	0.1	0.0	21.1	21.1	21.0	0.0
A	14236	PUD	Pudsey Wbi2	182.4	0.0	0.0	60.8	60.8	60.8	0.0
A	14236	ROU	Roundhay Wbi2	8.6	0.0	0.0	2.8	2.9	2.9	0.0
A	14236	RTH	Rothwell Wbi2	55.2	0.0	0.0	18.4	18.4	18.4	0.0
A	14236	RTH	OO8 Litter Bin	0.2	0.0	0.2	0.0	0.0	0.0	0.0
A	14236	TEM	Temple Newsam Wbi2	56.6	0.0	0.0	18.8	18.8	19.0	0.0
A	14236	WEE	Weetwood Wbi2	66.1	0.0	0.0	22.0	22.0	22.1	0.0
<b>Total Ward Based Initiatives</b>				<b>2,093.2</b>	<b>1.6</b>	<b>42.3</b>	<b>682.4</b>	<b>682.7</b>	<b>684.2</b>	<b>0.0</b>
Highways										

# Leeds City Council Capital Programme - Supporting The Leeds Economy

## Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title			Total Scheme Cost	Actual To 31 Mar 17	2017/18	Estimated Costs			After 2020/21
							2018/19	2019/20	2020/21	2020/21	
A	14236	HDN	OO4	Ash Road Traffic Regulation (Wbi)	35.6	33.2	2.4	0.0	0.0	0.0	0.0
A	14236	HDN	OO5	Ash Road Closure Tro And Barrier ( Wbi )	12.5	8.1	4.4	0.0	0.0	0.0	0.0
<b>Total Highways</b>					<b>48.1</b>	<b>41.3</b>	<b>6.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Communities</b>											
A	14236	CAL	OA3	Andrew Square Improvements	11.9	0.0	11.9	0.0	0.0	0.0	0.0
B	14236	MON	OI4	Morley Town Hall	10.2	0.0	10.2	0.0	0.0	0.0	0.0
B	14236	MOS	OI3	Morley Town Hall	6.8	0.0	6.8	0.0	0.0	0.0	0.0
A	16933			Cris Area Wellbeing Inner South	92.5	0.0	0.0	30.8	30.8	30.9	0.0
A	16933	ELL		2 Halos For Zebra Crossing	4.0	0.0	4.0	0.0	0.0	0.0	0.0
B	16933	HCG		Holbeck Cemetery Gates	0.9	0.0	0.9	0.0	0.0	0.0	0.0
B	16933	MCC		Middleton Community Centre Refurb	7.2	0.0	7.2	0.0	0.0	0.0	0.0
A	16934			Cris Area Wellbeing Outer South	89.1	0.0	0.0	29.7	29.7	29.7	0.0
A	16934	MKR		Morley Town Hall Kitchen	2.4	0.0	2.4	0.0	0.0	0.0	0.0
A	16934	MTS		Morley Town Street Sid	1.6	0.0	1.6	0.0	0.0	0.0	0.0
A	16934	SPG		Springhead Park Dementia Garden	10.0	5.7	4.3	0.0	0.0	0.0	0.0
A	16935			Cris Area Wellbeing Outer East	72.7	0.0	0.0	24.1	24.3	24.3	0.0
A	16935	KSP		Kippax Skate Park	1.5	0.0	1.5	0.0	0.0	0.0	0.0
A	16935	MJM		Mark Jones Memorial Bench	1.1	0.0	1.1	0.0	0.0	0.0	0.0
A	16935	MMU		Micklefield Multi Use Games Area	1.5	0.0	1.5	0.0	0.0	0.0	0.0
A	16935	SCC		Swarcliffe Community Centre	0.9	0.0	0.9	0.0	0.0	0.0	0.0
A	16936			Cris Area Wellbeing Inner West	36.7	0.0	0.0	12.2	12.2	12.3	0.0
A	16936	GPM		Gotts Park Mansion	11.8	0.0	11.8	0.0	0.0	0.0	0.0
A	16936	KPP		Kirkstall Pocket Park	19.5	5.9	6.5	7.1	0.0	0.0	0.0
B	16936	RHR		Rainbow House Sensory Room	0.8	0.0	0.8	0.0	0.0	0.0	0.0
B	16936	WLE		West Leeds Eagles Changing Room	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	16937			Cris Area Wellbeing Inner Nth West	40.6	0.0	0.0	13.5	13.5	13.6	0.0
A	16937	ARA		Arara Headingley Mt	1.3	0.0	1.3	0.0	0.0	0.0	0.0
A	16937	BGA		Bedford Gardens A Frame	1.2	0.0	1.2	0.0	0.0	0.0	0.0
A	16937	CHW		Creative Studios At Chapel Works	1.7	0.0	1.7	0.0	0.0	0.0	0.0
A	16937	HCT		Hindu Charitable Trust	4.4	0.0	4.4	0.0	0.0	0.0	0.0
A	16937	HLA		Hollin Lane Allotments Association	1.4	0.0	1.4	0.0	0.0	0.0	0.0
B	16937	OPR		Opal Roof Renovation	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16938			Cris Area Wellbeing Outer West	54.8	0.0	0.0	18.2	18.3	18.3	0.0
A	16938	BIN		Grit Bins	1.7	0.0	1.7	0.0	0.0	0.0	0.0
A	16938	FLP		Farsley Lamp Project	3.7	0.0	3.7	0.0	0.0	0.0	0.0
A	16938	VPP		Victoria Park Improvements	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	16939			Cris Area Wellbeing Outer Nth West	78.5	0.0	0.0	26.2	26.2	26.1	0.0



# Leeds City Council Capital Programme - Supporting The Leeds Economy

## Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21	
			Estimated Costs							
B	16939	OPA	Opal Welcome In Renovations	5.0	0.0	5.0	0.0	0.0	0.0	
E	16939	RCL	Rawdon Community Library	4.9	0.0	4.9	0.0	0.0	0.0	
A	16940		Cris Area Wellbeing Inner Nth East	43.8	0.0	0.0	14.6	14.6	14.6	
A	16940	HTC	Holy Trinity Church Community Hall	6.0	0.0	6.0	0.0	0.0	0.0	
B	16940	UMC	Refurb Works To Mandela Centre	3.5	0.0	3.5	0.0	0.0	0.0	
A	16941		Cris Area Wellbeing Inner East	99.2	0.0	0.0	33.0	33.1	33.1	
B	16941	BSC	Beckett Street Cemetery	5.0	0.0	5.0	0.0	0.0	0.0	
A	16942		Cris Area Wellbeing Outer Nth East	33.3	0.0	0.0	11.1	11.1	11.1	
<b>Total Communities</b>				<b>789.1</b>	<b>11.6</b>	<b>129.2</b>	<b>220.5</b>	<b>213.8</b>	<b>214.0</b>	<b>0.0</b>
<hr/>										
<b>Community Safety</b>										
A	14236	CAL O16	Farfield Avenue Cctv	25.5	13.5	12.0	0.0	0.0	0.0	0.0
<b>Total Community Safety</b>				<b>25.5</b>	<b>13.5</b>	<b>12.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<hr/>										
<b>Waste Management</b>										
A	14236	BEE OO1	Hard Standing For Waste Bins Ctgly	15.0	12.6	2.4	0.0	0.0	0.0	0.0
<b>Total Waste Management</b>				<b>15.0</b>	<b>12.6</b>	<b>2.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<hr/>										
<b>Parks And Countryside</b>										
A	14236	CAL OZ3	Dog Bins & Signs The Fairway	0.7	0.0	0.7	0.0	0.0	0.0	0.0
B	14236	GIP OO6	Hovingham Hub Portacabin -Catch Project	103.4	100.5	2.9	0.0	0.0	0.0	0.0
A	14236	MID OO4	Community Garden Scheme	1.3	0.0	1.3	0.0	0.0	0.0	0.0
A	14236	PUD O10	Pudsey In Bloom	2.6	0.0	2.6	0.0	0.0	0.0	0.0
B	16941	LGG	Refurbishment To Lindsay Gardens	10.0	0.0	10.0	0.0	0.0	0.0	0.0
<b>Total Parks And Countryside</b>				<b>118.0</b>	<b>100.5</b>	<b>17.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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# Leeds City Council Capital Programme - Supporting The Leeds Economy

## Small Business Support

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	Estimated Costs				After 2020/21
					2017/18	2018/19	2019/20	2020/21	
Economic Development									
A	32882	Workspace Devt & Investment Fund	600.0	0.0	0.0	200.0	200.0	200.0	0.0
A	32883	Innovation District	150.0	0.0	0.0	75.0	75.0	0.0	0.0
Total Economic Development			750.0	0.0	0.0	275.0	275.0	200.0	0.0

# Leeds City Council Capital Programme - Supporting The Leeds Economy

Strategic Priorities  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's  
Estimated Costs

2017/18

2018/19

2019/20

2020/21

After  
2020/21

Cat	Scheme	Strategic Priorities		Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21	
Strategic Priorities											
A	16500	RIF	City Region Revolving Investment Fund		1,860.9	0.0	0.0	1,860.9	0.0	0.0	0.0
A	16500	RIF	COM	Revolving Investment Fund-Committed	4,579.1	2,790.1	1,789.0	0.0	0.0	0.0	0.0
Total Strategic Priorities					6,440.0	2,790.1	1,789.0	1,860.9	0.0	0.0	0.0
Economic Development											
A	16500	BAS	Lower Basinghall Street (Eii)		100.0	77.5	22.5	0.0	0.0	0.0	0.0
Total Economic Development					100.0	77.5	22.5	0.0	0.0	0.0	0.0
Culture And Sport											
B	16794	TDF	EVE	Tour De France Legacy	100.0	77.5	22.5	0.0	0.0	0.0	0.0
Total Culture And Sport					100.0	77.5	22.5	0.0	0.0	0.0	0.0
Digital And Information Services											
A	32231	Smart Cities - Project Development			150.0	14.5	60.0	75.5	0.0	0.0	0.0
Total Digital And Information Services					150.0	14.5	60.0	75.5	0.0	0.0	0.0

# Leeds City Council Capital Programme - Central & Operational Expenditure

Cat	Scheme	Vehicles/Equipment Scheme Title		Total Scheme Cost	Actual To 31 Mar 17	All Figures are in £000's				
						2017/18	Estimated Costs		2020/21	After 2020/21
						2018/19	2019/20			
Equipment/Ict/Vehicles										
B	32490	Blenheim Ps - 2 New Minibuses		54.0	0.0	54.0	0.0	0.0	0.0	0.0
Total Equipment/Ict/Vehicles				54.0	0.0	54.0	0.0	0.0	0.0	0.0
Leeds Building Services										
B	16990	LBS	Leeds Building Services		161.1	161.1	0.0	0.0	0.0	0.0
Total Leeds Building Services				161.1	161.1	0.0	0.0	0.0	0.0	0.0
Civic Enterprise Leeds										
B	16506	ENV	WAS	Household Waste Compactor	785.8	634.3	151.5	0.0	0.0	0.0
B	16699	BRZ	Breeze Team Vehicle		52.0	0.0	52.0	0.0	0.0	0.0
B	16946	ALC	Armley Lazer Centre Replacement Vehicle		24.0	0.0	24.0	0.0	0.0	0.0
B	16946	CNS	Cleaning Services		97.6	0.0	97.6	0.0	0.0	0.0
B	16946	ENV	ENA	Environment Action Team	1,164.5	0.0	1,164.5	0.0	0.0	0.0
B	16946	ENV	PRK	Vehicle Replacement Parks & Countryside	575.6	396.1	179.5	0.0	0.0	0.0
B	16946	ENV	REF	Refuse Vehicles	2,555.7	2,518.9	36.8	0.0	0.0	0.0
B	16946	FLT	Fleet Services Replacement Vehicle		85.2	54.8	30.4	0.0	0.0	0.0
B	16946	HIG	Highways Vehicle Replacement		1,652.7	1,461.3	191.4	0.0	0.0	0.0
B	16946	LBS	Leeds Building Services		279.4	167.9	111.5	0.0	0.0	0.0
B	16946	PTS	Passenger Transport Vehicles		2,419.1	2,419.1	0.0	0.0	0.0	0.0
B	16990	CNS	Cleaning Services		126.7	126.7	0.0	0.0	0.0	0.0
B	16990	ENV	REF	E&H Refuse Services	542.5	0.0	542.5	0.0	0.0	0.0
B	16990	ENV	WST	Waste Management	879.4	703.5	175.9	0.0	0.0	0.0
B	16990	HIG	Vehicle Replacement -Highways Department		89.1	45.1	44.0	0.0	0.0	0.0
B	16990	PTS	Passenger Transport		1,288.2	1,273.0	15.2	0.0	0.0	0.0
A	32597			Vehicle Replacement Programme	9,112.1	0.0	0.0	0.0	9,112.1	0.0
B	32631			Vehicle Eco Pro Hire Vehicles	3,000.0	0.0	0.0	1,000.0	2,000.0	0.0
A	32834			Vehicle Replacement Programme	4,742.4	0.0	0.0	0.0	0.0	4,742.4
Total Civic Enterprise Leeds				29,472.0	9,800.7	2,816.8	1,000.0	11,112.1	4,742.4	0.0
Strategic Housing Partnerships										
B	16946	TRA	Travellers Service		13.9	13.9	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Central & Operational Expenditure

Vehicles/Equipment

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme	Scheme Title			2017/18	2018/19	2019/20	2020/21	
Total	Strategic Housing Partnerships		13.9	13.9	0.0	0.0	0.0	0.0	0.0
Car Parking Services									
A	32388	Parking Enforcement 11 Vehicles	206.5	156.5	50.0	0.0	0.0	0.0	0.0
Total	Car Parking Services		206.5	156.5	50.0	0.0	0.0	0.0	0.0
Community Safety									
B	16990	ENV SEC E&H Security	19.5	19.5	0.0	0.0	0.0	0.0	0.0
Total	Community Safety		19.5	19.5	0.0	0.0	0.0	0.0	0.0

# Leeds City Council Capital Programme - Central & Operational Expenditure

General Capitalisation

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 17	2017/18	2018/19	2019/20	2020/21	After 2020/21
						Estimated Costs			
<b>Strategic Priorities</b>									
B	32198	General Capitalisations 2017/18	4,000.0	0.0	4,000.0	0.0	0.0	0.0	0.0
B	32435	General Capitalisations 2018/19	5,000.0	0.0	0.0	5,000.0	0.0	0.0	0.0
B	32618	General Capitalisations 2019/20	5,000.0	0.0	0.0	0.0	5,000.0	0.0	0.0
B	32733	Transformational Change To Lcc	5,800.0	2,683.5	3,116.5	0.0	0.0	0.0	0.0
B	32818	General Capitalisations 2020/21	5,000.0	0.0	0.0	0.0	0.0	5,000.0	0.0
<b>Total Strategic Priorities</b>			<b>24,800.0</b>	<b>2,683.5</b>	<b>7,116.5</b>	<b>5,000.0</b>	<b>5,000.0</b>	<b>5,000.0</b>	<b>0.0</b>
<b>Central Accounts</b>									
A	16138	Capitalisation Of Interest	2,170.0	0.0	670.0	500.0	500.0	500.0	0.0
<b>Total Central Accounts</b>			<b>2,170.0</b>	<b>0.0</b>	<b>670.0</b>	<b>500.0</b>	<b>500.0</b>	<b>500.0</b>	<b>0.0</b>
<b>Finance</b>									
B	32199	Capital Prog Management 2017/18	600.0	0.0	600.0	0.0	0.0	0.0	0.0
B	32436	Capital Prog Management 2018/19	600.0	0.0	0.0	600.0	0.0	0.0	0.0
B	32619	Capital Prog Management 2019/20	600.0	0.0	0.0	0.0	600.0	0.0	0.0
B	32820	Capital Prog Management 2020/21	600.0	0.0	0.0	0.0	0.0	600.0	0.0
<b>Total Finance</b>			<b>2,400.0</b>	<b>0.0</b>	<b>600.0</b>	<b>600.0</b>	<b>600.0</b>	<b>600.0</b>	<b>0.0</b>

# Leeds City Council Capital Programme - Central & Operational Expenditure

Contingency  
Scheme Title

Total  
Scheme  
Cost

Actual  
To  
31 Mar 17

All Figures are in £000's

Estimated Costs

After  
2020/21

Cat	Scheme				2017/18	2018/19	2019/20	2020/21		
Strategic Priorities										
A	1371	GEN	Capital Programme General Contingency	6,489.8	0.0	0.0	300.0	300.0	5,889.8	0.0
A	1371	SEM	Capital Programme Specific Emergencies	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0
Total Strategic Priorities				7,489.8	0.0	0.0	300.0	300.0	6,889.8	0.0

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**Report of Chief Officer Financial Services**

**Report to Executive Board**

**Agenda Item 7(iv)**

**Date: 7<sup>th</sup> February 2018**

**Subject: TREASURY MANAGEMENT STRATEGY 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? Except recommendation 6.3 to 6.6	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report sets out for Members' approval the Treasury Management Strategy for 2018/19, and also provides an update on the implementation of the 2017/18 strategy.
2. The Council's level of net external debt is anticipated to be £1,923m by 31/03/2018, £26m below expectations in November 2017 which is as a result of rephasing the capital programme.
3. The 2018/19 strategy continues to fund the borrowing requirement from low short term interest rates, balances and reserves whilst still allowing the Council to take advantage of longer term funding opportunities. The low rate funding environment is expected to continue with rises in base rate expected to be introduced cautiously. The cost of debt is forecast to increase by £4.2m in 2018/19.
4. The Authorised Limits for both External Debt and Other Long Term Liabilities have been reviewed and it is proposed to not change them. The Operational Boundaries have also been reviewed and likewise will not be changed. The Council's Authorised Limit is set below the Capital Financing Requirement reflecting that the Council is using its balance sheet strength to fund a proportion of its borrowing requirement.
5. The strategy of defraying longer term funding will increase the amount of debt that the Council is funding from short terms loans and its balance sheet to an estimated £662m at 31/03/2018. This exposure is expected to increase if the low interest rate

environment persists. The Council is mitigating this risk by acquiring longer term loans when market opportunities arise and looking at forward funding opportunities. Against this the Council has a stable long term loan portfolio of £1.565bn that has an average maturity of just over 38 years and is funded at less than 4.0%. An increase in the short term funding costs of 0.25% would add £1.1m to the interest costs in 2018/19.

6. The report also includes an updated Treasury Management Policy Statement for approval. The main change reflects an update to the Investment counterparty selection criteria and an update to the officer scheme of delegation.
7. CIPFA codes of practice on both Treasury and Capital have been issued and updated DCLG guidance on investments and MRP are awaited. Their changes will be embedded in the Council's Capital and treasury operations and reported in an updated Capital and Treasury Strategy report to Executive Board and full Council. In addition the Council has implemented the European Union Markets in Financial Instruments Directive (MiFIDII) with effect from 03/01/2018.

## **8. Recommendations**

That the Executive Board:

- 8.1 Approve the treasury strategy for 2018/19 as set out in Section 3.3 and note the review of the 2017/18 strategy and operations set out in Sections 3.1 and 3.2
- 8.2 Note that revised CIPFA Codes and Practice and DCLG guidance will be adopted and reported to full Council when fully issued and that the Council has implemented the European Union Markets in Financial Instruments Directive (MiFIDII) legislation with effect from 03/01/2018.

That Executive Board recommend to full Council that:

- 8.3 The borrowing limits for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.4 and note the changes to both the Operational Boundary and the Authorised limits.
- 8.4 The treasury management indicators for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.5.
- 8.5 The investment limits for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.6.
- 8.6 The revised Treasury Management Policy Statement is adopted.

## 1 Purpose of this report

1.1 This report sets out for approval by Members the Treasury Management Strategy for 2018/19 and the revised affordable borrowing limits under the prudential framework. It also provides Members with a review of strategy and operations in 2017/18.

## 2 Background information

2.1 The operation of the Treasury Management function is governed by provisions set out under part 1 of the Local Government Act 2003 whereby the Council is required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities as amended 2011 (See note 3.8), in particular:

- The Prudential Code requires that full Council set certain limits on the level and type of borrowing before the start of the financial year together with a number of Prudential Indicators.
- Any in year revision of these limits must be set by Council.
- Policy statements are prepared for approval by the Council at least two times a year.

## 3 Main Issues

### 3.1 Review of Strategy and Borrowing Limits 2017/18

3.1.1 The current debt forecasts are given in Table 1 below, which shows that net external borrowing is now expected to be £1,923m by the end of 2017/18. This is £26m below expectations in November 2017. This is due to slippage in the capital programme of £26m. The changes in the capital programme are included as a separate agenda item.

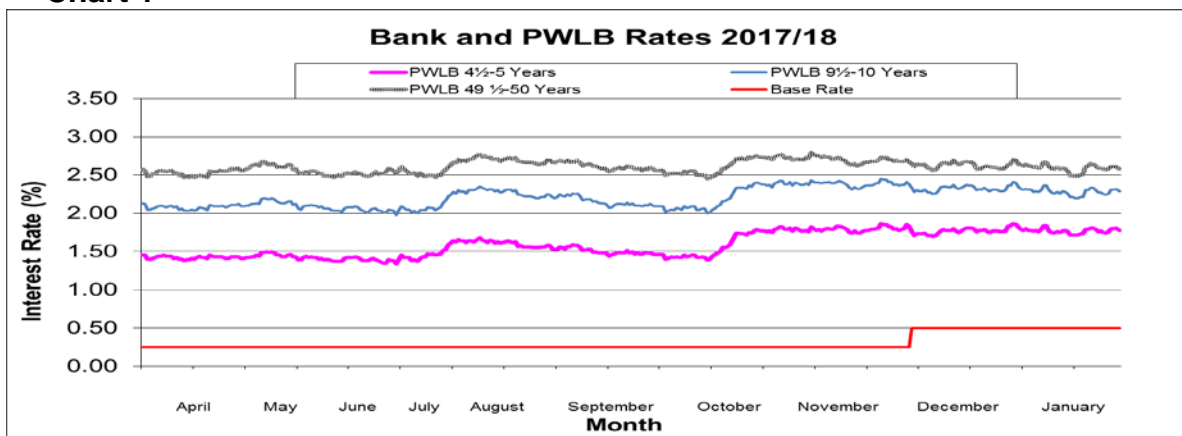
**Table 1**

	2017/18 Feb 17 Report	2017/18 Nov 17 Report	2017/18 This Report
	£m	£m	£m
<b>ANALYSIS OF BORROWING 2017/18</b>			
<b>Net Borrowing at 1 April</b>	1,877	1,809	<b>1,809</b>
New Borrowing for the Capital Programme – General Fund	145	157	<b>132</b>
New Borrowing for the Capital Programme – HRA	15	0	<b>0</b>
Debt redemption costs charged to Revenue (Incl HRA)	(13)	(12)	<b>(13)</b>
Reduced/(Increased) level of Revenue Balances	(5)	(5)	<b>(5)</b>
<b>Net Borrowing at 31 March*</b>	2,019	1,949	1,923
<b>Capital Financing Requirement</b>			<b>2,207</b>
* Comprised as follows			
Long term borrowing			
Fixed	1,466	1,565	1,565
Variable (less than 1 Year)	0	0	0
New Borrowing	142	140	114
Short term Borrowing	419	252	264
Total External Borrowing	2,027	1,957	1,943
Less Investments	8	8	20
<b>Net External Borrowing</b>	<b>2,019</b>	<b>1,949</b>	<b>1,923</b>
% gross borrowing exposed to interest rate risk	28%	20%	19%

**Note:** The Capital Financing Requirement (CFR) is the maximum level of debt (i.e. borrowing and finance leasing) that the Council can hold for its current year capital purposes. The Council is also allowed to borrow in advance for up to two future years capital programmes.

- 3.1.2 The MPC at its meeting on 1<sup>st</sup> and 2<sup>nd</sup> of November 2017 raised its bank rate from 0.25% to 0.50% reversing the cut in bank rate following the EU referendum vote in August 2016. This move was signposted at its September meeting and reflects two main drivers. Firstly inflation forecasts are now above 3% largely driven by the fall in the value of sterling although this is expected to move back to its 2% target over the two year time horizon. Secondly Unemployment has fallen to 4.3% its lowest level since 1975 and represents a reduction in spare capacity in the economy. It should also be noted that despite this fall in unemployment, wage inflation has remained subdued at 2.2% and this trend has been seen in nearly all western economies.
- 3.1.3 The impact of Brexit continues to be an additional source of uncertainty to markets in forecasting GDP growth and inflation. UK GDP Growth in 2017 is still below trend levels at 1.5% for the year. Therefore it is likely that further upwards moves in the bank rate will be brought forward slowly and the Council's advisors have indicated the next increase in rates will be at the end of 2018.
- 3.1.4 In the Eurozone, the ECB continues its Quantitative Easing (QE) programme but at a slower pace of €30 billion per month. Growth has picked up to 2.5% year on year, but headline inflation figures remain below the target of 2.0% at 1.4% (October 2017). Commentators therefore do not see any immediate likelihood of the European Central Bank Increasing interest rates soon and possibly not before 2019.
- 3.1.5 The US growth was mixed in 2017 but achieved 3.0% in Q3. Unemployment has fallen to 4.1% and the Federal Open Markets Committee (FOMC) is concerned with building inflation pressures and the FOMC has implemented 5 increases in the bank rate from its low point of near 0% to a current range of 1.25% to 1.50%. Commentators are suggesting 4 more increases in 2018 and a continued unwinding of the \$4.5 trillion QE which began in October 2017.
- 3.1.6 In Asia, Japan has been struggling to stimulate consistent significant growth and to get inflation up to its target of 2% despite sustained monetary and fiscal stimulus over a number of decades. In China, economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.
- 3.1.7 The Council's treasury advisors' latest forecasts for Quarter 1, 2018 are that PWLB rates for 25 to 50 year borrowing will be around 2.60%, 10 year borrowing around 2.20% and 5 Year at 1.60%. Yields are expected to rise although the path and timing remain very uncertain.

**Chart 1**



3.1.8 The 2017/18 borrowing strategy continues to fund the capital programme borrowing requirement from short dated loans and internal cash balances whilst looking for opportunities to lock into attractive longer dated funding. The debt budget outturn is projected to deliver a balanced position. The ability to take longer term funding is discussed in the strategy for 2018/19 however table 2 below details the new borrowing taken during 2017/18.

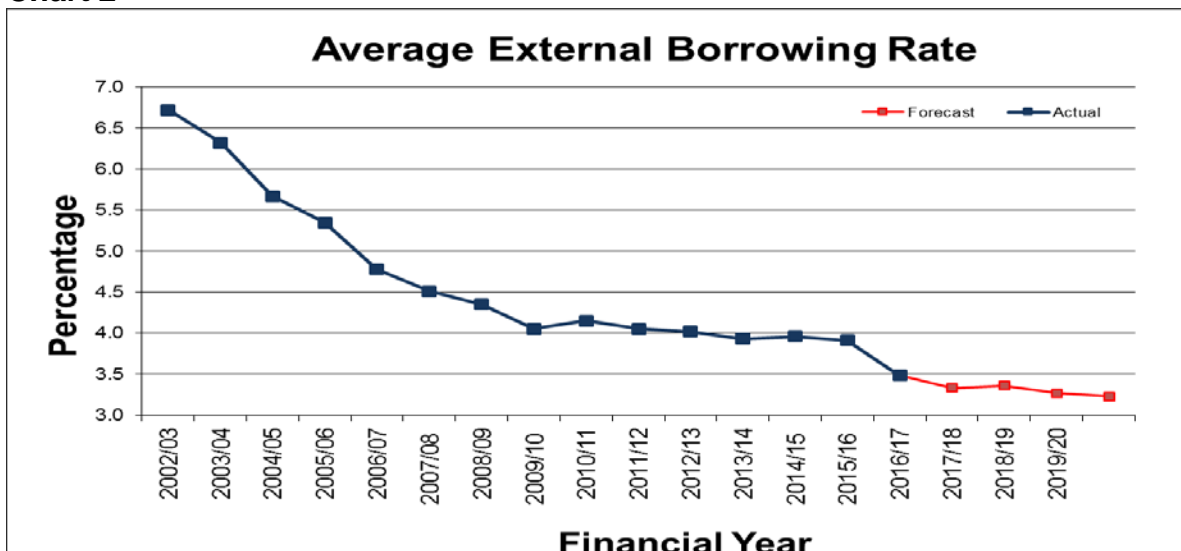
**Table 2**

Loan repayments and borrowing 2017/18							
Loan Repayments				New Borrowing			
Date	Amount	Original Rate	Discount Rate	Date	Amount	Term	Interest Rate
	(£m)	(%)			(£m)	(Years)	(%)
PWLB Loans				PWLB			
				03/04/2017	20.0	50	2.37
				19/04/2017	20.0	47	2.26
				26/06/2017	20.0	50	2.28
				15/08/2017	35.0	49	2.33
<b>Sub Total</b>	<b>0</b>				<b>95.0</b>		
Non PWLB Loans				Non PWLB Loans			
<b>Sub Total</b>	<b>0.0</b>				<b>0.0</b>		
<b>Total</b>	<b>0.0</b>			<b>Total</b>	<b>95.0</b>		

### 3.2 Interest Rate Review

3.2.1 The average rate of interest paid on the Council’s external debt for 2016/17 was 3.91% as reported in the Annual Treasury Management report 2016/17 to Executive Board on 21<sup>st</sup> June 2017. This rate is forecast to fall to 3.33% for 2017/18 mainly due to the level of cheap short term borrowing that the Council has obtained. Chart 2 shows how the average, external borrowing rate has fallen from 6.72% in 2002/03. The longer term expectation is that the Councils average cost of borrowing will begin to rise as the cost of borrowing increases and short term funding is switched to more expensive longer term funding. The average rate may fall further if the rates currently available continue.

**Chart 2**



3.2.2 The projections for the first increase in the bank rate has moved from Q2 2019, as forecast in last year's strategy report to Q4 2018 as shown in Table 3. During August 2016 the UK had its first interest rate cut since 2009 when the bank rate was cut from 0.50% to 0.25%. This was subsequently reversed in November 2017 and it remains to be seen whether this rate increase will be made in isolation or whether it is the first on a steady path of base rate increases.

**Table 3**

	Bank Rate	PWLB Borrowing Rates (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Now	0.50	1.50	2.10	2.70	2.40
Dec 2017	0.50	1.50	2.10	2.80	2.50
March 2018	0.50	1.60	2.20	2.90	2.60
June 2018	0.50	1.60	2.30	3.00	2.70
Sept 2018	0.50	1.70	2.40	3.00	2.80
Dec 2018	0.75	1.80	2.40	3.10	2.90
March 2019	0.75	1.80	2.50	3.10	2.90
June 2019	0.75	1.90	2.60	3.20	3.00
Sept 2019	0.75	1.90	2.60	3.20	3.00
Dec 2019	1.00	2.00	2.70	3.30	3.10
March 2020	1.00	2.10	2.70	3.40	3.20
June 2020	1.00	2.10	2.80	3.50	3.30
Sept 2020	1.25	2.20	2.90	3.50	3.30
Dec 2020	1.25	2.30	2.90	3.60	3.40
March 2021	1.25	2.30	3.00	3.60	3.40

Source Council's Treasury Advisors

3.2.3 The forecast path of longer term rates is clearly dependent upon Brexit negotiations and how the economy performs both here and abroad. If it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from a continuing and sustained US recovery, improvement in world economic activity or increase in inflation risks, then the strategy will be re-appraised with the likely outcome that longer term funding will be acquired. At that point the prospect of a higher debt cost would be viewed against whether:

- The forecast capital borrowing requirement had reduced or slipped into the following years,
- The levels of reserves/ balances were forecast to increase or reduce including whether the council had received up front funding for capital schemes.

### **3.3 Strategy for 2018/19**

3.3.1 Table 4 shows that net borrowing is expected to rise by £117m to £2,040m during the course of 2018/19. This is a result of net new borrowing to fund the capital programme and a reduction in MRP chargeable in the year as a result of a review of MRP previously set aside. The Capital Programme report is presented elsewhere on this agenda.

**Table 4**

	2017/18	2018/19	2019/20	2020/21
<b>ANALYSIS OF BORROWING 2017/18 – 2020/21</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Net Borrowing at 1 April</b>	1,809	1,923	2,040	2,147
New Borrowing for the Capital Programme – GF	132	143	106	168
New Borrowing for the Capital Programme - HRA	0	2	28	12
Debt redemption costs charged to Revenue(GF)	(13)	(22)	(20)	(50)
Reduced/(Increased) level of Revenue Balances	(5)	(6)	(7)	(7)
<b>Net Borrowing at 31 March</b>	<b>1,923</b>	<b>2,040</b>	<b>2,147</b>	<b>2,270</b>
* Comprised as follows				
Long term borrowing Existing Fixed	1,565	1,459	1,443	1,429
Existing Variable (Less than 1yr)	0	65	55	60
New Borrowing	114	117	107	123
Short term Borrowing	264	409	552	668
Total External Borrowing	1,943	2,050	2,157	2,280
Less Investments	20	10	10	10
Net External Borrowing	1,923	2,040	2,147	2,270
% gross borrowing exposed to interest rate risk	19%	29%	33%	37%
% gross interest rate risk exposure after £125m	19%	23%	28%	32%

**Note:** Borrowing exposed to interest rate risk in any one year is made up of short term borrowing, new long term borrowing and existing variable loans (i.e. LOBOs with an option falling within the year).

- 3.3.2 Table 4 above shows that over the 4 year time horizon the proportion of the Council's book exposed to interest rate risk is expected to rise to a maximum of 32% in 2020/21. This level is reached after taking £125m of longer term borrowing in 2018/19 to cover either new borrowing or to refinance maturities. This percentage will rise to 37% if no longer-term funding is taken. The Prudential Code specifies that the Variable Interest Rate exposure Indicator should be set in relation to net external borrowing position. This limit has been set at 40% and is recommended to be maintained at this level in 3.5.4 below. Included within the net external borrowing are two elements that are by definition variable, these are short term loans and LOBO loans with an option which falls within 12 months. No LOBO options are expected to be exercised during 2018/19. At the end of 2016/17 £215m of the Council's £445m LOBO portfolio was converted from LOBO loans to long term fixed rate loans with no options. This was as a result of one LOBO lender deciding to legally waive its options in perpetuity.
- 3.3.3 Alongside the prudential code structure the Council's current policy of using its balance sheet strength, reserves, provisions etc. to defray long term borrowing presents an additional risk that needs to be recognised. The Council has a forecast need to borrow, its borrowing Capital Financing Requirement (CFR), at 31/03/2018 of £2,207m of which net external funding is expected to be £1,923m, the difference of £284m is the use of internal balance sheet strength to finance this need. The long term funding element of the external debt is forecast to be £1,565m and therefore, accepting that in current conditions LOBO options are unlikely to be exercised, the Council's gross exposure is the difference between its CFR and its current stock of long term external funding or £662m.
- 3.3.4 This exposure is considered manageable given historical capital programme slippage, the continued strength of the Council's balance sheet and the market for supplying short term funds remaining strong. These factors will continue to be monitored and should be considered in the context of the stability of the current debt maturity profile.

Given that short term rates continue at historical lows the Council will continue to fund the remaining borrowing requirement, if required, at short term rates.

3.3.5 This strategy is prudent as investment returns are low and counterparty risk remains a concern. This strategy is expected to continue into 2018/19 as the outlook for the bank rate remains well anchored at 0.50% with the next base rate rise not expected until late 2018. Given that further increases in the bank rate are expected to be slow and gradual, it remains prudent to continue with a strategy of financing a significant proportion of the funding requirement from short term loans. However, the 2018/19 budget strategy allows for £125m of borrowing during 2018/19 at 3% as market opportunities arise.

3.3.6 The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- It is possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. Counterparty risks therefore remain an ongoing concern.
- Effect of a change in US economic direction.
- Impact in the UK of Brexit negotiations and implications for trade, growth and inflation
- Investment returns are likely to remain relatively low during 2018/19 and beyond as rate rises are pushed back and the rate of increase is expected to be slow.
- Borrowing interest rates although higher than recent lows continue to be relatively cheap historically.
- If longer term borrowing is acquired before it is needed the result could be an increase in investments resulting in a revenue loss between borrowing costs and investment returns.

3.3.7 The Council's current long term debt of £1.565bn has an average maturity of just over 38 years if all its debt runs to maturity. Approximately 15% of the Council's long term debt has options for repayment. In the unlikely event that all these options were exercised at the next option date then the average maturity would be lowered to a little under 26 years. This compares favourably with the average maturity of the UK Government debt portfolio of just over 15 years. The existing profile of the Council's debt provides considerable certainty of funding costs. Prudential indicator 16 in Appendix A shows the maturity profile of the Council's long term fixed debt and highlights that 75% or £1,128m matures in periods greater than 10 years.

3.3.8 The cost of debt is forecast to increase by £4.2m including MRP adjustments. Forecasts for the debt budget beyond 2018/19 are dependent upon the interest rate assumptions, the likely level of capital spend and the Council's cash balances. The debt budget is currently forecast to increase by a further £7.0m in 2019/20 and £43.1m in 2020/21 including MRP costs and excluding usable capital receipts, based upon the assumptions on funding rates in Table 5. The interest rate assumptions and the borrowing requirement arising from the capital programme will be kept under review throughout 2018/19, before establishing the 2019/20 debt budget. Based upon historical performance of the capital programme the budget assumptions above



allow for rephrasing of the borrowing requirement and include a reduction of £25m and £20m of borrowing in 2018/19 and 2019/20 and an increase of £45m in 2020/21.

**Table 5**

Assumed average funding rates	
	Average Interest Rate
2018/19	0.85%
2019/20	1.00%
2020/21	1.25%

3.3.9 These assumptions on borrowing rates have associated risks. For example in 2018/19, if the cost of borrowing was 0.25% higher than assumed, full year debt costs would increase by circa £1.1m.

### **3.4 Borrowing Limits for 2017/18, 2018/19, 2019/20 and 2020/21**

- 3.4.1 The authorised limit represents the legislative limit on the Council's external debt under the Local Government Act 2003. It should be set with sufficient headroom above the operational boundary to allow flexibility for planned borrowing to be undertaken, in order for prudent treasury management decisions to be taken and temporary cash flow fluctuations to be managed. The operational boundary should reflect the maximum anticipated level of external debt consistent with budgets and cash flow forecasts. It should be seen as a management tool for on-going monitoring of external debt, and may be breached temporarily due to unusual cash flow movements.
- 3.4.2 Appendix B shows that the Council has kept within the operational boundary and authorised limit in 2017/18.
- 3.4.3 The Chief Officer Financial Services has delegated responsibility to make adjustments between the two separate limits for borrowing and other long term liabilities, provided that the overall limit remains unchanged. Any such adjustments will be reported to the next available Council meeting following the change. It is recommended that Council approve the following authorised limits for its gross external debt and other long term liabilities for the next three years.
- 3.4.4 After reviewing the forecast debt and borrowing position together with the forecast for revenue balances and effect of reduced MRP the Limit for borrowing is recommended to remain the same for the years 2017/18 to 2019/20 as detailed below. For 2020/21 a new limit should be set at £2,500m. The limit for Other Long Term Liabilities is recommended to remain the same for the years 2017/18 to 2019/20 as detailed below. It is further recommended that a new limit be set for the year 2019/20 of £660m to reflect the forecast decline in PFI liabilities.

**Recommended: Authorised Limits as follows**

<b>Authorised Limit</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>
Borrowing	2,450	2,450	2,500	2,500
Other Long Term Liabilities	740	720	690	660
<b>Total</b>	<b>3,190</b>	<b>3,170</b>	<b>3,190</b>	<b>3,160</b>

3.4.5 In line with the review of the authorised limits above it is proposed to amend the operational boundaries as detailed below. This limit will retain sufficient headroom to accommodate anticipated cashflow variances. The limit for Borrowing is recommended to remain the same for the years 2017/18 to 2019/20 as detailed below. For 2020/21, a new limit should be set at £2,350m. The limit for Other Long Term Liabilities is recommended to remain the same for the years 2017/18 to 2019/20 as detailed below. It is further recommended that a new limit be set for the year 2019/20 of £640m to reflect the forecast decline in PFI liabilities.

**Recommended: Operational Boundaries as follows**

<b>Operational Boundary</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>
Borrowing	2,200	2,300	2,350	2,350
Other Long Term Liabilities	720	700	670	640
<b>Total</b>	<b>2,920</b>	<b>3,000</b>	<b>3,020</b>	<b>2990</b>

3.4.6 Table 6 below details the borrowing element of the Authorised limit and compares this to the projected CFR for borrowing only and does not include Other Long term liabilities. The revised Authorised limit and the Operational boundary remain below the projected CFR. The CFR is the Councils actual need to borrow based on its historic capital programme and forecast future capital programme. The lower limits reflect the significant level of balances being used internally to fund the borrowing need. These limits leave headroom for future large injections into the programme.

**Table 6**

<b>year</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>
<b><u>Borrowing only</u></b>				
CFR Projection.	2,223	2,330	2,451	2,536
<b><u>Authorised Limit</u></b>				
Current	2,450	2,450	2,500	-
Proposed	2,450	2,450	2,500	2,500
Increase / (Decrease)	-	-	-	2,500 a
<b><u>Operational boundary</u></b>				
Current	2,200	2,300	2,350	-
Proposed	2,200	2,300	2,350	2,350
Increase / (Decrease)	-	-	-	2,350 a

a) Note 2020/21 has not been set previously as these limits are only set for the current +3 year time horizon

### **3.5 Treasury Management Indicators**

3.5.1 Appendix A details the borrowing limits and other prudential indicators

3.5.2 The first prudential indicator in respect of treasury management is that the Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. This was adopted by the Council at the Executive Board meeting on the 13<sup>th</sup> March 2003.

3.5.3 The Council is required to set an upper limit on its fixed interest rate exposures that represents the maximum proportion of its net borrowing (i.e. measured as a

percentage of its total borrowing less investments) which the Council will have at any given time during the period at fixed interest rates. The purpose of the limit is to ensure that the Council has the flexibility to take advantage of falling interest rates by ensuring a minimum level of variable rate debt. However setting a limit less than 100% can restrict the Council's ability to borrow in advance of need when long term fixed interest rates are at their low point. (This is the case since in general amounts borrowed in advance are invested, meaning that the net borrowing figure on which the limit is based will be lower than the total fixed borrowing outstanding.) Therefore to provide the Council with maximum flexibility it is recommended that the limit of 115% remains unchanged and is rolled forward into 2020/21

**Recommended: Upper limit on fixed interest rate exposures for of 115% (no change)**

3.5.4 The Council is required to set an upper limit on its variable interest rate exposures that represents the maximum proportion of debt the Council will have at any given time during the period at variable interest rates and exposed to interest rate rises. In evaluating this figure, LOBOs are treated as being variable in the year in which an option occurs and fixed in other years. The limit should be set in order to maintain a balance between managing the risk of rate rises and allowing sufficient flexibility to take advantage of any fall in rates. It is therefore recommended that the limit of 40% of debt remains unchanged and is rolled forward into 2020/21. It is acknowledged that unless fixed rate long term borrowing is undertaken over the 4 year timescale that by 2020/21 this limit would be approached but not broken on current forecasts.

**Recommended: Upper limit on variable interest rate exposures for 2017/18, 2018/19, 2019/20 and 2020/21 of 40% (no change)**

3.5.5 The Council is required to set upper and lower limits for the maturity structure of its borrowings. This is designed to limit the risk of exposure to high interest rates by restricting the level of maturing debt in any given year. The limits represent the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. It is proposed that these limits remain unchanged.

<b>Maturity structure of fixed rate borrowing</b>	<b>Lower Limit</b>	<b>Upper Limit</b>
under 12 months	0%	15%
12 months and within 24 months	0%	20%
24 months and within 5 years	0%	35%
5 years and within 10 years	0%	40%
10 years and within 20 years	25%	90%
20 years and within 30 years		
30 years and within 40 years		
40 years and within 50 years		
50 years and above		

**Recommended: Upper and Lower limits on fixed rate maturity structure remains unchanged as above.**

### **3.6 Investment Strategy and Limits**

- 3.6.1 The Council's actual external borrowing need is reduced by the availability of revenue balances. The Treasury policy allows for the external investment of these balances at advantageous rates but with due regard for security of capital invested. Investment of surplus balances in general will be limited to cash flow and liquidity management although the interest rate outlook will be kept under review to identify any opportunities for longer term investment.
- 3.6.2 The approved lending list is based upon the assessment of the financial standing of counterparties as determined by international credit rating agencies and further refined and updated by the Council's advisors on a continual basis. The lending list is often further restricted based upon the Council's own view of the credit worthiness of counter-parties
- 3.6.3 The investment strategy allows for the Council to invest in the most highly rated financial institutions around the world. The Council will only lend up to a maximum of £15m to financial institutions that are rated as excellent. There is also a limit of £5m for financial institutions that are rated as very good.
- 3.6.4 Any changes in the investment environment are being monitored closely as is the effect on the credit list supplied by the Council's treasury advisors. Other factors are also used in determining potential counterparties for the investment of funds over and above credit ratings
- 3.6.5 The Council under its existing Treasury Management Policy Statement has the authorisation to use Money Market Funds which it has not utilised to date. The rates offered on notice accounts by both the Council's bankers and by other banks offering similar products continues to be at low levels. This is thought to reflect the cost of carrying such cash on the balance sheet of these organisations under Basel III rules. As a result the levels on offer are at or below rates available from Money Market Funds which carry a higher credit worthiness rating. A review of the utility of these funds is being undertaken for depositing short term cash balances and any decision to utilise these accounts will be made under delegations already in place to the Chief Officer Financial Services.
- 3.6.6 The Prudential code requires that Councils set limits on investments for periods longer than 364 days. It is proposed to maintain the limits as outlined below and roll the limit forward into 2020/21

**Recommended: Upper limit on sums invested for periods longer than 364 days (no change):**

<b>Total principal sum invested for a period longer than 364 days</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Upper limit	150	150	150	150

### **3.7 Treasury Management Policy Statement**

- 3.7.1 The Treasury Management Policy Statement has been updated for changes made to the Council's Investment Counterparty Criteria. These are reflected at Appendix D.

### **3.8 Changes to Codes, Guides and Other Market Rules.**

- 3.8.1 During the year consultations have been undertaken by both the Department for Communities and Local Government (DCLG) and Chartered institute of Public Finance and accountancy (CIPFA) as detailed below.
- 3.8.2 The DCLG has undertaken a consultation on its guidance in relation to the following areas of which the council has a legal obligation to take note.
- Guidance on Investments
  - Guidance on Minimum Revenue Provision (MRP)
- 3.8.3 CIPFA also has undertaken consultation on its codes of practice detailed below
- Treasury Management in the Public Services - Code of Practice and CS Guidance Notes – 2011
  - The Prudential Code - for Capital Finance in Local Authorities - 2011
- 3.8.4 These revised CIPFA Codes and Practice and DCLG guidance will be adopted and reported to full Council when fully issued.
- 3.8.5 Additionally the European Union in summer 2017 issued a second Directive in relation to Financial Markets called Market in Financial Instruments Directive II (MiFIDII). The main change of this legislation is to change the status of all Councils from being classified as Professional to being reclassified as retail but with an option to elect up to professional status if they meet certain criteria. The Chief Financial Officer under delegated authority has elected to opt up to professional classification to allow the continued smooth operation of the treasury function with the London money markets, Brokers, banks etc. This legislation was implemented with effect from 3<sup>rd</sup> January 2018.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 This report sets the treasury management strategy and as such there is no need to consult the public. In establishing this strategy, consultation with the Council's treasury advisors has taken place.
- 4.1.2 The borrowing requirement is an outcome of the capital programme which has been the subject of consultation and engagement as outlined in the capital programme report elsewhere on this agenda.

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

- 4.2.1 Equality, diversity, cohesion and integration requirements are addressed as part of individual capital scheme and programme approvals. The borrowing to deliver these capital schemes is executed through treasury strategy and as such there are no further equality diversity cohesion and integration issues. An equality screening document is attached at Appendix C.

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

- 4.3.1 Treasury Management strategy secures funding to support the Council's Policies and City Priorities as set out in the Council capital programme and is consistent with the Best Council Plan.

#### **4.4 Resources and Value for Money**

4.4.1 This treasury strategy recognises the borrowing necessary to fund the capital programme requirements of both General Fund and HRA. The revenue costs of borrowing are included within the revenue budgets of the general fund and HRA.

4.4.2 The updated strategy 2017/18 is forecast to deliver on budget

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

4.5.1 In accordance with the Council's Budget and Policy Framework, decisions on borrowing limits, treasury management indicators, investment limits and the Treasury Management Policy Statement are approved by Council. As such, recommendations 6.3 to 6.6 are not subject to call in.

#### **4.6 Risk Management**

4.6.1 This report sets out the framework for the treasury strategy for the year ahead. The execution of strategy and associated risks are kept under regular review through:

- Monthly reports to the Finance Performance Group
- Quarterly strategy meetings with the Chief Officer Financial Services and the Council's treasury advisors
- Regular market, economic and financial instrument updates and access to real time market information

#### **5 Conclusions**

5.1 The Council's level of external debt at 31<sup>st</sup> March 2018 is anticipated to be £1,923m, £26m lower than expected in November 2017, rising to £2,040m in 2018/19 and to £2,147m by 2019/20.

5.2 The cost of debt is forecast to outturn on budget in 2017/18. The impact of the capital programme and forecast interest rate increases will see an overall increase in debt costs of £4.2m in 2018/19.

5.3 The uncertainty and risks around economic forecasts will result in further caution being adopted in the management of debt and investments and the opportunity to secure longer term debt at the appropriate time will be kept under review.

5.4 The Treasury Management Policy Statement has been updated to reflect changes in how the approved investment counterparty list is compiled.

## **6 Recommendations**

That the Executive Board:

- 6.1 Approve the treasury strategy for 2018/19 as set out in Section 3.3 and note the review of the 2017/18 strategy and operations set out in Sections 3.1 and 3.2
- 6.2 Note that revised CIPFA Codes and Practice and DCLG guidance will be adopted and reported to full Council when fully issued and that the Council has implemented the European Union Market in Financial Instruments Directive (MiFIDII) legislation with effect from 03/01/2018.

That Executive Board recommend to full Council that:

- 6.3 The borrowing limits for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.4 and note the changes to both the Operational Boundary and the Authorised limits.
- 6.4 The treasury management indicators for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.5.
- 6.5 The investment limits for 2017/18, 2018/19, 2019/20 and 2020/21 be set as detailed in Section 3.6.
- 6.6 The revised Treasury Management Policy Statement is adopted.

## **7 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.

No.	PRUDENTIAL INDICATOR	2017/18	2018/19	2019/20	2020/21
<b>(1). EXTRACT FROM BUDGET AND RENT SETTING REPORTS</b>					
1	<b>Ratio of Financing Costs to Net Revenue Stream</b> General Fund - Excluding DSG (Note 1)	9.94%	12.66%	12.46%	18.92%
2	HRA	11.31%	11.40%	11.61%	11.41%
<b>Estimates of the Incremental Impact of new capital investment decisions</b>					
3	increase in council tax B7(band D, per annum) (Note 2)	£ . P 9.11	£ . P 39.43	£ . P 66.66	£ . P 92.62
4	increase in housing rent per week	0.00	0.01	0.20	0.56
<b>Net external borrowing requirement (Net Debt and CFR)</b>					
5	The Net Borrowing Requirement should not exceed the capital financing requirement (Note 3)	£'000 1,923,000 OK	£'000 2,040,000 OK	£'000 2,147,000 OK	£'000 2,270,000 OK
<b>Estimate of total capital expenditure</b>					
6	General Fund	£'000 258,965	£'000 288,496	£'000 223,515	£'000 292,468
7	HRA	84,292	92,387	131,000	101,188
	<b>TOTAL</b>	<b>343,257</b>	<b>380,883</b>	<b>354,515</b>	<b>393,656</b>
<b>Capital Financing Requirement (as at 31 March)</b>					
8	General Fund	£'000 2,004,600	£'000 2,121,677	£'000 2,204,014	£'000 2,317,618
9	HRA	815,075	811,599	832,842	838,597
	<b>TOTAL</b>	<b>2,819,675</b>	<b>2,933,276</b>	<b>3,036,856</b>	<b>3,156,215</b>
9a	<b>Limit of HRA Indebtedness as implemented under self financing</b>	721,327	721,327	721,327	721,327

No.	PRUDENTIAL INDICATOR	2017/18	2018/19	2019/20	2020/21
<b>(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS</b>					
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
10	<b>Authorised limit for external debt - (Note 5)</b>				
	borrowing	2,450,000	2,450,000	2,500,000	2,500,000
	other long term liabilities	740,000	720,000	690,000	660,000
	<b>TOTAL</b>	<b>3,190,000</b>	<b>3,170,000</b>	<b>3,190,000</b>	<b>3,160,000</b>
11	<b>Operational boundary - (Note 5)</b>				
	borrowing	2,200,000	2,300,000	2,350,000	2,350,000
	other long term liabilities	720,000	700,000	670,000	640,000
	<b>TOTAL</b>	<b>2,920,000</b>	<b>3,000,000</b>	<b>3,020,000</b>	<b>2,990,000</b>
14	<b>Upper limit for fixed interest rate exposure</b> expressed as either:- Net principal re fixed rate borrowing / investments OR:- Net interest re fixed rate borrowing / investments	115%	115%	115%	115%
15	<b>Upper limit for variable rate exposure</b> expressed as either:- Net principal re variable rate borrowing / investments OR:- Net interest re variable rate borrowing / investments	40%	40%	40%	40%
17	<b>Upper limit for total principal sums invested for over 364 days (Note 5)</b> (per maturity date)	£'000 150,000	£'000 150,000	£'000 150,000	£'000 150,000
18	<b>Net Debt as a percentage of Gross debt</b>	98.97%	99.51%	99.54%	99.56%

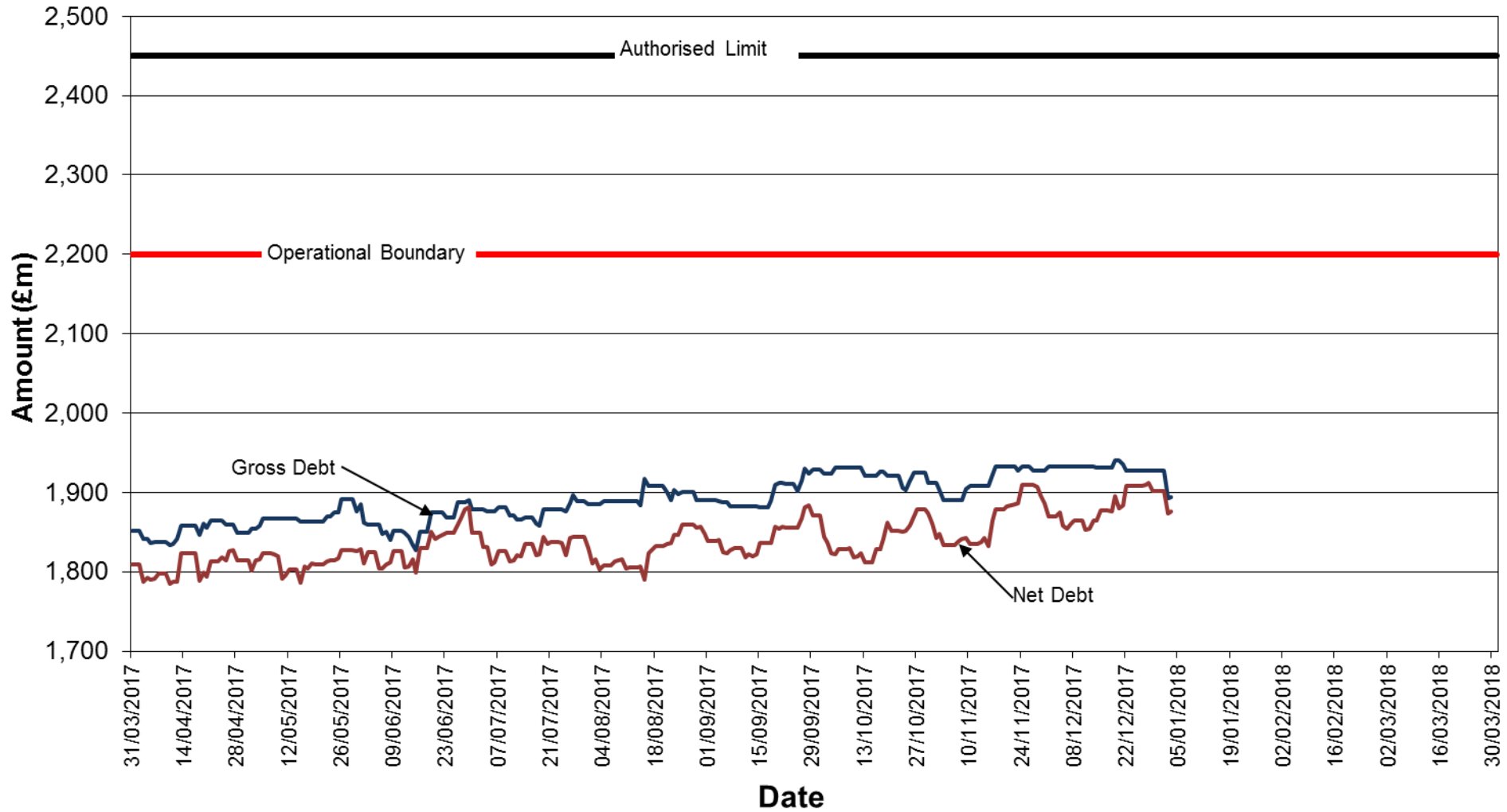
16	Maturity structure of fixed rate borrowing 2017/18	Lower Limit	Upper Limit	Projected 31/03/2018	
	under 12 months	0%	15%	3%	
	12 months and within 24 months	0%	20%	5%	
	24 months and within 5 years	0%	35%	12%	
	5 years and within 10 years	0%	40%	5%	
	10 years and within 20 years			2%	
	20 years and within 30 years			0%	
	30 years and within 40 years	25%	90%	41%	75%
	40 years and within 50 years			24%	
	More Than 50 Years			8%	
			100%		

## Notes.

- The indicator for the ratio of financing costs to net revenue stream for General Fund is now calculated based on the Net Revenue Charge less the Dedicated Schools Grant (DSG). The Government changed the funding of education to DSG from 2006/07.
- The code requires that the Council identifies the capital financing costs arising from unsupported borrowing expressed as the amount per band D property.
- In order to ensure that over the medium term net borrowing will only be for a capital purpose, the Council should ensure that net external borrowing does not exceed the total capital financing requirement in the preceding year plus estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.
- Prudential indicator 12 relates to actual external debt at 31st March, which will be reported in the Treasury Management Annual Report.
- Prudential indicator 13 relates to the adoption of the CIPFA Code of Practice on Treasury Management. The Council formally adopted this Code of Practice in March 2003, and the revised code in 2013. The latest update will be incorporated in the next update to Executive Board



# Prudential Code Monitoring 2017/18 - Debt



## Appendix C

### Equality, Diversity, Cohesion and Integration Screening



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

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

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

<b>Directorate: Resources &amp; Housing</b>	<b>Service area: Capital, Insurance and Treasury Management</b>
<b>Lead person: Bhupinder Chana</b>	<b>Contact number: 88044</b>

<b>1. Title: Treasury Management Strategy 2018/19</b>
Is this a:
<input checked="" type="checkbox"/> <b>Strategy / Policy</b> <input type="checkbox"/> <b>Service / Function</b> <input type="checkbox"/> <b>Other</b>
<b>If other, please specify</b>

<b>2. Please provide a brief description of what you are screening</b>
<p>The report sets out the treasury management strategy for 2018/19. The strategy outlines the approach to managing the Council's borrowing requirements in the light of its capital programme, cash balances and reserves and economic conditions including forecasts of interest rates.</p>

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

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

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

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

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

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

<ul style="list-style-type: none"> <li>• <b>Actions</b> (think about how you will promote positive impact and remove/ reduce negative impact)</li> </ul>
--

<p><b>5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.</b></p>	
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)	

<p><b>6. Governance, ownership and approval</b> Please state here who has approved the actions and outcomes of the screening</p>		
<b>Name</b>	<b>Job title</b>	<b>Date</b>
Bhupinder Chana	Head of Finance - Technical	10 <sup>th</sup> January 2018
<b>Date screening completed</b>		10 <sup>th</sup> January 2018

<p><b>7. Publishing</b></p> <p>Though <b>all</b> key decisions are required to give due regard to equality the council <b>only</b> publishes those related to <b>Executive Board, Full Council, Key Delegated Decisions</b> or a <b>Significant Operational Decision</b>.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> <li>• Governance Services will publish those relating to Executive Board and Full Council.</li> <li>• The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.</li> <li>• A copy of all other equality screenings that are not to be published should be sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a> for record.</li> </ul> <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent: 10 <sup>th</sup> January 2018
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:

## Treasury Management Policy Statement

### 1 Introduction

- 1.1 The following document sets out the Treasury Management Policy Statement (TMPS) for the Authority, which fully complies with the requirements of the CIPFA Prudential Code and Code of Practice.

### 2 Background

- 2.1 CIPFA first published its Code of Practice on Treasury Management in May 1992. There have been subsequent revisions over the years culminating in the latest version of the code, the fully revised Third Edition 2011, which recommends that all public service organisations adopt, as part of their standing orders and financial procedures, the following four clauses.

- a) This Authority adopts the key recommendations of CIPFA's *Treasury Management in the Public Services: Code of Practice* (the Code), as described in Section 4 of that Code.
- b) Accordingly, this Authority will create and maintain, as the cornerstones of effective treasury management:
  - A TMPS (Treasury Management Policy Statement), stating the policies and approach to risk management of its treasury management activities
  - Suitable Treasury Management Practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities. A full set of TMP's are maintained on the Treasury Section
- c) The Executive Board will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a half year update and an annual report after its close, in the form prescribed in its TMP's.
- d) This organisation delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Executive Board, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with the organisation's TMPS and Treasury Management Practices and, if he/she is a CIPFA member, CIPFA's *Standard of Professional Practice on Treasury Management*.
- e) This organisation nominates the Corporate Governance and Audit committee to be responsible for ensuring the effective scrutiny of the treasury management strategy and Policies

- 2.2 CIPFA recommends that an organisation's TMPS adopts the following forms of words to define the policies and objectives of its treasury management activities:

- This organisation defines its treasury management activities as: "The management of the organisation's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its

treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation and any financial instruments entered into to manage these risks.

- This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

- 2.3 These key recommendations and form of words as specified above were adopted by the Executive Board on the 12<sup>th</sup> March 2003.
- 2.4 The operation of the Treasury Management function is governed by provisions set out under part 1 of the Local Government Act 2003 whereby the Council is required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities.
- 2.5 The Prudential Code requires that full Council set certain limits on the level and type of borrowing before the start of the financial year together with a number of Prudential Indicators. Any in year revision of these limits must similarly be set by Council.

### **3 Objectives of Treasury Management**

- 3.1 The primary objective is to reduce the cost of debt management with which the other objectives are deemed to be consistent. Varying degrees of emphasis will be placed upon the “secondary objectives” at different times contingent upon prevailing market conditions.
- 3.2 The objectives are identified as follows:
- a) To reduce the cost of debt management;
  - b) To ensure that the management of the HRA and general fund is treated equally and new accounting principles are examined to provide benefits where possible;
  - c) To effect funding at the lowest point of the interest rate cycle;
  - d) To maintain a flexible approach regarding any financial matters that may affect the Authority;
  - e) To keep under constant review advice on investment/repayment of debt policy;
  - f) To maintain a prudent level of volatility dependent upon interest rates;
  - g) To set upper and lower limits for the maturity structure of its borrowings and to maintain a reasonable debt maturity profile;
  - h) To specifically ensure that Leeds City Council does not breach Prudential Limits passed by the Council;
  - i) To ensure that the TMPS is fully adhered to in every aspect.

### **4 Approved Activities of the Treasury Management Operation**

- 4.1 The approved activities of the Treasury Management operation cover:
- a. borrowing;
  - b. lending;
  - c. debt repayment and rescheduling;

- d. financial instruments new to the authority (including financial derivatives);
  - e. risk exposure; and
  - f. cash flow.
- 4.2 It is the Council's responsibility to approve the TMPS. The Executive Board will receive and consider as a minimum:
- a) an annual treasury management strategy before the commencement of the new financial year (which sets out the likely operations for the forthcoming year);
  - b) a mid-year update on treasury strategy;
  - c) an annual report on the treasury management activity after the end of the year to which it relates.
- 4.3 The Chief Finance Officer will:
- a) implement and monitor the TMPS, revising and resubmitting it for consideration to the Executive Board and the Council, periodically if changes are required;
  - b) draft and submit a Treasury Management Strategy to the Executive Board, in advance of each financial year;
  - c) draft and submit an update report on treasury management activity to the Executive Board
  - d) draft and submit an annual report on treasury management activity to the Executive Board; and
  - e) implement and monitor the Strategy, reporting to the Executive Board any material divergence or necessary revisions as and when required;

## **5 Formulation of Treasury Management Strategy**

- 5.1 Whilst this TMPS outlines the procedures and considerations for the treasury function as a whole, requiring revision occasionally, the Treasury Management Strategy sets out the specific expected treasury activities for the forthcoming financial year. This strategy will be submitted to the Executive Board for approval before the commencement of each financial year.
- 5.2 The formulation of the annual Treasury Management Strategy involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter term variable interest rates (for instance, the Council may postpone borrowing if fixed interest rates are falling).
- 5.3 The Treasury Management Strategy is also concerned with the following elements:
- a) the prospects for interest rates;
  - b) the limits placed by Council on treasury activities (per this TMPS);
  - c) the expected borrowing strategy;
  - d) the temporary investment strategy;

e) the expectations for debt rescheduling.

- 5.4 The Treasury Management Strategy will establish the expected move in interest rates against alternatives (using published forecasts where applicable), and highlight sensitivities to different scenarios.

## **6 Approved Methods and Sources of Raising Capital Finance**

- 6.1 Under the Local Government Act 2003 a local authority may borrow money for:

- a) for any purpose relevant to its functions under any enactment, or  
b) for the purposes of the prudent management of its financial affairs.

A local authority may not, without the consent of the Treasury, borrow otherwise than in sterling.

- 6.2 Local authorities have in the past only been able to raise finance in accordance with the Local Government and Housing Act 1989, and within this limit the Council has a number of approved methods and sources of raising capital finance. These are:

		<b>Fixed</b>	<b>Variable</b>
	Public Works Loans Board (PWLB)	•	•
	European Investment Bank (EIB)	•	•
*	Stock Issues	•	•
	Market Long-Term	•	•
	Market Temporary	•	•
	Local Temporary	•	•
*	Local Bonds	•	
	Overdraft		•
*	Negotiable Bonds	•	•
	Internal (capital receipts & revenue balances)	•	•
*	Commercial Paper	•	
*	Medium Term Notes	•	
	Finance Leases	•	•

\* (Not used at present by this Council)

- 6.3 The revised treasury management code of practice (2011), through the Localism Act 2011, gave local authorities the power to use derivatives for interest rate risk Management. These instruments will only be used after a review of their appropriateness for interest rate risk management is undertaken.

## **7 Approved Instruments and Organisations for Investments**

- 7.1 With effect from the 1<sup>st</sup> April 2004, to coincide with the introduction of the prudential code, new legislation has been issued to deal with the issue of Local Government Investments. This legislation lifts the restrictions on Councils with external debt to not hold investments for more than 364 days. Further freedoms are also provided which will give Councils greater flexibility and hence access to higher returns, provided that any investment strategy is consistent with the new prudential framework.

- 7.2 The Council will have regard to the CLG Guidance on Local Government Investments (second Edition) issued in March 2010 and CIPFAs Treasury



Management in Public Services Code of Practice and Cross Sectoral Guide. The Council's investment priorities are:

- a) The security of capital
- b) The liquidity of investments
- c) and finally, the yield of the investment

7.3 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The Council does not have the authority to undertake borrowing purely to invest or lend and make a return as this is unlawful and will not engage in such activity.

7.4 The Chief Finance Officer will formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising time, type and specific counterparty limits. This criterion is outlined below. Should any revisions occur to the criteria, they will be submitted to the Executive Board for approval. Where individual counterparties newly obtain the required criteria, they will be added to the list. Similarly, those ceasing to meet the criteria will be immediately deleted. The criteria uses ratings from the three rating agencies and those relating to Fitch are explained in Annexe A.

7.5 The Council's approved Treasury Policy is to use the recommended lending list provided by the Council's treasury advisers. This list is compiled on a matrix approach using data from recognised international credit rating agencies as well as information on individual counterparties drawn from Credit Default Swap (CDS) levels, which provide ratings of institutions across four categories. The rankings of institutions regarded as excellent is split into eight colours (yellow, dark pink, light pink, purple, blue, orange, red and green) to reflect the length of time over six months that amounts can be placed with them and to reflect the explicit support level given to UK part nationalised banks (Blue), and the special category for investment in UK gilts, UK Locals, supranational's and collateralised deposits (Yellow). Regular updates are made to this list, as institutions' credit ratings change. The use of the list was introduced and reported to Executive Board in the Treasury Strategy and Policy report of February 2002 with updates since.

The following investment limits are applied by the Council's Treasury policy:

<b>Advisor Ranking</b>	<b>Meaning</b>	<b>Limit on Amount Lent</b>	<b>Current Limits on Duration</b>
Green	Good	£5m	100 Days
Red	Excellent	£15m	6 Months
Orange	Excellent	£15m	1 Year
Purple	Excellent	£15m	2 Years
<b>Other</b>			
Blue	Excellent	£15m	1 Year
Dark Pink	Excellent	£15m	N/A
Light Pink	Excellent	£15m	N/A
Yellow	Excellent	£15m	5 Years

The CDS subjective overlay is then applied to the general banks and further reduces the suggested limits of duration as shown in the following table:

Initial Duration (Months)	Suggested Duration (watch/outlook)	CDS Status	Suggested Adjusted Colour	Adjusted Duration (Months)
0	N/C	In Range	N/C	0
0	N/C	Monitoring	N/C	0
0	N/C	Out of Range	N/C	0
3	G	In Range	G	3
3	G	Monitoring	N/C	0
3	G	Out of Range	N/C	0
6	R	In Range	R	6
6	R	Monitoring	G	3
6	R	Out of Range	N/C	0
12	O	In Range	O	12
12	O	Monitoring	R	6
12	O	Out of Range	N/C	0
24	P	In Range	P	24
24	P	Monitoring	O	12
24	P	Out of Range	N/C	0

- 7.6 The Council will lend up to £15 million to an institution ranked as 'excellent' and up to £5 million for up to 3 months to an institution ranked as 'good'. A number of these institutions exist within the same group of companies as parents or subsidiaries. A limit to the risk exposure of the Council for groups of banks borrowing limit has also been set of £30m. These limits do not apply to the Councils' banker where we have an unlimited deposit facility as part of our banking arrangements. The Council's banking arrangements are the subject of a separate contract, and as such volumes and levels of transactions are not subject to the counterparty ratings and limits that are in place on external investments. Other local authorities are classified with an excellent rating and as such attract a £15m investment limit for a maximum of 5 years (Yellow classification).
- 7.7 Within the investment limits outlined above the Council has access to a number of investment instruments. These are listed below as specified and non-specified

investment categories. Specified investments are defined as “minimal procedural formalities” under the March 2004 ODPM guidance revised 2010 under DCLG.

a) **Specified Investments**

(All such investments will be sterling denominated, with **maturities of any period meeting the minimum ‘high’ rating criteria where applicable**)

<b>Fixed Term Deposits with fixed rates</b>	<b>Use</b>
Debt Management Agency Deposit Facility	In-house
Term deposits – local authorities	In-house
Term deposits – banks and building societies	In-house and fund managers

In the following table the determination as to whether the following are specified or non-specified is at the discretion of the Authority depending on the element of the return that is fixed, **provided that the maturity of the investment falls within 1 year.**

<b>Fixed term deposits with variable rate and variable maturities: -</b>	
1. Callable deposits	In-house and fund managers
2. Range trade	In-house and fund managers
3. Snowballs	In-house and fund managers
Certificates of deposits issued by banks and building societies	In-house buy and hold and fund managers
UK Government Gilts	In-house buy and hold and Fund Managers
Bonds issued by multilateral development banks	In-house on a ‘buy-and-hold’ basis. Also for use by fund managers
Bonds issued by a financial institution which is guaranteed by the UK government	In-house on a ‘buy-and-hold’ basis. Also for use by fund managers
Sovereign bond issues (i.e. other than the UK government)	In house on a ‘buy and hold basis’ and Fund Managers
Treasury Bills	Fund Managers
<b>Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):</b>	
1. Money Market Funds	In-house and fund managers
2. Enhanced cash funds	In-house and fund managers
3. Short term funds	In-house and fund managers
4. Bond Funds	In-house and Fund Managers
5. Gilt Funds	In-house and Fund Managers

Note: If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

b) **Non-Specified Investments:**

Non-specified investments are those where the return is uncertain.

**Maturities of ANY period.**

	<b>Use</b>
Corporate Bonds : <i>the use of these investments would constitute capital expenditure</i>	In house on a 'buy and hold basis' and Fund Managers
Floating Rate Notes : <i>the use of these investments would constitute capital expenditure unless they are issued by a multi lateral development bank</i>	Fund managers

All the investments in the following table are non-specified as returns could be uncertain and **the maturity of the investment is greater than 1 year.**

<b>Fixed term deposits with variable rate and variable maturities</b>	
1. Callable deposits	In-house and fund managers
2. Range trade	In-house and fund managers
3. Snowballs	In-house and fund managers
Certificates of deposits issued by banks and building societies	In house on a 'buy and hold basis' and Fund managers
UK Government Gilts	In house on a 'buy and hold basis' and Fund Managers
Bonds issued by multilateral development banks	In-house on a 'buy-and-hold' basis. Also for use by fund managers
Bonds issued by a financial institution which is guaranteed by the UK government	In-house on a 'buy-and-hold' basis. Also for use by fund managers
Sovereign bond issues (i.e. other than the UK govt)	In house on a 'buy and hold basis' and Fund Managers
Collateralised deposits	In house and fund managers
Property fund: <i>the use of these investments would constitute capital expenditure</i>	Fund manager
1. Bond Funds	In-house and Fund Managers
2. Gilt Funds	In-house and Fund Managers
<b>Collective Investment Schemes structured as Open Ended Investment Schemes</b>	
Bond Funds	In-house and Fund Managers
Gilt Funds	In-house and Fund Managers

7.8 The Chief Finance Officer will continue to monitor the range of investment instruments available and make changes to the list as appropriate.

## **8 Investments on Behalf of Council Managed Charities and Trusts**

8.1 The Council currently invests surplus balances on behalf of trust funds and Charities in the name of the Council and investments are within the overall counterparty limits identified in 7.6 above.

8.2 To provide the Council and Charities/Trusts with a greater degree of flexibility the Council will have the option to invest monies on behalf of charities and trusts over and above the Council's own investment limits. This additional investment will be subject to individual Charity/Trust fund Board approval.

- 8.3 The Council only invests in those counterparties that are on the approved list as per the investment criteria outline in 7.5 above. Investments made on behalf of Charities/Trust funds are subject to the same criteria unless there is specific Charity/Trust fund approval in place to invest in other counterparties.

## **9 Policy on Interest Rate Exposure**

- 9.1 As required by the Prudential Code, the Council must approve before the beginning of each financial year the following treasury limits:
- a) the overall borrowing limit;
  - b) the maximum proportion of interest on borrowing which is subject to variable rate interest.
- 9.2 The Chief Finance Officer is responsible for incorporating these limits into the Annual Treasury Management Strategy, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the Chief Finance Officer shall submit the changes for approval to the Executive Board before submission to the full Council for approval.

## **10 Policy on External Managers**

- 10.1 The Council has taken the view that the appointment of external fund managers would not provide an enhanced return over what could be achieved by managing investment in house.
- 10.2 However, the fact that a fund manager's expertise allows for a wider investment portfolio than would be operated by Council officers may give opportunities for capital gains to supplement interest earned on investment of revenue balances.
- 10.3 It is felt appropriate therefore that the Policy allows for the use of external fund managers and although none are being used at present, this situation will be kept under review. Appointment of a fund manager would take place following a tender exercise and submissions on target performance.

## **11 Policy on Delegation and Review Requirements and Reporting Arrangements**

- 11.1 The Council is responsible for determining the borrowing limits detailed in section 8 above. Other responsibilities and duties are delegated as follows.
- 11.2 The Executive Board has responsibility for determining and reviewing treasury strategy and performance. (See section 5 above).
- 11.3 The Chief Finance Officer and through him/her to his/her staff has delegated powers for all borrowing and lending decisions. This delegation is required in order that the authority can react immediately to market interest rate movements and therefore achieve the best possible terms. The Chief Finance Officer and staff will operate in accordance with the Code of Practice for Treasury Management in Local Authorities.
- 11.4 The treasury management governance framework and the delegations within the Strategy and Resources Directorate shall operate on the following basis and is summarised in Annexe B:
- a) The practical organisation within the Strategy and Resources Directorate is that all aspects of borrowing/lending strategy over the year are determined or reported to regular monthly meetings of the Finance Performance Group

attended by the Chief Officer (Audit and Investments), Chief Officer (Financial Services) and Heads of Finance. Quarterly, treasury strategy review meetings take place with the Chief Finance Officer, Chief Officer (Audit and Investments), Chief Officer (Financial Services), the Head of Finance (Capital Insurance and Treasury Management) and the Senior Treasury Manager.

- b) Implementation of decisions at such meetings and the day to day management of the Treasury Operations are delegated without limit to the Chief Officer (Financial Services) or in his/her absence and through him/her to either the Chief Officer (Audit and Investments), Head of Finance (Capital Insurance and Treasury Management) or the Senior Treasury Manager and on occasions the Assistant Finance Manager.
- c) Consultations will be made by the Chief Finance Officer on Treasury Management matters with:
  - The Chief Executive: so that he/she can ensure proper Treasury systems are in place and are properly resourced.
  - External Treasury Advisers: so that they can advise and monitor the process of fixing strategy and policy on Treasury Matters and advise on the economic outlook, prospects for interest rates and credit worthiness

## FITCH CREDIT RATING DEFINITIONS

Source: Fitch Ratings

### International Short-Term Credit Ratings

A short-term rating has a time horizon of less than 12 months for most obligations, or up to three years for US public finance securities, and thus places greater emphasis on the liquidity necessary to meet financial commitments in a timely manner.

**FI Highest credit quality.** Indicates the strongest capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.

**F2 Good credit quality.** A satisfactory capacity for timely payment of financial commitments, but the margin of safety is not as great as in the case of the higher ratings.

**F3 Fair credit quality.** The capacity for timely payment of financial commitments is adequate; however, near-term adverse changes could result in a reduction to non-investment grade.

**B Speculative.** Minimal capacity for timely payment of financial commitments, plus vulnerability to near-term adverse changes in financial and economic conditions.

**C High default risk.** Default is a real possibility. Capacity for meeting financial commitments is solely reliant upon a sustained, favourable business and economic environment.

**D Default.** Denotes actual or imminent payment default. "+" or "-" may be appended to a rating to denote relative status within major rating categories. Such suffixes are not added to the 'AAA' long-term rating category, to categories below 'CCC', or to short-term ratings other than 'FI'.

### International Long-Term Credit Ratings Investment Grade

**AAA Highest credit quality.** 'AAA' ratings denote the lowest expectation of credit risk. They are assigned only in case of exceptionally strong capacity for timely payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.

**AA Very high credit quality.** 'AA' ratings denote a very low expectation of credit risk. They indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

**A High credit quality.** 'A' ratings denote a low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.

**BBB Good credit quality.** 'BBB' ratings indicate that there is currently a low expectation of credit risk. The capacity for timely payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions are more likely to impair this capacity. This is the lowest investment-grade category.

### Speculative Grade

**BB Speculative.** 'BB' ratings indicate that there is a possibility of credit risk developing, particularly as the result of adverse economic change over time; however, business or

financial alternatives may be available to allow financial commitments to be met. Securities rated in this category are not investment grade.

**B** *Highly speculative.* 'B' ratings indicate that significant credit risk is present, but a limited margin of safety remains. Financial commitments are currently being met; however, capacity for continued payment is contingent upon a sustained, favourable business and economic environment.

**CCC, CC** *High default risk.* Default is a real possibility. Capacity for meeting and C financial commitments is solely reliant upon sustained, favourable business or economic developments. A 'CC' rating indicates that default of some kind appears probable. 'C' ratings signal imminent default.

**DDD, DD** *Default.* The ratings of obligations in this category are based on and D their prospects for achieving partial or full recovery in a reorganisation or liquidation of the obligor. 'DDD' designates the highest potential for recovery of amounts outstanding on any securities involved. 'DD' indicates expected recovery of 50% - 90% of such out standings, and 'D' the lowest recovery potential, i.e. below 50%.

### Individual Ratings

Fitch's Individual Ratings attempt to assess how a bank would be viewed if it were entirely independent and could not rely on external support. These ratings are designed to assess a bank's exposure to, appetite for, and management of risk and thus represents Fitch's view on the likelihood that it would run into significant difficulties such that it would require support.

**A** A very strong bank. Characteristics may include outstanding profitability and balance sheet integrity, franchise, management, operating environment, or prospects.

**B** A strong bank. There are no major concerns regarding the bank. Characteristics may include strong profitability and balance sheet integrity, franchise, management, operating environment or prospects.

**C** An adequate bank which, however, possesses one or more troublesome aspects. There may be some concerns regarding its profitability and balance sheet integrity, franchise, management, operating environment or prospects.

**D** A bank which has weaknesses of internal and/or external origin. There are concerns regarding its profitability and balance sheet integrity, franchise, management, operating environment or prospects .

**E** A bank with very serious problems which either requires or is likely to require external support.

*Note: In addition, FITCH uses gradations among these five ratings, i.e AIB, BIC, CID, and DIE.*

### Support Ratings

Support/Legal Ratings do not assess the quality of a bank. Rather, they are Fitch's assessment of whether it would receive support in the event of difficulties. Fitch emphasises that these ratings constitute their opinions alone - although they may discuss the principles underlying them with the supervisory authorities, the ratings given to banks are Fitch's own and are not submitted to the authorities for their comment or endorsement.

**1** A bank for which there is an extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to



support the bank in question. This probability of support indicates a minimum Long-term rating floor of 'A-'.

**2** A bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to provide support to the bank in question. This probability of support indicates a minimum Long-term rating floor of 'BBB-'.

**3** A bank for which there is a moderate probability of support because of uncertainties about the ability or propensity of the potential provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'BB-'.

**4** A bank for which there is a limited probability of support because of significant uncertainties about the ability or propensity of any possible provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'B'.

**5** A bank for which external support, although possible, cannot be relied upon. This may be due to a lack of propensity to provide support or to very weak financial ability to do so. This probability of support indicates a Long-term rating floor no higher than 'B-' and in many cases no floor at all.

It must be emphasised that in the Support rating Fitch is not analysing how "good" or "bad" a bank is, but merely whether in Fitch's opinion it would receive support if it ran into difficulties.

## Treasury Management Governance Framework

FULL COUNCIL	EXECUTIVE BOARD	CORPORATE GOVERNANCE & AUDIT COMMITTEE	RESOURCES AND COUNCIL SERVICES SCRUTINY BOARD
Setting Borrowing limits	Treasury Management Strategy	Adequacy of Treasury Management policies and practices	Review / scrutinise any aspects of the Treasury management function
Changes to borrowing limits	Monitoring reports in year	Compliance with statutory guidance	
Treasury Management Policy	Performance of the treasury function		

↓ **DELEGATIONS TO OFFICERS**

DELEGATION SCHEME	TO WHOM	FUNCTION DELEGATED
Officer delegation scheme (Executive Functions)	Chief Officer Financial Services	Making arrangements for the proper administration of the authority's financial affairs
Executive Functions Specific Delegations Page 24 (d) Treasury Management	To Chief Officer Financial Services	The provision of financial services, including treasury management (encompassing the making of payments and borrowing of loans)
Miscellaneous Functions - Financial Regulation 20: Treasury Management Page 32	Function delegated to Chief Officer (Financial Services)	To ensure that all investment and borrowing is valid, accurate, efficient, properly accounted for and in accordance with statutory and corporate requirements

**↓ OPERATIONAL AUTHORITY OF OFFICERS/CONTROL FRAMEWORK**

<b>POLICY DOCUMENT</b>	<b>TO WHOM</b>	<b>OPERATIONAL AUTHORITY</b>
Treasury Management Policy Statement (section 11) Policy on Delegation and Review Requirements and Reporting Arrangements	Chief Off. Financial Services Head of Finance - Technical Senior Treasury Manager Assistant Finance Manager	Implementation of decisions taken at Treasury strategy review meetings and day to day management of treasury operations
CIPFA: Code of Practice Prudential Code Guidance Notes	Head of Finance - Technical Senior Treasury Manager Assistant Finance Manager	Ensure compliance and that any changes are reflected in the operating framework.

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	<b>POLICY DOCUMENT TO WHOM OPERATIONAL AUTHORITY</b>
<b>Treasury Management Policy Statement (section 11) Policy on Delegation and Review Requirements and Reporting Arrangements</b>	<b>Chief Off. Financial Services Head of Finance - Technical Senior Treasury Manager Assistant Finance Manager</b>
<b>Implementation of decisions taken at Treasury strategy review meetings and day to day management of treasury operations</b>	<b>CIPFA: Code of Practice Prudential Code Guidance Notes</b>
<b>Ensure compliance and that any changes are reflected in the operating framework.</b>	<b>Head of Finance - Technical Senior Treasury Manager Assistant Finance Manager</b>

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## EXECUTIVE BOARD

WEDNESDAY, 7TH FEBRUARY, 2018

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

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

**127 Exempt Information - Possible Exclusion of the Press and Public**

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

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

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

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

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

## **128 Late Items**

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

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

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

**129 Declaration of Disclosable Pecuniary Interests**

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

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

**130 Minutes**

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

**REGENERATION, TRANSPORT AND PLANNING**

**131 Core Strategy Selective Review (Publication Draft)**

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

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

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

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

In addition, regarding a Member's reference to the potential provision of more accommodation for older people in the city centre, it was noted that the

ambition was to deliver a wider mix of accommodation in the city centre, which included provision for older people.

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

**RESOLVED –**

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

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

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

**132 City Centre Park Delivery**

Further to Minute No. 83, 18<sup>th</sup> October 2017, the Director of City Development and the Director of Communities and Environment submitted a joint report



seeking approval of the proposed next steps to facilitate the delivery of the long term ambition for a City Centre Park.

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

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

**RESOLVED –**

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

**133 Land at East Leeds Extension and Thorpe Park, Leeds**

Further to Minute No. 19, 21<sup>st</sup> June 2017, the Director of City Development submitted a report which sought approval to assemble land in order to facilitate the delivery of the East Leeds Orbital Road (ELOR) in respect of the property interests held by Scarborough Group International (SGI) / Thorpe Park Developments Limited (TPDL). In addition, the report also sought the necessary approvals of the terms, as set out within the exempt Appendix 3.

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

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

**RESOLVED –**

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

**134 Acquisition of Land for Vehicle Fleet Alternative Fuel Filling Station**

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

Members welcomed the proposals detailed within the submitted report. In noting the strategic location of the site, the Board acknowledged the significant potential that the project had in terms of being an alternative fuel filling station not solely for the Council's fleet, but also for other vehicle fleets.

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

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

**RESOLVED –**

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

**HEALTH, WELLBEING AND ADULTS**

**135 Developing Digital Support and Approaches to Health and Wellbeing**

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

provided details on some of the challenges being faced in taking this agenda forward.

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

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

#### **RESOLVED –**

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

#### **CHILDREN AND FAMILIES**

##### **136 Learning Places Programme - Capital Programme Update**

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

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

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

#### **RESOLVED –**

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

- (b) That the following be noted:-
- (i) The good progress made on this challenging programme of work, which is currently valued at **£97.899m**;
  - (ii) That the following benefits have been delivered from the Projects commissioned via the programme from 2014 onwards. These have been called off through either the YORbuild arrangements and/or in conjunction with the Leeds Local Education Partnership (LLEP):  
The programme has in total supported **76 new and or existing apprentices in their training as well as successfully assisting 116 people into permanent employment**. These figures relate to employees of both main contractors and their supply chains. These schemes have also **recycled or reused a minimum of 95% of the waste generated during the construction process**;
  - (iii) That the projected funding deficit which currently stands at £71.7m is primarily based on Education Funding Agency rates, and that with this in mind, Executive Board support be given to the arrangement of a meeting between the Executive Member for Children's and Families and the Education and Skills Funding Agency (ESFA).

**137 Determination of school admissions arrangements 2019/20**

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

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

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

changes to the 2018 arrangements other than the updating of timelines;

- (d) That it be noted that the officer responsible for such matters is the Lead for Admissions and Family Information Service, and that the date for implementation (ie determination of any revised policy) is by no later than 28 February 2018;
- (e) That it be noted that the officer responsible for the publication of the determined arrangements is the Lead for Admissions and Family Information Service, and that the date for implementation (ie publication) is by no later than 15 March 2018.

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

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

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

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

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

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

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

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

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

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

**RESOLVED –**

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

**COMMUNITIES**

**140 Investment into New Supply of Affordable and Supported Housing**

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

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

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

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

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

**RESOLVED –**

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

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

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

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



**RESOLVED –**

- (a) That the development of potential business cases under Part 3 of the Housing Act 2004 for selective licensing schemes for Harehills and Beeston Hill for the purposes of future consideration by the Council, be approved;
- (b) That agreement be given for the Executive Board to consider the matter again at a future date once the final business case(s) have been fully developed and agreed, in order to assist with the long term development of such business case(s);
- (c) That it be noted that the business case(s) will be developed in line with the timescales as detailed at section 3.8 of the submitted report and will be the responsibility of the Service Managers in Private Sector Housing, Housing Leeds.

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

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

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

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

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

**RESOLVED –**

- (a) That the contents of the submitted report, specifically the progress made on delivering the Community Hubs as part of Phase 1 and Phase 2, together with the Mobile Community Hub approach, be noted;
- (b) That the delivery of the Phase 3 Community Hub schemes over the next 3 years, be supported;

- (c) That an injection into the capital programme of £3.03m for Phase 3 - Year 1 (2018/19) schemes of the Community Hub programme be authorised, with it being noted that updated business cases for individual Hub schemes will require 'authority to spend' in line with the current capital approvals process;
- (d) That it be noted that further Phase 3 business cases will be submitted to request further injections of funding, with Phase 3 Projects included in Year 2 (2019/20) and 3 (2020/21);
- (e) That it be noted that the two proposed Community Hub schemes in Crossgates and Burmantofts, which are being developed jointly with the NHS, will be subject to a separate report;
- (f) That approval be given for the properties released as part of the Phase 3 (Year 1 2018/19) programme, to be declared as surplus to Council requirements and passed to the Capital receipts programme.

### **ENVIRONMENT AND SUSTAINABILITY**

#### **143 Potential Heritage Lottery Fund Bid for Temple Newsam Estate**

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

Members welcome the proposals detailed within the submitted report.

#### **RESOLVED –**

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

## **ECONOMY AND CULTURE**

### **144 Revenue Budget Proposals and Capital Programme for 2018/19**

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

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

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

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

### **(A) 2018/2019 Revenue Budget and Council Tax**

#### **RESOLVED –**

- (a) That Executive Board recommends to Council the adoption of the following, subject to the inclusion of the proposed changes to the submitted 2018/19 Revenue Budget as set out within the addendum:-
- i) That the revenue budget for 2018/19 totalling £510.9m be approved. This means that the Leeds element of the Council Tax for 2018/19 will increase by 2.99% plus the Adult Social Care precept of 2%. This excludes the Police and Fire precepts which will be incorporated into the report to be submitted to Council on the 21st February 2018. The proposed changes to the submitted 2018/19 Revenue Budget, as set out within the addendum will also be incorporated into the report to be submitted to Council;
  - ii) That approval be given for grants totalling £70k to be allocated to parishes;
  - iii) That approval be given to the strategy at Appendix 9 of the submitted report in respect of the flexible use of capital receipts;

- iv) That, in respect of the Housing Revenue Account Council be recommended to approve the budget with:-
- A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
  - An increase of 3% in dwelling rents in PFI areas.
  - A 3.9% increase in district heating charges.
  - That service charges for multi-story flats are increased by £2 per week.
  - That service charges for low/medium rise properties are increased by 3.9%.
  - That the charge for tenants who benefit from the sheltered support service currently paying £4 a week be increased to £6 per week.
  - That any overall increase to tenants in respect of rents, service and sheltered support charges will be no more than £5 per week.
- (b) That officers be authorised to begin consultations without delay on the proposals to increase existing fees and charges;
- (c) That agreement be given to the proposals for the local Business Rates discount scheme for 2018/19, namely:-
- i) to limit the increase faced by small and medium businesses with a rateable value between £20,000 and £100,000 to 11% above the gross rates that would have been payable in 2017/18.
  - ii) to freeze the increase faced by businesses who solely provide childcare to the gross level of rates payable in 2017/18, where this increase is as a result of the revaluation.
- (d) That agreement be given for any savings in the budget for 'looked after children' should be transferred to an earmarked reserve so that it can be used to deal with any future variations in demand;
- (e) That Executive Board's thanks be extended to Scrutiny Boards for their comments and observations in consideration of the Council's initial budget proposals.

**(B) Capital Programme Update 2018 – 2021**

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

**RESOLVED –**

- (a) That Executive Board recommends to Council:-
- (i) the approval of the Capital Programme for 2018-21 totalling £1,472.3m, including the revised projected position for 2017/18, as presented in **Appendix F** to the submitted report;
  - (ii) the approval of the revised MRP policy for 2018/19 as set out in **Appendix D** to the submitted report.

- (b) That Executive Board approval be given to the list of land and property sites shown in **Appendix B** to the submitted report, to be disposed of in order to generate capital receipts for use in accordance with the MRP policy;
- (c) That Executive Board approval be given to the following injections into the capital programme:-
- £136.6m, of annual programmes as set out in Appendix A(iii) to the submitted report, to be funded by £41.7m LCC borrowing, £73.1m of HRA specific resources and £21.8m of general fund specific resources;
  - £104.6m, of pressures as set out in Appendix A(iii) to the submitted report, to be funded by £80.4m of net borrowing and £24.2m of general fund specific resources.

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

### **(C) Treasury Management Strategy 2018/2019**

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

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

### **RESOLVED –**

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

- (d) That full Council be recommended to set the treasury management indicators for 2017/18, 2018/19, 2019/20 and 2020/21, as detailed in Section 3.5 of the submitted report;
- (e) That full Council be recommended to set the investment limits for 2017/18, 2018/19, 2019/20 and 2020/21 as detailed in Section 3.6 of the submitted report;
- (f) That full Council be recommended to adopt the revised Treasury Management Policy Statement.

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

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

#### **145 Grants to Arts and Cultural Organisations**

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

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

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

#### **RESOLVED –**

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

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

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

Further to Minute No. 159, 8<sup>th</sup> February 2017, the Director of City Development submitted a report which presented the operational plan for a skills academy, the Centre for Retail and Hospitality Excellence (CORHE),

which was an employer-led initiative sponsored by the Council, LeedsBID and a consortia of providers which aimed to deliver a range of bespoke services to attract, retain and develop employees and foster and develop skills training that kept pace with innovations in these sectors and looked to maximise their relevance for Leeds businesses.

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

**RESOLVED –**

- (a) That the partnership proposals to establish the employer-led skills academy, the Centre for Retail and Hospitality Excellence, be endorsed;
- (b) That expenditure of £195,000 to support the establishment and operation of the skills academy, be authorised;
- (c) That it be noted that the Chief Officer, Employment and Skills will be responsible for the implementation of the resolutions above.

**RESOURCES AND STRATEGY**

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

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

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

**RESOLVED –**

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

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

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

#### **148 Financial Health Monitoring 2017/18 - Month 9**

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

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

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

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

Further to Minute No. 16, 21<sup>st</sup> June 2017, the Director of City Development submitted a report which provided an update on key developments and progress made on the Leeds 'Cycling Starts Here' Strategy. The report also identified and sought endorsement to make further progress in two key areas: (i) a new partnership agreement with British Cycling; and (ii) progressing the current opportunity to establish a public bike share scheme in the city.

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

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

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

#### **RESOLVED –**

- (a) That the progress made in respect of delivering the Leeds 'Cycling Starts Here' Strategy be noted, and that:-
  - (i) the offer of a new formal partnership between British Cycling (BC) and Leeds City Council be welcomed; and that the heads of terms, as expressed in Table 1 of the submitted report, be agreed;
  - (ii) the Chief Officer Culture and Sport be authorised to oversee the final negotiations with British Cycling, based on the terms agreed (above), and upon their satisfactory conclusion consent be provided to enter into the final Agreement;



- (b) That in relation to the proposed bike share scheme for Leeds:-
  - (i) The Board's endorsement be given to the establishment of a bike share scheme in Leeds and the proposal to work towards reaching an early agreement with an operator for a scheme to commence in Leeds;
  - (ii) That agreement be given for officers to initiate further discussions with the preferred operator (of) with a view to them becoming the city's bike share partner, starting on a trial basis for 12 months from spring 2018;
  - (iii) That authority be provided to the Chief Officer, Highways and Transportation, to oversee the establishment, monitoring and review of a partnership arrangement, and to enter into agreements for a bike share scheme with the operator (of), in accordance with the principles as set out in section 3.15 of the submitted report.

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

The Director of Resources and Housing submitted a report which sought support to commit the Council to a Memorandum of Agreement with Health partners in order to make strategic digital and information decisions supporting the delivery of integrated health and care through city partnership governance. The report also sought support for the decision to enter into a public co-operation agreement, effective from 1st April 2018 with the Health partners in the city for the delivery of shared digital and information services (where appropriate).

**RESOLVED –**

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

**DATE OF PUBLICATION:** FRIDAY, 9<sup>TH</sup> FEBRUARY 2018

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

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