

## Executive Board papers 11th February 2015 – Service Budgets

The following pages provide supporting information to the full budget report

- Service budget reports expand on the full report at a more detailed level
- Annual Financial Plan (AFP) pages will be published later to give an overview of the services provided and a less technical summary of their budgets
- Budget Book extracts give the full detailed figures at level at which budgets will be controlled
  - Adult Social Care
  - Children's Services:
    - General Fund
    - Schools
  - City Development
  - Environment and Housing:
    - General Fund
    - Housing Revenue Account
  - Strategy and Resources
  - Citizens and Communities
  - Civic Enterprise Leeds
  - Public Health
  - Central Accounts

All budgets are prepared, balanced and approved to the nearest £10. They are shown to the nearest £1,000 to make them easier to read. Any apparent arithmetical errors are due to this automatic rounding, and budget lines of less than £500 will appear as nil.



Adult Social Care



# LEEDS CITY COUNCIL

## 2015/16 BUDGET REPORT

### Directorate: Adult Social Care

#### 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 2015/16 financial year.

#### Service Context

- 2.1 The national context for Adult Social Care continues to be one of demographic increases, increased life expectancy, increasing complexity of need and service user expectations, greater support for people to remain living independently in their own homes for as long as possible, a national drive to improve the quality of social care services and an increasing focus on the integration of health and social care services. These national trends, which are leading to increased cost pressures, have been evident for many years, but the economic climate is putting increasing pressure on public finances and the reductions in public spending have added to the financial challenges faced by Adult Social Care.
- 2.2 The Care Act 2014 is a radical redesign of adult social care services, with "wellbeing" being the central focus. The changes take effect in two stages in April 2015 and April 2016. From April 2015 some discretionary powers will become statutory duties, in particular support to carers, preventative services and advice and information. There are also new duties to undertake adult social care services with the aim of integrating them with local NHS and other health services and to oversee and shape the care market. People have a legal entitlement to personal budgets and a statutory basis is introduced for adult safeguarding. In April 2016 a cap will be introduced on individuals' care costs, which will involve some form of care assessment for people currently funding their own care who have not previously come to the Council for support, and changes to the capital thresholds that apply to financial assessments.
- 2.3 During 2014/15 Adult Social Care has continued its Better Lives service transformation programme, which aims to enhance the range, amount and quality of adult social care services available through delivering efficiencies within existing services. These efficiencies have included a reduction in the level of directly provided services where independent sector provision is more cost effective. This will need to continue given the very significant financial challenges facing the Council over the next few years.

### 3 Budget Proposals

3.1 This budget represents a decrease) of £1,407k (0.7%) when compared to the adjusted budget 2014/15 summarised in the table attached to this report:

3.2 Adjustments – reduction of £1,515k

The Adult Social Care budget has reduced by £2,226k to reflect the line management of some functions transferring to other directorates. The majority is in respect of facilities management within residential and day care services.

Following finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 2014/15 and an adjustment of £274k has been made in 2015/16 to reflect this permanent adjustment.

The 2014/15 budget included £1m income within Adult Social Care for charges to HRA for payments made as part of Supporting People contracts for the benefit of council tenants. However, the incidence of the contracts meant the income accrued to E&H rather than Adult Social Care and a permanent adjustment was made during 2014/15 to reflect this.

3.3 Changes in prices – pressure of £2,167k

3.3.1 Provision has been made for the impact of the nationally agreed pay awards for 2015/16. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. These include £1,265k for care packages, £20k for the PFI contract for the Independent Living Project and £75k for utilities.

3.3.2 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £50k. Many Adult Social Care fees and charges are related to Department for Works and Pensions benefits rates and will be uplifted accordingly from April 2014. Those 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 their financial circumstances.

3.4 Full Year Effects – saving of £288k

3.4.1 Following the changes made to charges approved in April 2013 the number of Care Ring customers cancelling their service when the introduction of charges took effect in January 2014 has been higher than anticipated when the 2014/15 budget was set. There has also been some reduction in home care income. The impact of changes to staff terms and conditions is a saving of £607k, which includes changes to car allowances, pay protection and staff car parking. The savings in 2015/16 from the decisions of Executive Board in September 2013 regarding the council's residential and day care services for older people are slightly higher than previously anticipated.

### 3.5 Demand/Demography - pressure of £13,675k

- 3.5.1 Additional provision of £13,675k has been made in 2015/16 to reflect the significant demand pressures experienced during both 2013/14 and 2014/15 over and above the budget provision available. In recognition of the financial challenges facing the council the directorate intends to put measures in place to manage this demand and savings of £3,700k are included under the service changes heading for the estimated financial impact. Whilst the additional provision has been allocated across placements, domiciliary care, personal budgets taken as cash payments, the learning disability pooled budget and transport, the type of service will reflect client needs and choices so each element of the community care packages budget cannot be predicted with accuracy.
- 3.5.2 In line with national trends, Leeds has experienced increased cost pressures on the learning disability pooled budget in recent years. Additional provision has been made in 2015/16 for the Council's contribution to the pooled budget. This reflects an increase in the number of customers being supported and greater costs due to their increasingly complex social care needs. Additional budget provision of £6,076k has been made, partly offset by a £1,200k saving in respect of planned actions to manage the financial impact of demand.
- 3.5.3 The domiciliary care budget has been under pressure in 2014/15 through increased demand and fewer customers choosing a cash direct payments as an alternative. Taking account of this, the anticipated impact of population growth for people aged over 85 and the anticipated impact of increased cash personal budgets, the 2015/16 domiciliary care budget has increased by £5,083k. This is partly offset by savings of £2,000k to reflect more innovative approaches by care managers to creating care packages together with additional reviewing capacity to ensure that packages of care remain appropriate. Provision for people taking their personal budget as a cash payment has reduced by £1,550k reflecting the trend experienced in 2014/15.
- 3.5.4 The number of bed weeks being funded by the council in residential and nursing care has been reducing in recent years. This reflects the focus on providing support to more people in their own homes, with the average length of stay in residential care becoming shorter. In 2014/15 this trend has slowed, although admissions to residential and nursing care continue to fall. Significant pressures have also been evident in 2014/15 in high cost placements for people with complex mental health needs. Additional budget provision of £4,066k has been made in 2015/16 to reflect these trends, the anticipated impact of population growth for people aged over 85 and increased client contributions, partly offset by a saving of £500k for planned actions to manage the financial impact of demand for mental health placements.
- 3.5.5 The Independent Living Fund (ILF) delivers financial support to disabled people so they can choose to live in their communities rather than in residential care. It is an executive non-departmental public body, sponsored by the Department for Work and Pensions. It ceased taking new customers some years ago and from July 2015 the recipients care and support, along with ILF funding, is to be transferred to the respective Local Authorities. Additional provision of £560k has been made for this transfer of responsibility.

### 3.6 Other Budget pressures - £7,849k

3.6.1 £4,483k has been included for the projected spend in 2015/16 resulting from the new Care Act duties. A considerable amount of work has been undertaken during 2014/15 in preparation for these changes. However, it has been very difficult nationally to accurately predict the number of new customers that will arise in 2015/16 and greater certainty will only become available as the new financial year progresses.

3.6.2 Provision of £1,651k relates to the ongoing costs arising from the March 2014 Supreme Court judgement that clarified the meaning of 'deprivation of liberty' in the context of the Mental Capacity Act. The judgement means that the number of people lacking mental capacity who require a Best Interest Assessment will increase significantly.

3.6.3 Additional provision of £936k has been made within the staffing budget. £150k has been included for staffing at the South Leeds Independence Centre reflecting the additional needs identified now the centre is fully operational. Increased superannuation costs relating to sleep-in and overtime payments are £200k following a legal judgement. One to one support for people with learning disabilities are funded through the pooled budget and additional staffing provision of £297k is included. Relatively small reductions in grant and other funding across a range of services amounts to £242k.

### 3.9 Savings and Funding £24,810k

#### 3.9.1 Delivery of the Better Lives Programme £218k

Proposals are included to save £218k through the impact of telecare equipment on the level of home care required and the full-year effect of the closure of Mariners Resource Centre following the successful relocation of all service users to the Holt Park Active service.

#### 3.9.2 Becoming an efficient and enterprising Council

##### Assets £195k

Savings of £100k are included to reflect plans to develop greater joint occupation of properties with health partners. The savings may be buildings related, but may also relate to other service efficiencies arising from co-location. Further savings of £95k reflect savings through asset rationalisation and the use of more cost effective buildings.

##### Business Improvement £656k

The requirements for business change activity within Adult Social Care will reduce in 2015/16 and savings of £656k are included.

##### Support Services £21k

This reflects the impact on Adult Social Care of changes made within Legal Services.



### 3.9.3 Efficiencies and other funding sources £3,770k

Savings of £1,200k are included relating to contract renegotiations. This includes £500k in respect of Supporting People contracts and £700k for a review of the costs of physical impairment and mental health care packages. The Procurement Unit is leading on delivering procurement savings through reduced off-contract spend within the council and savings of £322k have been allocated to Adult Social care in respect of this work. Savings of £838k relate to the impact of Telecare equipment and improved productivity within the reablement service and £166k reflects ongoing cost efficiencies and increased turnover within the Community Meals service. A further £100k of efficiency savings from the introduction of prepaid cards for direct payment customers are included through more streamlined auditing and more timely recovery of unused funds. Streamlining the management structure within older people's residential and day care services will lead to savings of £100k. Reduced spend of £100k is included for the impact of improved joint working with through the integrated health and social care teams. The insurance team has negotiated a reduction in several insurance policies and these savings have been passed on to directorates. For Adult Social care these amount to £154k. Further commissioning of the Neighbourhood Networks by Public Health has enabled further savings of £750k in 2015/16.

### 3.9.4 Better Care Fund, Care Act and Health Funding £12,583k

The council has worked closely with health colleagues to develop plans for the Better Care Fund, which for 2015/16 will be a pooled budget of £54.9m to reconfigure the health and social care system across Leeds and maximise the value of the "Leeds £". It is recognised across the sector that the scale of the council's financial challenges will make it difficult for the council to fund the demand and demographic pressures outlined above. It is also recognised that without adequately resourced social care, timely hospital discharges will be adversely affected and people's conditions could necessitate more emergency hospital admissions. In total funding of £27m is budgeted to come to the Council in 2015/16 through the Better Care Fund to support ongoing commitments, the majority relating to existing funding streams. Government funding has been provided for the new Care Act responsibilities, some of which will be received via the Better Care Fund. The 2015/16 budget includes provision for an additional £12,583k from the Better Care Fund and government funding, including utilising funds held in an earmarked reserve.

### 3.9.5 Income £1,612k

Provision of £312k is included for the continuation of health funding for some intermediate care beds. Additional income of £700k is included for some proposed changes to customer contributions that are subject to customer consultation that has not yet taken place. Removing the maximum weekly charge currently set at £215 per week is proposed, which will affect a small number of customers. A further proposal is introducing a nominal charge for low level preventative services, the majority of which are provided by the third sector. The Care Act has led to some changes to the financial assessment regulations and these are estimated to lead to additional income of £300k. A further £200k reflects continued improvements in income collection and ensuring that a consistent approach is taken to assessing disability-related costs in the financial assessment. £100k is included relating to the potential to secure sponsorship for some activities and/or events.

### 3.9.6 Service Changes £5,755k

In addition to the measures outlined above to manage demand for care packages, the budget includes projected savings of £855k in 2015/16 relating to the proposed changes to provider services outlined in a report to Executive Board in November. These reflect the continued downsizing of the Community Support Services, with savings from the other aspects of the proposals expected to take effect from 2016/17. Reduced spend of £1,200k on grants and contracts with the third sector is included within the budget. This will be delivered through a review of each payment in relation to the directorate's strategic priorities and will be implemented in consultation with the organisations affected.

A separate report on this agenda seeks approval for the Learning Disability Community Support Service to transfer to a social enterprise early in 2015/16. This will require changes to the allocation of budgets for this service across expenditure and income heads to reflect the new contractual arrangements and these are not reflected in the 2015/16 budget.

## 4 Risk Assessment

- 4.1 In determining the 2015/16 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 2015/16 budget for this directorate are as follows.
- 4.2 A significant risk relates to the demand led nature of the services provided, together with our statutory responsibility to ensure that all assessed eligible needs are met, which means that the expenditure requirements to be met from the Adult Social Care budget cannot be predicted with absolute certainty. The budget is based on realistic demographic information using trends experienced in Leeds and national and local indicators that are available to the Council. However, the nature of demand for these services can be somewhat volatile and subject to demand factors that Adult Social Care cannot directly control. This is particularly the case given the uncertainties about the number of new customers and the cost of their care and support that will arise through the new duties within the Care Act. 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 demand management saving included within the 2015/16 budget as set out in section 3.5 carries some risk.
- 4.3 There are some risks associated with the ongoing service transformation included within the 2015/16 budget as the process review and consultation processes have not yet been undertaken. If the proposals are approved following consultation the increased level of service to be provided by the independent sector will necessitate staff within the directly provided services affected being redeployed or leaving the council's employment in a timely manner. There are also some risks associated with the proposals for charges and changes to the financial assessment that are also subject to consultation.

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<b>Adult Social Care</b>		
	£000s	FTEs
Net Managed Budget 2014/15	195,070	
Adjustments:		
Transfers of function	- 2,266	-91.0
Other Adjustments	751	
<b>Adjusted Net Managed Budget 2014/15</b>	<b>193,555</b>	<b>-91.0</b>
<b>Budget Increases:</b>		
<b>Inflation</b>		
Pay	726	
Price	1,491	
Income	- 50	
<b>Full Year Effects of previous decisions</b>		
Care Ring and home care income less than budgeted	360	
Older people's residential and day care	- 41	
Changes to staff terms and conditions	- 607	
<b>Demand/Demography</b>		
Increased number of new and enhanced learning disability care packages	6,076	
Increased home care packages	5,083	
Reduced personal budgets taken as direct payments	- 1,550	
Increased residential and nursing placements, mainly for mental health needs	4,066	
<b>Other</b>		
Care Act responsibilities	4,483	
Supreme Court legal judgement costs (deprivation of liberty)	1,651	1.0
Staffing variations	936	
Funding changes	242	
Net effect of other variations	537	1.0
<b>Total Budget Increases</b>	<b>23,403</b>	<b>2.0</b>
<b>Savings :</b>		
<b>Best Council Objectives:</b>		
Delivery of the Better Lives programme		
Assisted Living Leeds and telecare	- 78	
Physical impairment day services	- 140	-6.4
Becoming an efficient and enterprising Council:		
Assets	- 195	
Business Improvement	- 656	
Support Services	- 21	
<b>Efficiencies &amp; other funding sources</b>		
Review of Supporting People contracts	- 500	
Review of high cost physical disability & mental health care packages	- 700	
Reablement productivity increases and impact of telecare	- 838	
Use of prepaid cards for direct payments	- 100	
Community meals	- 166	
Management of older peoples provider services	- 100	-2.0
Impact of health integration	- 100	-1.0
Procurement savings	- 322	
Insurance savings	- 154	
Other efficiencies	- 40	
Public Health commissioning	- 750	
<b>Better Care Fund, Care Act and Health Funding</b>	<b>- 12,583</b>	
<b>Income</b>		
Health funding for intermediate care beds	- 312	
Remove maximum weekly charge for non-residential services	- 400	
Charging for preventative services (third sector services)	- 300	
Financial assessment changes due to Care Act	- 300	
Improved income collection	- 200	
Sponsorship opportunities	- 100	
<b>Service Changes</b>		
Reducing care through innovation	- 2,000	15.0
Reduce growth in learning disability pooled budget	- 1,200	
Mental health placements	- 500	
Continued transfer of home care packages to independent sector	- 855	-51.4
Review of contract/grant payments	- 1,200	
<b>Total Savings</b>	<b>- 24,810</b>	<b>-45.8</b>
<b>Net Managed Budget 2015/16</b>	<b>192,148</b>	<b>-134.8</b>



# Adult Social Care

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## **Main responsibilities:**

To ensure the provision of social care support and services for vulnerable groups of adults in the city, including older people and adults with mental health problems, learning disabilities or physical and sensory impairment

To take a lead role in the promotion of health and wellbeing within the city

To take a lead role in partnership arrangements for safeguarding vulnerable adults in Leeds

Adult Social Care fulfils these responsibilities through:

### **PREVENTATIVE SERVICES**

- Ensuring that appropriate services are available within the city for those with less intensive needs to promote their wellbeing

### **RE-ABLEMENT SERVICES**

- Early intervention time-limited services designed to meet the immediate requirements of users with short-term needs and prevent the necessity for longer term services later on.

### **INFORMATION, ADVICE AND CONTACT SERVICES**

- Providing information to vulnerable adults and their carers about the range of social care support available within the city in a way that is accessible to them
- Receiving referrals for social care support

### **ASSESSMENT AND CARE MANAGEMENT**

- Undertaking assessments of those who may have social care needs, including carers
- Supporting people to access self-directed support or co-ordinating a care package to meet their needs
- Managing and reviewing care packages

### **SELF DIRECTED CARE**

- Support for people to access direct payments
- Providing individual budgets and self-directed support

### **SUPPORT TO LIVE AT HOME**

- Providing or enabling people to access supported and other accommodation, including extra-care housing and housing support
- Providing equipment and adaptations
- Providing or commissioning home care and community meals services
- Providing or commissioning day support and care services

# Adult Social Care

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## RESIDENTIAL AND NURSING CARE

- Providing or commissioning residential placements, including specialist provision for people with mental health needs and dementia
- Commissioning nursing placements, including specialist provision for people with dementia.
- Providing deferred payments for people in residential or nursing care who do not wish to sell their home

## SAFEGUARDING

- Leading on multiagency arrangements to ensure that resources are coordinated and deployed in safeguarding vulnerable adults.
- Providing safeguarding training to relevant staff across services including social care, health, the police, service providers and other relevant workers, to ensure that staff are equipped to recognise and address adult abuse.

## SUPPORT FOR CARERS

- Providing or commissioning advice and practical help for carers

## Activity and Performance

- Each year the authority is required to submit data which is used to calculate a set of statutory performance measures contained in the Adult Social Care Outcomes Framework (ASCOF). These provide a benchmark for adult social care performance in England. The current set focus upon outcomes for service users and increasingly reflect social policy relating to prevention and self-directed support.

## PREVENTATIVE SERVICES

- In 2014 Leeds funded 210 schemes to assist them in providing preventative services to around 12,840 people, of whom 8,880 were elderly and 980 were carers.

## RE-ABLEMENT SERVICES

- In the first half of 2014/15 there have been 585 occasions where people have undergone a period of reablement.

## INFORMATION, ADVICE AND CONTACT SERVICES

- From the start of 2014/15 to the end of quarter 3, 17,289 new referrals were received. Of these approximately 61% have gone on to some further activity and 39% have been dealt with at the first point of contact.
- In the first 3 quarters of 2014/15 approximately 6,380 people had a care assessment. Of the total assessments completed to date, around 74% have resulted in some form of service being offered.

# Adult Social Care

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## ASSESSMENT AND CARE MANAGEMENT

- Leeds currently carries out 67.0% of its assessments of adults and older people within the targeted deadline of 28 days, which is 12.8% lower than in 2013/14. This fall is in part due to the increasingly complex (and thus time-consuming) nature of the work that has to be undertaken in an assessment.
- In the first 3 quarters of 2013/14, 91.4% of care packages were delivered within the target 28 days, an increase of 0.4% from our position this time last year.

## SELF DIRECTED CARE

- By the end of quarter 3, 2014/15 the number of people receiving self directed care had increased from 59.5% of carers and service users helped to live at home in June to 64.%. Further increases are expected by the year end.

## SUPPORTING PEOPLE TO LIVE AT HOME

- Approximately 56% of people supported to live at home are older people. At the end of the 3<sup>rd</sup> quarter of 2014/15 Leeds supported 3,500 older people to live at home through a variety of directly provided and commissioned services, following a formal assessment. This is around 400 fewer than the same time last year. The reduction reflects increased emphasis on the use of reablement and other preventative services. Note that in order to comply with revised guidelines, future figures for the number of people assisted to live at home will be somewhat differently calculated and may not therefore be entirely comparable with what has been reported up to now.

## RESIDENTIAL AND NURSING CARE

- Leeds currently provides permanent residential and nursing care for approximately 3,010 people, of whom 2,350 are elderly.
- In 2013/14 Leeds provided new nursing and residential placements to 649 older people and 61 people aged 18-64. Data for quarters 1 to 3 of 2014/15 projects that for the year as a whole there will be 632 new admissions of older people and 80 of adults aged 18-64 to permanent residential or nursing placements. It is also worth noting that the total number of weeks people are supported in residential or nursing care is projected to be 130,340 weeks, compared to 131,150 in 2013/14.

## SERVICE USER EXPERIENCE

- Of those people responding to the 2013/14 year-end survey, 68% were very or extremely satisfied, with the support they had received from Adult Social Care.
- For the same group of people 80.4% of service users felt that they had control over their daily lives.
- Of those people who had received a reablement service, for the first 3 quarters of 2013/14 68% of people felt that they now had control over their daily lives.





## Adult Social Care

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service			Managed Outside the Service	Total 2015/16
			Spending	Income	Net		
Chief Officer Health Partnerships	Health Partnerships	75	257	(197)	60	15	76
Chief Officer Access and Care	Access & Care	158,700	190,292	(30,829)	159,462	10,014	169,476
Chief Officer - Care Reforms	Care Reform	0	1,614	(52)	1,562	(1,560)	2
Deputy Director Adult Social Care	Strategic Commissioning	(2,741)	22,620	(30,862)	(8,242)	(3,735)	(11,977)
Chief Officer Resources and Strategy	Resources & Strategy	1,232	7,422	(1,382)	6,040	(4,961)	1,078
Chief Officer Care Delivery	Care Delivery	44,464	45,835	(12,570)	33,265	6,296	39,561
Net Cost of Service		201,731	268,040	(75,892)	192,148	6,070	198,218
	Transfers to and from earmarked reserves	(3,298)	0	0	0	(1,456)	(1,456)
Net Revenue Charge		198,432	268,040	(75,892)	192,148	4,613	196,761

# Adult Social Care

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		58,361	56,564
Agency And Temporary Staff		2,167	1,376
National Insurance Contributions		4,121	3,941
Superannuation Costs		7,947	7,580
Other Pension Costs		2,014	2,069
Other Employee Related Costs		157	86
Training And Development		568	508
		75,336	72,124
<b>Premises</b>			
Buildings Maintenance		72	140
Grounds Maintenance		48	49
Building Security		123	50
Cleaning And Workplace Refuse		263	183
Gas		495	461
Electricity		444	434
Other Utilities		347	318
Rents		144	98
NDR		324	314
Accommodation Charges		183	182
Premises Related Insurance		40	17
		2,485	2,246
<b>Supplies &amp; Services</b>			
Materials and Equipment		2,291	1,204
Stationery and Postage		173	172
Advertising		10	9
IT and telecommunications		591	362
Insurance		205	111
Professional Services and Subscriptions		114	128
Grants and Contributions		783	793
Catering Service		49	51
Waste Disposal and Landfill Tax		0	0
Allowances		26	28
Consultancy Services		359	309
Other Hired and Contracted Services		1,055	998
Licences		82	82
Publication and Promotion		2	4
PFI Unitary Charges		5,179	5,199
Miscellaneous		315	321
		11,236	9,770
<b>Transport</b>			
Vehicles And Plant Related Expenditure		135	147
Travel Allowances		1,740	1,190
Fuel		42	35
Private Hire		15	15
Transport Related Insurance		5	4
		1,936	1,391
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		6,457	8,034
		6,457	8,034
<b>Agency Payments</b>			

# Adult Social Care

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Agency Payments		
Services provided by Voluntary Sector	14,038	12,632
Services provided by Health Authorities	101	470
Contributions to Partnerships	63,291	72,683
Fees to Carers	471	490
Day Care	160	165
Home Care	17,737	20,644
Sheltered Accommodation	1,125	1,886
Nursing Placements	36,384	38,486
Residential Placements	22,424	23,788
	155,731	171,243
Transfer Payments		
Social Care Direct Payments	2,095	1,065
Social Care Personalised Budgets	7,910	8,068
	10,005	9,133
Appropriations		
Transfers to/from Earmarked Reserves	(800)	(5,900)
	(800)	(5,900)
Managed Expenditure	262,386	268,040
Internal Income		
Income from other Directorates	(2,877)	(3,532)
Recharge Income from Capital	(534)	(1,075)
Charges to / from HRA	(1,427)	(427)
	(4,838)	(5,034)
Income - Grants		
Government Grants	(662)	(1,157)
DCLG Grants	(4,671)	(4,671)
Other Grants	(43)	0
	(5,375)	(5,827)
Income - Sales		
Sale of Goods and Services	(1,264)	(1,028)
	(1,264)	(1,028)
Income - Charges		
Fees and charges	(170)	(184)
Contributions	(54,903)	(62,880)
Other income	(630)	(803)
Rents	(136)	(136)
	(55,838)	(64,003)
Managed Income	(67,316)	(75,892)
<b>Net Managed Budget</b>	<b>195,070</b>	<b>192,148</b>
Accounting Adjustments		
IAS 19 Pensions Costs	3,298	1,456
Transfers to/from Statutory Reserves	(3,298)	(1,456)
Capital Charges	3,615	4,876
	3,615	4,876
Central Recharges		
Corporate & Democratic Core Income	(253)	(263)
	(253)	(263)

## Adult Social Care

Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Other Internal Adjustments		
Internal Reallocations Charges	41,881	36,022
Internal Reallocations Income	(41,881)	(36,022)
	0	0
Managed Outside the Service	3,362	4,613
<b>Net Cost of Service</b>	<b>198,432</b>	<b>196,761</b>

# Adult Social Care

Budget Manager : Chief Officer Health Partnerships

Health Partnerships	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		173	151
National Insurance Contributions		13	11
Superannuation Costs		26	22
Other Pension Costs		9	9
		220	192
Supplies & Services			
Materials and Equipment		1	1
Stationery and Postage		1	1
IT and telecommunications		0	0
Professional Services and Subscriptions		2	2
Allowances		0	0
Other Hired and Contracted Services		18	18
Publication and Promotion		1	1
		22	22
Transport			
Travel Allowances		2	2
		2	2
Internal Charges			
Managed Recharges Frm Other Directorates		0	41
		0	41
<b>Managed Expenditure</b>		<b>244</b>	<b>257</b>
Internal Income			
Income from other Directorates		(192)	(172)
		(192)	(172)
Income - Charges			
Contributions		0	(25)
		0	(25)
<b>Managed Income</b>		<b>(192)</b>	<b>(197)</b>
<b>Net Managed Budget</b>		<b>52</b>	<b>60</b>
Accounting Adjustments			
IAS 19 Pensions Costs		9	1
		9	1
Other Internal Adjustments			
Internal Reallocations Charges		14	14
		14	14
Managed Outside the Service		23	15
<b>Net Cost of Service</b>		<b>75</b>	<b>76</b>

# Adult Social Care

Budget Manager : Chief Officer Access and Care

Access & Care			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		19,505	20,572
Agency And Temporary Staff		607	486
National Insurance Contributions		1,463	1,512
Superannuation Costs		2,765	2,847
Other Pension Costs		267	207
Other Employee Related Costs		7	7
Training And Development		52	2
		24,665	25,633
<b>Premises</b>			
Buildings Maintenance		2	67
Grounds Maintenance		3	3
Building Security		25	12
Cleaning And Workplace Refuse		27	19
Gas		10	10
Electricity		19	19
Other Utilities		7	7
Rents		56	27
NNDR		88	114
Accommodation Charges		1	0
		238	278
<b>Supplies &amp; Services</b>			
Materials and Equipment		855	270
Stationery and Postage		37	37
Advertising		0	0
IT and telecommunications		175	175
Professional Services and Subscriptions		3	3
Grants and Contributions		412	233
Waste Disposal and Landfill Tax		0	0
Allowances		1	1
Other Hired and Contracted Services		167	52
Licences		5	5
Publication and Promotion		1	3
		1,655	779
<b>Transport</b>			
Vehicles And Plant Related Expenditure		40	40
Travel Allowances		1,144	823
Fuel		10	10
Private Hire		2	2
		1,196	875
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		4,298	5,869
		4,298	5,869
<b>Agency Payments</b>			
Services provided by Voluntary Sector		540	765
Services provided by Health Authorities		101	470
Contributions to Partnerships		58,420	63,767
Day Care		160	165
Home Care		16,607	19,514
Sheltered Accommodation		1,125	1,886

# Adult Social Care

Budget Manager : Chief Officer Access and Care

Access & Care			
	£000	Budget 2014/15	Budget 2015/16
Agency Payments			
Nursing Placements		36,054	38,170
Residential Placements		22,023	22,988
		135,030	147,724
Transfer Payments			
Social Care Direct Payments		2,095	1,065
Social Care Personalised Budgets		7,910	8,068
		10,005	9,133
<b>Managed Expenditure</b>		<b>177,088</b>	<b>190,292</b>
Internal Income			
Income from other Directorates		(504)	(510)
Recharge Income from Capital		(200)	(200)
Charges to / from HRA		(1,000)	0
		(1,704)	(710)
Income - Grants			
Government Grants		(67)	(626)
		(67)	(626)
Income - Sales			
Sale of Goods and Services		(10)	0
		(10)	0
Income - Charges			
Fees and charges		(65)	(85)
Contributions		(24,999)	(29,396)
Other income		(33)	(13)
		(25,097)	(29,494)
<b>Managed Income</b>		<b>(26,878)</b>	<b>(30,829)</b>
<b>Net Managed Budget</b>		<b>150,210</b>	<b>159,462</b>
Accounting Adjustments			
IAS 19 Pensions Costs		1,576	1,030
Capital Charges		1,076	764
		2,652	1,794
Other Internal Adjustments			
Internal Reallocations Charges		28,870	27,980
Internal Reallocations Income		(23,031)	(19,759)
		5,839	8,221
<b>Managed Outside the Service</b>		<b>8,490</b>	<b>10,014</b>
<b>Net Cost of Service</b>		<b>158,700</b>	<b>169,476</b>

# Adult Social Care

Budget Manager : Chief Officer - Care Reforms

Care Reform	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		1,545	1,287
National Insurance Contributions		130	106
Superannuation Costs		222	187
Other Pension Costs		8	6
		1,905	1,585
Premises			
NDR		0	2
		0	2
Supplies & Services			
Stationery and Postage		1	1
IT and telecommunications		0	0
Professional Services and Subscriptions		0	0
		1	1
Transport			
Travel Allowances		6	6
		6	6
Internal Charges			
Managed Recharges Frm Other Directorates		0	19
		0	19
		0	19
<b>Managed Expenditure</b>		<b>1,912</b>	<b>1,614</b>
Internal Income			
Income from other Directorates		0	(32)
		0	(32)
Income - Charges			
Fees and charges		(1)	(1)
Contributions		0	(19)
		(1)	(20)
		(1)	(20)
<b>Managed Income</b>		<b>(1)</b>	<b>(52)</b>
<b>Net Managed Budget</b>		<b>1,911</b>	<b>1,562</b>
Accounting Adjustments			
IAS 19 Pensions Costs		140	76
		140	76
Other Internal Adjustments			
Internal Reallocations Income		(2,050)	(1,635)
		(2,050)	(1,635)
<b>Managed Outside the Service</b>		<b>(1,911)</b>	<b>(1,560)</b>
<b>Net Cost of Service</b>		<b>0</b>	<b>2</b>



# Adult Social Care

Budget Manager : Deputy Director Adult Social Care

Strategic Commissioning			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		2,503	2,668
National Insurance Contributions		205	207
Superannuation Costs		364	363
Other Pension Costs		28	29
Other Employee Related Costs		0	0
Training And Development		32	32
		3,133	3,299
Premises			
Rents		22	22
NNDR		16	16
		38	38
Supplies & Services			
Materials and Equipment		7	7
Stationery and Postage		2	2
Advertising		2	2
IT and telecommunications		15	10
Professional Services and Subscriptions		35	51
Grants and Contributions		371	337
Allowances		0	0
Consultancy Services		359	299
Other Hired and Contracted Services		687	666
Publication and Promotion		0	0
Miscellaneous		25	25
		1,502	1,398
Transport			
Travel Allowances		33	27
Private Hire		0	0
		34	27
Internal Charges			
Managed Recharges Frm Other Directorates		833	737
		833	737
Agency Payments			
Services provided by Voluntary Sector		13,491	11,859
Contributions to Partnerships		4,871	8,916
Home Care		1,129	1,129
Nursing Placements		330	316
Residential Placements		401	801
		20,223	23,021
Appropriations			
Transfers to/from Earmarked Reserves		(800)	(5,900)
		(800)	(5,900)
Managed Expenditure		24,963	22,620
Internal Income			
Income from other Directorates		(1,710)	(2,472)
		(1,710)	(2,472)
Income - Grants			
Government Grants		(571)	(507)
Other Grants		(43)	0

# Adult Social Care

Budget Manager : Deputy Director Adult Social Care

Strategic Commissioning			
	£000	Budget 2014/15	Budget 2015/16
Income - Grants		(614)	(507)
Income - Sales			
Sale of Goods and Services		(697)	(757)
		(697)	(757)
Income - Charges			
Fees and charges		(1)	(1)
Contributions		(22,612)	(26,889)
Other income		0	(100)
Rents		(135)	(135)
		(22,748)	(27,126)
Managed Income		(25,769)	(30,862)
<b>Net Managed Budget</b>		<b>(807)</b>	<b>(8,242)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		215	129
Capital Charges		447	605
		662	734
Other Internal Adjustments			
Internal Reallocations Charges		3,171	841
Internal Reallocations Income		(5,767)	(5,309)
		(2,596)	(4,469)
Managed Outside the Service		(1,934)	(3,735)
<b>Net Cost of Service</b>		<b>(2,741)</b>	<b>(11,977)</b>

# Adult Social Care

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		3,549	3,378
Agency And Temporary Staff		120	0
National Insurance Contributions		385	349
Superannuation Costs		521	486
Other Pension Costs		809	792
Other Employee Related Costs		132	77
Training And Development		443	463
		<b>5,959</b>	<b>5,543</b>
<b>Premises</b>			
Cleaning And Workplace Refuse		2	0
Gas		58	0
Electricity		33	0
Other Utilities		33	0
NDR		31	0
Premises Related Insurance		40	17
		<b>198</b>	<b>17</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		57	57
Stationery and Postage		79	79
Advertising		2	2
IT and telecommunications		381	156
Insurance		205	111
Professional Services and Subscriptions		74	71
Allowances		0	0
Consultancy Services		0	10
Other Hired and Contracted Services		155	196
Licences		0	0
Miscellaneous		0	0
		<b>954</b>	<b>683</b>
<b>Transport</b>			
Travel Allowances		36	30
Private Hire		10	10
Transport Related Insurance		5	4
		<b>51</b>	<b>44</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		964	1,135
		<b>964</b>	<b>1,135</b>
<b>Managed Expenditure</b>		<b>8,125</b>	<b>7,422</b>
<b>Internal Income</b>			
Income from other Directorates		(114)	0
Recharge Income from Capital		(334)	(875)
		<b>(448)</b>	<b>(875)</b>
<b>Income - Charges</b>			
Fees and charges		(87)	(86)
Contributions		(215)	(120)
Other income		(113)	(301)
		<b>(415)</b>	<b>(507)</b>

# Adult Social Care

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy			
	£000	Budget 2014/15	Budget 2015/16
Managed Income		(864)	(1,382)
<b>Net Managed Budget</b>		<b>7,261</b>	<b>6,040</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(462)	(581)
Capital Charges		303	1,065
		(160)	485
Central Recharges			
Corporate & Democratic Core Income		(253)	(263)
		(253)	(263)
Other Internal Adjustments			
Internal Reallocations Charges		49	43
Internal Reallocations Income		(5,666)	(5,227)
		(5,617)	(5,183)
Managed Outside the Service		(6,029)	(4,961)
<b>Net Cost of Service</b>		<b>1,232</b>	<b>1,078</b>

# Adult Social Care

Budget Manager : Chief Officer Care Delivery

Care Delivery			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		31,087	28,508
Agency And Temporary Staff		1,441	890
National Insurance Contributions		1,925	1,757
Superannuation Costs		4,049	3,675
Other Pension Costs		893	1,027
Other Employee Related Costs		18	2
Training And Development		42	12
		<b>39,454</b>	<b>35,871</b>
<b>Premises</b>			
Buildings Maintenance		71	73
Grounds Maintenance		45	46
Building Security		98	38
Cleaning And Workplace Refuse		234	164
Gas		427	451
Electricity		391	415
Other Utilities		307	311
Rents		66	49
NNDR		189	182
Accommodation Charges		182	182
		<b>2,010</b>	<b>1,911</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		1,371	869
Stationery and Postage		54	52
Advertising		7	6
IT and telecommunications		20	20
Professional Services and Subscriptions		1	0
Grants and Contributions		0	223
Catering Service		49	51
Allowances		24	26
Other Hired and Contracted Services		29	66
Licences		77	77
Publication and Promotion		1	1
PFI Unitary Charges		5,179	5,199
Miscellaneous		290	296
		<b>7,101</b>	<b>6,886</b>
<b>Transport</b>			
Vehicles And Plant Related Expenditure		95	107
Travel Allowances		519	303
Fuel		32	25
Private Hire		2	2
		<b>648</b>	<b>437</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		362	232
		<b>362</b>	<b>232</b>
<b>Agency Payments</b>			
Services provided by Voluntary Sector		6	9
Fees to Carers		471	490
		<b>477</b>	<b>498</b>

# Adult Social Care

Budget Manager : Chief Officer Care Delivery

Care Delivery	£000	Budget 2014/15	Budget 2015/16
<b>Managed Expenditure</b>		50,053	45,835
Internal Income			
Income from other Directorates		(357)	(347)
Charges to / from HRA		(427)	(427)
		(784)	(774)
Income - Grants			
Government Grants		(24)	(24)
DCLG Grants		(4,671)	(4,671)
		(4,694)	(4,694)
Income - Sales			
Sale of Goods and Services		(557)	(271)
		(557)	(271)
Income - Charges			
Fees and charges		(15)	(11)
Contributions		(7,077)	(6,430)
Other income		(484)	(389)
Rents		(1)	(1)
		(7,577)	(6,831)
<b>Managed Income</b>		(13,611)	(12,570)
<b>Net Managed Budget</b>		<b>36,442</b>	<b>33,265</b>
Accounting Adjustments			
IAS 19 Pensions Costs		1,821	802
Capital Charges		1,790	2,442
		3,611	3,244
Other Internal Adjustments			
Internal Reallocations Charges		9,777	7,144
Internal Reallocations Income		(5,366)	(4,092)
		4,411	3,052
Managed Outside the Service		8,022	6,296
<b>Net Cost of Service</b>		<b>44,464</b>	<b>39,561</b>

Children's Services





# LEEDS CITY COUNCIL

## 2015/16 BUDGET REPORT

### Directorate: Children's Services

#### 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 2015/16 financial year.

#### 2 Service Context

- 2.1 The Council has a statutory duty and responsibility to safeguard and promote the welfare of the 183,000 children and young people across Leeds. Leeds has set out a bold ambition to be the best city and the best council in the UK. We can only achieve this if we are the best city for children and young people to grow up in. This ambition is captured within our vision for Leeds as a 'Child Friendly City'. We are working to achieve this through our shared partnership strategy - the Leeds Children and Young People's Plan 2011-15 and the new plan for 2015-19 which is currently being developed and consulted on. Within this we have identified five outcomes: that children and young people can be safe, healthy, do well in learning, have fun growing up and have a voice and influence over the decisions affecting them, and crucially three obsessions: to safely and appropriately reduce the number of children looked after; to reduce the number of children and young people not in education, employment or training; and, to increase engagement in all phases of education.
- 2.2 A relentless focus on these obsessions galvanises the city around the difference that partners can make to contribute to Leeds becoming a child friendly city. Restorative Practice underpins our approach. We aim to work *with* children and families as opposed to doing things *for* them or *to* them, providing high support and high challenge, and empowering children and families to take responsibility for making positive and productive decisions about their lives and renegotiating a new 'social contract' between the various representatives of 'the state' and the citizens of Leeds based on 'high support and high challenge' practices.
- 2.3 Children's Services continues to face significant demand pressures including an increase of approximately 5,000 in the number of children and young people across the city since 2009 as well as a changing demographic mix. These changes have increased demand across all the services that we provide and commission and present significant challenges in respect of the supply of school places, the number of referrals and potentially increase the cost of high level services such as children in need, special educational needs and children in the care of the authority. However, despite this increase in demand and in contrast to much of the national picture, Leeds has successfully, and safely, stabilised and reduced the number of looked after children.
- 2.4 Childcare is provided across 33 different sites and the Council is the 7<sup>th</sup> largest provider of childcare in the country supporting early education and subsidised childcare in areas of disadvantage and deprivation to promote good educational outcomes for children and child care to support parents and carers into work. Our children's centre inspection outcomes continue to be above the national average and the service is a key element in the Child Friendly City plan to close the health equality and attainment gap.

- 2.5 Over recent financial years, the prioritisation of resources to support vulnerable children and families has seen huge improvement in our 3 strategic obsessions. The medium-term budget strategy is based on sustaining these improvements and continuing to support the over-arching strategy around protecting the service around child protection and safeguarding whilst at the same time continuing to invest in preventative and early intervention services. Our vision is to build a fully-integrated Children's Services Directorate that will offer a seamless multi-agency service to vulnerable children, young people and their families working at a locality level in partnership with schools, clusters and other partners.
- 2.6 By taking an innovative approach through the fundamental restructure and locality programme, we will look to;
- Enable more children and young people living safely and appropriately in their own family network.
  - Translate steady progress on improving outcomes for vulnerable children and families into step changes in outcomes resulting in 'whole system' transformation.
  - Reduce significantly demand and repeat demand for resource intensive services.
  - Transform the local social care system so that it is based on restorative principles and less reliant on statutory intervention.
  - Redefine the role and status of social work locally - use the skills and expertise of social workers to support early help interventions – improve the effectiveness of early help interventions thereby supporting retention within the profession.
  - Invest to save through systemic investment in restorative based early help and preventative work; reducing both the cost of the care system and the lifetime costs of social care cases to the wider system and the Leeds pound.
  - Embed significant culture change across partnerships to ensure the new ways of doing things become sustainable.
- 2.7 The intention is to transform the social care system by building on the Leeds restorative model. We will strengthen restorative frontline practice so that a "restorative offer" is a fundamental entitlement of anyone involved in or at risk of statutory intervention. We will work locally *with* families and communities to develop relationships and build capacity, rather than doing things *to* or *for* them. We will re-define the role of social work and use the skills and expertise of social workers to support early help interventions – improving their effectiveness and supporting retention within the profession. We will develop the range of evidence based services to provide intensive high support and high challenge through partnership working with our 25 multi-agency clusters of children's services across the city. The intention is to further develop our restorative based early help and prevention offer so we can continue to effectively identify and tackle issues at the earliest possible stage on a 'whole system' scale. These teams would support our strategy at a local level, securing the best solutions for those children, young people and families requiring additional help.
- 2.8 Our budget for 2015/16 is guided by our statutory duties to help ensure that children and young people are kept safe, receive good quality education, and that any additional support needs are identified and addressed. We are also guided by our priority to create better life chances for children and young people across the City whilst at the same time recognising the changing role of the local authority particularly with regards to education support and the changing relationship with schools.

- 2.9 The 2015/16 budget proposals are set in the context of the vision outlined above. In 2015/16 Children's Services face pressures of some £11.1m, including £1.8m of inflationary pressures and £6.2m of grant and funding changes, including a £2.4m reduction in the Education Support grant primarily as a result of a Government decision to cut the national grant by £200m.
- 2.10 In addition, there are demand pressures of approximately £1.4m primarily in respect of home to school transport and a further £1.5m of other recurrent budget pressures.
- 2.11 The budget also includes a proposal to invest a further £1m by March 2017 to support and enhance those services that work with children and young people who are at risk of child sexual exploitation and those who go missing. Recognising these significant financial challenges, the 2015/16 budget proposals include a range of savings and efficiency proposals of some £16.6m across the Directorate.

### **3 Budget Proposals**

- 3.1 This budget represents decrease of £5,470 (4.3%) when compared to the adjusted 2014/15 budget summarised in the table attached to this report:

#### **3.2 Adjustments - £1,727k**

- 3.2.1 The 2015/16 budget takes into account the transfer of the Performance and Intelligence functions to Central and Corporate as well as the transfer of the running cost budgets for the Adam's Court office accommodation.
- 3.2.2 Employer's Superannuation - following finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 2014/15 and an adjustment of £324k has been made in 2015/16 to reflect this permanent adjustment.

#### **3.3 Changes in prices – pressure of £1,782k**

- 3.3.1 Provision has been made for the impact of the nationally agreed pay awards for 2015/16. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities.
- 3.3.2 **Nursery Fees – estimated saving of £0.39m.** The current nursery fee in a local authority run children's centre is £39 per day. This charge continues to be subsidised and compares favourably with other childcare providers across the city. The proposal in the 2015/16 budget is therefore to increase nursery fees by £2 per day, from £39 to £41 per day, which represents an increase of 5.1% increase. This increase will generate an additional £0.39m of income which is £0.1m above inflation.

#### **3.4 Full year Effects – saving of £479k**

- 3.4.1 The 2015/16 budget recognises the on-going financial implications from the changes to the home to school/college policies and procedures, resulting in a net pressure of £230k primarily due to the decision to defer the implementation of the policy changes to post-16 SEN resulting in a budget pressure of £1.25m in the coming year.

3.4.2 Changes to employee' terms and conditions will enable savings of £0.7m in 2015/16 specifically around changes to essential car users, changes to car mileage rates and ending pay protection arrangements.

### **3.5 Demand/Demography - pressure of £2,105k**

3.5.1 There are continuing national concerns around child protection and safeguarding, including recent high profile cases around child sexual exploitation. The Children's Services budget includes additional investment of £1m by March 2017 to expand and enhance those services that work with children and young people who are at risk of child sexual exploitation and those who go missing.

3.5.2 Home to School/College Transport – the 2015/16 budget recognises demand pressures of £1.4m in respect of home to school/college transport, particularly around children and young people with special educational needs and disabilities.

3.5.3 The 2015/16 budget makes provision for additional demand in respect of Unaccompanied Asylum Seeking Children (additional £150k) and also increasing costs arising from Direct Payments and Personalised Budgets (£50k).

### **3.6 Grant Fallout - pressure of £6,188k**

3.6.1 As mentioned above, the budget recognises the impact of the £2.4m further reduction in the Education Support Grant, primarily as a result of the £200m cut in the national grant level. In response, the ambition is to retain a 'Leeds Learning Improvement function' through the development and implementation of a business model that would generate an additional £1.7m of income through trading with schools and academies in Leeds and also with other local authorities.

3.6.2 The budget also recognises the changes in the Troubled Families Grant (Families First Leeds) funding (pressure of £750k), cessation of the Adoption Reform Grant (£650k pressure) as well as changes to the SEND Reform and SEND Implementation Grant (net pressure of £850k) in 2015/16. The move from allocation to take-up in respect of funding for vulnerable 2-year old early education/childcare will create a net pressure of £850k, in addition to the end of funding support for the development of multi-systemic therapy, and a £500k pressure from non-recurrent Social Fund income for section 17 payments.

### **3.7 Other Budget pressures - £1,820k**

3.7.1 Other budget pressures recognised in the budget include £0.7m to fund recruitment and retention in front-line social work teams and slippage on the review of in-house residential provision. The budget also takes into account a £0.8m due to the slippage on the financial sustainability of the network of children's centres which was included in the 2014/15 base budget and £0.3m of other pressures across the Directorate.

### **3.8 Funded Service Growth**

3.8.1 In 2015/16 Government has increased the target for the number of eligible two year olds for which the Directorate has to commission early education/childcare up to 4,500 places, equivalent to around 40% of the two year olds in the City. As at December 2014, actual take-up of places was in the region of 2,520, with approximately 900 further places in development. Reflecting the statutory target for Leeds, the 2015/16 budget allows for both the take-up of the further 900 additional places in addition to the creation of a further 1,100

places by March 2016. Additional funding of around £1.9m, funded through the schools budget, has been built into the 2015/16 budget to support the expansion.

### **3.9 Service Changes**

**3.9.1 Children's Services Directorate – Fundamental Restructure Programme (£1.4m saving in 2015/16).** The budget challenges facing the Council in 2015/16 and 2016/17 will necessitate a fundamental re-design of services for children, young people and families if we are to continue to support the strategy which we have in place. The proposals to achieve this vision as detailed in paragraph 2.6 above will generate a saving of £1.4m in 2015/16.

**3.9.3 Early Intervention and Prevention (£3.08m saving).** Taking a partnership approach, particularly with schools and health, the proposal is to build on the current locality and cluster model by devolving and delegating targeted support services to work in localities. A key principle underpinning this will be the development and implementation of multi-agency and multi-disciplinary teams based in localities, working in close partnership and co-located with schools and clusters of schools. This will enable efficiencies and savings by reducing management and administration, more targeting of resources and reduced duplication, and by changing the balance of funding across partners.

Children's Centres are an integral part of this programme and work is continuing to support the network of 57 children's centres across the city to be financially sustainable in the medium-term with savings of £1.6m built into the 2015/16 budget. Proposals include looking at management capacity and overheads, as well as opportunities around partnership working.

**3.9.4 Best Council Plan Objective – Building a Child Friendly City (£0.1m saving).** In respect of Looked After Children, 2015/16 budget continues to reflect the success of our strategic obsession and 'Council Plan Priority' around safely and appropriately reducing the need for children to be in care with further proposed budget savings of £0.1m from further reducing the number of externally provided fostering and residential placements in addition to changing the mix of placement provision. Aligned to this programme, the budget recognises the need for additional investment to support Special Guardianship Orders, additional support for placements with extended families (kinship care) as well as further investment into in-house foster care. These budget savings recognise the forecast overspend of £5m across the looked after children budgets in the current (2014/15) financial year and represent a significant challenge given the current economic climate and demographic/demand pressures.

**3.9.5 Young People & Skills (£3.05m saving).** The budget includes a number of proposals in respect of those services that support young people. These will include further savings on the Youth Offer as well as proposed reductions in respect of funding for Targeted Information Advice and Guidance which is currently commissioned under the banner 'Connexions Leeds' and which works with priority groups of young people around the NEET (not in employment, education or training) agenda. This level of budget reductions across the Young People and Skills services necessitates a fundamental change across the Council and partners in the city as to how we respond to young people at risk of becoming NEET.

**3.9.6 Narrowing the Gap & Learning Improvement (£2.07m saving).** The 2015/16 budget recognises the £2.4m reduction in the Education Services Grant through an ambition to retain a 'Leeds Learning Improvement function' through the development and implementation of a traded services business model that is anticipated will enable savings

of £2.07m primarily through additional income via additional trading with schools, academies and other local authorities. In addition, savings are anticipated in respect of the Closing the Gap Team (£120k) and the wider Learning Improvement/Education Support functions (£250k).

### **3.10 Efficiencies and other funding sources £3,255k**

3.10.1 The 2015/16 proposals also include £3.26m of savings from a range of efficiencies and funding measures including reducing the leadership and management capacity across the Directorate [£1.1m of savings by March 2017], releasing staff who have expressed an interest to leave via voluntary severance/retirement [£0.25m] and a range of efficiencies across the fostering & adoption, family placement, workforce development and integrated safeguarding teams.

3.10.2 In response to the demand pressures in respect of home to school/college transport, and recognising the benefits in terms of life skills and independence for the young people, the intention is to significantly expand the Independent Travel Training Initiative with efficiencies of £0.8m built in the 2015/16 budget.

3.10.3 The insurance team has negotiated a reduction in several insurance policies and these savings have been passed on to directorates. For Children's Services these savings amount to some £138k in 2015/16.

3.10.4 Continuing work around category and contract management is anticipated to achieve further savings of £277k from April 2015 with changes to Public Health commissioning enabling further savings of £500k.

3.10.5 In terms of staffing, the range of budget proposals for 2015/16 across the Directorate will result in a net reduction of around 187 [full-time equivalent] posts. Recognising the continuing financial challenges in the medium-term, and linked to the proposal to fundamentally restructure the Directorate, the intention is to reduce the overall workforce by around 10%, or approximately 250 posts by 2016/17.

## **4 Risk Assessment**

4.1 In determining the 2015/16 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.

4.2 The key risks in the 2015/16 budget for this directorate are as follows;

4.2.1 The number of children and young people in the city is increasing which places greater demand for services for children and families. In particular, the wider financial and economic climate can have a significant impact and increase requests for service/contacts specifically in the referrals for statutory social care services. The combination of continuing rising demand and reducing resources will place significant pressures across the system.

4.2.2 In addition to the risks around demand and resources it should be highlighted that the statutory duties to safeguard and promote the welfare of children and young people mean that Children's Services are the only element of the Council that is the subject of an unannounced inspection regime. There are continuing national concerns around child protection and safeguarding, including recent cases around child sexual exploitation.

- 4.2.3 The implementation of the range of proposals within the Children and Families Act will also continue to present challenges in 2015/16 and beyond, specifically around Special Educational Needs (SEN) where the Act extended the SEN system from birth to 25 alongside the requirement that all new statutory assessments will result in an integrated Education, Health and Care Plan with extended rights and protections for young people in further education and training, in addition to offering families personal budgets.
- 4.2.4 The budget proposals for 2015/16 include £16.6m of further savings/efficiencies to be found by March 2016, on top of those already achieved in 2014/15 and previous years. The need to deliver this significant programme of savings at the same time as developing the re-design proposals and trading ambitions will require leadership and programme management capacity, at a directorate, corporate and partnership level.

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<b>CHILDREN'S SERVICES</b>	<b>£000s</b>	<b>FTEs</b>
<b>Net Managed Budget 2014/15</b>	<b>127,681</b>	
<b>Adjustments:</b>		
Transfers of function	(400)	
Other Adjustments	(1,327)	
<b>Adjusted Net Managed Budget 2014/15</b>	<b>125,954</b>	
<b>Budget Increases:</b>		
<b>Inflation</b>		
Pay	981	
Price	2,509	
Income	(1,708)	
<b>Full Year Effects of previous decisions</b>		
Home to School/College Transport - Policy & Provision Changes	230	
Terms & Conditions - Essential Car User/Car Allowances/Parking	(477)	
Terms & Conditions - Pay Protection	(232)	
<b>Grant and Funding Reductions/Changes</b>		
Education Services Grant - impact of national cut in grant and provision for further conversions	2,418	
Adoption Reform Grant, SEND Reform & SEND Implementation	1,500	
Families First - Reduction in attachment fees/payment by results	750	
Other grant and funding pressures (Vulnerable 2-year capacity building, Multi-systemic therapy)	1,020	
Fallout of Social Fund Income re: Section 17 Payments	500	
<b>Demand/Demography</b>		
Investment into services to support Children at risk of Sexual Exploitation	500	
Home to School/College SEN - demand/demography	1,405	
Support for Unaccompanied Asylum Seeking Children	150	
Direct Payments	50	
<b>Other</b>		
Other pressures - (incl. Social Work, Residential Review)	1,005	
Children's Centres - slippage on 2014/15 budget action plans	815	
<b>Total Budget Increases</b>	<b>11,416</b>	<b>23.2</b>
<b>Savings :</b>		
<b>Best Council Objectives</b>		
Building a Child Friendly City	(100)	
Becoming an efficient and enterprising Council:		
Assets	(65)	
Business Improvement & Support Services Review	(841)	
<b>Efficiencies &amp; other funding sources</b>		
Home to School/College Transport - Independent Travel Training	(830)	
Procurement & Contract Savings	(277)	
Insurance	(138)	
Reductions in Leadership & Management & Early Leaver Initiative	(944)	
Other Efficiencies (Fostering & Adoption, Family Placement, Integrated Safeguarding Unit, Workforce Development Team, etc)	(566)	
Public Health Commissioning	(500)	
<b>Income</b>		
Nursery Fees - increase by £2/day (5.1%) from £39/day to £41/day	(100)	
Music Support Service - Service to be fully-funded from April 2015	(70)	
Other income	(500)	
<b>Service Changes</b>		
Children's Services Directorate - Fundamental Restructure Programme to support the next phase of locality working.	(1,400)	
Young People & Skills - Implement a different approach to the provision of targeted support for young people (including Targeted Information Advice & Guidance and re-commissioning of the Youth Offer)	(3,050)	
Narrowing the Gap & Learning Improvement - Recognising the significant impact of the reduction in the Education Support Grant and other funding. Re-negotiating the role of the Local Authority and Learning Sector with an increased emphasis on trading and cost recovery.	(2,070)	
Early Intervention and Prevention - Re-model the partnership approach to early intervention and prevention built on the work already undertaken with clusters of schools and other partners. Includes the creation of multi-disciplinary/multi-agency teams working at a locality level.	(3,080)	
Review and re-configure Targeted Family Support Services.	(1,030)	
Review and re-provide 2 in-house Children's Homes.	(600)	
Other Service Changes & Other Savings	(725)	
<b>Total Savings</b>	<b>(16,886)</b>	<b>(210.3)</b>
<b>Net Managed Budget 2015/16</b>	<b>120,484</b>	<b>(187.1)</b>



# LEEDS CITY COUNCIL

## 2015-16 BUDGET REPORT

### Directorate: Children's Services

#### The Schools Budget 2015-16

- 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. The schools budget comprises individual school budgets (ISB) delegated to schools; free early years education provision for 2, 3 and 4 year olds; the cost of supporting pupils with high needs and a number of prescribed services and costs in support of education in schools. Funding for post-16 provision remains as a separate post-16 grant and a small number of targeted grants remain, with the Pupil Premium being the largest of these. There are therefore five broad funding blocks covering five areas of expenditure.
- 2 The DSG for 2015-16 is funded as three separate blocks known as the early years block, the high needs block and the schools block.
- 3 The early years block will be used to fund free early education for 3 and 4 year olds and the early education of eligible vulnerable 2 year olds. For 3 and 4 year olds, the grant will be based on the number of pupils on the January 2015 and January 2016 census, multiplied by a figure of £3,883 per full time equivalent pupil. This rate/pupil is protected at the 2014-15 level. The funding for the 2015-16 financial year will therefore not be finalised until after the end of the year but pupil numbers may increase.
- 4 The Department for Education (DfE) have confirmed that funding for the 2 year old entitlement will be on a participation basis. Initial funding will be allocated in June 2015 using January 2015 census data and an hourly rate of £4.85. The final allocation will be based on  $5/12 \times$  January 2015 participation numbers +  $7/12 \times$  January 2016 participation numbers and updated in June 2016. A pupil premium grant for early years will be introduced from April 2015 (see below).
- 5 The high needs funding system is intended to support the most appropriate provision for pupils with SEN, learning difficulties and disabilities from their early years to age 25. In line with the SEN reforms introduced in September 2014, high needs funding should be used to provide the most appropriate provision for each individual in a range of settings including good quality alternative provision for pupils who cannot receive their education in schools.
- 6 The funding has two aspects, place funding and top-up funding. Place funding is to provide a base level of funding for the institution for pupils' core education and basic programmes to meet additional support costs up to a specified threshold. Top-up funding is that which is required over and above the place funding, to enable a pupil with high needs to participate in education and learning.

- 7 The high needs block will be used to fund special schools (including academies and free schools), resourced SEN places in mainstream schools, pupil referral units and alternative provision. Published place numbers for the 2014-15 academic year have been rolled forward and used as the basis for 2015-16 allocations. Adjustments have been made for previously agreed place numbers and approved exceptional places. Leeds has received an additional £675k from a national increase of £47m in high needs funding.
- 8 The schools block funds the delegated budgets of primary and secondary schools for pupils in reception to year 11, and a number of prescribed services and costs in support of education in schools. The grant for 2015-16 will be based on pupil numbers in Leeds (including those in academies and free schools) as at October 2014, multiplied by the schools block unit of funding. The 2015-16 rate is £4,530 which has been reduced for the carbon reduction commitment at a rate/pupil (£7.51). This was previously deducted as a cash amount. Pupil numbers have increased by 2256, with primary pupil numbers increasing by 2403 and secondary pupil numbers having decreased by 147. The unit of resource has not increased for four years and therefore contains no provision for increased costs or funding rates for schools or central functions.
- 9 The delegated schools budget will be allocated to primary and secondary schools including academies through the school funding formula. The funding allocated to academies and free schools through the funding formula will be recouped from the schools block paid to the City Council.
- 10 In 2015-16, the DfE have incorporated academies that were previously outside of the recoupment process into local authority school funding settlements. In Leeds, a cash adjustment of £6.9m has been included for four former non-recoupment academies. As at January 2015, it is estimated that the total amount recouped by the DfE for academies will be £116m. Should any more schools convert to academy status during the year, then further adjustments will be made to the DSG received by the Council
- 11 Funding for post-16 provision is allocated by the Education Funding Agency (EFA) through a national formula which incorporates factors including student numbers, student retention, higher cost subjects, disadvantaged students and area costs. This is supplemented by additional funding for high needs students, bursaries and other financial support for individual students. No changes to the EFA's formula are expected for 2015-16 but transitional protection will cease from August 2015.
- 12 The DfE continues to provide separate ring fenced grant allocations to support national priorities which are paid to the school attended. Pupil Premium is paid to schools and academies based on the number of pupils aged 5 to 15 on roll in January each year who have been eligible for free school meals at any point in the previous 6 years of education; children who are looked after/ adopted from care or whose parents have served in the armed forces in the last 4 years. The Pupil Premium rates are shown below:

	2014-15	2015-16
Primary	£1300	£1320
Secondary	£935	£935
Children looked after	£1900	£1900
Service	£300	£300

- 13 An Early Years Pupil Premium (EYPP) will be introduced from April 2015 at a rate of £0.53 per child per hour which must be paid to providers. The initial allocation for Leeds is £0.89m. The DfE will conduct a mandatory mid-year survey in the autumn to check take-up of the EYPP and make adjustments to allocations accordingly. Ofsted will update their inspection framework to assess the effective use and impact of the EYPP under their judgment of leadership and management.
- 14 The Primary PE grant will be paid in the 2014-15 and 2015-16 academic years to all primary schools at a rate of £8,000 plus £5 per pupil. The Year 7 catch-up premium will be paid in the 2014-15 and 2015-16 financial years at a rate of £500 for each pupil in year 7 who did not achieve at least level 4 in reading and/or mathematics (maximum £500 per pupil) at key stage 2.
- 15 The Government introduced the universal provision of free school meals for all pupils in Reception, Year 1 and Year 2 from September 2014. The final allocation for the 2014-15 academic year will be made in May 2015 using census data from October 2014 and January 2015 at a rate of £437 per eligible pupil. It is expected that for the 2015-16 academic year, census data from October 2015 and January 2016 will be used and that the grant allocation will be in the order of £8.27m dependent on the number of pupils.
- 16 Estimated figures for 2014-15 and 2015-16 are shown below:

	2014-15 £m	2015-16 £m (estimated)	Yr on yr Change
Schools Block	440.39	456.87	16.48
Early Years Block (3 & 4yr olds)	31.38	32.43	1.05
Early Years Block (2yr olds)	11.94	10.21	-1.73
High Needs Block	53.95	55.07	1.12
EFA Post 16 Funding *	18.00	16.95	-1.05
Pupil Premium – Early Years	0.00	0.89	0.89
Pupil Premium – Deprivation	37.19	38.50	1.31
Pupil Premium – Looked after	1.88	1.88	0.00
Pupil Premium – Adopted from Care	0.78	0.78	0.00
Pupil Premium – Service Children	0.05	0.05	0.00
PE & Sport Grant	1.98	2.06	0.08
Summer Schools Grant	0.53	0.53	0.00
Yr 7 Catch up Premium	0.85	0.86	0.01
Universal infant free school meals	4.89	8.27	3.38
<b>Total Schools Budget</b>	<b>603.81</b>	<b>625.35</b>	<b>21.54</b>

(\* figures include academies/free schools except for Post-16 where funding data is not available)

- 17 The DSG can only be applied to expenditure within the schools budget and unspent balances of the grant must be carried forward and applied to the schools budget in consultation with the Schools Forum. The Leeds Schools Forum have agreed to support school budgets by allocating £2m of the DSG balance in 2015-16 through pupil led factors in the funding formula. They have also agreed to allow Early Years to carry forward £2.6m of the 2014-15 under spend on vulnerable 2 year olds to create further capacity and take-up across all providers. Underspends on de-delegated services in 2014-15 have to be ring fenced within the DSG and must be applied to the following year. Schools Forum agreed to support de-delegated services in 2015-16 with £468k of the balance carried forward from 2014-15. A further £400k will be used to continue to support SILCs in financial difficulty.
- 18 Following a full consultation with maintained primary and secondary schools, Schools Forum have agreed to the central retention of funding for de-delegated services. These are: schools contingency; maternity; suspended staff cover; trades union facilities time; museum service; school library service (primary only); FSM eligibility; licences (primary only); behaviour support and support to underperforming ethnic groups. The DSG balance will be used to support the cost of these services by £468k (see above) and the total amount deducted from school budgets will be £4.8m.
- 19 The funding regulations require that Schools Forum agree to the level of funding to be held centrally in 2015-16 under continuing commitments and responsibilities. These budgets can be no higher than the value retained in 2014-15 (except for the single national licence). Schools Forum have agreed to the central retention of budgets for the repayment of capitalised equal pay costs, debt repayment under prudential borrowing, operating a schools forum and the admissions service which are all statutory ongoing costs.
- 20 The DfE have added four new licences to the 2015-16 single national licence for all state funded schools in England. The DfE will pay the agencies and provide the service to local authorities at a charge estimated at two thirds higher than that for 2014-15. This arrangement will cover maintained schools and academies (including the former non-recoupment academies) and local authorities are allowed to hold the budget centrally rather than include it in school budgets. This is estimated to cost £500k in 2015-16. The total amount held centrally for continuing commitments is £8.6m.
- 21 Schools Forum have agreed to retain a growth fund centrally in order to support costs incurred by schools that are being established or extended to meet basic need and where admission numbers are increased. This budget provides in-year funding where additional pupils are admitted, covers the costs where additional premises are rented and provides pre-opening funding for new schools and academies established to meet basic need. The budget of £2.4m for 2015-16 is the same as that for 2014-15.
- 22 It should be noted that the arrangements for 2015-16 school funding are transitional as the DfE are still intending to move towards a fully national formula at some point in the next spending period. However, no policy statements are expected to be made until after the general election in May 2015. As a result, Schools Forum have agreed to adopt the same factors in the funding formula as those used in 2014-15.

# Children's Services

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## Service Context

- The Council has a statutory duty and responsibility to safeguard and promote the welfare of the 183,000 children and young people across Leeds. Leeds has set out a bold ambition to be the best city and the best council in the UK. We can only achieve this if we are the best city for children and young people to grow up in. This ambition is captured within our vision for Leeds as a 'Child Friendly City'. We are working to achieve this through our shared partnership strategy - the Leeds Children and Young People's Plan 2011-15 and the new plan for 2015-19 which is currently being developed and consulted on. Within this we have identified five outcomes: that children and young people can be safe, healthy, do well in learning, have fun growing up and have a voice and influence over the decisions affecting them, and crucially three obsessions: to safely and appropriately reduce the number of children looked after; to reduce the number of children and young people not in education, employment or training; and, to increase engagement in all phases of education.
- A relentless focus on these obsessions galvanises the city around the difference that partners can make to contribute to Leeds becoming a child friendly city. Restorative Practice underpins our approach. We aim to work with children and families as opposed to doing things for them or to them, providing high support and high challenge, and empowering children and families to take responsibility for making positive and productive decisions about their lives and renegotiating a new 'social contract' between the various representatives of 'the state' and the citizens of Leeds based on 'high support and high challenge' practices.
- Children's Services continues to face significant demand pressures including an increase of approximately 5,000 in the number of children and young people across the city since 2009 as well as a changing demographic mix. These changes have increased demand across all the services that we provide and commission and present significant challenges in respect of the supply of school places, the number of referrals and potentially increase the cost of high level services such as children in need, special educational needs and children in the care of the authority. However, despite this increase in demand and in contrast to much of the national picture, Leeds has successfully, and safely, stabilised and reduced the number of looked after children.
- Our budget strategy for 2015/16 is guided by our statutory duties to help ensure that children and young people are kept safe, receive good quality education, and that any additional support needs are identified and addressed. We are also guided by our priority to create better life chances for children and young people across the City whilst at the same time recognising the changing role of the local authority particularly with regards to education support and the changing relationship with schools.

## Children's Services

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- The budget challenges facing the Council in 2015/16 and 2016/17 will necessitate a fundamental re-design of services for children, young people and families if we are to continue to support the strategy which we have in place. Over recent financial years, the prioritisation of resources to support vulnerable children and families has seen huge improvement in our 3 strategic obsessions. The medium-term budget strategy is based on sustaining these improvements and continuing to support the over-arching strategy around protecting the service around child protection and safeguarding whilst at the same time continuing to invest in preventative and early intervention services. Our vision is to build a fully-integrated Children's Services Directorate that will offer a seamless multi-agency service to vulnerable children, young people and their families working at a locality level in partnership with schools, clusters and other partners.
- By taking an innovative approach through the fundamental restructure and locality programme, we will look to;
  - Renegotiate a new 'social contract' between the various representatives of 'the state' and the citizens of Leeds based on 'high support and high challenge' practices.
  - Enable more children and young people living safely and appropriately in their own family network.
  - Translate steady progress on improving outcomes for vulnerable children and families into step changes in outcomes resulting in 'whole system' transformation.
  - Reduce significantly demand and repeat demand for resource intensive services.
  - Transform the local social care system so that it is based on restorative principles and less reliant on statutory intervention.
  - Redefine the role and status of social work locally - use the skills and expertise of social workers to support early help interventions – improve the effectiveness of early help interventions thereby supporting retention within the profession.
  - Invest to save through systemic investment in restorative based early help and preventative work; reducing both the cost of the care system and the lifetime costs of social care cases to the wider system and the Leeds pound £.
  - Embed significant culture change across partnerships to ensure the new ways of doing things become sustainable.
- Taking a partnership approach, the proposal is to build on the current locality and cluster model by devolving and delegating targeted support services to work in localities. A key principle underpinning this will be the development and implementation of multi-agency and multi-disciplinary teams based in localities, working in close partnership and co-located with schools and clusters of schools. The intention is to transform the social care system by building on the Leeds restorative model. We will strengthen restorative

## Children's Services

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frontline practice so that a “restorative offer” is a fundamental entitlement of anyone involved in or at risk of statutory intervention. We will work locally with families and communities to develop relationships and build capacity, rather than doing things to or for them. We will re-define the role of social work and use the skills and expertise of social workers to support early help interventions – improving their effectiveness and supporting retention within the profession. We will develop the range of evidence based services to provide intensive high support and high challenge through partnership working with our 25 multi-agency clusters of children's services across the city. The intention is to further develop our restorative based early help and prevention offer so we can continue to effectively identify and tackle issues at the earliest possible stage on a ‘whole system’ scale. These teams would support our strategy at a local level, securing the best solutions for those children, young people and families requiring additional help.





## Children's Services

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service			Managed Outside the Service	Total 2015/16
			Spending	Income	Net		
Chief Officer Partnership Dev & Bus Supt	Partnership Dev. & Business Support	40,686	18,318	(1,269)	17,050	25,562	42,612
Deputy Director of Children's Services: Learning	Learning, Skills & Universal Services	15,319	128,594	(115,620)	12,974	2,040	15,013
Deputy Director Safeguarding, Specialist, Targeted Services	Safeguarding, Targeted & Specialist	98,661	120,536	(26,994)	93,541	2,601	96,142
Chief Officer Strategy, Performance & Commissioning	Strategy, Performance & Commissioning	(534)	0	0	0	0	0
Chief Officer Partnership Dev & Bus Supt	Central Overheads	7,254	9,857	(12,938)	(3,081)	(4,503)	(7,584)
Net Cost of Service		161,386	277,304	(156,821)	120,484	25,699	146,183
	Transfers to and from earmarked reserves	(7,600)	0	0	0	814	814
Net Revenue Charge		153,786	277,304	(156,821)	120,484	26,513	146,997

# Children's Services

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		72,823	70,555
Agency And Temporary Staff		5,095	3,015
National Insurance Contributions		5,741	4,852
Superannuation Costs		11,521	10,242
Other Pension Costs		8,259	8,266
Other Employee Related Costs		236	181
Training And Development		408	354
		104,082	97,465
<b>Premises</b>			
Buildings Maintenance		157	119
Grounds Maintenance		32	31
Building Security		60	56
Cleaning And Workplace Refuse		139	125
Gas		320	350
Electricity		302	338
Other Utilities		223	229
Rents		79	190
NDR		682	753
Accommodation Charges		306	62
Premises Related Insurance		27	15
		2,327	2,267
<b>Supplies &amp; Services</b>			
Materials and Equipment		1,475	1,230
Stationery and Postage		209	196
Advertising		108	107
IT and telecommunications		1,238	1,075
Insurance		254	172
Professional Services and Subscriptions		1,325	1,295
Grants and Contributions		18	18
Catering Service		1,060	1,087
Allowances		206	201
Security Services		21	86
Other Hired and Contracted Services		660	736
Licences		438	605
Publication and Promotion		26	30
PFI Unitary Charges		50,612	51,890
Miscellaneous		4	4
		57,654	58,732
<b>Transport</b>			
Vehicles And Plant Related Expenditure		126	129
Travel Allowances		2,015	1,551
Fuel		49	50
Private Hire		6,265	6,387
Transport Related Insurance		22	27
		8,477	8,143
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		23,411	24,669
Distributed Grants		8,636	9,791
		32,047	34,460
<b>Agency Payments</b>			

# Children's Services

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Agency Payments		
Services provided by other organisations	27,066	25,581
Services provided by Voluntary Sector	8,897	9,463
General External Residential Placements	7,692	7,101
Independent Fostering Agencies	7,909	7,575
Carers Fees and Allowances	20,988	22,389
Services provided by Health Authorities	646	640
Public Health Commissioned Services	0	42
Contributions to Partnerships	80	220
Special Educational Needs Placements	3,190	3,597
	76,467	76,608
Transfer Payments		
Young People's Allowances	1,759	2,068
Social Care Direct Payments	566	616
	2,325	2,684
Appropriations		
Transfers to/from Earmarked Reserves	(2,573)	(3,056)
Transfer Of Surplus	42	0
	(2,531)	(3,056)
Managed Expenditure	280,849	277,304
Internal Income		
Income from other Directorates	(23,297)	(24,123)
Recharge Income from Capital	(934)	(530)
Redistribution of grants income	(3,421)	(5,248)
	(27,651)	(29,901)
Income - Grants		
Government Grants	(70,026)	(68,546)
DCLG Grants	(32,253)	(33,415)
	(102,279)	(101,961)
Income - Sales		
Sale of Goods and Services	(427)	(433)
	(427)	(433)
Income - Charges		
Fees and charges	(18,778)	(19,996)
Contributions	(3,649)	(3,899)
Other income	(53)	(362)
Rents	(329)	(268)
	(22,809)	(24,524)
Income - Other		
Interest and Dividends	(2)	(2)
	(2)	(2)
Managed Income	(153,167)	(156,821)
<b>Net Managed Budget</b>	<b>127,682</b>	<b>120,484</b>
Accounting Adjustments		
IAS 19 Pensions Costs	7,494	(814)
Transfers to/from Statutory Reserves	(7,600)	814
Capital Charges	26,752	27,013
	26,646	27,013

# Children's Services

Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
Central Recharges			
Corporate & Democratic Core Income		(541)	(500)
		(541)	(500)
Managed Outside the Service		26,104	26,513
<b>Net Cost of Service</b>		<b>153,786</b>	<b>146,997</b>

# Children's Services

Budget Manager : Chief Officer Partnership Dev & Bus Supt

Partnership Dev. & Business Support			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		6,083	4,822
National Insurance Contributions		492	388
Superannuation Costs		982	747
Other Pension Costs		99	65
Other Employee Related Costs		7	2
Training And Development		249	266
		7,911	6,292
<b>Premises</b>			
Cleaning And Workplace Refuse		6	6
Accommodation Charges		251	10
		257	16
<b>Supplies &amp; Services</b>			
Materials and Equipment		15	8
Stationery and Postage		83	79
IT and telecommunications		1,035	867
Insurance		11	8
Professional Services and Subscriptions		113	118
Other Hired and Contracted Services		140	42
Licences		3	3
Publication and Promotion		10	10
		1,410	1,134
<b>Transport</b>			
Travel Allowances		45	34
Private Hire		6,263	6,385
		6,308	6,419
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		3,435	4,239
		3,435	4,239
<b>Agency Payments</b>			
Services provided by other organisations		4	(2)
Services provided by Voluntary Sector		230	221
		234	219
<b>Managed Expenditure</b>		19,555	18,318
<b>Internal Income</b>			
Income from other Directorates		(489)	(548)
		(489)	(548)
<b>Income - Grants</b>			
Government Grants		(3,457)	(286)
		(3,457)	(286)
<b>Income - Charges</b>			
Fees and charges		(107)	(135)
Other income		0	(300)
		(107)	(435)
<b>Managed Income</b>		(4,053)	(1,269)
<b>Net Managed Budget</b>		<b>15,502</b>	<b>17,050</b>

# Children's Services

Budget Manager : Chief Officer Partnership Dev & Bus Supt

Partnership Dev. & Business Support			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		556	260
Capital Charges		25,169	25,302
		25,726	25,562
Central Recharges			
Corporate & Democratic Core Income		(541)	0
		(541)	0
Managed Outside the Service		25,184	25,562
<b>Net Cost of Service</b>		<b>40,686</b>	<b>42,612</b>

# Children's Services

Budget Manager : Deputy Director of Children's Services:Learning

Learning, Skills & Universal Services			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		23,875	22,086
Agency And Temporary Staff		365	15
National Insurance Contributions		1,649	1,464
Superannuation Costs		3,771	3,466
Other Pension Costs		517	500
Other Employee Related Costs		27	6
Training And Development		21	4
		30,224	27,542
<b>Premises</b>			
Buildings Maintenance		47	27
Grounds Maintenance		17	15
Building Security		49	45
Cleaning And Workplace Refuse		8	(22)
Gas		163	173
Electricity		156	177
Other Utilities		160	162
Rents		71	175
NNDR		448	466
Accommodation Charges		34	34
Premises Related Insurance		18	11
		1,169	1,262
<b>Supplies &amp; Services</b>			
Materials and Equipment		623	662
Stationery and Postage		64	56
Advertising		25	25
IT and telecommunications		57	72
Insurance		51	18
Professional Services and Subscriptions		596	646
Grants and Contributions		15	15
Catering Service		1,053	1,080
Allowances		8	6
Security Services		15	15
Other Hired and Contracted Services		345	513
Licences		336	538
Publication and Promotion		13	18
PFI Unitary Charges		50,117	51,395
Miscellaneous		1	2
		53,320	55,062
<b>Transport</b>			
Vehicles And Plant Related Expenditure		44	42
Travel Allowances		294	203
Fuel		43	43
Transport Related Insurance		5	7
		385	294
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		10,764	11,544
Distributed Grants		8,636	9,036
		19,400	20,581
<b>Agency Payments</b>			

# Children's Services

Budget Manager : Deputy Director of Children's Services:Learning

Learning, Skills & Universal Services			
	£000	Budget 2014/15	Budget 2015/16
Agency Payments			
Services provided by other organisations		22,856	22,374
Services provided by Voluntary Sector		4,313	4,143
Public Health Commissioned Services		0	42
		27,170	26,559
Transfer Payments			
Young People's Allowances		1	1
		1	1
Appropriations			
Transfers to/from Earmarked Reserves		294	(2,707)
Transfer Of Surplus		42	0
		336	(2,707)
<b>Managed Expenditure</b>		<b>132,006</b>	<b>128,594</b>
Internal Income			
Income from other Directorates		(21,023)	(20,424)
Recharge Income from Capital		(934)	(530)
Redistribution of grants income		(3,421)	(4,518)
		(25,377)	(25,472)
Income - Grants			
Government Grants		(50,342)	(45,194)
DCLG Grants		(30,959)	(30,959)
		(81,301)	(76,153)
Income - Sales			
Sale of Goods and Services		(420)	(422)
		(420)	(422)
Income - Charges			
Fees and charges		(10,680)	(11,926)
Contributions		(1,471)	(1,533)
Other income		(13)	(31)
Rents		(143)	(81)
		(12,307)	(13,571)
Income - Other			
Interest and Dividends		(2)	(2)
		(2)	(2)
<b>Managed Income</b>		<b>(119,406)</b>	<b>(115,620)</b>
<b>Net Managed Budget</b>		<b>12,600</b>	<b>12,974</b>
Accounting Adjustments			
IAS 19 Pensions Costs		1,536	721
Capital Charges		1,183	1,318
		2,719	2,040
Managed Outside the Service		2,719	2,040
<b>Net Cost of Service</b>		<b>15,319</b>	<b>15,013</b>



# Children's Services

Budget Manager : Deputy Director Safeguarding, Specialist, Targeted Services

Safeguarding, Targeted & Specialist			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		42,412	43,646
Agency And Temporary Staff		4,730	3,000
National Insurance Contributions		3,562	3,000
Superannuation Costs		6,711	6,028
Other Pension Costs		277	308
Other Employee Related Costs		202	172
Training And Development		138	84
		58,032	56,238
<b>Premises</b>			
Buildings Maintenance		111	93
Grounds Maintenance		16	16
Building Security		11	11
Cleaning And Workplace Refuse		126	142
Gas		157	177
Electricity		146	161
Other Utilities		63	67
Rents		8	15
NDR		234	287
Accommodation Charges		21	18
Premises Related Insurance		8	4
		901	990
<b>Supplies &amp; Services</b>			
Materials and Equipment		837	560
Stationery and Postage		63	61
Advertising		83	82
IT and telecommunications		146	136
Insurance		192	147
Professional Services and Subscriptions		617	531
Grants and Contributions		3	3
Catering Service		7	7
Allowances		198	195
Security Services		6	71
Other Hired and Contracted Services		175	181
Licences		99	65
Publication and Promotion		2	2
PFI Unitary Charges		495	495
Miscellaneous		3	2
		2,925	2,536
<b>Transport</b>			
Vehicles And Plant Related Expenditure		83	87
Travel Allowances		1,672	1,314
Fuel		6	7
Private Hire		2	2
Transport Related Insurance		17	21
		1,780	1,430
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		7,007	6,295
Distributed Grants		0	755
		7,007	7,050

# Children's Services

Budget Manager : Deputy Director Safeguarding, Specialist, Targeted Services

Safeguarding, Targeted & Specialist			
	£000	Budget 2014/15	Budget 2015/16
Agency Payments			
Services provided by other organisations		3,412	2,988
Services provided by Voluntary Sector		4,353	5,099
General External Residential Placements		7,692	7,101
Independent Fostering Agencies		7,909	7,575
Carers Fees and Allowances		20,988	22,389
Services provided by Health Authorities		646	640
Contributions to Partnerships		80	220
Special Educational Needs Placements		3,190	3,597
		48,270	49,609
Transfer Payments			
Young People's Allowances		1,758	2,067
Social Care Direct Payments		566	616
		2,324	2,683
Appropriations			
Transfers to/from Earmarked Reserves		(2,467)	0
		(2,467)	0
<b>Managed Expenditure</b>		<b>118,772</b>	<b>120,536</b>
Internal Income			
Income from other Directorates		(1,185)	(2,162)
Redistribution of grants income		0	(730)
		(1,185)	(2,892)
Income - Grants			
Government Grants		(11,701)	(11,117)
DCLG Grants		(1,294)	(2,456)
		(12,995)	(13,573)
Income - Sales			
Sale of Goods and Services		(7)	(11)
		(7)	(11)
Income - Charges			
Fees and charges		(7,990)	(7,935)
Contributions		(2,178)	(2,366)
Other income		(40)	(31)
Rents		(187)	(187)
		(10,394)	(10,519)
<b>Managed Income</b>		<b>(24,581)</b>	<b>(26,994)</b>
<b>Net Managed Budget</b>		<b>94,191</b>	<b>93,541</b>
Accounting Adjustments			
IAS 19 Pensions Costs		4,071	2,209
Capital Charges		400	392
		4,471	2,601
Managed Outside the Service		4,471	2,601
<b>Net Cost of Service</b>		<b>98,661</b>	<b>96,142</b>

# Children's Services

Budget Manager : Chief Officer Strategy, Performance & Commissioning

Strategy, Performance & Commissioning			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		453	0
National Insurance Contributions		38	0
Superannuation Costs		57	0
		547	0
Transport			
Travel Allowances		4	0
		4	0
Agency Payments			
Services provided by other organisations		794	0
		794	0
Managed Expenditure		1,345	0
Income - Grants			
Government Grants		(1,915)	0
		(1,915)	0
Income - Charges			
Fees and charges		(1)	0
		(1)	0
Managed Income		(1,917)	0
<b>Net Managed Budget</b>		<b>(572)</b>	<b>0</b>
Accounting Adjustments			
IAS 19 Pensions Costs		38	0
		38	0
Managed Outside the Service		38	0
<b>Net Cost of Service</b>		<b>(534)</b>	<b>0</b>

# Children's Services

Budget Manager : Chief Officer Partnership Dev & Bus Supt

Central Overheads	£000	Budget 2014/15	Budget 2015/16
Employees			
Other Pension Costs		7,367	7,393
		7,367	7,393
Internal Charges			
Managed Recharges Frm Other Directorates		2,205	2,591
		2,205	2,591
Agency Payments			
Services provided by other organisations		0	221
		0	221
Appropriations			
Transfers to/from Earmarked Reserves		(400)	(349)
		(400)	(349)
<b>Managed Expenditure</b>		<b>9,172</b>	<b>9,857</b>
Internal Income			
Income from other Directorates		(600)	(989)
		(600)	(989)
Income - Grants			
Government Grants		(2,611)	(11,949)
		(2,611)	(11,949)
<b>Managed Income</b>		<b>(3,211)</b>	<b>(12,938)</b>
<b>Net Managed Budget</b>		<b>5,961</b>	<b>(3,081)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		1,293	(4,003)
		1,293	(4,003)
Central Recharges			
Corporate & Democratic Core Income		0	(500)
		0	(500)
<b>Managed Outside the Service</b>		<b>1,293</b>	<b>(4,503)</b>
<b>Net Cost of Service</b>		<b>7,254</b>	<b>(7,584)</b>

## Children's Services

Central Overheads			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Other Pension Costs		1,541	1,563
		1,541	1,563
Internal Charges			
Managed Recharges Frm Other Directorates		2,152	2,542
		2,152	2,542
Agency Payments			
Services provided by other organisations		0	221
		0	221
<b>Managed Expenditure</b>		<b>3,693</b>	<b>4,325</b>
Internal Income			
Income from other Directorates		(600)	(989)
		(600)	(989)
Income - Grants			
Government Grants		(2,167)	(11,949)
		(2,167)	(11,949)
<b>Managed Income</b>		<b>(2,767)</b>	<b>(12,938)</b>
<b>Net Managed Budget</b>		<b>926</b>	<b>(8,613)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		6,579	1,427
		6,579	1,427
Central Recharges			
Corporate & Democratic Core Income		0	(500)
		0	(500)
<b>Managed Outside the Service</b>		<b>6,579</b>	<b>927</b>
<b>Net Cost of Service</b>		<b>7,505</b>	<b>(7,686)</b>

## Schools/Education

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service			Managed Outside the Service	Total 2015/16
			Spending	Income	Net		
Head Of Financial Management	Schools	0	450,351	(450,351)	0	0	0
Net Cost of Service		0	450,351	(450,351)	0	0	0
Net Revenue Charge		0	450,351	(450,351)	0	0	0

# Schools/Education

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>		
Direct Pay Costs	2,718	0
Training And Development	10	0
	2,727	0
<b>Premises</b>		
Buildings Maintenance	50	0
Grounds Maintenance	6	0
Building Security	5	0
Cleaning And Workplace Refuse	34	0
Gas	38	0
Electricity	28	0
Other Utilities	17	0
NNDR	19	0
Premises Related Insurance	37	0
	234	0
<b>Supplies &amp; Services</b>		
Materials and Equipment	93	0
IT and telecommunications	15	0
Professional Services and Subscriptions	19	0
Catering Service	91	0
Other Hired and Contracted Services	482	0
	701	0
<b>Transport</b>		
Travel Allowances	16	0
	16	0
<b>Internal Charges</b>		
Managed Recharges Frm Other Directorates	59	643
Distributed Grants	57,085	69,246
	57,144	69,889
<b>Transfer Payments</b>		
School Budget Share	377,231	379,736
Young People's Allowances	2,800	1,715
	380,031	381,451
<b>Capital</b>		
Schools Contingency	1,111	1,112
	1,111	1,112
<b>Appropriations</b>		
Transfers to/from Earmarked Reserves	0	(2,100)
	0	(2,100)
<b>Managed Expenditure</b>	<b>441,963</b>	<b>450,351</b>
<b>Internal Income</b>		
Income from other Directorates	(2,459)	0
Redistribution of grants income	(43)	0
	(2,503)	0
<b>Income - Grants</b>		
Government Grants	(439,029)	(450,261)
DCLG Grants	(60)	(90)
	(439,089)	(450,351)
<b>Income - Sales</b>		
Sale of Goods and Services	(2)	0

# Schools/Education

Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
Income - Sales		(2)	0
Income - Charges		(370)	0
Contributions		(370)	0
Managed Income		(441,963)	(450,351)
<b>Net Managed Budget</b>		<b>0</b>	<b>0</b>
<b>Net Cost of Service</b>		<b>0</b>	<b>0</b>



City Development



# LEEDS CITY COUNCIL

## 2015/16 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 2015/16 financial year.

#### 2 Service Context

- 2.1 The City Development Directorate is responsible for the Council's physical, economic and cultural services. The range of services and functions that it provides makes a significant contribution to the life, growth and vitality of the city.
- 2.2 Since 2010/11 the Directorate has managed significant reductions in spending and staffing including over £11m of savings in the 2011/12 budget and further savings in subsequent financial years. This has also been against the background of the difficult economic conditions which has impacted on the ability of the Directorate to meet some income targets. Staffing levels have reduced by over 25% over the last 5 years contributing staff savings of over £11m. In most services reduced staffing levels and an increase in workloads means that further staff savings will need to be clearly linked to service reductions and opportunities for efficiencies.
- 2.3 The 2014/15 restated base budget is £60,059k. The level of savings in 2015/16 identified by the Directorate amount to some £6.8m or 11% of the 2014/15 net managed budget. Delivering savings of this magnitude represents a significant challenge to the Directorate especially as this is on top of the savings already delivered since 2010/11. The Directorate has continued to review all service areas and has sought in these proposals to reduce the need for full service closures and to minimise the impact on frontline services and the citizens of Leeds. To this end the Directorate's budget strategy for 2015/16 is based on five overarching principles; enhancing our strategic use of assets, greater integration in service delivery, developing our business structure, growing the top-line of income to the Council and working collaboratively with partners. The budget proposals have been categorised under the following four areas; Council plan, efficiencies, income and service changes.

### **3 Budget Proposals**

- 3.1 This budget represents a decrease of £5,464k (9%) when compared to the adjusted budget 2014/15 summarised in the table attached to this report:
- 3.2 Adjustments £223k Cr
- 3.2.1 Transfers of functions amount to a reduction of £223k and include £207k for the transfer of the sport centre cleaning function to Civic Enterprise Leeds who are now managing this function and a net reduction of £30k for the transfer of 3 staff between City Development and Citizens and Communities. An additional £46k has been included for the transfer of 1 member of staff from the Regional Policy Team to Economic Development.
- 3.2.2 Other adjustments total a net reduction of £32k and include a reduction of £220k as an adjustment to the superannuation budget. Following finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 14/15 and the adjustment of £220k has been made in 15/16 to reflect this permanent adjustment. The superannuation adjustment is offset by an increase of £175k as an adjustment to the budget previously transferred to Strategy and Resources Directorate for Policy and Performance staff.
- 3.3 Changes in prices – pressure of £1,380k
- 3.3.1 Provision of £720k has been made for the impact of the nationally agreed pay awards for 2015/16. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. These include energy costs of £300k which is mainly for street lighting, NNDR £110k and £300k for inflation on major contracts, mainly in Highways and Transportation. Additional income of £250k has been included for inflationary increases in fees and charges across the Directorate.
- 3.4 Full year Effects – savings of £960k
- 3.4.1 The budget proposals include £150k funding towards the cost of the newly established Housing Growth team. This team will pull together existing and new resources in a unified team and will consist of dedicated officers who will be located together to ensure the appropriate communication and synergies.
- 3.4.2 The 2014/15 Libraries, Arts and Heritage budget included £900k for the Leeds element of costs associated with hosting the Tour de France. This budget provision has been removed from the proposed 2015/16 budget.
- 3.4.3 A saving of £210k has been included for savings on staffing costs as a result of the changes to terms and conditions and includes reductions to essential user car allowances, removal of pay protection and charging for the full cost of parking permits.
- 3.5 Other Budget pressures - £1,192k
- 3.5.1 It is anticipated that the main contract works for the re-development of Kirkgate Market will commence in 2015 with John Lewis opening in 2016. Whilst the Market will continue operating the programmed works will inevitably mean a reduction in the trading area and in the number of stalls during this time. As a result there will be a reduction in income from Kirkgate Market and some additional expenditure, the net impact on the budget is estimated at £850k in 2015/16. This also provides funding for part year of the recently approved reduction in Kirkgate Open Market rents.

3.5.2 An additional £300k has been included in Highways and Transportation towards the costs of developing the Leeds HS2 Master plan and Growth Strategy. This will set the regeneration strategy to maximise economic, social and physical benefits for the city arising from a HS2 station including providing costings for the delivery of proposals and options to help fund the proposals. It will also help cover over costs such as supporting the communications strategy.

3.6 Savings £6,853k

3.6.1 Becoming an efficient and enterprising Council £696k saving

3.6.2 Assets £562k saving

The Directorate has a key role in working with services across the Council to enhance the strategic use of assets and to deliver savings through reducing the number of buildings used by the Council and by better use of the remaining assets. A saving of £1,625k has been included in the overall Council budget proposals and will be achieved across Directorates with a net £562k of this in City Development. In City Development the saving is mostly due to the reduction in rent for Merrion House as part of the new agreement with Town Centre Securities. A programme of asset review and rationalisation is underway which will deliver significant running cost savings across the Council's asset portfolio. Phase 1 of this work has already seen city centre office accommodation reduced from 17 to 8 buildings, with this figure due to fall further following the refurbishment and reoccupation of Merrion House in 2017. Phase 2 work on the review of locality office accommodation and operational property has been completed and identified further potential savings.

3.6.3. Business Management £134k saving

The Directorate will continue to develop its business structure to be more flexible and responsive to priorities. This includes actively supporting and promoting the Better Business Management work stream across the Directorate and contributing to the overall saving target for this work stream. This will include continuing working with Environment and Housing following their relocation to Leonardo/Thoresby in 2014 to share and reduce administration/directorate support and other back office costs. Following on from the savings achieved in 2014/15 a further reduction in staffing costs of £100k has been included in Resources and Strategy to be achieved as part of the Better Business Management programme. A saving of £34k has been included for expected savings in legal costs as a result of improvements to the case management system.

### 3.6.4 Efficiencies £2,457k

A key element of the saving proposals is to continue to identify and realise efficiency savings across the Directorate. The Directorate will continue to review staffing levels with a target saving of over £1,000k although some of these savings are included under the service changes section. Most of the savings will be achieved by promoting more flexible staffing arrangements across the Directorate and through Early Leaver Initiative business cases, a significant number of which have already been approved with staff leaving by the end of March 2015 contributing net savings of £505k. A reduction in JNC posts is expected to also save a net £170k. During 2014/15 restructures have also been progressed in a number of service areas including Asset Management and Regeneration, Economic Development, Libraries and Heritage Services. Proposed savings also include £75k from a realignment of work in the Sports Development Unit and associated efficiencies. There are currently 1,755 FTEs in the Directorate and staffing numbers are expected to reduce by approximately 60 FTEs during 2015/16 and will be achieved through the deletion of a number of posts. Some key posts, particularly where these are income generating or contributing to the delivery of key projects and areas of work will need to be recruited to or structures reconfigured.

3.6.5 The budget proposals include savings of £950k from a review of opportunities for joint working with the West Yorkshire Combined Authority and scope for greater efficiencies at City Region level. Specific proposals were recently reported to Executive Board. The saving will be achieved through a reduction to the current cost of the Council contribution to this function.

3.6.6 Information Management and Technology is being brought together across the Directorate and it is envisaged that this will enable initial savings of £50k to be realised. In Highways and Transportation further savings of £300k have been included to be achieved by extending the roll out of dimming and switch off programme for street lighting. The proposals include a saving of £50k anticipated from the consolidation of the Commercial Property Portfolio in City Development. This will enable a review of the portfolio to be carried out with the aim of improving the generation of non-core income across the portfolio. Savings of £100k in Economic Development are anticipated from a review of expenditure, markets staffing arrangements and from the full year saving of the move of the Leeds Visitor Centre to the Art Gallery.

3.6.7 Procurement savings of £224k have been included across services and the Directorate will continue to work closely with the Public Private Procurement Unit to maximise opportunities for savings. A reduction of £33k has been included for anticipated savings on insurance.

### 3.6.8 Income £1,805k

3.6.9 Growing the current income base of £83m is a key priority in the Directorate and the Initial Budget Proposals include a number of actions which will lead to increased income with a total of £1,805k included for new and increased income.

3.6.10 The Directorate will support greater integration across the Council in the delivery of key projects and work streams including the Breakthrough projects. The Directorate together with Environment and Housing will take a lead on housing growth through the establishment of the Housing Growth team. A sum of £5.4m has been included in the budget strategy for additional New Homes Bonus income in 2015/16 and for growth in the Council Tax base. Although this income is accounted for strategically the project team has a key role in ensuring that appropriate actions are taken to help secure this income.

- 3.6.11 The Directorate will also continue to seek to create the conditions for good economic growth in the city and to secure additional revenue income for the Council. This will include enabling further improvement to the retail offer in the city which has already seen the opening of the new Trinity retail centre; the Victoria Gate scheme including John Lewis and the redevelopment of Kirkgate Market. It is anticipated that the main contract works for the redevelopment of Kirkgate Market will commence in 2015 with John Lewis opening in 2016.
- 3.6.12 The Directorate will also work with the Local Enterprise Partnership to maximise the impact of the city's growth potential including the establishment of the biggest Enterprise Zone in Europe in the Aire Valley. Services in the Directorate will continue to work closely together to deliver on other key development opportunities such as the East Leeds Extension, Leeds City Centre South, the South Bank and Holbeck Urban Village, the Leeds-Bradford Corridor and Leeds Bradford Airport. Support will also be provided to key sectors of the Leeds economy such as manufacturing, financial and professional services, health and innovation, creative and digital industries, visitor economy and housing, construction and infrastructure. These development opportunities will also help support the Council's revenue budget by increasing the income from business rates. Supporting a modern day infrastructure in the city is also a key priority for the Directorate. This will include proposals to develop the New Generation Transport system, upgrade to the Leeds city rail station, working with Leeds Bradford Airport to increase global accessibility, a new flood relief scheme for the city, the City Cycle Ambition scheme and improving the technological infrastructure through the Superfast broadband scheme.
- 3.6.13 There has been some improvement in economic conditions and this has been evident in that the Directorate has seen an upturn in workloads across services and most external income targets are forecast to be met in 2014/15. In Planning and Sustainable Development the increase in planning and building fee income experienced in 2013/14 has continued. There is no proposed increase in planning fees for 2015/16 which are set by the government. The Service is looking to increase income from a number of sources and the budget proposals include additional income of £295k. An increase in income from Building Control of £75k is expected largely from increasing work from within the Council. An additional £50k is also anticipated from increasing charges for pre-application work in Planning Services. With the introduction of the Community Infrastructure Levy (CIL) in April 2015 a small proportion of the income will be available to fund the costs of administering and collecting it. The budget proposals include income of £100k from CIL to contribute to these costs. It is proposed to increase the base budget for Planning and Building fees by £65k.
- 3.6.14 Other income proposals include seeking to increase income from advertising through the opportunity for two new advertising towers subject to planning consent. Price increases and other income proposals across the Directorate are estimated to result in an additional £605k of income with some fees and charges being increased by above inflation although in some service areas such as Sport, prices will be largely held at 2014/15 levels.
- 3.6.15 As part of increasing the income from the Commercial Property Portfolio the acquisition of the lease of a multi-story car park has recently been approved by Executive Board and the budget proposals include an additional acquisition of the lease of another investment property. These acquisitions are anticipated to yield net additional income after borrowing costs of £280k. It is also proposed to extend short and medium stay car parking on the Leeds International Pool site which is estimated to produce £150k in additional income. Following a recent court case, the Council has pursued an exemption from VAT for entrance charges for Cultural activities with HMRC; this would result in an increase in income of approximately £200k.

- 3.6.16 Another important principle for the budget strategy is to continue working collaboratively with partners, commissioning more, securing external funding and income from the private sector. This will include continuing to work with the business sector in developing the Business Improvement District (BID). The establishment of the BID is subject to a ballot of businesses within the designated area and if successful would include the ability to levy additional business rates on occupiers to create funds earmarked for improvements to an area.
- 3.6.17 Service Changes £1,895k
- 3.6.18 Whilst the closure of services has largely been avoided with the focus of the budget proposals on efficiencies and income generation, achieving the scale of savings required has inevitably meant that some reductions to services, totalling £1,895k, have been included in the proposals.
- 3.6.19 As part of the 2015/16 proposals a saving of £500k has been included for a reduction to the overall Arts grant budget. Arts organisations have recently submitted funding bids covering the three year period 2015/16 to 2017/18. A further 5% reduction of £110k is planned for 2016/17. Across Culture and Sport a target saving of £380k is proposed to be partly achieved by additional integration between the Culture and Sport services including staffing and expenditure savings. A reduction in the events budget of £150k is also included although it is also proposed to establish an innovation fund which would be used to co-produce new events in the city with a range of partners. Proposals also include a reduction to the Breeze budget of £120k through a reduction in Breeze on Tour events from three to one with associated savings. A saving of £115k has been included for Yeadon Tarn Sailing Centre and Pudsey Civic Centre. Community Asset Transfer proposals will be invited in the first instance. If this is unsuccessful then savings will be looked to be realised through service reductions. Other savings include £120k from reduced operating hours in Sport Centres. A £50k saving will be realised from the planned reduction to the gymnastics grant. The Directorate will also support the hosting of global events such as the British Art Show the Rugby Union World Cup and the Tour de Yorkshire in 2015. The service will develop a cultural strategy in the context of the challenges and opportunities facing the cultural sector and in this context progress discussions on a possible bid for European Capital of Culture in 2023. The Directorate will develop a Tour de France legacy programme following the hugely successful staging of the Tour de France in July. Provision will continue to be included to ensure the continuation of the successful Leeds Let's Get Active scheme.
- 3.6.20 The proposals also include savings of £100k from the Projects and Programme support budget in Employment and Skills through a change in the delivery model for targeted employability to a more commissioned based service. A reduction of £360k to the Highway Maintenance budget is included in the proposals. This represents a reduction of 6% on the revised estimate for 2014/15 budget. In order to manage this reduction some changes to the way that the remaining budget will be managed are proposed including taking a more strategic approach to the way the budget is spent.



## **4 Risk Assessment**

- 4.1 In determining the 2015/16 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.
- 4.2 The key risks in the 2015/16 budget for this directorate are as follows;
- 4.2.1 The budget assumes further reductions in staffing across the Directorate. Whilst a large proportion of the reductions are expected to be achieved by staff leaving through the Early Leaver Initiative, other reductions are dependent on the implementation of specific budget proposals. Overall a net reduction of 60 FTEs is expected. In order to mitigate against this risk staffing levels and the release of vacancies will continue to be closely monitored by City Development Directorate
- 4.2.2 These proposals include a significant increase to the Directorate's income base and will give an external and internal income target of £85,586k. There is an on-going risk that budgeted levels will not be achieved. Whilst some external income has shown a continued improvement in 2014/15 such as Planning and Building fees some income targets such as Sport income have not been achieved. The budget for 2015/16 does include a number of adjustments to current budgets to reflect trends and known changes as detailed above and this should ensure that the risks in 2015/16 are minimised but some new sources of income have also been included and the Directorate will need to ensure that actions to achieve these are closely monitored.
- 4.2.3 There is also a risk that savings from efficiencies, particularly in relation to procurement, inward investment and street lighting are not realised. The Directorate will regularly monitor progress in the actions required to achieve these savings and will review spending plans during the year to offset any areas where efficiencies are not being realised.

Briefing note prepared by: Simon Criddle  
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<b>City Development</b>	<b>£000s</b>	<b>FTEs</b>
Net Managed Budget 2014/15	60,059	
Adjustments:		
Transfers of function	-191	
Other Adjustments	-32	
<b>Adjusted Net Managed Budget 2014/15</b>	<b>59,836</b>	
<b>Budget Increases:</b>		
<b>Inflation</b>		
Pay	720	
Price	910	
Income	-250	
<b>Full Year Effects of previous decisions</b>		
Housing Growth Team	150	3.0
Removal of budget provision included in 2014/15 for the Tour de France	-900	
Terms and conditions	-210	
<b>Other</b>		
Kirkgate Market Development	850	
HS2/Southbank strategy	300	
Payment in lieu of the income received for the Swan Public House	42	
<b>Total Budget Increases</b>	<b>1,612</b>	<b>3.0</b>
<b>Savings :</b>		
<b>Best Council Objectives:</b>		
Becoming an efficient and enterprising Council:		
Assets	-562	
Business Improvement - Better Business Management	-100	-3.0
Business Improvement - Legal Services	-34	
<b>Efficiencies</b>		
Consolidation of the Commercial Property Portfolio	-50	
Economic Development efficiency savings	-100	-1.0
Increase dimming/switch off programme for street lighting	-300	
Net staff saving target through ELIs and other savings	-675	-44.0
Realignment of work in Sports Development Unit and related efficiencies	-75	-1.0
Review of opportunities for joint working with the West Yorkshire Combined Authority, and scope for greater efficiencies at City Region level for Inward Investment.	-950	
Savings from co-ordinated IMT approach across the Directorate	-50	
Procurement savings	-224	
Insurance savings	-33	
<b>Income</b>		
Additional advertising income - 2 new advertising towers subject to planning consent	-270	
Commercial Property Portfolio - new acquisitions	-280	
Temporary carpark - LIP site	-150	
Increased income in Planning and Building Control	-295	
VAT exemption on entrance charges	-200	
Increased income from price increases and other initiatives	-605	
<b>Service Changes</b>		
Reduction in Employment and Skills projects and programmes	-100	
Arts grants reduction - new funding agreements 2015/16 to 2017/18	-500	
Invite CAT proposals for Pudsey Civic Centre and Yeadon Tarn Sailing Centre or make savings through service reductions	-120	-5.0
Reduce events budget and establish an innovation fund	-150	
Planned reduction in gymnastics grant	-50	
Reduction in Breeze on Tour events from three to one with associated savings	-120	-1.0
Savings from additional culture and Sport integration and other expenditure savings	-380	-2.0
Reduction in operating hours in Sport Centres	-120	-6.0
Reduction to Highway maintenance budget	-360	
<b>Total Savings</b>	<b>-6,853</b>	<b>-63.0</b>
<b>Net Managed Budget 2015/16</b>	<b>54,595</b>	<b>-60.0</b>

# City Development Asset Management & Regeneration

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## Main responsibilities:

Asset Management & Regeneration leads the City Development Directorate's role in managing and optimising the Council's use of its land and property portfolio, supporting the delivery of economic and physical growth through targeting the delivery of new housing and infrastructure to assist in the regeneration of the city's deprived areas and the economic growth of the city as one of the main drivers for growth in the City Region.

The Division plays a strategic role in guiding the use and future development of the Council's £4bn property portfolio for the greater benefit of the Council and the city by:-

- Development of the Corporate Asset Management Plan.
- Provision of asset management guidance for services at a strategic and operational level and managing the corporate asset management governance arrangements.
- Providing a professional property service which includes disposal of major development sites, such as Victoria Gate and surplus Council assets, managing the Council's Investment Portfolio and Small Industrial Estates to maximise revenue income, undertaking valuations to support business decisions, and providing advice and guidance on a wide range of property related matters.
- Asset Management and Regeneration work on a number of major projects across the City including the Aire Valley Enterprise Zone, the East Leeds Extension including Council owned land at Redhall and within the East Leeds Extension and involved in work with Thorpe Park all linked to the proposal to deliver a new East Leeds Orbital Road, the delivery of development at Sovereign Street and provision of new green space and the refurbishment of Kirkgate Markets and redevelopment opportunity on George Street. The work involves a range of disciplines from project coordination and delivery through property advise.
- Generating new income revenue through extending and developing the existing Advertising portfolio
- Ensuring the Council's properties are well maintained and suitable for service use through repair, maintenance and refurbishment programmes.
- Procurement of the Council's energy contracts, monitoring energy and water efficiency and reporting on carbon emissions
- Working with the Council's newly established Joint Venture Partner NPS to deliver the Council's Capital Programme.
- Working to promote sustainable development opportunities and encourage new business in the Aire Valley Leeds
- Delivering affordable new housing as a component of sustainable and inclusive growth including supporting regeneration within neighbourhoods and utilising brownfield land

The Division also co-ordinates and delivers major projects and programmes which improve the physical fabric and infrastructure of the city, support housing growth and contribute to its economic well-being:

- Co-ordinating and managing the delivery of large scale Capital projects such as Kirkgate Market, Sovereign Square Green Park and Merrion House.
- Co-ordinating, in partnership with the private sector, major large scale projects and programmes which are aimed at delivering significant economic impacts such as large city centre retail projects, the Aire Valley Enterprise Zone, Sovereign Street and South Bank.

## **City Development Asset Management & Regeneration**

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- Supporting the longer-term transformation and sustainability of deprived neighbourhoods by stimulating and supporting external investment in new homes and neighbourhoods;
- Securing investment for the delivery of affordable housing through effective use of assets, public funding, inward investment, joint ventures and partnerships.
- Managing area-based regeneration programmes targeting the re-use and redevelopment of previously developed land and derelict buildings for housing and employment uses in both strategic and neighbourhood locations, including the Holbeck Urban Village, South Bank, Aire Valley, East and South Leeds.
- Co-ordinating programmes to secure and manage investment in some the city's most important historical assets.

# City Development Asset Management & Regeneration

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## Budget highlights 2015/16:

- Continued disposal of Council sites to enable the delivery of up to 600 new homes on previously developed land through the capital receipts programme, the brownfield land programme and the affordable housing programme.
- Completion of the 2011-15 Affordable Housing Programme to complete delivery of over 2000 new units in the city, in conjunction with the Homes and Communities Agency and Registered Providers. Identifying further opportunities to support maximisation of investment through the 2015-18 programme. In addition, continuing to explore new delivery routes and models to maximise investment including developing an approach to provision for older people.
- Delivery of the £40m Council Housing Growth Programme through direct development of new homes and the acquisition and refurbishment of empty properties.
- Partnership working with the HCA to support and enable the development of land in its portfolio to make a significant contribution to good city growth, to include land at Seacroft Hospital and Tower Works.
- Development of the vision for South Bank, including the planning context for the new HS2 terminus, delivery of new office developments and civic space at Sovereign Street, planning for a new urban park and continued work to bring forward sites to realise the mixed use development potential of the Holbeck Urban Village.
- Kirkgate THI (£2.5 m) scheme to continue into the second year of a five year programme, with the several owners at THI compliant planning stage and progression of a LCC led project to restore the First White Cloth Hall.
- Managing and enabling the progression of development in the Aire Valley and the associated LCR Enterprise Zone by securing funding and investment to deliver significant new business floorspace, and employment opportunities for the city.
- Progressing the design, funding and business case for a new East Leeds Orbital Road to support the delivery of up to 6000 new homes in the East Leeds Extension.
- Capital receipts target of £13m in 2015/16

# City Development Libraries, Arts and Heritage

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## Main responsibilities:

The Libraries, Arts and Heritage Service aims to support the corporate and departmental objectives by –

- Taking a key role in regeneration and inclusion
  - make Leeds a great place to live and visit by encouraging active participation for all in the cultural and creative life of the city
  - help people explore and communicate their history, sense of place, their roots and their sense of community
- Taking a key role in Lifelong Learning
  - support citizenship, equality and democracy
- Promote lifelong learning to encourage individuality, expression self development, achievement and to foster new creative talent
- Pursuing Excellence
  - ensure the customer is at the heart of everything we do
- Rigorously managing priorities, processes and performance (including training, improving communication, ICT and marketing) to exceed expectation.

## Budget highlights 2015/16:

- Following the success of the Tour de France Grand Depart, funding continues to be provided for Skyride and work is ongoing to deliver a successful Tour de Yorkshire.
- Funding has also been set aside to ensure a successful Rugby Union World Cup in 2015 which includes a festival to celebrate the world cup.
- Funds have been also set aside to develop Leeds' bid to become the European Capital of Culture in 2023 should the City decide to bid.

# City Development

## Economic Development

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### **Economic Development**

Economic Development works on a diverse range of projects to support business, create employment and drive economic growth. The Leeds Growth Strategy and the Leeds City Region Strategic Economic Plan provides the focus for the service, with key projects and objectives including:

#### **Supporting business growth and enterprise**

- administering and delivering grant support for SMEs through Leeds City Council's business growth fund and continue delivering the RGF-funded business growth programme on behalf of Leeds City Region local enterprise partnership;
- enterprise support and advice for start ups and fast growing firms delivered in association with partners including Leeds City Region Business Growth Hub, Universities, libraries service and chamber of commerce.
- Projects and programmes to support roll-out, take-up and utilisation of superfast broadband
- Promoting and securing investment in the Leeds City Region Enterprise Zone

#### **Promoting a thriving and safe city centre**

- managing and improving public realm in the city centre through wayfinding projects, street refurbishment programmes, licensing street cafes and management of city centre event spaces;
- business support through city centre liaison officers' work, key account management, festivals (Leeds Loves Food and Christmas markets) and the Leeds Shopping Guide;
- managing community safety through partnership working with police, city centre businesses and city centre liaison officers
- Supporting the proposals for a Business Improvement District in Leeds City Centre

#### **Managing, developing and promoting Leeds Markets**

- Overseeing a £12m refurbishment programme in Kirkgate Market with the work to commence in 2015/16.
- including Leeds Kirkgate Market in the city centre and district and speciality markets in Otley, Pudsey, Yeadon and the city centre
- implementing the Leeds Market Charter.

#### **Shaping policy and investment decisions, and promoting Leeds**

- providing / commissioning economic information and intelligence to support policy making and investment decisions;
- working with partners to deliver key elements of the Leeds Growth Strategy, with particular focus on commissioning and delivery in relation to healthcare and medical technologies (Health Innovation Hub), creative and digital (superfast broadband, city centre wifi and the 'connected cities' programme);
- Working with universities to promote innovation and its commercialisation;
- Contributing to the growth strategy around HS2
- Coordinating Leeds City Council's input into the work of the Leeds City Region Local Enterprise Partnership.
- Promoting Leeds as a place to invest, working with and through the Leeds City Region inward investment function when it transfers from Leeds and Partners

#### **Developing the visitor economy**

Promoting tourism in Leeds, including attracting major conferences and events, working with Leeds City Region, Welcome to Yorkshire and Visit England (the current Visit Leeds function will transfer from Leeds and Partners to the Council).

The service is also responsible for working with colleagues across City Development to deliver on major city priorities such as the major city centre developments including Victoria Gate retail development, Kirkgate quarter, , Sovereign Street park and commercial development and the regeneration of South Bank.

# City Development Economic Development

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## **Budget highlights 2015/16:**

- The budget makes provision for the revenue implications of progressing the Kirkgate Market redevelopment scheme.



# City Development Employment & Skills

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## **Main responsibilities:**

### **Employment and Skills**

- To assist local employers to recruit, train and retain local people, in particular young people and those affected by long term unemployment.
- To work with partner agencies to align and deliver services that target out-of-work residents to link them to training and job opportunities through the provision of information, advice, guidance and skills training to priority groups.
- To support and enable partnership planning and delivery with local businesses and skills providers to meet their current and future skills and employment needs.
- To support and enable partnership activity to shape and influence future provision through joint working with the Combined Authority, the Leeds City Region Enterprise Partnership and the Core Cities network.

## **Budget 2015/16:**

### **Employment and Skills**

- To work with employers and partner agencies to develop and deliver skills programmes that support growth and meet the workforce development needs of businesses across key sectors.
- To support developers and contractors engaged with the Council to meet their employment and skills obligations during the construction and operational phases and link local people seeking work to new opportunities.
- Delivery of the corporate apprenticeship programme and work in partnership with the National Apprenticeship Service and skills providers to engage SME employers and increase apprenticeships numbers in the city.
- To ensure the delivery of the City Deal Skills programme in Leeds through the effective operation of the Leeds Apprenticeship Training Agency, the Apprenticeship Hub and Youth Contract Support programme
- Commissioning of Community Learning and Adult Skills programmes to meet community needs and the delivery of employability and skills programmes to provide job search, work experience, transferable skills and in-work support e.g. Remaking Leeds and the Head Start programme.
- Realignment of Jobshop and outreach services within Community Hubs to offer a visible, accessible presence and to more effectively support those living in areas with the highest levels of out-of-work claimants.

# City Development

## Highways and Transportation

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### Main responsibilities:

- Monitor and maintain the highways assets of roads, bridges, retaining walls and associated infrastructure. Delivering a large programme of reactive and planned work to improve the condition of the network reduce the risk of accidents occurring on the highway and minimise the financial risk of claims. Bridge assessment and strengthening, together with the management of the authority's structures in accordance with national programmes and standards.
- A 24 hours a day, 365 days a year emergency response and Winter Maintenance Services.
- The Leeds Street Lighting Private Finance Initiative which is delivering one of the largest refurbishment and maintenance programmes for street lighting in the country. The scheme has seen over 80,000 lighting columns replaced.
- Network Management duties include the monitoring, coordination and control of the activities of utility companies and developers working on the highways to help minimise potential inconvenience, congestion and disruption to road users.
- Traffic Engineering is responsible for the implementation of traffic management and signing schemes to improve the information to road users and allow them to travel in maximum safety. This includes delivery of traffic regulation orders, new traffic signs, speed restrictions and pedestrian crossings.
- The Transport Strategy group is responsible for the appraisal, formulation and co-ordination of transport policy development, and develops strategies that support transport and spatial planning in addition to monitoring and compiling programmes and bids for transport capital expenditure. The Environmental Studies team which provides a range of services on behalf of the Council, including noise, vibration, air quality measurements and assessments with a focus on transport impacts. Advice is provided on Strategic Environmental Assessments, transport sustainability impacts and measures to mitigate and adapt to climate change.
- The Policy Monitoring group is responsible for monitoring the impact of transport policy in Leeds and informing new policy initiatives. It provides a full range of traffic and transportation data collection, analysis and reporting services to the Council and the other West Yorkshire District Councils and other external clients. The Group has responsibility for road casualty data processing and analysis as well as undertaking investigatory work in terms of road casualties and leading the Council's road safety audit work for new schemes.
- The Urban Traffic Management and Control (UTMC) group keeps the city moving running a busy control room by operating the city's traffic signals and developing the traffic control system, with responsibility for a wide range of traffic and transport issues, from strategic network design through to day-to-day support services including planned and unplanned disruptions to the network.
- Transport Development Services includes the Highways Development Control and the Influencing Travel Behaviour (ITB) Teams. Highways Development Control are responsible for responding in terms of the highway implications of new development proposals including planning applications. The ITB team delivers road safety and sustainable travel education, training and publicity campaigns using road casualty and collision data to target vulnerable road users and supports travel planning in schools and in businesses.
- Engineering Projects is responsible for the design and delivery of major and minor highway schemes, transportation projects and major council sponsored prestige projects. On-going schemes include the Cycle Superhighway scheme in partnership with Metro and the Leeds (River Aire) Flood Alleviation Scheme in partnership with the Environment Agency.

# City Development Highways and Transportation

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- Design and delivery of major and minor highway schemes, transportation projects and major council sponsored prestige projects, including the development of proposals for the New Generation Transport (Trolleybus) scheme in partnership with Metro.
- Bridge assessment and strengthening, together with the management of the authority's structures in accordance with national programmes and standards.
- Provision of a geotechnical and site surveying consultancy service including topographical and soil surveys.
- Undertaking all the statutory responsibilities of the Council as the city's as the Lead Local Flood Authority, full riparian responsibilities for Leeds City Council properties, management of watercourses and fountains and undertaking responsibilities in connection with the Flood & Water Management Act..

## **Budget highlights 2015/16:**

- A number of large capital schemes continue to progress utilising substantial government funding contributions including junction improvements at Horsforth, Rodley and M1 Junction 44: Inner Ring Road Tunnel, City Connect Super Cycle Highway and Leeds Flood Alleviation scheme.
- Increased Government grant now up to a total £8.7m for highway and bridge maintenance included in the 2015/16 capital programme.

# City Development Planning and Sustainable Development

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## Main responsibilities:

### Planning Services

- Dealing with all aspects of development in the city from pre-application engagement to delivery on the ground to ensure high quality sustainable schemes are delivered for the benefit of the City and its people. Also dealing with planning appeals to protect the City from inappropriate and harmful developments.

### Building Standards

- Providing building regulation and building structure surveys as well as public safety services, especially with regard to sports stadia.

### Compliance Services

- Monitoring compliance with the council's planning and building regulation decisions and dealing positively with breaches of control.

### Customer Services

- Providing customer focused one-stop services for the whole of the Development Directorate, face to face, by phone and, increasingly, by email and the internet and supporting the delivery of planning services including permitted development enquiries, land searches and customer complaints.

### Sustainable Development

- Architecture, heritage conservation, landscape architecture, urban design, biodiversity, tree protection, contaminated land, minerals, waste management, renewable energy and environmental management..

### Planning and Economic Policy

- Unitary Development Plan, Local Development Framework (Core Strategy, Site Investigations – DPD, Area Action Plans, Natural Resources & Waste DPD, Supplementary Planning Documents, Sustainability Appraisals, monitoring and the development of the LDF evidence base), contributing to the preparation of Leeds City Region policy and Duty to Cooperate work, seeking to influence and assessing the implications of national planning policy advice & guidance, planning frameworks/briefs, project implementation (including PFI & Regeneration work) and supporting mapping and GIS services

## Budget Highlights:

- 2015/16 will see the implementation of the Community Infrastructure Levy (CIL) which will provide additional funding for infrastructure although will also replace most of the current Section 106 funding.
- An increase in the income target for Pre-application charges.
- Additional Building Fee Income is assumed in the budget, mainly from additional internal work although there is a risk that the increase in income is not achieved.

# City Development Sport and Active Lifestyles

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## **Main responsibilities:**

The Sport and Active Lifestyles service supports Council objectives by:

- Providing a variety of recreation opportunities for all people to enjoy and benefit from.
- Encouraging health through involvement in physical activity.
- Providing opportunities for self development and learning through sporting activity.
- Taking the strategic lead in the development of recreational and sporting opportunities in Leeds.
- Developing the Council's facilities including development of leisure centres.
- Delivering targeted programmes to ensure all residents are encouraged to be involved in recreation activities.
- Setting clear priorities, supporting the development of staff and managing performance effectively.
- Taking a strategic approach towards the future development of the service which meets the changing needs of the city and ensures the sustainability of the service.

## **Budget highlights 2015/16:**

- Following the success of the Leeds Let's Get Active Scheme, Public Health have provided another £145k of funding to take the scheme into 2015. The scheme will continue to provide a number of hours of free access to sport facilities across the city to qualifying residents.



## City Development

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service			Managed Outside the Service	Total 2015/16
			Spending	Income	Net		
Chief Planning Officer	Planning And Sustainable Development	4,191	9,016	(5,476)	3,539	72	3,611
Chief Officer Economic Development	Economic Development	1,800	5,066	(3,991)	1,075	288	1,363
Director City Development	Asset Management & Regeneration	4,433	12,032	(10,700)	1,332	1,757	3,089
Chief Officer Employment and Skills	Employment and Skills	2,806	5,739	(3,015)	2,724	(150)	2,574
Chief Officer - Highways	Highways And Transportation	49,582	56,495	(35,973)	20,522	35,731	56,252
Chief Officer for Culture and Sport	Libraries, Arts And Heritage	24,095	25,019	(7,705)	17,314	4,954	22,269
Chief Officer for Culture and Sport	Sport And Active Recreation	23,019	24,565	(18,315)	6,250	6,948	13,197
Chief Officer Resources and Strategy	Resources and Strategy	68	1,947	(107)	1,839	(1,839)	0
Net Cost of Service		109,995	139,879	(85,283)	54,595	47,759	102,355
	Transfers to and from earmarked reserves	(2,231)	0	0	0	(701)	(701)
Net Revenue Charge		107,764	139,879	(85,283)	54,595	47,058	101,654

# City Development

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		48,623	48,056
Agency And Temporary Staff		88	51
National Insurance Contributions		3,463	3,459
Superannuation Costs		6,567	6,600
Other Pension Costs		2,205	2,164
Other Employee Related Costs		143	156
Training And Development		249	304
		61,337	60,791
<b>Premises</b>			
Buildings Maintenance		966	1,007
Grounds Maintenance		127	127
Building Security		306	347
Cleaning And Workplace Refuse		600	581
Gas		1,186	1,231
Electricity		6,795	6,683
Other Utilities		532	549
Rents		3,965	3,894
NDR		3,459	3,583
Highways Maintenance		7,279	6,869
Accommodation Charges		11	11
Premises Related Insurance		274	235
		25,500	25,118
<b>Supplies &amp; Services</b>			
Materials and Equipment		8,493	8,408
Stationery and Postage		212	149
Advertising		216	193
IT and telecommunications		1,445	1,394
Insurance		2,195	2,159
Professional Services and Subscriptions		3,224	3,902
Grants and Contributions		4,493	2,935
Catering Service		10	10
Recycling and Reuse		10	3
Waste Disposal and Landfill Tax		76	84
Allowances		38	247
Consultancy Services		256	139
External Audit Fees		6	6
Security Services		377	324
Other Hired and Contracted Services		19,602	4,843
Licences		126	148
Publication and Promotion		345	211
PFI Unitary Charges		6,090	18,480
Miscellaneous		113	4
		47,326	43,639
<b>Transport</b>			
Vehicles And Plant Related Expenditure		2,971	3,162
Travel Allowances		460	376
Fuel		437	436
Private Hire		1	0
Transport Related Insurance		70	66
		3,939	4,041



# City Development

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
Internal Charges			
Managed Recharges Frm Other Directorates		6,239	6,178
		6,239	6,178
Agency Payments			
Services provided by Voluntary Sector		1	1
Contributions to Partnerships		150	130
		151	130
Appropriations			
Transfers to/from Earmarked Reserves		(1,354)	(18)
		(1,354)	(18)
<b>Managed Expenditure</b>		<b>143,138</b>	<b>139,879</b>
Internal Income			
Income from other Directorates		(17,797)	(17,898)
Recharge Income from Capital		(9,016)	(9,576)
Charges to / from HRA		(653)	(784)
Redistribution of grants income		(678)	(679)
		(28,145)	(28,938)
Income - Grants			
Government Grants		(12,549)	(11,944)
DCLG Grants		(4,543)	(4,439)
		(17,092)	(16,383)
Income - Sales			
Sale of Goods and Services		(4,701)	(5,143)
		(4,701)	(5,143)
Income - Charges			
Fees and charges		(21,499)	(21,914)
Contributions		(932)	(1,001)
Other income		(3,738)	(3,451)
Rents		(6,972)	(8,453)
		(33,141)	(34,819)
<b>Managed Income</b>		<b>(83,078)</b>	<b>(85,283)</b>
<b>Net Managed Budget</b>		<b>60,060</b>	<b>54,595</b>
Accounting Adjustments			
IAS 19 Pensions Costs		2,203	701
Transfers to/from Statutory Reserves		(2,231)	(701)
Capital Charges		48,226	47,897
		48,198	47,897
Central Recharges			
Corporate & Democratic Core Income		(837)	(839)
		(837)	(839)
Other Internal Adjustments			
Internal Reallocations Charges		3,170	3,162
Internal Reallocations Income		(2,827)	(3,162)
		343	0
<b>Managed Outside the Service</b>		<b>47,704</b>	<b>47,058</b>
<b>Net Cost of Service</b>		<b>107,764</b>	<b>101,654</b>



# City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		6,331	6,313
Agency And Temporary Staff		20	22
National Insurance Contributions		493	491
Superannuation Costs		930	921
Other Pension Costs		199	166
Other Employee Related Costs		3	2
Training And Development		10	10
		7,986	7,924
Premises			
Buildings Maintenance		70	70
		70	70
Supplies & Services			
Materials and Equipment		115	105
Stationery and Postage		12	13
Advertising		52	52
IT and telecommunications		126	126
Insurance		4	14
Professional Services and Subscriptions		24	24
Grants and Contributions		71	56
Allowances		2	2
Consultancy Services		25	25
Other Hired and Contracted Services		208	208
Licences		0	0
Miscellaneous		1	0
		642	626
Transport			
Vehicles And Plant Related Expenditure		25	25
Travel Allowances		124	93
		149	117
Internal Charges			
Managed Recharges Frm Other Directorates		592	278
		592	278
Managed Expenditure		9,439	9,016
Internal Income			
Income from other Directorates		(690)	(395)
		(690)	(395)
Income - Grants			
DCLG Grants		(107)	(107)
		(107)	(107)
Income - Sales			
Sale of Goods and Services		(157)	(232)
		(157)	(232)
Income - Charges			
Fees and charges		(4,322)	(4,512)
Other income		(230)	(230)
		(4,552)	(4,742)
Managed Income		(5,506)	(5,476)

# City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development			
	£000	Budget 2014/15	Budget 2015/16
<b>Net Managed Budget</b>		<b>3,932</b>	<b>3,539</b>
Accounting Adjustments			
IAS 19 Pensions Costs		421	235
		421	235
Other Internal Adjustments			
Internal Reallocations Charges		118	117
Internal Reallocations Income		(281)	(281)
		(162)	(163)
Managed Outside the Service		258	72
<b>Net Cost of Service</b>		<b>4,191</b>	<b>3,611</b>

# City Development

Budget Manager : Chief Officer Economic Development

Economic Development			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		2,158	2,135
Agency And Temporary Staff		10	10
National Insurance Contributions		160	157
Superannuation Costs		303	302
Other Pension Costs		66	57
Other Employee Related Costs		3	3
Training And Development		5	5
		2,704	2,669
<b>Premises</b>			
Buildings Maintenance		206	169
Building Security		52	51
Cleaning And Workplace Refuse		358	303
Electricity		117	145
Other Utilities		46	37
NNDR		212	224
Premises Related Insurance		12	7
		1,003	936
<b>Supplies &amp; Services</b>			
Materials and Equipment		21	16
Stationery and Postage		1	2
IT and telecommunications		4	6
Insurance		76	57
Professional Services and Subscriptions		78	67
Grants and Contributions		1,223	527
Allowances		1	0
Consultancy Services		32	0
Security Services		76	71
Other Hired and Contracted Services		501	474
Publication and Promotion		190	152
Miscellaneous		108	0
		2,311	1,373
<b>Transport</b>			
Vehicles And Plant Related Expenditure		2	1
Travel Allowances		15	10
		17	11
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		128	77
		128	77
<b>Managed Expenditure</b>		6,163	5,066
<b>Internal Income</b>			
Income from other Directorates		(126)	(172)
		(126)	(172)
<b>Income - Grants</b>			
Government Grants		(95)	(44)
		(95)	(44)
<b>Income - Charges</b>			
Fees and charges		(1,981)	(1,413)
Other income		(392)	(540)

# City Development

Budget Manager : Chief Officer Economic Development

Economic Development			
	£000	Budget 2014/15	Budget 2015/16
Income - Charges			
Rents		(2,101)	(1,823)
		(4,475)	(3,775)
Managed Income		(4,695)	(3,991)
<b>Net Managed Budget</b>		<b>1,468</b>	<b>1,075</b>
Accounting Adjustments			
IAS 19 Pensions Costs		136	72
Capital Charges		295	316
		431	388
Other Internal Adjustments			
Internal Reallocations Charges		664	663
Internal Reallocations Income		(764)	(764)
		(100)	(100)
Managed Outside the Service		332	288
<b>Net Cost of Service</b>		<b>1,800</b>	<b>1,363</b>

# City Development

Budget Manager : Director City Development

Asset Management & Regeneration			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		2,883	2,849
National Insurance Contributions		236	225
Superannuation Costs		420	423
Other Pension Costs		204	201
Other Employee Related Costs		2	0
Training And Development		11	11
		3,755	3,709
Premises			
Buildings Maintenance		75	173
Grounds Maintenance		5	5
Building Security		30	35
Cleaning And Workplace Refuse		31	59
Gas		9	18
Electricity		45	120
Other Utilities		28	34
Rents		3,939	3,877
NNDR		131	134
Accommodation Charges		0	0
Premises Related Insurance		49	59
		4,343	4,514
Supplies & Services			
Materials and Equipment		10	27
Stationery and Postage		3	28
Advertising		18	18
IT and telecommunications		32	81
Insurance		112	103
Professional Services and Subscriptions		9	307
Grants and Contributions		117	80
Recycling and Reuse		0	3
Allowances		1	1
Consultancy Services		67	92
Security Services		5	5
Other Hired and Contracted Services		294	299
Publication and Promotion		11	19
		679	1,062
Transport			
Vehicles And Plant Related Expenditure		7	8
Travel Allowances		39	30
		46	38
Internal Charges			
Managed Recharges Frm Other Directorates		2,225	2,727
		2,225	2,727
Appropriations			
Transfers to/from Earmarked Reserves		(58)	(18)
		(58)	(18)
Managed Expenditure		10,989	12,032
Internal Income			
Income from other Directorates		(214)	(350)

# City Development

Budget Manager : Director City Development

Asset Management & Regeneration			
	£000	Budget 2014/15	Budget 2015/16
Internal Income			
Recharge Income from Capital		(326)	(305)
Charges to / from HRA		(653)	(784)
		(1,193)	(1,440)
Income - Sales			
Sale of Goods and Services		(499)	(749)
		(499)	(749)
Income - Charges			
Fees and charges		(483)	(456)
Contributions		(93)	(26)
Other income		(933)	(1,618)
Rents		(4,559)	(6,412)
		(6,069)	(8,512)
Managed Income		(7,761)	(10,700)
<b>Net Managed Budget</b>		<b>3,228</b>	<b>1,332</b>
Accounting Adjustments			
IAS 19 Pensions Costs		75	(17)
Capital Charges		1,205	1,850
		1,281	1,834
Other Internal Adjustments			
Internal Reallocations Charges		66	65
Internal Reallocations Income		(142)	(142)
		(76)	(77)
Managed Outside the Service		1,204	1,757
<b>Net Cost of Service</b>		<b>4,433</b>	<b>3,089</b>



# City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		2,346	2,046
Agency And Temporary Staff		39	0
National Insurance Contributions		188	157
Superannuation Costs		311	297
Other Pension Costs		325	314
Other Employee Related Costs		10	10
Training And Development		0	0
		3,218	2,823
Premises			
Cleaning And Workplace Refuse		4	4
Gas		2	2
Electricity		2	2
Other Utilities		1	1
NNDR		12	13
Premises Related Insurance		0	1
		21	22
Supplies & Services			
Materials and Equipment		2	1
Stationery and Postage		4	1
IT and telecommunications		10	11
Insurance		2	1
Professional Services and Subscriptions		2,441	2,547
Grants and Contributions		207	11
Allowances		0	207
Other Hired and Contracted Services		130	82
		2,796	2,861
Transport			
Travel Allowances		25	16
		25	16
Internal Charges			
Managed Recharges Frm Other Directorates		56	17
		56	17
Appropriations			
Transfers to/from Earmarked Reserves		(46)	0
		(46)	0
Managed Expenditure		6,070	5,739
Internal Income			
Income from other Directorates		(320)	(172)
		(320)	(172)
Income - Grants			
Government Grants		(2,693)	(2,172)
		(2,693)	(2,172)
Income - Charges			
Fees and charges		(91)	(360)
Contributions		0	(311)
Other income		(11)	(1)
Rents		(65)	0
		(168)	(671)

# City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills			
	£000	Budget 2014/15	Budget 2015/16
Managed Income		(3,181)	(3,015)
<b>Net Managed Budget</b>		<b>2,889</b>	<b>2,724</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(118)	(185)
Capital Charges		26	26
		(92)	(159)
Other Internal Adjustments			
Internal Reallocations Charges		50	50
Internal Reallocations Income		(41)	(41)
		9	9
Managed Outside the Service		(83)	(150)
<b>Net Cost of Service</b>		<b>2,806</b>	<b>2,574</b>

# City Development

Budget Manager : Chief Officer - Highways

Highways And Transportation	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		11,808	12,416
National Insurance Contributions		913	898
Superannuation Costs		1,710	1,696
Other Pension Costs		327	318
Other Employee Related Costs		73	85
Training And Development		63	103
		14,895	15,515
<b>Premises</b>			
Buildings Maintenance		605	576
Grounds Maintenance		78	78
Building Security		73	109
Cleaning And Workplace Refuse		7	8
Gas		14	16
Electricity		5,360	5,077
Other Utilities		35	40
Rents		0	0
NNDR		91	120
Highways Maintenance		7,279	6,869
Premises Related Insurance		1	2
		13,544	12,895
<b>Supplies &amp; Services</b>			
Materials and Equipment		5,170	5,360
Stationery and Postage		7	7
Advertising		70	75
IT and telecommunications		322	335
Insurance		1,873	1,877
Professional Services and Subscriptions		444	711
Recycling and Reuse		10	0
Waste Disposal and Landfill Tax		76	84
Allowances		3	3
Consultancy Services		113	10
Other Hired and Contracted Services		13,546	1,320
Licences		6	5
Publication and Promotion		20	34
PFI Unitary Charges		0	12,535
		21,658	22,354
<b>Transport</b>			
Vehicles And Plant Related Expenditure		2,738	2,936
Travel Allowances		165	143
Fuel		375	376
Transport Related Insurance		58	56
		3,336	3,511
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		2,124	2,221
		2,124	2,221
<b>Managed Expenditure</b>		55,556	56,495
<b>Internal Income</b>			
Income from other Directorates		(14,659)	(14,934)

# City Development

Budget Manager : Chief Officer - Highways

Highways And Transportation			
	£000	Budget 2014/15	Budget 2015/16
Internal Income			
Recharge Income from Capital		(7,940)	(8,521)
		(22,599)	(23,455)
Income - Grants			
Government Grants		(7,800)	(7,800)
		(7,800)	(7,800)
Income - Sales			
Sale of Goods and Services		(2,381)	(2,437)
		(2,381)	(2,437)
Income - Charges			
Fees and charges		(1,117)	(1,196)
Contributions		(458)	(472)
Other income		(550)	(615)
		(2,125)	(2,282)
Managed Income		(34,905)	(35,973)
<b>Net Managed Budget</b>		<b>20,651</b>	<b>20,522</b>
Accounting Adjustments			
IAS 19 Pensions Costs		813	419
Capital Charges		27,988	35,184
		28,801	35,603
Other Internal Adjustments			
Internal Reallocations Charges		862	860
Internal Reallocations Income		(732)	(732)
		130	128
Managed Outside the Service		28,931	35,731
<b>Net Cost of Service</b>		<b>49,582</b>	<b>56,252</b>

# City Development

Budget Manager : Chief Officer for Culture and Sport

Libraries, Arts And Heritage			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		11,447	11,268
Agency And Temporary Staff		2	2
National Insurance Contributions		745	798
Superannuation Costs		1,705	1,750
Other Pension Costs		243	226
Other Employee Related Costs		17	23
Training And Development		39	54
		14,198	14,121
<b>Premises</b>			
Buildings Maintenance		10	19
Grounds Maintenance		11	11
Building Security		124	124
Cleaning And Workplace Refuse		88	83
Gas		310	310
Electricity		541	579
Other Utilities		134	134
Rents		17	17
NNDR		1,141	1,177
Accommodation Charges		8	8
Premises Related Insurance		171	144
		2,556	2,607
<b>Supplies &amp; Services</b>			
Materials and Equipment		2,106	1,923
Stationery and Postage		110	118
Advertising		21	21
IT and telecommunications		609	600
Insurance		67	46
Professional Services and Subscriptions		206	170
Grants and Contributions		2,816	2,252
Catering Service		10	10
Allowances		20	19
Consultancy Services		19	13
External Audit Fees		2	2
Security Services		262	214
Other Hired and Contracted Services		4,633	1,894
Licences		27	32
Publication and Promotion		88	86
Miscellaneous		1	1
		10,998	7,402
<b>Transport</b>			
Vehicles And Plant Related Expenditure		183	178
Travel Allowances		54	47
Fuel		58	58
Private Hire		0	0
Transport Related Insurance		5	6
		300	288
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		502	470
		502	470

# City Development

Budget Manager : Chief Officer for Culture and Sport

Libraries, Arts And Heritage			
	£000	Budget 2014/15	Budget 2015/16
Agency Payments			
Services provided by Voluntary Sector		1	1
Contributions to Partnerships		150	130
		151	130
Appropriations			
Transfers to/from Earmarked Reserves		(1,250)	0
		(1,250)	0
<b>Managed Expenditure</b>		<b>27,454</b>	<b>25,019</b>
Internal Income			
Income from other Directorates		(972)	(972)
Recharge Income from Capital		(750)	(750)
		(1,722)	(1,722)
Income - Grants			
Government Grants		(1,818)	(1,714)
		(1,818)	(1,714)
Income - Sales			
Sale of Goods and Services		(1,008)	(1,061)
		(1,008)	(1,061)
Income - Charges			
Fees and charges		(2,664)	(2,753)
Contributions		(277)	(92)
Other income		(160)	(175)
Rents		(216)	(187)
		(3,317)	(3,208)
<b>Managed Income</b>		<b>(7,866)</b>	<b>(7,705)</b>
<b>Net Managed Budget</b>		<b>19,588</b>	<b>17,314</b>
Accounting Adjustments			
IAS 19 Pensions Costs		894	534
Capital Charges		3,352	4,162
		4,246	4,696
Other Internal Adjustments			
Internal Reallocations Charges		343	340
Internal Reallocations Income		(82)	(82)
		261	258
<b>Managed Outside the Service</b>		<b>4,507</b>	<b>4,954</b>
<b>Net Cost of Service</b>		<b>24,095</b>	<b>22,269</b>

# City Development

Budget Manager : Chief Officer for Culture and Sport

Sport And Active Recreation			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		11,499	10,518
Agency And Temporary Staff		17	17
National Insurance Contributions		656	651
Superannuation Costs		1,056	1,066
Other Pension Costs		0	35
Other Employee Related Costs		24	23
Training And Development		79	79
		13,331	12,389
<b>Premises</b>			
Buildings Maintenance		2	0
Grounds Maintenance		33	33
Building Security		27	28
Cleaning And Workplace Refuse		112	124
Gas		851	886
Electricity		730	759
Other Utilities		288	304
Rents		8	0
NNDR		1,872	1,915
Accommodation Charges		3	3
Premises Related Insurance		40	22
		3,964	4,074
<b>Supplies &amp; Services</b>			
Materials and Equipment		1,042	967
Stationery and Postage		45	8
Advertising		54	26
IT and telecommunications		146	145
Insurance		60	60
Professional Services and Subscriptions		18	69
Grants and Contributions		60	10
Waste Disposal and Landfill Tax		0	0
Allowances		7	10
External Audit Fees		4	4
Security Services		34	34
Other Hired and Contracted Services		236	414
Licences		92	111
Publication and Promotion		37	(80)
PFI Unitary Charges		6,090	5,946
Miscellaneous		3	3
		7,927	7,726
<b>Transport</b>			
Vehicles And Plant Related Expenditure		16	14
Travel Allowances		35	34
Fuel		4	3
Private Hire		1	0
Transport Related Insurance		4	0
		59	51
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		546	325
		546	325

# City Development

Budget Manager : Chief Officer for Culture and Sport

Sport And Active Recreation			
	£000	Budget 2014/15	Budget 2015/16
Managed Expenditure		25,826	24,565
Internal Income			
Income from other Directorates		(718)	(800)
Redistribution of grants income		(678)	(679)
		(1,396)	(1,479)
Income - Grants			
Government Grants		(142)	(215)
DCLG Grants		(4,435)	(4,331)
		(4,578)	(4,546)
Income - Sales			
Sale of Goods and Services		(655)	(665)
		(655)	(665)
Income - Charges			
Fees and charges		(10,837)	(11,222)
Contributions		(103)	(100)
Other income		(1,461)	(272)
Rents		(31)	(31)
		(12,432)	(11,625)
Managed Income		(19,060)	(18,315)
<b>Net Managed Budget</b>		<b>6,766</b>	<b>6,250</b>
Accounting Adjustments			
IAS 19 Pensions Costs		734	429
Capital Charges		15,330	6,331
		16,064	6,760
Other Internal Adjustments			
Internal Reallocations Charges		231	229
Internal Reallocations Income		(42)	(42)
		189	187
Managed Outside the Service		16,253	6,948
<b>Net Cost of Service</b>		<b>23,019</b>	<b>13,197</b>



# City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		151	511
National Insurance Contributions		72	82
Superannuation Costs		132	145
Other Pension Costs		841	849
Other Employee Related Costs		12	11
Training And Development		42	42
		1,250	1,640
Premises			
Cleaning And Workplace Refuse		0	0
		0	0
Supplies & Services			
Materials and Equipment		28	10
Stationery and Postage		29	(28)
IT and telecommunications		195	90
Insurance		1	0
Professional Services and Subscriptions		4	7
Allowances		4	4
Other Hired and Contracted Services		54	153
Publication and Promotion		0	0
		316	236
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		4	3
Transport Related Insurance		4	4
		8	8
Internal Charges			
Managed Recharges Frm Other Directorates		66	63
		66	63
<b>Managed Expenditure</b>		<b>1,640</b>	<b>1,947</b>
Internal Income			
Income from other Directorates		(100)	(103)
		(100)	(103)
Income - Charges			
Fees and charges		(3)	(3)
Contributions		0	0
Other income		(1)	(1)
		(4)	(4)
<b>Managed Income</b>		<b>(104)</b>	<b>(107)</b>
<b>Net Managed Budget</b>		<b>1,536</b>	<b>1,839</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(753)	(786)
Capital Charges		30	27
		(723)	(758)

# City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy			
	£000	Budget 2014/15	Budget 2015/16
Central Recharges			
Corporate & Democratic Core Income		(837)	(839)
		(837)	(839)
Other Internal Adjustments			
Internal Reallocations Charges		837	837
Internal Reallocations Income		(745)	(1,079)
		93	(242)
Managed Outside the Service		(1,468)	(1,839)
<b>Net Cost of Service</b>		<b>68</b>	<b>0</b>

# Environment and Housing



# LEEDS CITY COUNCIL

## 2015/16 BUDGET REPORT

### Directorate: Environment 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 2015/16 financial year.

#### 2 Service Context

- 2.1 The Directorate manages a diverse set of functions which, nevertheless, combine to form some of the key foundations of strong communities. Clean streets, well maintained green spaces which people can use, sound housing which meets people's needs, safe neighbourhoods – these are marks of desirable places to live. At a time of significantly diminishing resources, priority has been given to ensure that these bedrock services are maintained.
- 2.2 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.
- 2.3 There is also a longer term agenda. Work to improve and add to the city's housing stock has importance for many years to come, as do the environmental choices that we make today.
- 2.4 Based on the above the Directorate has a number of key priorities which this budget is designed to support. They are as follows:
- Preventing homelessness;
  - Improving the quality of private sector housing
  - Reducing crime and anti-social behaviour
  - Reducing fuel poverty and providing sustainable energy;
  - Providing a reliable refuse and recycling service;
  - Minimising the amount of waste that ends up in landfill by maximising re-use, recycling and energy recovery;
  - Clean neighbourhoods which reflect local needs and;
  - Green spaces which people can enjoy.
- 2.5 Given this context and against a background of a significant reduction in resources, the Directorate's budget submission for 2015-16 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 2014-15 budget. The long term development of a waste strategy for the city will also begin to deliver substantial benefits with £1.9m being received next year in PFI payments.

### 3 Budget Proposals

3.1 This budget represents a decrease) of **£7,281k (10.6%)** when compared to the adjusted budget for 2014/15. These are summarised in the table attached to this report:

#### 3.2 Adjustments

##### Transfer of functions

The Property Maintenance function (£3,489k) is to transfer from Civic Enterprise where it will be integrated within Construction Services which prior to April 1<sup>st</sup> 2015 was budgeted for within the Housing Revenue Account.

The establishment of a Council wide intelligence function, to manage many of the performance management and intelligence functions previously undertaken within Directorates has required the transfer of staff associated with delivering these functions (£68k).

##### Other Adjustments

The 2014/15 budget assumed that Adult Social Care would realise a £1,000k reduction in expenditure through the charging of Supporting People payments to the Housing Revenue Account. However the incidence of this reduction has been realised in Environment and Housing and therefore a permanent adjustment has been made to reflect this.

Following finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 14/15 and an adjustment of £181k has been made in 2015/16 to reflect this permanent adjustment.

#### 3.3 Changes in prices – pressure of £1,351k

3.3.1 Provision has been made for the impact of the nationally agreed pay awards for 2015/16. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. These include £29k on NNDR, £50k on gate fees at waste disposal sites, £36k on gas, £38k on electricity and £48k on fleet repairs and maintenance. Landfill Tax will increase by 3.25% to £82.60/tonne and will cost an additional £476k for the disposal of residual waste.

Price increases of 3%, largely within the Parks and Country side service, will realise an additional £65k. This price increase is being applied in cafes, retail outlets, golf courses and to the hire of pitches.

The 4% price increase (£232k) in bereavement charges at both crematoria and cemeteries will contribute towards both ending the subsidisation of the service by the council tax payer and addressing the significant shortfall in income that has been reported in 2014/15.

#### 3.4 Full year Effects – decrease of £156k

3.4.1 Through a combination of the re-design of the Forestry service and the implementation of seasonal working patterns for maintenance staff which reduces the requirement to employ seasonal staff during the period May to September, further savings of £75k will be realised in 2015/16.

- 3.4.2 Middleton Park and Gotts Parks have ceased to be operated as municipal golf courses. The decision to cease direct delivery of golf will result in lower maintenance costs (£160k).
- 3.4.3 Additional costs for drivers within the Refuse Collection Service are being incurred as a result of job evaluation during 2013/14 (£126k).
- 3.4.4 The Victoria gate development has impacted upon the receipt of both on street and off street car parking income around this site (£253k).
- 3.4.5 Following the signing of the collective agreement between the Authority and the Trade Unions in 2014, savings are budgeted to be realised through the withdrawal of pay protection arrangements (£184k) and the introduction of new travel allowances that have affected some Essential Car Users (£114k).
- 3.5 Demand/Demography - pressure of £47k
  - 3.5.1 There continues to be a reduction in the number of Penalty Charge Notices (PCN's) that are being issued for car parking offences with a corresponding reduction in the income realised from the payment of associated fines (£377k).
  - 3.5.2 Similarly the number of offences relating to traffic entering designated bus lanes has reduced with a subsequent reduction in the level of income realised through the payment of associated fines (£339k).
  - 3.5.3 In respect of both on street and off street car parking fee income, the trends that have been witnessed in 2014/15 which have led to an increase in car parking fee income are anticipated to continue in 2015/16 (£1,069k).
  - 3.5.4 Based on activity levels in 2014/15, income realised through bereavement services is anticipated to fall by £400k in 2015/16.
- 3.6 Grant Fallout
  - 3.6.1 The Troubled Families grant receivable from Children's Services has reduced by £250k. This reduction will be managed through releasing staff on fixed term contracts, deleting vacant posts and reducing the number of sessional workers who are employed to deliver area based activities.
  - 3.6.2 Welfare Reform Transitional Relief, which is used to support individuals facing housing difficulties, has reduced by £165k and this reduction will be largely managed through a combination of a reduction in the number of preventing homelessness activities and a review of the appropriateness of charges to the HRA with regard to Housing Support.
  - 3.6.3 The fall out of the Rogue Landlords grant (£75k) will be managed through corresponding staffing reductions.
- 3.7 Dealing effectively with the City's waste - Savings £1,576k
  - 3.7.1 In November 2015 the Recovery and Energy from Waste facility (RERF) is expected to start to receive waste for commissioning. In accordance with the signed agreement PFI grant is receivable from the Government once the facility is ready to accept waste (£1,979k).

- 3.7.2 Fall out of temporary staffing arrangements within Waste Management following the introduction of the new management structure will result in savings of £75k.
- 3.7.3 Since alternate weekly collection (AWC) was introduced in 2013/14 savings of £1,333k in disposal costs have been made. A further saving of £80k will be realised through the completion of the roll out of AWC of recyclable and residual waste city wide, bringing the total saving to over £1.4m. By the summer of 2015 approximately 264k or 76% of properties will be in receipt of this enhanced service.
- 3.7.4 *As a result of increases in the amount of residual waste that is being placed in the green bin, contamination rates have increased. The additional cost of this is approximately £136k .*
- 3.7.5 Anticipated reductions in recycling processing costs through new contracts will reduce expenditure by £147k in 2015/16
- 3.7.6 Total waste arising in 2015/16 is projected to be approximately 2% higher than the 2014/15 budgeted volumes. A number of factors are influencing the overall volumes of waste and these include an increasing number of households in the city (£155k), reduction in income on certain recyclables such as glass (£70k) and anticipated reductions in residual waste volumes not being as significant as expected although these have been partially offset by savings realised through the re-tendering of residual waste contracts (£286k).
- 3.7.7 Due to the increased tonnage of garden waste that is being collected at the kerbside of properties across Leeds it is necessary to provide additional resources (£56k) to fund the associated disposal costs.
- 3.8 Efficiencies £5,014k
- 3.8.1 Further savings in the housing related support programme budget (£841k) will derive from both service changes made during 2014/15 and through re-negotiation of a number of contracts and identification of efficiencies.
- 3.8.2 The integration of the Property Maintenance and Construction Services functions from 1<sup>st</sup> April will afford opportunities for the identification and delivery of economies and efficiencies through a combination of reviews of business processes, staffing structures, overheads, pricing structures and the utilisation of both portable and fixed assets. In 2015/16 it is anticipated that this will contribute an additional £1,431k.
- 3.8.3. Reduction in the price of fuel will realise savings of £300k whilst the retendering of the Council's contract for pest control services will save £40k.
- 3.8.4 It is projected that savings of £287k will be realised through a review of key areas of existing non contract spend. The continued review and scrutiny of all areas of expenditure will deliver line by line savings of £156k
- 3.8.5 The number of JNC staff within the Directorate will reduce by £131k as result of a combination of closer work arrangements between the Parks and Countryside service and Environmental Action and the rationalisation of senior staff in respect of the delivery of the Statutory Housing Management function.
- 3.8.6 The insurance team has negotiated a reduction in several insurance policies and these savings have been passed onto Directorates (£463k).



- 3.8.7 Savings on staffing (£1,365k) will be realised through the deletion of vacant posts and through staff across all services in the Directorate exiting the Authority through the Early Leaver's Initiative.
- 3.9 Income £1,857k
- 3.9.1 The Refuse Collection provides an additional weekly collection service at multi storey flats for the collection of residual and residual waste. Due to increased demand that has been seen in 2014/15 the additional contribution from the HRA which funds this service will continue in 2015/16 (£100k).
- 3.9.2 A resident permit scheme will be introduced which will allow only Leeds residents to access Leeds City Council's Household Waste sites. This is a scheme that the Council now has to introduce as a result of all of its neighbouring West Yorkshire authorities having implemented similar schemes. It is anticipated that this initiative will reduce disposal costs to the Authority by £89k.
- 3.9.3 Charges at Woodhouse Lane Multi Storey have increased by £1 per day after the 2014/15 budget had been approved. It is anticipated this will realise additional income of £248k.
- 3.9.4 It is intended that there will be admission price increases at Tropical World with adult prices going up from £3.50 to £5.00 and this will contribute towards the realisation of additional income of £230k. Concessions will remain in place for Leeds card and Breeze card holders. The increase will recognise the enhanced visitor facility that will be available at the site following the completion of extensive capital works.
- 3.9.5 Additional income of £200k will be receivable at Lotherton Hall, Tropical World and Temple Newsam Home Farm as a result of admission charges becoming exempt from having to charge VAT.
- 3.9.6 In order to sustain activities in priority areas such as tackling domestic violence, dealing with anti-social behaviour, reducing burglary and stopping re-offending, it is proposed to resource these priorities through the application of West Yorkshire Police and Crime Commissioner Grant (£1,000k).
- 3.9.7 The CCTV and security functions will seek to expand their business base by engaging with both private and public sector organisations. Specifically the ongoing capital investment in multi storey flats provides the opportunity to extend the benefits of CCTV to more tenancies across the city. In 2015/16 it is assumed that this will contribute an additional £100k in net income.
- 3.10 Service Changes £76k
- 3.10.1 Through the anticipated reductions in residual waste disposal costs the kerbside garden waste collection service will be rolled out to further households whose properties are capable of receiving the service.
- 3.10.2 Following a successful pilot it is intended to maintain the enhanced Environmental Enforcement function which is largely City Centre based. The enhanced function is resourced through the issuing of Penalty Charge Notices for environmental offences such as dropping litter.
- 3.10.3 It is proposed to integrate responsibilities for Environmental Management that are currently carried out by Environmental Caretakers on Housing Estates with Environmental

Action teams providing the street cleansing and enforcement function across the City. The re-organisation and integration of two separate functions will not only provide more flexibility and responsiveness in the completion of key cleaning tasks but it will make best use of local intelligence and improve the relationship with local communities.

3.10.4 There will be a strategic review of the operation of Household Waste Recycling sites across the City. The scope of the review will give consideration to not only the appropriateness of the number of sites that the Council currently operates across the City but it will also review their hours of operation. It is projected that the outcome of the review will realise savings of £250k and this will be used to resource the redevelopment of the Kirkstall Road Household Waste Site so the facility can offer the same level of recycling to members of the public as other re-developed sites across the City.

3.10.5 Within the Parks and Countryside service grants to third sector organisations will be reduced by 20% (£76k).

#### **4 Risk Assessment**

4.1 In determining the 2015/16 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.

4.2 The key risks in the 2015/16 budget for this directorate are as follows;

That assumptions in respect of waste growth and the level of recycling across the City are not realised and that there is a consequential increase, over and above the budgeted assumptions, in the amount of waste that is landfilled.

That the RERF is not ready to receive waste in November 2015. Delays beyond this date will impact upon the level of grant income the Council receives.

Assumptions in respect of income receivable from Bus Lane and Car Parking enforcement are impacted upon by a reduction in the numbers of offences assumed in the budget assumptions.

That increases in the amount of car parking income receivable from on street and off street parking in 2014/15 aren't sustained.

That activity levels from income generating activities within Parks and Countryside are less than anticipated.

That both the number of staff leaving on ELI and the number of posts becoming vacant is less than assumed in the budget.

That levels of homelessness increase across the City with the subsequent requirement for the City Council to support these individuals in temporary accommodation.

Briefing note prepared by: Richard Ellis

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<b>ENVIRONMENT AND HOUSING</b>	<b>£000s</b>	<b>FTEs</b>
Net Managed Budget 2014/15	73,451	1,889.8
Adjustments:		
<b>Transfers of function</b>		
Transfer of Property Maintenance from Civic Enterprise Limited	-3,489	302.9
Transfer of Construction Services from the Housing Revenue Account	0	285.3
Transfer of staff to the Corporate Intelligence Unit	-68	-2.0
<b>Other Adjustments</b>		
Realisation of Supporting People savings in E&H Directorate and not in Adult Social Care	-1,000	
Reduction in Superannuation rates from 15% to 14.5%	-181	
<b>Adjusted Net Managed Budget 2014/15</b>	<b>68,713</b>	<b>2,476.0</b>
<b>Budget Increases:</b>		
<b>Inflation</b>		
Pay	731	
Price	917	
Income	-297	
<b>Full Year Effects of previous decisions</b>		
Re-design of the Forestry service and implementation of seasonal working patterns	-75	
Closure of Middleton and Gotts Park as municipal golf courses	-160	-5.0
Re-design of the Refuse collection structure	126	
Loss of car parking fee income around the Victoria gate development	253	
Changes to Terms and Conditions	-300	
<b>Grant Fallout</b>		
Troubled Families/Welfare Reform Transitional Relief/Rogue Landlords	490	-8.0
Grant retraction proposals	-490	
<b>Demand/Demography</b>		
Reduction in income from Car Parking and Bus Lane enforcement	716	
Additional car parking fee income for both on street and off street parking	-1,069	
Reduction in bereavement income receivable	400	
<b>Total Budget Increases</b>	<b>1,242</b>	<b>-13.0</b>
<b>Savings :</b>		
<b>Best Council Objectives:</b>		
Dealing effectively with the City's Waste	-1,576	
<b>Efficiencies</b>		
Further savings in the housing related support programme	-841	
Integration of Property Maintenance and Construction Services.	-1,431	
Retendering of contracts	-627	
Line by Line savings	-156	
Reduction in the number of JNC staff	-131	-2.0
Reduction in the contribution to the Insurance Provision	-463	
Staffing reductions realised through staff leaving on ELI or severance	-1,365	-40.0
<b>Income</b>		
Second collection resulting from second collection at multi storey flats	-100	
Implementation of permits for the use of Household Waste sites (£100k in 14/15 base)	21	
Price increases at Tropical World and Woodhouse Lane multi storey	-478	
Admission charges becoming VAT exempt	-200	
Roll out of CCTV into Multi storey blocks	-100	1.0
Utilisation of the West Yorkshire PCC grant to sustain service priorities	-1,000	
<b>Service Changes</b>		
Strategic review of Household Waste Sites	-250	-4.0
Redevelopment of Kirkstall Road	250	
20% reduction in grants payable to the Third Sector	-76	
Roll out of garden bin collection to suitable properties	0	3.0
Continuation of the enhanced enforcement function in the city centre	0	
Integration of Environmental caretakers with Environmental Action	0	
<b>Total Savings</b>	<b>-8,523</b>	<b>-42.0</b>
<b>Net Managed Budget 2015/16</b>	<b>61,432</b>	<b>-55.0</b>



# LEEDS CITY COUNCIL 2015/16 BUDGET REPORT

## Directorate: Environment & 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 2015/16 Housing Revenue Account (HRA) budget.
- 1.2 The 2015/16 budget has been prepared at outturn prices. This means that allowances for inflation have been included in the budget submission.

#### 2. Key Issues

- 2.1 Appendix 1 sets out a summary of the HRA Original Estimate (OE) for 2014/15 and 2015/16. It should be noted that the 2014/15 OE has been restated due to the ongoing realignment of the base budget following the transfer of the housing management function in October 2013.

#### 2.2 Rent Strategy

As part of the June 2013 spending review the Government announced a new rent setting formula to be fixed for ten years from 2015/16. The formula of Consumer Price Index (CPI) + 1% per year is a change from RPI +0.5% previously used. Councils are free to depart from this formula but must have a balanced and sustainable HRA. Rent increases continue to be subject to Government control through Limit Rent which is the rent at which the Government will pay the full subsidy for Housing Benefit. (If the average rent for the Council is higher than its Limit Rent then Housing Benefit receivable is reduced proportionately).

With CPI in September 2014 (the date used by the Government in calculating rent increases for the 2015/16 financial year) running at 1.2% the application of the formula CPI +1% would generate additional income of £4,896k. This increase in resources falls short of the anticipated income contained within the Council's HRA Business Plan, which forecasts the resources required to maintain and improve the stock to the standard agreed by Executive Board. In order to address this shortfall there is the option to increase rents to reflect the 2014/15 Limit Rent. This represents an increase of 2.88% and would generate additional income of £6,331k.

It is therefore proposed that rents are increased by an average of 2.88% in 2015/16 which is the lowest rent increase for over 15 years. See 3.1 for more details.

### **2.3. 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. Since currently, tenants in MSFs only pay a notional charge towards the cost of these services, other tenants are in effect subsidising the additional services received. To reduce this subsidisation and make charging arrangements more transparent, it is proposed to apply charges to all properties in receipt of additional services and increase the charge at a different rate to the proposed rent increase. Further details are set out in 3.2.

### **2.4. Transfer of Construction Services to the General Fund**

From 1<sup>st</sup> April 2015, Construction Services, the in house provider which undertakes repairs and maintenance and improvements to council houses is to be budgeted for within the General Fund where it is to be integrated with Property Maintenance the Council's other in house provider which provides a similar function.

The integration of the Property Maintenance and Construction Services functions will afford opportunities for the identification and delivery of economies and efficiencies through a combination of reviews of business processes, staffing structures, overheads, pricing structures and the utilisation of both portable and fixed assets. This will ensure that the services provided in house continue to demonstrate improvements in value for money for the Council's tenants.

### **2.5. Transfer of Environmental Caretakers to Environmental Action**

It is proposed to integrate responsibilities for environmental management currently carried out by Environmental Caretakers on housing estates with the Environmental Action Teams who provide the street cleansing and enforcement function across the City. The reorganisation and integration of the separate functions will not only provide more flexibility and responsiveness in the completion of key cleaning tasks but will make the best use of local intelligence and improve the relationship with local communities.

The transfer of responsibility for the delivery of this service will realise savings within the housing management function since it will no longer have responsibility for environmental management. This saving will be reinvested in the service to reduce patch sizes covered by housing management staff so that a more proactive and responsive service can be provided to Council tenants.

### 3. Key movements 2014/15 to 2015/16 - Income

The key movements in relation to income from the 2014/15 restated OE to the 2015/16 OE is as follows:

#### 3.1 Dwelling Rents

As detailed in 2.2 there have been changes to the Government's social rent policy which will result in a reduction in income to the Council's HRA. In order to mitigate the loss of income and continue to deliver key housing investment priorities in line with the Business Plan it is proposed to increase social rents by an average of 2.88% in 2015/16, which is the lowest increase for over 15 years.

This equates to an increase of £2.08 per week based on 52 rent weeks as shown in the table below. It should be noted however, that the impact of this on individual tenants will vary.

	<b>2014/15</b>	<b>2015/16</b>	<b>Increase</b>	<b>Increase</b>
	<b>£ per week</b>	<b>£ per week</b>	<b>%</b>	<b>£ per week</b>
<b>Average Rent</b>	<b>72.30</b>	<b>74.38</b>	<b>2.88</b>	<b>2.08</b>

The budget for 2015/16 assumes that 350 properties will be sold under RTB (in line with 2014/15 projections) and that void levels will be 1.25%. Based on these assumptions the proposed rent increase will generate additional income of £6,331k in 2015/16.

The budget assumes the continuation of re-letting properties at target rent. This is 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 at and the number of bedrooms. This is budgeted to generate additional rental income of £350k and also contributes towards addressing the issue of rent anomalies whereby different rents are charged for similar properties in the same area.

Based on the current programme for Council House New Build and acquisition of properties it is anticipated that £507k additional rental income will be generated in 2015/16.

The impact of these assumptions is a total increase in income from dwelling rents of £7,186k in 2015/16.

### **3.2 Other rents**

Rental income from shops, miscellaneous properties and garages is budgeted to be broadly in line with 2014/15. This is the net impact of increasing garage rents in line with dwelling rents offset by a reduction in income from both shops and miscellaneous properties as a result of renegotiated lease agreements.

Garage rents are currently £7.18 per week (based on 52 rent weeks). An increase of 2.88% equates to an average increase of 21p per week, making the average garage rent for 2015/16 £7.39 per week.

### **3.3 Service Charges**

The budget for service charges has reduced by £113k. Income from heat lease charges is budgeted to reduce by £670k due to the end of lease agreements. This reduction is largely offset by additional income generated from the proposal to introduce a £1 per week service charge for properties in medium/low rise blocks in receipt of additional services and to increase the service charge payable by tenants in MSFs by £1 to £1.86p per week.

As detailed in 2.2 tenants in MSFs and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts. Currently tenants in MSFs pay only a notional charge towards the cost of these services with other tenants in effect subsidising the additional services received. To reduce this subsidisation and make charging arrangements more transparent, it is proposed to apply charges to all properties in receipt of additional services and increase the charge at a different rate to the proposed rent increase. The introduction of a £1 per week charge for the 3,000 tenants in low/medium rise properties which are in receipt of services and applying a £1 increase per week to MSFs would generate additional income of £525k per year for the HRA. It is estimated that 65% of this would be met through housing benefit. This will eliminate the existing discrepancy whereby services charges are only levied for tenants of MSFs and increases the contribution from tenants for additional services they receive.

### **3.4 PFI Grant**

The 2015/16 budget assumes full year PFI grant of £6,097k for Swarcliffe PFI and £15,288k for Little London Beeston Hill & Holbeck (LLBH&H) PFI.

### **3.5 Internal Income**

The 2015/16 budget for internal income is in line with 2014/15. This budget primarily reflects the cost of staff whose salaries can be capitalised in line with the Council's practices and the value of administrative costs which can be offset for processing Right to Buy (RTB) applications. This is currently £1,300 per successful sale in line with Government policy.



### **3.6 External Income**

The reduction of £119k from 2014/15 to 2015/16 is due to a number of minor variations including a reduction in rechargeable works.

## **4. Key movements 2014/5 to 2015/16 - Expenditure**

### **4.1 Employees**

The 2015/16 budget for employees is a net saving of £1,717k from 2014/15. The budget for 2015/16 reflects the full year cost of new Housing Management, Property & Contracts and Strategic Housing structures agreed and implemented during 2014/15. The additional cost of the pay award together with other minor variations is £412k which is offset by the proposed transfer of caretaker employee costs £2,129k to Environmental Action as outlined in 2.5.

### **4.2 Repairs to dwellings**

The 2015/16 budget includes £43,413k for repairs to dwellings which is £1,768k higher than budgeted for in 2014/15.

The intention in 2015/16 is to continue to deliver increased value for money in respect of this budget through the informed commissioning of more planned maintenance programmes which will mitigate the requirement to resource more expensive responsive repairs to properties.

### **4.3 Premises**

The premises budget reflects a net saving of £394k. This is due to a combination of savings from utilities, costs previously incurred directly by the environmental caretakers and office rationalisation, in particular staff moving out of Tribeca House into local housing offices.

### **4.4 Supplies & Services- Payments to PFI contractor**

The budget reflects an increase of £15,756k between 2014/15 and 2015/16. This is due to re profiled payments as a result of slippage in the LLBH&H PFI scheme as agreed by Executive Board in July 2012.

### **4.5 Supplies & Services - Other**

The increase of £615k is primarily due to establishing a budget to pump prime changes to the way that housing management functions are delivered. By embracing the Council's "New Ways of Working" initiative savings will be realised in the future which will be reinvested back into improving and enhancing front line services. This has already been demonstrated by premises savings realised by staff moving out of Tribeca House (see 4.3).

#### 4.6 **Transport**

The reduction of £375k is due to a review of travel allowances (£92k) and travel and vehicle costs incurred directly by the environmental caretaking function (£283k).

#### 4.7 **Horticultural Maintenance**

The increase of £674k can largely be explained by additional forestry works which includes the cutting back of overhanging trees (£160k), £212k for shrub bed mulching, £168k for other estate improvements as directed by housing officers and the provision of £35k of Parks and Countryside resources to support to housing maintenance at times of weather related pressure.

#### 4.8 **Environmental Services**

The increase of £3,278k is the result of the proposal to transfer environmental caretaking services to Environmental Action (as detailed in 2.5) which means the service will no longer be budgeted for directly in the HRA.

#### 4.9 **Community Safety**

The charges from Community Safety are broadly in line with 2014/15 with the slight increase of £57k reflecting the impact of the pay award.

#### 4.10 **Supporting People in their own homes**

The increase of £267k reflects the inclusion of a charge for the cost of staff who are responsible for commissioning the housing related support which ensures that vulnerable adults can continue to remain in their own home.

#### 4.11 **Housing Services**

The increased charge of £841k reflects the more specific support that is being provided by the Housing Options teams to Council tenants (£226k) plus costs of the Housing Needs Assessment Team (£327k) and the transfer of the Occupational Therapist function (£232k).

#### 4.12 **Customer Services**

Customer Services charges have increased by £122k due to additional call charges in relation to the 0800 number (£86k) and a request to undertake customer satisfaction surveys for the housing repairs service (£36k).

#### 4.13 **Support Services**

The reduction of £487k reflects the movement in central support service charges to the HRA.

#### 4.14 **Corporate Governance/Other Services**

This budget reflects an increase of £375k. This reflects Corporate Property Management acquiring responsibility for the rationalisation and management of accommodation used by the Housing Management function ( £151k), an increase in charges from PPPU (£109k) and the requirement to fund a full stock valuation in 2015/16 (£90k).

#### 4.15 **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 2015/16 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 as outlined in the HRA Business Plan agreed by Executive Board in February 2012.

The Management element of the Fee reflects an increase of 1% which includes funding the anticipated pay award. The Maintenance element of the Fee has been increased by 3% in line with the assumptions in the HRA Business Plan. This equates to an increase in the total fee payable to BITMO of £80k.

The budget includes £1,320k for Housing Area Panel. This is an additional £220k to enable funding of projects which benefit the tenants and residents in the community they represent .Payments to Leeds Credit Union and Leeds Tenants Federation have remained in line with 2014/15.

#### 4.16 **Provisions**

##### (a) **Disrepair**

The Council has been subject to a significant increase in the number of Disrepair claims .Despite indications that the issue is being brought under control, there are a large numbers of cases already in the system which will generate costs into the forthcoming year. It is therefore deemed prudent to increase the budget for 2015/16 by £800k.

##### (b) **Bad debts**

Based on performance in relation to arrears during 2014/15 it has been possible to reduce the provision for bad debts by £500k from the 2014/15 OE.

#### 4.17 **Council Tax on Empty Homes**

Provision of £700k has been included in the 2015/16 HRA budget to fund the changes to exemptions in relation to council tax on empty homes. This is a reduction of £300k from 2014/15 and is in line with the actual level of provision required in 2013/14 and projected for 2014/15.

#### **4.18 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 2015/16 includes £250k to fund tenants with severe disabilities living in adapted properties who have been subject to a reduction in Housing Benefit.

#### **4.19 Capital charges**

The increase in capital charges of £2,714k is due to a number of factors including a reduction in the net interest charged to the HRA (£694k) offset by accounting adjustments in relation to Heat lease and Swarcliffe and Little London Beeston Hill & Holbeck PFI schemes.

#### **4.20 Revenue Contribution to Capital**

The 2015/16 budget includes £69,984k to fund the housing capital programme/investment plan. This is £13,796k (25%) higher than the amount provided in 2014/15. These resources will be used to maintain and improve the housing stock, contribute towards the Council House Growth Programme and support the LLBH&H PFI project as agreed by Executive Board in July 2013 and July 2012 respectively.

#### **4.21 Appropriations**

The appropriations account reflects the budgeted contributions to/from the Swarcliffe & LLBH&H PFI Sinking Funds as per the latest project affordability models and the transfer from earmarked reserves.

In the context of delays to the implementation of Universal Credit and the Council's current position in respect of arrears, it is proposed to use £1,300k of the Welfare Change reserve to support the Capital Programme.

### **5. HRA Reserves**

5.1 The HRA Reserves Statement which is attached at Appendix 2 reflects the movement in reserves between April 2015 and March 2016. The Capital Reserve is used to resource the HRA Capital programme which is subject to a separate report on this agenda. The PFI Reserves will be used to fund the Swarcliffe and LLBH&H PFI schemes over the life of the contracts.

5.2 The HRA General Reserve is projected to be £9,262k at the end of 2014/15 and this is considered sufficient following a risk assessment of the HRA income and expenditure levels. It is therefore not proposed to budget for an additional contribution to the General Reserve in 2015/16.

## 6. Risks

There are a number of risks which, should they materialise would have a significant impact upon the 2015/16 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, which may increase arrears more than anticipated should Universal Credit be implemented in the City during 2015/16.
- Property numbers during the year may vary significantly from estimates due to fluctuations in the number of RTB sales which will impact on rental income.
- Despite actions being put in place the number of Disrepair claims against the Council may continue to increase requiring additional contribution to the provision.



# Environment & Housing

## Community Safety

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### Main responsibilities

The Community Safety Service supports the Safer Leeds Partnership, which is made up of a range of different organisations from across Leeds who are involved in addressing the city's community safety priorities. The partnership's mission is **"To secure sustainable reductions in crime and disorder, protect vulnerable adults and children and improve the confidence of communities across Leeds."** Officers are predominantly employed by Leeds City Council and West Yorkshire Police. Community Safety functions through a mixture of commissioning processes and direct delivery of both Safer Leeds and Council priorities. Community Safety comprises of a number of diverse and specialist services some of which are:

**Leeds Anti-Social Behaviour Team** - The Leeds Anti-Social Behaviour Team (LASBT) provides an integrated, effective response to anti-social behaviour and seeks to further increase public confidence in key agencies' responses.

**Signpost- Family Intervention Service** - Signpost provides intensive family support to families who present with a range of complex needs, to create stable families and safer communities. Signpost was established with the aim of reducing anti-social behaviour/offending behaviour, and well as families at risk of their children being placed in to care across the worst affected neighbourhoods of Leeds and delivers a citywide service through 3 locality based teams the city.

**Leeds Watch CCTV and Security Services** - Information and intelligence captured by CCTV provides vital evidence to law enforcement agencies in both apprehending and prosecuting offenders and also plays a key role in both the prevention and detection of crime committed in public areas.

**Safeguarding** - West Yorkshire Polices Safeguarding teams covering the city are managed through the Police Area Community Safety Team who respond, in partnership with Social Care, to reports of abuse of against children and vulnerable adults.

**Domestic Violence** - The Domestic Violence Team works with partners to improve services for people affected by domestic violence or abuse. This includes undertaking Domestic Homicide Reviews (DHRs), which became a statutory responsibility for Community Safety Partnerships in April 2011 and training and awareness raising work with a range of service providers.

**Targeted work in localities** - Area Community Safety Co-ordinators work with Ward Based Police Teams and other local partners to tackle local community safety problems. There has been a renewed focus on local partnership work initially focussed in wards of strategic concern that has delivered tailored sessions locally involving a wide range of local stakeholders. Action plans have been compiled, which are then updated monthly.

**District Intelligence Unit and Performance Team** - A re-shaped and joint Police and Council District Intelligence Function is in place to ensure a more co-ordinated and partnership based intelligence function across the city. The unit has responsibility for the development of problem profiles and products to inform city-wide tasking to address key crime issues. It also produces profiles of new or emerging communities and has delivered the scoping and performance management function for the initial Families First programme.

**Police Community Support Officers (PCSOs)** - The Council continues to part fund 165 PCSOs with West Yorkshire Police. PCSOs are an integral part of the Ward Based Policing Teams and provide a high-visibility patrolling service in each ward providing reassurance and tackling local crime and disorder issues of most concern.

**Prevent** - The Prevent work stream remains a key element to the City's response to the Governments Contest strategy. A calendar of training and awareness sessions is being developed to raise awareness, tackle the rhetoric of violent extremist groups, train local individuals and develop a peer learning network.

# Environment and Housing Environmental Action Service

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## Main responsibilities:

### Environmental Action Service

The Environmental Action Service comprises three service areas; Environmental Health & Parking and Locality Teams dealing with street cleansing & environmental enforcement and a city centre cleansing & enforcement function.

The service deliver the following functions:

- Supports good food safety standards in the city by the inspection of food businesses, and a wide range of interventions including the reporting of good hygiene practice through the “scores on the doors” website.
- Promotes and supports Health, Safety and Welfare at work, through inspections, investigation of accidents and education in the service sector.
- Regulates premises likely to pollute the atmosphere, monitors air quality and investigates complaints about nuisance and pollution.
- Enforces animal health legislation in respect of welfare of livestock at markets and during transportation
- Provides a range of neighbourhood enforcement activities including pest control, dangerous, stray or roaming dogs, dog fouling, littering, graffiti and flyering, waste in gardens and waste from domestic and commercial bins, overgrown vegetation, fly tipping and abandoned and untaxed vehicles
- Provides specialist advice and acts as consultees to a range of agencies and licensing authorities and administers a number of licensing schemes directly on behalf of the council.
- Street cleansing functions including delittering, pavement & road sweeping, litter bin emptying, gulley cleaning, fly tip removals and removes household items of bulky waste .



# Environment and Housing Car Parking

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## **Main responsibilities:**

### **Car Parking**

The service manages, develops and maintains most of the council's on-street and off-street parking, including Woodhouse Lane car park, paid surface car parks in the city centre and over 40 unpaid district car parks. Parking tickets are issued for offences, and the service administers the fine collection and appeal process. Car parks are maintained and the Division administers all of the residential permits required for permit zones.

Parking services embrace public/private partnerships for parking enforcement; use state of the art ICT to issue and track the enforcement process; identify and implement new parking areas and review parking prices. These reviews not only consider the actual cost of parking, but also policies related to specific parking sectors, e.g. evening parking, districts, etc. The service also controls enforcement of people incorrectly using bus lanes.

Work is generated both reactively and proactively; through intelligence led initiatives and educative approaches. A high profile approach is taken including the use of notices, fixed penalty notices and prosecutions. The Police, trading-standards, environment agency are close partners with the service.

# Environment & Housing Parks & Countryside

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## Main responsibilities:

Parks and Countryside support Council objectives by:

- Providing a variety of recreation opportunities for all people to enjoy and benefit from.
- Ensuring an enjoyable and sustainable environment through the creation, management and enhancement of parks and green spaces, allotments and path networks. These include:
  - parks;
  - nature reserves and protected wildlife;
  - public rights of way;
  - playgrounds;
  - allotments;
  - cemeteries and crematoria;
  - sports pitches;
  - woodlands; and
  - city centre flower beds.
- Encouraging health through involvement in physical activity.
- Continued improvement in the quality of Leeds' parks.
- Providing a sympathetic and caring Burial and Cremation service
- Responsibility for visitor attractions such as Tropical World, Temple Newsam Home Farm and Lotherton Estate.
- Support Leeds in Bloom and manage café's and shops as well as running education events and programmes

# ENVIRONMENT & HOUSING

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## **Main Responsibilities:**

### **Property Maintenance Leeds**

#### **Property Maintenance**

- The provision of responsive, specialist and planned building maintenance services deploying an in house workforce covering the majority of allied trades including electrical, asbestos, joinery, plumbing, bricklaying, plastering, demolition, gas, mechanical and engineering, lift engineering, metal fabrication and flooring for the Directorates, former ALMO's and schools portfolio.
- The provision of internal cyclical and non-routine building Cleaning services to all types of properties. The service also provide one off builders cleans, house and fly tipping clearance, litter picking, chute clearance services and a 24/7 building static guarding function .

#### **Construction Leeds**

- The provision of responsive maintenance repairs, void work , city wide major adaptations and capital improvements . Construction Services have a mixture of general trade operatives detailed below ;
- Electrician
- Plumber
- Joiner
- Bricklayers
- Plasterers
- Painters / Decorators
- The service also provides an out of hour's service (city wide ) that supports building control in the event of an emergency.

# **Environment & Housing**

## **Strategic Housing and General Fund Support Services**

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To deliver customer focussed services that provide access to housing and support services which meet the needs and aspirations of the people of Leeds by:

### **Housing Support - main responsibilities:**

- Provide effective housing options and advice to enable customers to access effective housing and support, and tackle homelessness
- Increasing opportunities to access housing across all tenures and maximise homeless prevention activity across the City

### **Housing Partnerships - main responsibilities:**

- Increasing the quality of existing homes in all tenures (achieving the essential investment standard and the sustainability standard).
- Reducing the number of empty homes to improve the quality of communities and increase housing supply.
- Ensure the quality of private rented sector housing is managed and improved through intervention and regulation including the expansion of accreditation
- Ensure the best use of the council's assets to increase housing supply, improve housing quality and support the regeneration of neighbourhoods

### **Supporting People Contracts - main responsibilities:**

- Supporting People provides housing related support to help vulnerable people to live as independently as possible in the community. This could be in their own homes or in hostels, sheltered housing or other specialised supported housing. It provides complementary support for people who may also need personal or medical care. The service has budgetary responsibility for the supporting people programme.

### **Sustainable Energy & Climate Change - main responsibilities:**

- The Environmental Policy and Climate Change team promotes sustainable development within the Council and at city-wide and regional levels. The team contributes by enhancing our sense of place, reducing Leeds' ecological footprint (reducing the resource consumption of the city) and enhancing Leeds' environmental capacity (increasing the environment's ability to support the city).

# Environment and Housing Waste Management

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## Main responsibilities:

### Waste Operations

Operational Waste Management provides an important contribution to ensuring that all neighbourhoods are clean, green and well maintained through the provision of a safe, reliable and efficient waste and recycling collection service. The service is also critical in ensuring that the Council's ambitious household waste recycling targets and strategy to minimise waste to landfill are achieved.

The main services provided are as follows:

- The collection of general and recyclable household municipal waste for approximately 346,000 properties across the city, housing a population of over 760,000 people.
- Provision of alternating collections of recycling and residual waste (green and black bins) to over 205,000 domestic properties with a plan to extend to approximately 264,000 properties which equates to 76% of households in the City.
- Provision of garden waste collections to over 210,000 domestic properties
- Food waste collection services in the Rothwell area to over 12,000 properties
- Collection of medical waste from domestic and commercial premises across the Leeds area

### Waste Strategy and Infrastructure

The Waste Strategy and Policy team is charged with the delivery of the Waste Strategy for the city, and is committed to developing more sustainable ways of dealing with waste generated in Leeds. Notably, Leeds has recently set an ambitious target of recycling over 55% of household waste by 2016, with a longer-term target of 60%, and has developed a challenging strategy in order to achieve this. Responsibilities of the team include:

- The ongoing development and delivery of the overall Waste Strategy for Leeds which sets out the long term vision for the city in relation to sustainable waste management, that is to reduce, re-use, recycle and recover value from all waste
- The development and delivery of a programme of communications aimed at promoting waste prevention and maximising public participation in recycling
- The procurement and management of contracts for the sustainable management of materials collected by the Council for recycling, treatment or disposal.
- The management of the long-term contract with Veolia for the construction and operation of a residual waste treatment facility in Leeds. This facility will ensure the capture of further materials for recycling and the recovery of energy from a waste stream that is currently predominantly sent to landfill
- The operation of 8 household waste sorting sites across the city where residents can take a wide range of materials to be recycled and composted
- The effective and efficient management of the councils bin assets.
- The management of 11 closed landfill sites at which emissions of leachate and methane are monitored.
- The management of approximately 380 recycling 'bring bank' sites across Leeds where materials such as paper, cans, glass and textiles can be deposited for recycling.



# Environment & Housing

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service		Managed Outside the Service	Total 2015/16
			Spending	Income		
Chief Officer Environmental Action	Car Parking Services	(5,658)	4,922	(11,933)	921	(6,090)
Voids Support Officer	Community Safety	3,772	9,674	(7,715)	483	2,442
Chief Officer Statutory Housing	Strategic Housing Support	13,712	4,421	(3,345)	7,279	8,355
Head of Finance	General Fund Support Services	393	371	(119)	(414)	(162)
Chief Officer Waste Management	Waste Management	41,347	42,702	(3,160)	1,163	40,705
Chief Officer Parks and Countryside	Parks And Countryside	11,938	28,251	(19,885)	2,820	11,186
Head of Housing Partnerships	Strategic Housing Partnerships	1,439	2,240	(977)	50	1,314
Director of Environment and Housing	SP Contracts & SECC	9,635	11,041	(3,303)	(342)	7,396
Chief Officer Environmental Action	Environmental Action (West North West)	2,890	4,058	(1,233)	154	2,979
Chief Officer Environmental Action	Environmental Action (East North East)	2,186	3,700	(1,261)	147	2,586
Chief Officer Environmental Action	Environmental Action (South)	2,472	3,768	(1,257)	168	2,679
Chief Officer Environmental Action	Environmental Action (City Wide)	2,235	1,233	(23)	107	1,318
Chief Officer Environmental Action	Environmental Action (City Centre)	1,390	1,786	(436)	70	1,420
Chief Officer Environmental Action	Non Delegated - St Cleansing	2,415	377	0	2,044	2,421
Chief Officer Environmental Action	Environmental Health	2,797	3,200	(748)	(56)	2,396
Net Cost of Service		92,966	121,746	(55,394)	14,594	80,946
	Transfers to and from earmarked reserves	(6,421)	45,096	(50,016)	(504)	(5,424)
Net Revenue Charge		86,544	166,842	(105,410)	14,090	75,522

# Environment & Housing

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>		
Direct Pay Costs	51,605	60,476
Agency And Temporary Staff	1,924	1,368
National Insurance Contributions	3,674	4,666
Superannuation Costs	6,945	8,100
Other Pension Costs	1,165	1,321
Other Employee Related Costs	793	719
Training And Development	229	280
	<b>66,336</b>	<b>76,930</b>
<b>Premises</b>		
Buildings Maintenance	247	362
Grounds Maintenance	2,874	3,191
Building Security	109	113
Cleaning And Workplace Refuse	391	617
Gas	456	425
Electricity	616	615
Other Utilities	387	327
Rents	108	107
NDR	1,319	1,216
Accommodation Charges	0	1
Premises Related Insurance	43	33
	<b>6,550</b>	<b>7,008</b>
<b>Supplies &amp; Services</b>		
Materials and Equipment	7,536	13,895
Stationery and Postage	167	148
Advertising	36	37
IT and telecommunications	901	889
Insurance	765	363
Professional Services and Subscriptions	1,266	1,347
Grants and Contributions	1,276	1,194
Recycling and Reuse	1,975	2,140
Waste Disposal and Landfill Tax	16,570	12,084
Corporate Initiatives & Savings Targets	0	(287)
Allowances	4	2
Consultancy Services	72	71
Security Services	152	135
Other Hired and Contracted Services	12,842	16,666
Licences	99	93
Publication and Promotion	306	237
PFI Unitary Charges	0	5,101
Miscellaneous	6	6
	<b>43,971</b>	<b>54,122</b>
<b>Transport</b>		
Vehicles And Plant Related Expenditure	6,052	7,705
Travel Allowances	490	407
Fuel	3,590	3,527
Transport Related Insurance	298	363
	<b>10,430</b>	<b>12,003</b>
<b>Internal Charges</b>		
Managed Recharges Frm Other Directorates	5,036	4,996
Charges To/From HRA	707	1,367



# Environment & Housing

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Internal Charges	5,743	6,363
Agency Payments		
Services provided by other organisations	11,109	10,411
Contributions to Partnerships	185	62
Sheltered Accommodation	105	0
	11,398	10,474
Appropriations		
Transfers to/from Earmarked Reserves	(22)	(58)
Transfers to/from Capital Reserve	38	0
	16	(58)
Managed Expenditure	144,444	166,842
Internal Income		
Income from other Directorates	(35,080)	(57,237)
Recharge Income from Capital	(835)	(1,495)
Charges to / from HRA	(9,320)	(16,032)
Redistribution of grants income	(817)	(551)
	(46,053)	(75,315)
Income - Grants		
Government Grants	(595)	(3,512)
DCLG Grants	(376)	(278)
	(971)	(3,789)
Income - Sales		
Sale of Goods and Services	(2,903)	(2,693)
	(2,903)	(2,693)
Income - Charges		
Fees and charges	(20,566)	(20,682)
Contributions	(440)	(425)
Other income	(2,372)	(1,318)
Rents	(1,168)	(1,186)
	(24,546)	(23,611)
Income - Other		
Interest and Dividends	(15)	(2)
	(15)	(2)
Managed Income	(74,488)	(105,410)
<b>Net Managed Budget</b>	<b>69,956</b>	<b>61,432</b>
Accounting Adjustments		
IAS 19 Pensions Costs	3,117	2,234
Transfers to/from Statutory Reserves	(3,117)	(2,234)
Capital Charges	18,031	15,471
	18,031	15,471
Central Recharges		
Corporate & Democratic Core Income	(376)	(381)
	(376)	(381)
Other Internal Adjustments		
Internal Reallocations Charges	3,225	2,059
Internal Reallocations Income	(4,292)	(3,059)

# Environment & Housing

Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
	(1,067)	(1,000)
Managed Outside the Service	16,588	14,090
<b>Net Cost of Service</b>	<b>86,544</b>	<b>75,522</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Car Parking Services	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		2,228	2,232
Agency And Temporary Staff		28	10
National Insurance Contributions		136	151
Superannuation Costs		304	299
Other Pension Costs		21	25
Other Employee Related Costs		16	9
Training And Development		2	2
		2,734	2,729
<b>Premises</b>			
Buildings Maintenance		14	10
Grounds Maintenance		27	22
Building Security		2	8
Cleaning And Workplace Refuse		12	29
Electricity		84	67
Other Utilities		24	20
Rents		7	7
NNDR		654	568
Premises Related Insurance		6	3
		829	734
<b>Supplies &amp; Services</b>			
Materials and Equipment		291	268
Stationery and Postage		16	11
Advertising		9	9
IT and telecommunications		200	201
Insurance		20	6
Professional Services and Subscriptions		124	182
Other Hired and Contracted Services		556	528
Publication and Promotion		4	4
		1,219	1,209
<b>Transport</b>			
Vehicles And Plant Related Expenditure		49	49
Travel Allowances		2	2
Fuel		24	23
Transport Related Insurance		5	5
		80	78
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		557	171
Charges To/From HRA		0	0
		557	172
<b>Managed Expenditure</b>		5,420	4,922
<b>Internal Income</b>			
Income from other Directorates		(273)	(140)
		(273)	(140)
<b>Income - Charges</b>			
Fees and charges		(11,778)	(11,756)
Other income		0	(18)
Rents		(8)	(18)
		(11,786)	(11,793)

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Car Parking Services			
	£000	Budget 2014/15	Budget 2015/16
Managed Income		(12,059)	(11,933)
<b>Net Managed Budget</b>		<b>(6,639)</b>	<b>(7,011)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		182	105
Capital Charges		805	816
		987	921
Other Internal Adjustments			
Internal Reallocations Income		(5)	0
		(5)	0
Managed Outside the Service		982	921
<b>Net Cost of Service</b>		<b>(5,658)</b>	<b>(6,090)</b>

# Environment & Housing

Budget Manager : Voids Support Officer

Community Safety	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		4,925	5,271
Agency And Temporary Staff		50	0
National Insurance Contributions		382	393
Superannuation Costs		703	727
Other Pension Costs		61	46
Other Employee Related Costs		9	29
Training And Development		2	2
		6,133	6,469
<b>Premises</b>			
Buildings Maintenance		0	0
Building Security		2	2
Cleaning And Workplace Refuse		0	0
Electricity		12	12
Other Utilities		1	1
Rents		48	43
NNDR		8	11
		72	69
<b>Supplies &amp; Services</b>			
Materials and Equipment		27	31
Stationery and Postage		16	13
Advertising		2	2
IT and telecommunications		269	286
Insurance		8	2
Professional Services and Subscriptions		262	201
Grants and Contributions		618	444
Waste Disposal and Landfill Tax		2	2
Allowances		1	1
Consultancy Services		5	4
Other Hired and Contracted Services		1,396	1,585
Licences		2	2
		2,610	2,574
<b>Transport</b>			
Vehicles And Plant Related Expenditure		60	60
Travel Allowances		133	97
Fuel		46	46
Transport Related Insurance		3	5
		242	208
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		438	311
Charges To/From HRA		0	0
		439	311
<b>Agency Payments</b>			
Contributions to Partnerships		43	43
		43	43
<b>Appropriations</b>			
Transfers to/from Capital Reserve		18	0
		18	0
<b>Managed Expenditure</b>		9,557	9,674

# Environment & Housing

Budget Manager : Voids Support Officer

Community Safety	£000	Budget 2014/15	Budget 2015/16
Internal Income			
Income from other Directorates		(1,057)	(1,234)
Charges to / from HRA		(3,173)	(4,073)
Redistribution of grants income		(786)	(520)
		(5,016)	(5,827)
Income - Grants			
Government Grants		(555)	(1,493)
		(555)	(1,493)
Income - Charges			
Contributions		(94)	(94)
Other income		(681)	(301)
		(775)	(395)
Managed Income		(6,346)	(7,715)
<b>Net Managed Budget</b>		<b>3,211</b>	<b>1,959</b>
Accounting Adjustments			
IAS 19 Pensions Costs		407	269
Capital Charges		168	214
		575	483
Other Internal Adjustments			
Internal Reallocations Income		(13)	0
		(13)	0
Managed Outside the Service		562	483
<b>Net Cost of Service</b>		<b>3,772</b>	<b>2,442</b>

# Environment & Housing

Budget Manager : Chief Officer Statutory Housing

Strategic Housing Support	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		2,469	2,918
National Insurance Contributions		188	216
Superannuation Costs		294	384
Other Pension Costs		9	0
Other Employee Related Costs		2	0
Training And Development		3	3
		2,964	3,522
Premises			
Buildings Maintenance		9	9
Gas		4	4
Electricity		4	4
Other Utilities		1	1
Rents		20	20
NNDR		8	15
Premises Related Insurance		2	1
		48	54
Supplies & Services			
Materials and Equipment		8	8
Stationery and Postage		2	2
IT and telecommunications		2	2
Insurance		3	2
Professional Services and Subscriptions		97	77
Grants and Contributions		177	339
Allowances		0	0
Security Services		2	2
Other Hired and Contracted Services		228	260
		517	691
Transport			
Vehicles And Plant Related Expenditure		13	13
Travel Allowances		39	28
Fuel		1	1
Transport Related Insurance		0	1
		53	44
Internal Charges			
Managed Recharges Frm Other Directorates		141	112
Charges To/From HRA		259	0
		399	112
Agency Payments			
Contributions to Partnerships		122	0
		122	0
Appropriations			
Transfers to/from Capital Reserve		20	0
		20	0
Managed Expenditure		4,124	4,421
Internal Income			
Income from other Directorates		(15)	(15)
Recharge Income from Capital		(695)	(695)
Charges to / from HRA		(1,157)	(2,062)

# Environment & Housing

Budget Manager : Chief Officer Statutory Housing

Strategic Housing Support	£000	Budget 2014/15	Budget 2015/16
Internal Income		(1,867)	(2,771)
Income - Grants			
DCLG Grants		(230)	(207)
		(230)	(207)
Income - Charges			
Fees and charges		(2)	(2)
Other income		(309)	(59)
Rents		(296)	(305)
		(607)	(365)
Income - Other			
Interest and Dividends		(15)	(2)
		(15)	(2)
Managed Income		(2,720)	(3,345)
<b>Net Managed Budget</b>		<b>1,404</b>	<b>1,076</b>
Accounting Adjustments			
IAS 19 Pensions Costs		187	167
Capital Charges		12,418	7,362
		12,605	7,529
Other Internal Adjustments			
Internal Reallocations Income		(297)	(250)
		(297)	(250)
Managed Outside the Service		12,308	7,279
<b>Net Cost of Service</b>		<b>13,712</b>	<b>8,355</b>



# Environment & Housing

Budget Manager : Head of Finance

General Fund Support Services	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		630	436
National Insurance Contributions		61	58
Superannuation Costs		89	80
Other Pension Costs		68	68
Other Employee Related Costs		1	1
		849	642
Supplies & Services			
Materials and Equipment		11	11
Stationery and Postage		2	1
IT and telecommunications		(3)	(1)
Insurance		3	3
Professional Services and Subscriptions		2	1
Corporate Initiatives & Savings Targets		0	(287)
Other Hired and Contracted Services		0	0
		14	(273)
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		3	(4)
		4	(3)
Internal Charges			
Managed Recharges Frm Other Directorates		5	5
Charges To/From HRA		0	0
		5	5
Agency Payments			
Sheltered Accommodation		105	0
		105	0
Managed Expenditure		976	371
Internal Income			
Income from other Directorates		(105)	0
Charges to / from HRA		(29)	(118)
		(134)	(118)
Income - Charges			
Fees and charges		(1)	(1)
		(1)	(1)
Managed Income		(135)	(119)
<b>Net Managed Budget</b>		<b>842</b>	<b>252</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(9)	(34)
		(9)	(34)
Central Recharges			
Corporate & Democratic Core Income		(376)	(381)
		(376)	(381)
Other Internal Adjustments			
Internal Reallocations Charges		315	0
Internal Reallocations Income		(378)	0

# Environment & Housing

Budget Manager : Head of Finance

General Fund Support Services			
	£000	Budget 2014/15	Budget 2015/16
		(63)	0
Managed Outside the Service		(448)	(414)
<b>Net Cost of Service</b>		<b>393</b>	<b>(162)</b>

# Environment & Housing

Budget Manager : Chief Officer Waste Management

Waste Management	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		11,562	11,784
Agency And Temporary Staff		568	294
National Insurance Contributions		829	874
Superannuation Costs		1,602	1,579
Other Pension Costs		281	359
Other Employee Related Costs		249	174
Training And Development		44	42
		15,134	15,105
<b>Premises</b>			
Buildings Maintenance		158	177
Grounds Maintenance		3	0
Building Security		6	5
Cleaning And Workplace Refuse		6	5
Gas		5	4
Electricity		103	98
Other Utilities		32	27
Rents		3	4
NNDR		196	195
Premises Related Insurance		3	1
		514	517
<b>Supplies &amp; Services</b>			
Materials and Equipment		383	310
Stationery and Postage		22	13
IT and telecommunications		40	97
Insurance		23	14
Professional Services and Subscriptions		77	76
Recycling and Reuse		1,975	2,140
Waste Disposal and Landfill Tax		16,567	12,081
Allowances		0	0
Consultancy Services		65	65
Security Services		123	109
Other Hired and Contracted Services		227	67
Licences		53	54
Publication and Promotion		251	188
PFI Unitary Charges		0	5,101
Miscellaneous		5	5
		19,811	20,319
<b>Transport</b>			
Vehicles And Plant Related Expenditure		2,826	2,988
Travel Allowances		25	13
Fuel		2,043	1,760
Transport Related Insurance		155	140
		5,048	4,901
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		1,541	1,860
Charges To/From HRA		1	0
		1,542	1,860
<b>Agency Payments</b>			
Services provided by other organisations		31	0

# Environment & Housing

Budget Manager : Chief Officer Waste Management

Waste Management	£000	Budget 2014/15	Budget 2015/16
Agency Payments		31	0
Managed Expenditure		42,081	42,702
Internal Income			
Income from other Directorates		(296)	(261)
Charges to / from HRA		(229)	(254)
		(525)	(515)
Income - Grants			
Government Grants		0	(1,979)
		0	(1,979)
Income - Sales			
Sale of Goods and Services		(625)	(447)
		(625)	(447)
Income - Charges			
Fees and charges		(78)	(128)
Contributions		(15)	0
Other income		(26)	(92)
		(119)	(220)
Managed Income		(1,269)	(3,160)
<b>Net Managed Budget</b>		<b>40,812</b>	<b>39,542</b>
Accounting Adjustments			
IAS 19 Pensions Costs		787	327
Capital Charges		1,857	2,895
		2,644	3,222
Other Internal Adjustments			
Internal Reallocations Income		(2,110)	(2,059)
		(2,110)	(2,059)
Managed Outside the Service		534	1,163
<b>Net Cost of Service</b>		<b>41,347</b>	<b>40,705</b>

# Environment & Housing

Budget Manager : Chief Officer Parks and Countryside

Parks And Countryside	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		12,098	12,130
Agency And Temporary Staff		95	15
National Insurance Contributions		808	698
Superannuation Costs		1,556	1,427
Other Pension Costs		143	154
Other Employee Related Costs		130	107
Training And Development		65	65
		14,894	14,595
<b>Premises</b>			
Buildings Maintenance		14	14
Grounds Maintenance		2,844	3,169
Building Security		81	81
Cleaning And Workplace Refuse		330	316
Gas		441	411
Electricity		374	393
Other Utilities		262	218
Rents		17	17
NNDR		378	355
Premises Related Insurance		32	27
		4,775	5,001
<b>Supplies &amp; Services</b>			
Materials and Equipment		2,945	2,847
Stationery and Postage		14	14
Advertising		20	22
IT and telecommunications		125	63
Insurance		613	240
Professional Services and Subscriptions		315	262
Grants and Contributions		405	336
Waste Disposal and Landfill Tax		1	1
Allowances		0	0
Consultancy Services		2	2
Security Services		27	24
Other Hired and Contracted Services		894	877
Licences		40	33
Publication and Promotion		23	26
Miscellaneous		1	1
		5,426	4,748
<b>Transport</b>			
Vehicles And Plant Related Expenditure		1,275	1,245
Travel Allowances		23	19
Fuel		565	544
Transport Related Insurance		46	42
		1,908	1,850
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		1,962	2,114
Charges To/From HRA		2	0
		1,963	2,114
<b>Appropriations</b>			
Transfers to/from Earmarked Reserves		(22)	(58)

# Environment & Housing

Budget Manager : Chief Officer Parks and Countryside

Parks And Countryside	£000	Budget 2014/15	Budget 2015/16
Appropriations		(22)	(58)
Managed Expenditure		28,945	28,251
Internal Income			
Income from other Directorates		(4,791)	(4,537)
Charges to / from HRA		(2,924)	(3,354)
		(7,715)	(7,891)
Income - Grants			
Government Grants		(40)	(40)
		(40)	(40)
Income - Sales			
Sale of Goods and Services		(2,128)	(2,118)
		(2,128)	(2,118)
Income - Charges			
Fees and charges		(8,160)	(8,198)
Contributions		(296)	(296)
Other income		(559)	(479)
Rents		(863)	(863)
		(9,878)	(9,836)
Managed Income		(19,761)	(19,885)
<b>Net Managed Budget</b>		<b>9,184</b>	<b>8,366</b>
Accounting Adjustments			
IAS 19 Pensions Costs		867	466
Capital Charges		2,314	2,753
		3,181	3,220
Other Internal Adjustments			
Internal Reallocations Charges		800	0
Internal Reallocations Income		(1,227)	(400)
		(427)	(400)
Managed Outside the Service		2,754	2,820
<b>Net Cost of Service</b>		<b>11,938</b>	<b>11,186</b>

# Environment & Housing

Budget Manager : Chief Officer Property and Contracts

Property Maintenance Leeds	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		6,880	13,784
Agency And Temporary Staff		1,049	1,049
National Insurance Contributions		515	1,041
Superannuation Costs		928	1,862
Other Pension Costs		298	352
Other Employee Related Costs		322	346
Training And Development		83	133
		10,075	18,567
<b>Premises</b>			
Buildings Maintenance		5	105
Building Security		17	17
Cleaning And Workplace Refuse		34	34
Gas		6	6
Electricity		24	24
Other Utilities		12	12
NNDR		62	62
Premises Related Insurance		1	2
		161	261
<b>Supplies &amp; Services</b>			
Materials and Equipment		3,625	10,122
Stationery and Postage		18	54
IT and telecommunications		140	212
Insurance		9	7
Professional Services and Subscriptions		12	20
Allowances		0	0
Other Hired and Contracted Services		9,107	12,793
Licences		3	3
		12,915	23,210
<b>Transport</b>			
Vehicles And Plant Related Expenditure		361	1,609
Travel Allowances		70	103
Fuel		249	499
Transport Related Insurance		54	129
		734	2,340
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		127	127
Charges To/From HRA		0	591
		127	718
<b>Managed Expenditure</b>		24,012	45,096
<b>Internal Income</b>			
Income from other Directorates		(27,458)	(49,966)
		(27,458)	(49,966)
<b>Income - Charges</b>			
Other income		(49)	(50)
		(49)	(50)
<b>Managed Income</b>		(27,507)	(50,016)
<b>Net Managed Budget</b>		<b>(3,495)</b>	<b>(4,920)</b>

# Environment & Housing

Budget Manager : Chief Officer Property and Contracts

Property Maintenance Leeds			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		0	493
Capital Charges		258	1,237
		258	1,730
Other Internal Adjustments			
Internal Reallocations Charges		51	0
Internal Reallocations Income		(118)	0
		(67)	0
Managed Outside the Service		191	1,730
<b>Net Cost of Service</b>		<b>(3,304)</b>	<b>(3,189)</b>



# Environment & Housing

Budget Manager : Head of Housing Partnerships

Strategic Housing Partnerships	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		1,478	1,333
National Insurance Contributions		111	104
Superannuation Costs		218	204
Other Pension Costs		43	39
Other Employee Related Costs		9	20
Training And Development		1	1
		1,859	1,702
Premises			
Buildings Maintenance		15	15
Rents		11	11
		26	26
Supplies & Services			
Materials and Equipment		6	6
Stationery and Postage		12	12
Advertising		3	3
IT and telecommunications		21	1
Other Hired and Contracted Services		1	1
Miscellaneous		0	0
		44	24
Transport			
Travel Allowances		51	32
		51	32
Internal Charges			
Managed Recharges Frm Other Directorates		40	25
Charges To/From HRA		413	413
		453	438
Agency Payments			
Contributions to Partnerships		19	19
		19	19
<b>Managed Expenditure</b>		<b>2,453</b>	<b>2,240</b>
Internal Income			
Recharge Income from Capital		0	(493)
		0	(493)
Income - Grants			
DCLG Grants		(146)	(71)
		(146)	(71)
Income - Sales			
Sale of Goods and Services		(15)	(15)
		(15)	(15)
Income - Charges			
Fees and charges		(457)	(384)
Other income		(499)	(14)
		(956)	(398)
<b>Managed Income</b>		<b>(1,117)</b>	<b>(977)</b>
<b>Net Managed Budget</b>		<b>1,336</b>	<b>1,264</b>

# Environment & Housing

Budget Manager : Head of Housing Partnerships

Strategic Housing Partnerships			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		103	50
Capital Charges		0	0
		103	50
Managed Outside the Service		103	50
<b>Net Cost of Service</b>		<b>1,439</b>	<b>1,314</b>

# Environment & Housing

Budget Manager : Director of Environment and Housing

SP Contracts & SECC	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		322	306
National Insurance Contributions		32	25
Superannuation Costs		58	45
Other Pension Costs		12	12
Other Employee Related Costs		0	1
Training And Development		1	1
		424	390
Premises			
Accommodation Charges		0	1
		0	1
Supplies & Services			
Materials and Equipment		1	1
Stationery and Postage		34	2
Advertising		1	1
IT and telecommunications		6	6
Professional Services and Subscriptions		1	1
Grants and Contributions		75	75
Allowances		1	0
Other Hired and Contracted Services		14	54
Publication and Promotion		24	15
		158	156
Transport			
Vehicles And Plant Related Expenditure		1	0
Travel Allowances		2	3
		3	3
Internal Charges			
Managed Recharges Frm Other Directorates		80	80
		80	80
Agency Payments			
Services provided by other organisations		11,078	10,411
		11,078	10,411
<b>Managed Expenditure</b>		<b>11,743</b>	<b>11,041</b>
Internal Income			
Income from other Directorates		(500)	(500)
Recharge Income from Capital		(140)	(307)
Charges to / from HRA		(1,495)	(2,496)
		(2,135)	(3,303)
<b>Managed Income</b>		<b>(2,135)</b>	<b>(3,303)</b>
<b>Net Managed Budget</b>		<b>9,608</b>	<b>7,738</b>
Accounting Adjustments			
IAS 19 Pensions Costs		27	8
Capital Charges		0	0
		27	9

# Environment & Housing

Budget Manager : Director of Environment and Housing

SP Contracts & SECC			
	£000	Budget 2014/15	Budget 2015/16
Other Internal Adjustments			
Internal Reallocations Income		0	(350)
		0	(350)
Managed Outside the Service		27	(342)
<b>Net Cost of Service</b>		<b>9,635</b>	<b>7,396</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (West North West)	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		1,754	2,429
Agency And Temporary Staff		28	0
National Insurance Contributions		119	300
Superannuation Costs		225	356
Other Pension Costs		6	7
Other Employee Related Costs		13	6
Training And Development		4	5
		2,149	3,102
<b>Premises</b>			
Buildings Maintenance		14	14
Cleaning And Workplace Refuse		5	80
Rents		0	2
		19	96
<b>Supplies &amp; Services</b>			
Materials and Equipment		36	60
Stationery and Postage		3	2
IT and telecommunications		4	3
Insurance		20	21
Professional Services and Subscriptions		0	29
Allowances		0	0
Other Hired and Contracted Services		53	53
		116	169
<b>Transport</b>			
Vehicles And Plant Related Expenditure		369	460
Travel Allowances		29	31
Fuel		165	169
Transport Related Insurance		9	10
		572	670
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		19	21
Charges To/From HRA		6	0
		25	21
<b>Managed Expenditure</b>		2,881	4,058
<b>Internal Income</b>			
Income from other Directorates		(14)	(14)
Charges to / from HRA		(83)	(1,206)
		(97)	(1,220)
<b>Income - Sales</b>			
Sale of Goods and Services		(5)	(5)
		(5)	(5)
<b>Income - Charges</b>			
Other income		(6)	(8)
		(6)	(8)
<b>Managed Income</b>		(108)	(1,233)
<b>Net Managed Budget</b>		<b>2,773</b>	<b>2,825</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (West North West)			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		144	148
Capital Charges		12	7
		155	154
Other Internal Adjustments			
Internal Reallocations Income		(38)	0
		(38)	0
Managed Outside the Service		117	154
<b>Net Cost of Service</b>		<b>2,890</b>	<b>2,979</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (East North East)	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		1,374	2,280
Agency And Temporary Staff		28	0
National Insurance Contributions		95	300
Superannuation Costs		175	334
Other Employee Related Costs		9	7
Training And Development		3	5
		1,683	2,926
<b>Premises</b>			
Buildings Maintenance		10	10
Cleaning And Workplace Refuse		0	75
		10	85
<b>Supplies &amp; Services</b>			
Materials and Equipment		45	65
Stationery and Postage		6	6
Advertising		0	0
IT and telecommunications		4	3
Insurance		18	19
Professional Services and Subscriptions		0	28
Allowances		0	0
Other Hired and Contracted Services		2	3
		76	124
<b>Transport</b>			
Vehicles And Plant Related Expenditure		307	400
Travel Allowances		7	8
Fuel		127	131
Transport Related Insurance		7	8
		447	546
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		17	19
Charges To/From HRA		6	0
		23	19
<b>Managed Expenditure</b>		2,239	3,700
<b>Internal Income</b>			
Income from other Directorates		(36)	(36)
Charges to / from HRA		(83)	(1,206)
		(119)	(1,243)
<b>Income - Sales</b>			
Sale of Goods and Services		(10)	(10)
		(10)	(10)
<b>Income - Charges</b>			
Other income		(8)	(8)
		(8)	(8)
<b>Managed Income</b>		(138)	(1,261)
<b>Net Managed Budget</b>		<b>2,101</b>	<b>2,439</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (East North East)			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		117	145
Capital Charges		6	2
		123	147
Other Internal Adjustments			
Internal Reallocations Income		(38)	0
		(38)	0
Managed Outside the Service		85	147
<b>Net Cost of Service</b>		<b>2,186</b>	<b>2,586</b>



# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (South)	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		1,545	2,307
National Insurance Contributions		107	279
Superannuation Costs		189	335
Other Employee Related Costs		10	10
Training And Development		2	4
		1,853	2,936
<b>Premises</b>			
Buildings Maintenance		5	5
Cleaning And Workplace Refuse		0	75
Gas		0	0
Electricity		0	0
Other Utilities		0	0
		5	80
<b>Supplies &amp; Services</b>			
Materials and Equipment		37	67
Stationery and Postage		4	3
Advertising		0	0
IT and telecommunications		10	5
Insurance		18	18
Professional Services and Subscriptions		53	52
Allowances		0	0
Other Hired and Contracted Services		14	14
		137	160
<b>Transport</b>			
Vehicles And Plant Related Expenditure		289	375
Travel Allowances		30	24
Fuel		150	159
Transport Related Insurance		6	6
		475	563
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		25	28
Charges To/From HRA		6	0
		31	28
<b>Managed Expenditure</b>		2,501	3,768
<b>Internal Income</b>			
Income from other Directorates		(28)	(28)
Charges to / from HRA		(83)	(1,206)
		(111)	(1,235)
<b>Income - Sales</b>			
Sale of Goods and Services		(5)	(5)
		(5)	(5)
<b>Income - Charges</b>			
Fees and charges		(7)	(5)
Other income		(15)	(13)
		(22)	(17)
<b>Managed Income</b>		(138)	(1,257)
<b>Net Managed Budget</b>		<b>2,362</b>	<b>2,511</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (South)			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		126	146
Capital Charges		22	22
		148	168
Other Internal Adjustments			
Internal Reallocations Income		(38)	0
		(38)	0
Managed Outside the Service		110	168
<b>Net Cost of Service</b>		<b>2,472</b>	<b>2,679</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Wide)	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		1,140	481
Agency And Temporary Staff		79	0
National Insurance Contributions		73	35
Superannuation Costs		146	64
Other Pension Costs		8	7
Other Employee Related Costs		7	2
Training And Development		6	6
		1,458	595
Premises			
Cleaning And Workplace Refuse		2	2
Electricity		6	3
Other Utilities		18	12
Rents		3	3
NNDR		11	9
		40	29
Supplies & Services			
Materials and Equipment		28	20
IT and telecommunications		0	0
Insurance		12	12
Other Hired and Contracted Services		21	91
		61	123
Transport			
Vehicles And Plant Related Expenditure		339	336
Fuel		154	140
Transport Related Insurance		7	8
		499	483
Internal Charges			
Managed Recharges Frm Other Directorates		0	4
Charges To/From HRA		6	0
		6	4
Managed Expenditure		2,065	1,233
Internal Income			
Income from other Directorates		(9)	(8)
Charges to / from HRA		(7)	(7)
		(16)	(14)
Income - Charges			
Other income		(8)	(8)
		(8)	(8)
Managed Income		(24)	(23)
<b>Net Managed Budget</b>		<b>2,041</b>	<b>1,211</b>
Accounting Adjustments			
IAS 19 Pensions Costs		90	20
Capital Charges		105	87
		195	107
Managed Outside the Service		195	107

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Wide)			
	£000	Budget 2014/15	Budget 2015/16
<b>Net Cost of Service</b>		<b>2,235</b>	<b>1,318</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Centre)	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		1,022	1,064
National Insurance Contributions		69	71
Superannuation Costs		138	157
Other Employee Related Costs		7	2
Training And Development		3	3
		1,239	1,296
<b>Premises</b>			
Buildings Maintenance		1	1
Cleaning And Workplace Refuse		1	1
Electricity		6	6
Other Utilities		1	1
NNDR		1	1
		11	11
<b>Supplies &amp; Services</b>			
Materials and Equipment		30	30
Stationery and Postage		0	0
IT and telecommunications		6	6
Insurance		12	12
Professional Services and Subscriptions		0	140
Other Hired and Contracted Services		10	10
		57	198
<b>Transport</b>			
Vehicles And Plant Related Expenditure		156	163
Travel Allowances		5	5
Fuel		59	50
Transport Related Insurance		7	8
		227	226
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		23	56
Charges To/From HRA		6	0
		29	56
<b>Managed Expenditure</b>		1,563	1,786
<b>Internal Income</b>			
Income from other Directorates		(136)	(136)
Redistribution of grants income		(31)	(31)
		(167)	(167)
<b>Income - Charges</b>			
Fees and charges		(64)	(189)
Other income		(35)	(80)
		(99)	(269)
<b>Managed Income</b>		(266)	(436)
<b>Net Managed Budget</b>		<b>1,297</b>	<b>1,350</b>
<b>Accounting Adjustments</b>			
IAS 19 Pensions Costs		92	68
Capital Charges		1	2
		93	70

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Centre)			
	£000	Budget 2014/15	Budget 2015/16
Managed Outside the Service		93	70
<b>Net Cost of Service</b>		<b>1,390</b>	<b>1,420</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Non Delegated - St Cleansing			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Other Pension Costs		82	82
		82	82
Premises			
Other Utilities		35	35
		35	35
Supplies & Services			
Other Hired and Contracted Services		245	245
		245	245
Internal Charges			
Managed Recharges Frm Other Directorates		16	16
		16	16
Managed Expenditure		378	377
<b>Net Managed Budget</b>		<b>378</b>	<b>377</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(82)	(82)
Capital Charges		60	66
		(23)	(16)
Other Internal Adjustments			
Internal Reallocations Charges		2,059	2,059
		2,059	2,059
Managed Outside the Service		2,037	2,044
<b>Net Cost of Service</b>		<b>2,415</b>	<b>2,421</b>

# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Health	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		2,178	1,721
National Insurance Contributions		152	121
Superannuation Costs		321	247
Other Pension Costs		134	171
Other Employee Related Costs		9	4
Training And Development		11	9
		2,805	2,272
<b>Premises</b>			
Buildings Maintenance		2	2
Cleaning And Workplace Refuse		1	1
Electricity		3	7
Other Utilities		0	0
		6	10
<b>Supplies &amp; Services</b>			
Materials and Equipment		62	51
Stationery and Postage		19	16
Advertising		0	0
IT and telecommunications		76	6
Insurance		6	7
Professional Services and Subscriptions		323	278
Allowances		1	0
Other Hired and Contracted Services		73	84
Publication and Promotion		3	4
Miscellaneous		0	0
		564	446
<b>Transport</b>			
Vehicles And Plant Related Expenditure		8	8
Travel Allowances		70	46
Fuel		6	5
Transport Related Insurance		2	2
		85	61
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		48	48
Charges To/From HRA		1	363
		48	411
<b>Managed Expenditure</b>		3,508	3,200
<b>Internal Income</b>			
Income from other Directorates		(363)	(363)
Charges to / from HRA		(57)	(50)
		(420)	(413)
<b>Income - Sales</b>			
Sale of Goods and Services		(115)	(93)
		(115)	(93)
<b>Income - Charges</b>			
Fees and charges		(19)	(19)
Contributions		(35)	(35)
Other income		(177)	(188)
		(231)	(242)



# Environment & Housing

Budget Manager : Chief Officer Environmental Action

Environmental Health			
	£000	Budget 2014/15	Budget 2015/16
Managed Income		(766)	(748)
<b>Net Managed Budget</b>		<b>2,742</b>	<b>2,452</b>
Accounting Adjustments			
IAS 19 Pensions Costs		81	(64)
Capital Charges		5	8
		86	(56)
Other Internal Adjustments			
Internal Reallocations Income		(30)	0
		(30)	0
Managed Outside the Service		56	(56)
<b>Net Cost of Service</b>		<b>2,797</b>	<b>2,396</b>



# Strategy and Resources



# LEEDS CITY COUNCIL

## 2015/16 BUDGET REPORT

### Directorate: Strategy and Resources

#### 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 2015/16 financial year.

#### 2 Service Context

- 2.1 Strategy and Resources comprises the Council's key professional support services: Finance, HR, Technology, Legal Services, Procurement, Democratic Services, Project Management and Strategy and Improvement. These services support the strategic direction for the Council and provide practical support to Members and managers to improve outcomes. The net managed budget for 2014/15 is £41m comprising 1,272 fte's.
- 2.2 Since 2010/11 there has been a continual reduction in the level of resource in these services associated with service redesign and ceasing some activities. Savings equivalent to 14% were achieved during the financial years 2011/12 and 2012/13; plans from 2013/14 onwards assume a further 30% reduction and the proposals set out in this draft budget make a significant step towards this.

#### 3 Budget Proposals

- 3.1 This budget represents a decrease of £3,632k (8.5%) when compared to the adjusted budget 2014/15 summarised in the table attached to this report:

##### 3.2 Adjustments (+£1,559k)

- 3.2.1 The significant transfer of services reflected in the budget are £748k for the move of 'intelligence' staff from Directorates into the Corporate function and the move of the Regional Policy Team to the West Yorkshire Combined Authorities from 1<sup>st</sup> April 2015 (gross spend of £1.2m, net budget £93k).
- 3.2.2 Following finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 14/15 and an adjustment of £172k has been made in 15/16 to reflect this permanent adjustment.
- 3.2.3 Staff who previously provided Finance and HR support for the ALMO's (in the 'ABCL') have now transferred into the Corporate Finance and HR services and this adjustment amounts to an increase in budget of £941k (27.7 fte's). 7.7 fte's have also transferred from Environments and Housing and Adult Social Care into the Corporate Intelligence team.
- 3.2.4 Education Support Grant of £885k that transferred to the 'Intelligence' budget (in relation to the Children's team that transferred into Strategy and Resources during 2014) has now been moved back to Children's Service as it is more appropriately held there.

### **3.3 Changes in prices – pressure of £553k**

3.3.1 Provision has been made for the impact of the nationally agreed pay awards for 2015/16 at £553k. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities.

### **3.4 Budget Pressures (+£230k)**

An amount of £200k has been provided along with some other measures to reduce the hourly rates that the PPP Unit charge other council services. This is the first step towards an eventual objective is to reduce the rates to a purely 'cost recovery' basis.

An additional member of staff (£30k) will be employed in the Business Rates team to work specifically on the identification of new eligible properties (see section on income below for more detail).

### **3.5 Full year effects (+£322k)**

The full year impact of the changes to Terms and Conditions agreed in 2014 is estimated to save £322k within Strategy and Resources.

### **3.6 Savings £4,093k**

3.6.1 Becoming an efficient and enterprising Council

#### **Support Services (-£2,994k)**

##### ***Finance***

In order to achieve the current 30% reduction target, the service is redesigning internal processes and the level of service it offers. Examples of the changes implemented so far are centralisation of activities where appropriate into an 'accounting hub', standardisation of financial reporting and cessation of low-added value processes, for example significant reductions in the volume of internal charging transactions. The budget reduction of £753k will almost all be achieved by staffing reductions and this equates to approx 22 fte's.

##### ***HR***

To deliver the changes, the structure of the HR service and the way it works is changing, with increased functions being managed from within the HR Centre. Local HR teams will combine for further efficiencies to be realised, and grade structures will be standardised across all local teams. More work will be needed to optimise technological solutions, modernise employment framework (policies etc) and to either cease or minimise operational/transactional activities and seek to deliver via alternative models e.g. shared service. The reduction in budget is £622k, approx 13 fte's.

##### ***ICT***

Since 2012 ICT Services have delivered £3.2m of savings from its operational budgets in a time when the amount, use and complexity of ICT continues to grow. Further savings Of £905k for 2015/16 will be delivered through, for example, implementing new printing arrangements and a new mobile phone contract. Through cutting overtime - ICT will do more changes in working hours and will reduce maintenance contracts to provide less cover. This could result in longer downtime if there are any failures.

#### ***Legal and Democratic Services***

On top of £2.5m savings realised since 2010/11, the main proposal for legal services is the introduction of a new case management system which will deliver savings of £240k (on top of £50k delivered in 2014/15) both in admin and professional staff (approx 6 fte's).

Within Democratic Services proposals are being developed to reduce the cost of the Council's Scrutiny arrangements and the cost of Members Support by £200k. In addition, the budget reflects the impact of the recent change to the Members' pension scheme and other savings in Legal and Democratic amounting to £220k.

### ***PPPU / Procurement***

A review of existing PFI contract management arrangements across the Council anticipates a saving of £860k. In addition, a saving of £1.2m is built into the budget arising from a review of 'non-contract' spend across the Council, with the objective of targeting the key areas of spend that could deliver savings from introducing formal contracts. Each Directorate has been allocated a savings target based on the current level of non-contract spend and the amount for Strategy and Resources is £43k.

The Unit also anticipate staffing savings estimated at £248k, 7 fte's.

### ***Strategy and Improvement***

The first stage of the review of the 'Intelligence' function across the whole Council has been to bring together the core team within Strategy and Resources. Detailed proposals are being developed to deliver a 10% year on year reduction of £300k is planned in 2015/16. Within other areas of Strategy and Improvement, mainly Communications, a saving of £248k is reflected in the budget and will largely be achieved through staff savings.

### ***Business Administration***

A review of business support functions across the Council gives rise to an expected saving of £100k in Strategy and Resources in 2015/16.

## **3.6.2 Efficiencies**

The insurance team has negotiated a reduction in several insurance policies and these savings have been passed on to directorates and along with other changes planned for insurance the net saving reflected in the Strategy and Resources budget is £88k. A corporate review of JNC posts plus savings associated with Trade Union convenors amount to a further £80k.

## **3.6.3 Income**

There has been an increase in the number of court summonses raised since 2013/14, mainly linked to the introduction of the Local Council Tax Scheme. Although there is uncertainty around the likely collection rates, current predictions are for additional income of £200k.

In respect to Business rates, additional staffing resource will be employed to ensure all eligible properties are identified and valued. For example ATM's are now classed as 'properties' for business rates, so a proactive (and ongoing) exercise will be undertaken to ensure all ATM's in Leeds are identified and charged. Initial estimates are that additional rates of £460k could be collected (incidence in the Collection Fund).

Legal Services are projecting that £50k external income can be achieved in 2015/16.

## **4 Risk Assessment**

- 4.1 In determining the 2015/16 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.
- 4.2 The key risks in the 2015/16 budget for this directorate are as follows;
  - 4.2.1 Further reduction in support services could impact on the ability of the Directorate to adequately support managers within the Council, in particular the action plans to implement the 2015/16 and 2016/17 budget proposals.
  - 4.2.2 Failure to provide up to date and resilient ICT. Priority has been given to adequately resourcing the service and also key ICT projects to take the Council into the future.
  - 4.2.3 Whilst a significant proportion of the staffing savings can be achieved via the early leavers' initiative, the scale of the reductions will mean further measures will be required. The speed of implementation will be crucial in order to realise the level of savings otherwise slippage could result in an overspend situation in 2015/16.

Briefing note prepared by: Charles Oxtoby  
Telephone: 74228



## Directorate: Strategy and Resources

	£000	FTEs
Net Managed Budget 2014/15	41,329	
Transfers	618	-19.3
Budget adjustments	941	27.7
Adjusted Net Managed Budget 2014/15	42,888	
<b>Budget Pressures:</b>		
PPPU reduction in charge out rates	200	
Additional post in Business Rates to generate target savings of £460k	30	
<b>Inflation</b>		
Pay	553	
<b>Full year effects</b>		
Changes to terms and conditions implemented in December 2014	-322	
<b>Total Pressures</b>	<b>461</b>	<b>0</b>
<b>Savings Proposals:</b>		
<b>Becoming an efficient and enterprising Council:</b>		
<b>Support Services</b>		
Finance	-753	-22
HR	-622	-13
ICT	-705	0
Strategy and Improvement (inc Communications)	-248	-7
PPPU and Procurement	-246	-6
Member and Scrutiny support	-200	-6
Democratic services	-153	-1
Legal Services	-67	
<b>Business Improvement Programme</b>		
ICT - Printsmart implementation	-200	
Review of Corporate Intelligence function	-300	-8
Legal Services new case management system £240k saving realised by reducing legal budgets in all Directorates		-6
Business Administration	-100	-4
<b>Procurement</b>		
Review of off contract spend - £1.2m Council wide target, S&R element:	-43	
<b>Efficiencies</b>		
Insurance, legal charges, JNC posts, TU convenors	-206	
<b>Income</b>		
Court fees: assume continuation higher level of Council tax non-payers	-200	
Legal Services - external income	-50	
<b>Total Savings</b>	<b>-4,093</b>	<b>-64</b>
<b>Net managed budget 2015/16</b>	<b>39,256</b>	



# STRATEGY AND RESOURCES

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## Main Responsibilities:

### Strategy and Improvement

- Support to the Chief Executive, the Assistant Chief Executive and the Corporate Leadership Team
- Support to take forward the Commission on future of local government both locally and nationally
- Delivering the communications strategy, through Marketing and Creative Services, Press and Media Relations, Web Services (Internet and Intranet), Internal Communications and social media developments
- Development, oversight and delivery of the city's corporate planning framework including the preparation and oversight of the Best City Ambition, City Priority Plan, Council Business Plan, including taking forward the Budget Plus Programme. and influencing the approach to change and organisational development
- Development, oversight and support for the Best City Leadership Network, including summit meetings, state of the city events and the key account management approach.
- Provision of advice to elected members, officers and partners on the development and management of the council's corporate policy agenda, including city, and the national context. Development, implementation and delivery of an organisation and partnership-wide research and intelligence agenda which supports and facilitates decision-making and excellent service delivery.
- Development and delivery of the council's performance management framework (including embedding of the Outcome Based Accountability approach) to ensure that performance against outcomes, priorities and targets, both across the council and across relevant partnerships, is effectively monitored and managed.
- Development and delivery of the council's business and service planning approach to ensure that services are focused on delivering efficient and effective services which contribute to the delivery of the Vision for Leeds and the City Priority Plans
- Develop and deliver the council's cross-cutting improvement agenda around Changing the Workplace, Customer Access and Business Management to ensure continuous improvement of the council's services and the delivery of key city and council outcomes.
- Be responsible for developing, promoting and implementing council policy and good practice in the areas of risk management and business continuity management.
- Develop integrated plans with all directorates/partner agencies and co-ordinate the council's response to an emergency.

# STRATEGY AND RESOURCES

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## Finance

- Provide an independent and objective assurance on the control environment established to help the council achieve its objectives.
- Promote, publicise and develop '*Spending Money Wisely*'
- Provide overall strategic financial management of the council's finances.
- Maximise the council's financial resources within levels of acceptable risk.
- Promote efficient and effective stewardship of assets and resources.
- Ensure compliance with statutory financial obligations.
- Providing senior managers, budget holders and staff with financial information, guidance and advice to enable them to take responsibility to effectively manage their revenue and capital budgets and to align available resources to priorities.
- Maximise the collection of local taxation and other income from residents and businesses in Leeds.
- Ensure proper banking arrangements are in place.
- Provide a range of modern payment options for citizens to use.

# STRATEGY AND RESOURCES

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## Information, Technology and Smart Cities

- A key stakeholder and contributor in the formulation and delivery of the council and city strategic plans.
- Develop and support, directly or in partnership with other providers, innovative solutions which will help Leeds transform towards its aspiration of being the UK's best city. Help service areas and other stakeholders across the City fully exploit the potential of information and digital technology to successfully deliver public outcomes.
- Maintain and develop the council's core ICT infrastructure and software application portfolio to support changing business needs that enable our staff to have access to the required information and systems they need to provide services to our citizens and partners.
- Support nearly 20,000 mobile and fixed line telephones, over 500 council sites and more than 12,000 networked and standalone PC's.
- Leading partners across the City and Yorkshire and the Humber to deliver shared ICT services delivering efficiencies and solutions that will underpin the delivering of a whole system approach to Health and Care.
- Development, implementation and delivery of the council's information governance agenda and related activities.

## Human Resources

- To enable the Council to achieve its ambition of being the Best Council in the UK through its people.
- Develop an efficient and enterprising culture across the Council and developing the organisation based on the Council values.
- To co-deliver key Business Improvement agendas e.g. Changing the workplace, Better Business Management etc.
- Work in partnership with the trade unions to achieve a flexible, healthy, enabled, engaged and performing workforce delivering council objectives.
- In line with the People Plan 2013-17 to develop a flexible workforce underpinned by effective workforce planning to meet the changing shape and requirements of the council. To ensure we have the right employees with the right skills in the right place at the right time.
- To support improved levels of health, safety and wellbeing in the workplace to ensure employees achieve and sustain high levels of performance and attendance and managers properly manage and significantly reduce absence and accidents.
- Drive a forward thinking culture and organisational change supported by development that equips employees with the right knowledge and skills and enables everyone to fulfil their potential.

# STRATEGY AND RESOURCES

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- Promote a culture of employee engagement in which everybody is respected, involved and heard and embeds the values of the Council.
- Enable a high performing culture where employees' plays their part in making sure the council is the best city council in the UK and managers properly manage and support staff to perform at their best.
- To advise the Council on employee casework and resourcing issues.
- To deliver Adult Social Care Workforce development services.
- To deliver Occupation Health services to managers and employees.

## Legal Services

The core business of the Service is to provide legal advice and related support to the Council in delivering its priorities as set out in the City Priority Plans and the Council's Business Plan. The objective of the Service is to be the best local authority in-house legal service in the UK.

The work undertaken includes employment and education; planning; highways transportation and rights of way; compulsory acquisition; civil litigation including judicial review, property and commercial litigation and debt recovery; criminal litigation including prosecutions and advice on anti-social behaviour; advice on licensing matters; property law including regeneration; commercial law including partnerships; housing management and homelessness; legal support for children and adult social care; data protection and access to information and local land charges.

The nature of the work undertaken by the Service includes putting the council's case at inquiries, tribunals and in court; providing advice on legal and probity issues in committees and other Council meetings; drafting contracts and other legal documents for the council and providing advice to officers and Members.

## Democratic Services

Support to elected members in their responsibilities, particularly in respect of:

- The Leader of Council
- The Lord Mayor
- Support to Councillors via Group Offices
- The full Council Meeting
- Committees appointed by the Council
- Scrutiny of the Executive

Support for the governance of the Council in respect of:

- The requirements of Members' code of conduct;
- Provision of information in respect of decision making;
- Compliance with access to information requirements;
- Upkeep of the Constitution;
- Publication of the Annual Governance Statement.

Democratic Services also provides services to schools/parents in respect of School Exclusion and Admission Appeals, seeks to promote democratic engagement, particularly

# STRATEGY AND RESOURCES

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with young people and provides support to the Council's engagement with Town and Parish Councils.

## **Public Private Partnership Unit**

- Provides specialist project support to internal and external public sector clients including project management, technical, legal and financial support, to Public Private Partnership (PPP) projects, other major infrastructure projects, ICT developments and change management projects, such as Changing the Workplace.
- Provides support to clients from project inception, needs analysis, options appraisal, business case, through procurement to contract award, set-up and management. The unit also provides advice on critical long-term aspects such as contract monitoring, project re-financing, benchmarking and market testing.
- Manages the use of external legal, financial, ICT and technical advisors through framework contracts to assist in the delivery of the Council's portfolio of PFI projects and other major projects.
- Leads, and provides specialist resource to, a number of regional public sector projects, programmes and collaborations, ensuring promotion of the Council's strategic influence and leadership at a regional level and enabling significant savings for the Council and other public sector bodies.

## **Procurement Unit**

- Responsible for developing and promoting Council policy and good practice in public procurement including the Council's Procurement Strategy and Contract Procedure Rules (CPRs).
- Providing advice and guidance to senior managers, commissioners and staff to enable them to procure works, supplies and services in an efficient and effective manner and in compliance with the relevant procedures and legislation.
- Working with the PPPU to provide directorates with a comprehensive project and procurement support service from initial business case through procurement to contract management.
- Management and administration of the electronic tendering system (YORtender) including e-auctions, and advice on the use of the Financial Management System (FMS) in relation to contract queries.

# LEGAL AND DEMOCRATIC SERVICES

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## **Main Responsibilities:**

### **Legal Services**

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The nature of the work undertaken by the Service includes putting the council's case at inquiries, tribunals and in court; providing advice on legal and probity issues in committees and other Council meetings; drafting contracts and other legal documents for the council and providing advice to officers and Members.

### **Democratic Services**

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- The Leader of Council
- The Lord Mayor
- Support to Councillors via Group Offices
- The full Council Meeting
- Committees appointed by the Council
- Scrutiny of the Executive

Support for the governance of the Council in respect of:

- The requirements of Members' code of conduct;
- Provision of information in respect of decision making;
- Compliance with access to information requirements;
- Upkeep of the Constitution;
- Publication of the Annual Governance Statement.

Democratic Services also provides services to schools/parents in respect of School Exclusion and Admission Appeals, seeks to promote democratic engagement, particularly with young people and provides support to the Council's engagement with Town and Parish Councils.



## Strategy and Resources

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service			Managed Outside the Service	Total 2015/16
			Spending	Income	Net		
Chief Officer Strategy and Improvement	Strategy and Improvement	1,134	7,177	(1,252)	5,925	(1,686)	4,239
Chief Officer Financial Services	Finance	9,480	16,041	(6,675)	9,367	(1,252)	8,115
Chief Officer HR	Human Resources	6,920	7,999	(1,699)	6,300	51	6,351
Chief ICT Officer	Technology	22,244	19,680	(5,414)	14,266	7,282	21,548
Chief Officer PPPU & Procurement	Public Private Partnership & Procurement	922	7,541	(7,564)	(23)	191	168
Head Of Regional Policy	Regional Policy	200	0	0	0	0	0
City Solicitor	Legal Services	(1,048)	5,292	(6,854)	(1,562)	44	(1,518)
City Solicitor	Democratic Services	(1,294)	5,040	(56)	4,983	(4,983)	0
Net Cost of Service		38,558	68,770	(29,514)	39,256	(354)	38,902
	Transfers to and from earmarked reserves	(3,078)	0	0	0	(1,373)	(1,373)
Net Revenue Charge		35,480	68,770	(29,514)	39,256	(1,727)	37,529

# Strategy and Resources

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		45,690	44,274
Agency And Temporary Staff		1,065	1,715
National Insurance Contributions		3,689	3,553
Superannuation Costs		6,456	5,899
Other Pension Costs		1,095	1,187
Other Employee Related Costs		223	204
Training And Development		424	423
		58,642	57,255
<b>Premises</b>			
Buildings Maintenance		6	0
Grounds Maintenance		2	1
Building Security		1	1
Cleaning And Workplace Refuse		6	5
Rents		68	68
NNDR		2	2
Accommodation Charges		3	3
		88	80
<b>Supplies &amp; Services</b>			
Materials and Equipment		628	180
Stationery and Postage		238	215
Advertising		4	4
IT and telecommunications		7,615	7,435
Insurance		109	79
Professional Services and Subscriptions		1,306	1,135
Allowances		16	13
External Audit Fees		327	327
Other Hired and Contracted Services		668	661
Licences		0	0
Publication and Promotion		17	17
		10,928	10,067
<b>Transport</b>			
Vehicles And Plant Related Expenditure		28	28
Travel Allowances		318	245
Fuel		9	9
Private Hire		0	0
Transport Related Insurance		2	1
		356	283
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		1,530	1,028
		1,530	1,028
<b>Transfer Payments</b>			
Civic Allowances		57	57
		57	57
<b>Appropriations</b>			
Transfers to/from Earmarked Reserves		(33)	0
		(33)	0
<b>Managed Expenditure</b>		71,568	68,770
<b>Internal Income</b>			
Income from other Directorates		(16,422)	(16,971)

# Strategy and Resources

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Internal Income		
Recharge Income from Capital	(5,766)	(6,311)
	(22,188)	(23,282)
Income - Grants		
Government Grants	(885)	0
DCLG Grants	(1,243)	(1,242)
	(2,128)	(1,242)
Income - Sales		
Sale of Goods and Services	(235)	(225)
	(235)	(225)
Income - Charges		
Fees and charges	(3,161)	(3,429)
Other income	(2,527)	(1,336)
	(5,688)	(4,765)
Managed Income	(30,239)	(29,514)
<b>Net Managed Budget</b>	<b>41,329</b>	<b>39,256</b>
Accounting Adjustments		
IAS 19 Pensions Costs	4,207	1,373
Transfers to/from Statutory Reserves	(4,076)	(1,373)
Capital Charges	7,045	7,540
	7,175	7,540
Central Recharges		
Corporate & Democratic Core Income	(12,887)	(9,267)
	(12,887)	(9,267)
Other Internal Adjustments		
Internal Reallocations Charges	862	656
Internal Reallocations Income	(999)	(656)
	(138)	0
Managed Outside the Service	(5,850)	(1,727)
<b>Net Cost of Service</b>	<b>35,480</b>	<b>37,529</b>



# Strategy and Resources

Budget Manager : Chief Officer Strategy and Improvement

Strategy and Improvement			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		4,404	5,050
National Insurance Contributions		393	417
Superannuation Costs		700	691
Other Pension Costs		172	151
Other Employee Related Costs		6	1
Training And Development		36	36
		5,711	6,346
Premises			
Rents		63	63
		63	63
Supplies & Services			
Materials and Equipment		38	38
Stationery and Postage		80	80
IT and telecommunications		291	104
Insurance		4	2
Professional Services and Subscriptions		461	366
Allowances		5	4
External Audit Fees		1	1
Other Hired and Contracted Services		180	128
Publication and Promotion		3	3
		1,063	725
Transport			
Vehicles And Plant Related Expenditure		6	6
Travel Allowances		18	19
Transport Related Insurance		1	0
		25	26
Internal Charges			
Managed Recharges Frm Other Directorates		195	17
		195	17
Managed Expenditure		7,058	7,177
Internal Income			
Income from other Directorates		(334)	(868)
Recharge Income from Capital		(43)	(43)
		(377)	(911)
Income - Grants			
Government Grants		(885)	0
		(885)	0
Income - Charges			
Fees and charges		(315)	(318)
Other income		(6)	(23)
		(321)	(341)
Managed Income		(1,584)	(1,252)
<b>Net Managed Budget</b>		<b>5,474</b>	<b>5,925</b>
Accounting Adjustments			
IAS 19 Pensions Costs		294	147
Capital Charges		337	467

# Strategy and Resources

Budget Manager : Chief Officer Strategy and Improvement

Strategy and Improvement			
	£000	Budget 2014/15	Budget 2015/16
		632	615
Central Recharges			
Corporate & Democratic Core Income		(4,632)	(2,301)
		(4,632)	(2,301)
Other Internal Adjustments			
Internal Reallocations Charges		3	0
Internal Reallocations Income		(343)	0
		(340)	0
Managed Outside the Service		(4,340)	(1,686)
<b>Net Cost of Service</b>		<b>1,134</b>	<b>4,239</b>

# Strategy and Resources

Budget Manager : Chief Officer Financial Services

Finance			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		11,486	11,262
National Insurance Contributions		898	871
Superannuation Costs		1,652	1,587
Other Pension Costs		323	402
Other Employee Related Costs		4	10
Training And Development		78	82
		14,442	14,215
<b>Premises</b>			
Cleaning And Workplace Refuse		0	0
Rents		5	5
NADR		2	2
		7	7
<b>Supplies &amp; Services</b>			
Materials and Equipment		10	9
Stationery and Postage		82	67
Advertising		3	3
IT and telecommunications		229	220
Insurance		8	5
Professional Services and Subscriptions		780	725
Allowances		0	0
External Audit Fees		326	326
Other Hired and Contracted Services		167	207
Licences		0	0
		1,606	1,563
<b>Transport</b>			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		94	69
		95	70
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		196	187
		196	187
<b>Managed Expenditure</b>		16,346	16,041
<b>Internal Income</b>			
Income from other Directorates		(1,631)	(1,591)
Recharge Income from Capital		(571)	(663)
		(2,202)	(2,254)
<b>Income - Grants</b>			
DCLG Grants		(1,234)	(1,242)
		(1,234)	(1,242)
<b>Income - Sales</b>			
Sale of Goods and Services		(192)	(170)
		(192)	(170)
<b>Income - Charges</b>			
Fees and charges		(2,632)	(2,903)
Other income		(93)	(106)
		(2,725)	(3,009)
<b>Managed Income</b>		(6,353)	(6,675)

# Strategy and Resources

Budget Manager : Chief Officer Financial Services

Finance			
	£000	Budget 2014/15	Budget 2015/16
<b>Net Managed Budget</b>		<b>9,993</b>	<b>9,367</b>
Accounting Adjustments			
IAS 19 Pensions Costs		778	287
Capital Charges		3	3
		781	291
Central Recharges			
Corporate & Democratic Core Income		(1,371)	(1,542)
		(1,371)	(1,542)
Other Internal Adjustments			
Internal Reallocations Charges		77	0
		77	0
Managed Outside the Service		(513)	(1,252)
<b>Net Cost of Service</b>		<b>9,480</b>	<b>8,115</b>



# Strategy and Resources

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		5,488	5,396
Agency And Temporary Staff		13	13
National Insurance Contributions		444	428
Superannuation Costs		795	791
Other Pension Costs		164	213
Other Employee Related Costs		119	110
Training And Development		167	167
		7,190	7,119
<b>Premises</b>			
Cleaning And Workplace Refuse		1	1
Accommodation Charges		3	3
		4	4
<b>Supplies &amp; Services</b>			
Materials and Equipment		29	37
Stationery and Postage		6	8
IT and telecommunications		196	182
Insurance		4	2
Professional Services and Subscriptions		15	15
Other Hired and Contracted Services		201	218
		451	463
<b>Transport</b>			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		80	65
Private Hire		0	0
		81	66
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		497	348
		497	348
<b>Managed Expenditure</b>		8,223	7,999
<b>Internal Income</b>			
Income from other Directorates		(1,602)	(1,582)
		(1,602)	(1,582)
<b>Income - Sales</b>			
Sale of Goods and Services		(5)	(5)
		(5)	(5)
<b>Income - Charges</b>			
Fees and charges		(90)	(105)
Other income		(7)	(7)
		(97)	(112)
<b>Managed Income</b>		(1,704)	(1,699)
<b>Net Managed Budget</b>		<b>6,519</b>	<b>6,300</b>
<b>Accounting Adjustments</b>			
IAS 19 Pensions Costs		365	131
Capital Charges		0	9
		366	139

# Strategy and Resources

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2014/15	Budget 2015/16
Central Recharges			
Corporate & Democratic Core Income		0	(88)
		0	(88)
Other Internal Adjustments			
Internal Reallocations Charges		35	0
		35	0
Managed Outside the Service		401	51
<b>Net Cost of Service</b>		<b>6,920</b>	<b>6,351</b>

# Strategy and Resources

Budget Manager : Chief ICT Officer

Technology			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		8,721	8,864
Agency And Temporary Staff		1,052	1,702
National Insurance Contributions		685	704
Superannuation Costs		1,157	1,161
Other Pension Costs		302	225
Other Employee Related Costs		8	1
Training And Development		56	56
		11,982	12,713
<b>Premises</b>			
Cleaning And Workplace Refuse		1	1
		1	1
<b>Supplies &amp; Services</b>			
Materials and Equipment		447	3
Stationery and Postage		7	4
IT and telecommunications		6,719	6,741
Insurance		14	7
Professional Services and Subscriptions		16	6
Other Hired and Contracted Services		49	49
		7,251	6,809
<b>Transport</b>			
Vehicles And Plant Related Expenditure		15	15
Travel Allowances		32	28
Fuel		4	4
Transport Related Insurance		0	1
		51	48
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		172	110
		172	110
<b>Appropriations</b>			
Transfers to/from Earmarked Reserves		(33)	0
		(33)	0
<b>Managed Expenditure</b>		19,424	19,680
<b>Internal Income</b>			
Income from other Directorates		(1,623)	(1,693)
Recharge Income from Capital		(2,655)	(3,605)
		(4,279)	(5,299)
<b>Income - Sales</b>			
Sale of Goods and Services		(33)	0
		(33)	0
<b>Income - Charges</b>			
Fees and charges		(5)	(5)
Other income		(78)	(111)
		(83)	(116)
<b>Managed Income</b>		(4,394)	(5,414)
<b>Net Managed Budget</b>		<b>15,030</b>	<b>14,266</b>

# Strategy and Resources

Budget Manager : Chief ICT Officer

Technology			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		470	280
Capital Charges		6,695	7,029
		7,165	7,309
Central Recharges			
Corporate & Democratic Core Income		0	(28)
		0	(28)
Other Internal Adjustments			
Internal Reallocations Charges		706	656
Internal Reallocations Income		(656)	(656)
		50	0
Managed Outside the Service		7,214	7,282
<b>Net Cost of Service</b>		<b>22,244</b>	<b>21,548</b>

# Strategy and Resources

Budget Manager : Chief Officer PPPU & Procurement

Public Private Partnership & Procurement			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		6,511	5,972
National Insurance Contributions		560	517
Superannuation Costs		945	835
Other Pension Costs		37	95
Other Employee Related Costs		9	9
Training And Development		44	40
		8,106	7,467
<b>Premises</b>			
Buildings Maintenance		6	0
Grounds Maintenance		1	0
Cleaning And Workplace Refuse		2	1
		9	1
<b>Supplies &amp; Services</b>			
Materials and Equipment		12	2
Stationery and Postage		7	1
IT and telecommunications		16	25
Insurance		3	2
Professional Services and Subscriptions		11	1
Allowances		2	0
Other Hired and Contracted Services		35	23
		86	54
<b>Transport</b>			
Vehicles And Plant Related Expenditure		2	2
Travel Allowances		42	16
		44	18
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		102	1
		102	1
<b>Managed Expenditure</b>		8,347	7,541
<b>Internal Income</b>			
Income from other Directorates		(4,394)	(4,764)
Recharge Income from Capital		(2,497)	(2,000)
		(6,890)	(6,764)
<b>Income - Grants</b>			
DCLG Grants		(9)	0
		(9)	0
<b>Income - Charges</b>			
Fees and charges		(2)	0
Other income		(1,144)	(800)
		(1,146)	(800)
<b>Managed Income</b>		(8,045)	(7,564)
<b>Net Managed Budget</b>		<b>302</b>	<b>(23)</b>
<b>Accounting Adjustments</b>			
IAS 19 Pensions Costs		593	267
Capital Charges		7	19
		600	287

# Strategy and Resources

Budget Manager : Chief Officer PPPU & Procurement

Public Private Partnership & Procurement			
	£000	Budget 2014/15	Budget 2015/16
Central Recharges			
Corporate & Democratic Core Income		0	(96)
		0	(96)
Other Internal Adjustments			
Internal Reallocations Charges		20	0
		20	0
Managed Outside the Service		620	191
<b>Net Cost of Service</b>		<b>922</b>	<b>168</b>

# Strategy and Resources

Budget Manager : Head Of Regional Policy

Regional Policy			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		829	0
National Insurance Contributions		69	0
Superannuation Costs		125	0
Training And Development		1	0
		1,025	0
Supplies & Services			
Stationery and Postage		1	0
Professional Services and Subscriptions		1	0
		2	0
Managed Expenditure		1,027	0
Income - Charges			
Other income		(911)	0
		(911)	0
Managed Income		(911)	0
<b>Net Managed Budget</b>		<b>116</b>	<b>0</b>
Accounting Adjustments			
IAS 19 Pensions Costs		83	0
		83	0
Other Internal Adjustments			
Internal Reallocations Charges		1	0
		1	0
Managed Outside the Service		84	0
<b>Net Cost of Service</b>		<b>200</b>	<b>0</b>

# Strategy and Resources

Budget Manager : City Solicitor

Legal Services	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		4,042	3,740
National Insurance Contributions		324	294
Superannuation Costs		584	521
Other Pension Costs		34	39
Other Employee Related Costs		72	71
Training And Development		32	32
		5,089	4,698
Premises			
Cleaning And Workplace Refuse		2	2
		2	2
Supplies & Services			
Materials and Equipment		76	76
Stationery and Postage		13	13
IT and telecommunications		45	45
Insurance		73	60
Professional Services and Subscriptions		4	4
Allowances		1	1
Other Hired and Contracted Services		17	17
		229	217
Transport			
Travel Allowances		29	27
		29	27
Internal Charges			
Managed Recharges Frm Other Directorates		348	348
		348	348
Managed Expenditure		5,698	5,292
Internal Income			
Income from other Directorates		(6,733)	(6,428)
		(6,733)	(6,428)
Income - Sales			
Sale of Goods and Services		0	(50)
		0	(50)
Income - Charges			
Fees and charges		(89)	(93)
Other income		(283)	(283)
		(372)	(376)
Managed Income		(7,106)	(6,854)
<b>Net Managed Budget</b>		<b>(1,408)</b>	<b>(1,562)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		356	187
Capital Charges		1	1
		357	188
Central Recharges			
Corporate & Democratic Core Income		0	(145)
		0	(145)



# Strategy and Resources

Budget Manager : City Solicitor

Legal Services			
	£000	Budget 2014/15	Budget 2015/16
Other Internal Adjustments			
Internal Reallocations Charges		3	0
		3	0
Managed Outside the Service		360	44
<b>Net Cost of Service</b>		<b>(1,048)</b>	<b>(1,518)</b>

# Strategy and Resources

Budget Manager : City Solicitor

Democratic Services			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		4,209	3,989
National Insurance Contributions		314	323
Superannuation Costs		498	312
Other Pension Costs		64	62
Other Employee Related Costs		4	2
Training And Development		10	10
		5,099	4,697
Premises			
Grounds Maintenance		1	1
Building Security		1	1
Cleaning And Workplace Refuse		0	0
		2	2
Supplies & Services			
Materials and Equipment		15	15
Stationery and Postage		41	41
Advertising		1	1
IT and telecommunications		118	118
Insurance		3	2
Professional Services and Subscriptions		18	18
Allowances		7	7
Other Hired and Contracted Services		20	20
Publication and Promotion		14	14
		238	237
Transport			
Vehicles And Plant Related Expenditure		3	3
Travel Allowances		23	20
Fuel		5	5
Transport Related Insurance		1	0
		32	29
Internal Charges			
Managed Recharges Frm Other Directorates		19	18
		19	18
Transfer Payments			
Civic Allowances		57	57
		57	57
Managed Expenditure		5,447	5,040
Internal Income			
Income from other Directorates		(105)	(45)
		(105)	(45)
Income - Sales			
Sale of Goods and Services		(5)	0
		(5)	0
Income - Charges			
Fees and charges		(28)	(6)
Other income		(6)	(6)
		(34)	(11)
Managed Income		(144)	(56)

# Strategy and Resources

Budget Manager : City Solicitor

Democratic Services			
	£000	Budget 2014/15	Budget 2015/16
<b>Net Managed Budget</b>		<b>5,303</b>	<b>4,983</b>
Accounting Adjustments			
IAS 19 Pensions Costs		268	74
Capital Charges		2	11
		270	85
Central Recharges			
Corporate & Democratic Core Income		(6,884)	(5,068)
		(6,884)	(5,068)
Other Internal Adjustments			
Internal Reallocations Charges		16	0
		16	0
Managed Outside the Service		(6,598)	(4,983)
<b>Net Cost of Service</b>		<b>(1,294)</b>	<b>0</b>



Citizens and Communities



# LEEDS CITY COUNCIL

## 2015/16 BUDGET REPORT

### Directorate: Citizens and Communities

#### 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 2015/16 financial year.

#### 2 Service Context

The Citizens and Communities directorate provides a range of front-line services for local people and local communities. The directorate also has lead responsibility on actions to reduce poverty across the city. The Council is taking forward changes aimed at providing more integrated and accessible services for people, particularly those suffering hardship, under the Citizens@Leeds initiative. The directorate incorporates the following services:

- Contact centre
- Face-to-face contact (one stop centres, joint services centres, community hubs)
- Interpretation and translation services
- Digital access (including website, web-chat, social media, IVR)
- Electoral services
- Registration of births, deaths and marriages
- Taxi and private hire licensing
- Entertainment licensing
- Local land charges
- Communities
- Community centres
- Equality
- Migration (including lead for Migration Yorkshire)
- Poverty truth challenge
- Community Committees
- Welfare and benefits
- Welfare rights
- Financial inclusion
- Digital inclusion
- Council tax billing and collection
- Housing benefit management, assessment and administration
- Education benefits – administration of free school meals

### **3 Budget Proposals**

3.1 This budget represents a net increase of £669k (3.3%) when compared to the adjusted budget 2014/15 summarised in the table attached to this report:

#### **3.2 Adjustments (+£590k)**

3.2.1 Following finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 14/15 and an adjustment of £85k has been made in 15/16 to reflect this permanent adjustment.

3.2.2 Other budget adjustments amount to £675k and mainly comprise the move of customer access project budget previously held within Strategy and Resources.

#### **3.3 Changes in prices (+£242k)**

3.3.1 Provision has been made for the impact of the nationally agreed pay awards for 2015/16 (£242k). No provision will be made for inflation on running cost budgets.

#### **3.4 Budget pressures (+£2,714k)**

3.4.1 Grant Fallout (+£1,324k)

Specific Government funding for the Local Welfare Support Scheme, totalling £2.8m, plus a grant of £559k for administration of the scheme has ceased in 2015/16. The overall net impact of losing this funding is £0.85m.

The Directorate is also affected by two other reductions in government funding. Firstly, the Local Council Tax Support Scheme 'new burdens' funding will reduce by £184k. In addition the overall Housing Benefits Administration grant will again be reduced and this, along with the impact of the transfer of the fraud investigators, amounts to £290k.

3.4.2 Other Budget pressures (+£400k)

In respect of Entertainment Licensing there is a base budget pressure from 2014/15 amounting to £100k resulting from the Government's non-implementation of national fees on entertainment licensing. There will also be borrowing costs of £300k associated with the commencement of transactional web services phase 2 (exceeded by the level of savings over the life of the project).

3.4.2 Full year effects (£748k)

The Council is committed to maintaining a Local Welfare Support Scheme (LWSS) to help those facing severe financial hardship within the city and £800k is to be provided within the 2015/16 budget. It is also proposed to carry forward an underspend of approx. £300k from the Government funded LWSS, which will bring the total available to £1.1m.

The full year impact of the changes to Terms and Conditions agreed in 2014 is estimated to save £52k.



### **3.5 Savings -£2,045k**

#### **3.5.1 Efficiencies (-£305k)**

Further integration of services within the Directorate are planned, specifically the integration of Customer Services and the Council Tax service and the integration of the registrar services with the new community hubs, saving around 4-5 ftes (£100k).

There will be a planned reduction in property visits through better targeting by using credit reference agency data and some changes in practice. This initiative is expected to save £80k.

A review of running costs in Communities is targeting a saving of £100k

Other efficiencies, including savings resulting from a reduction in several insurance policies, amount to £44k.

#### **3.5.2 Income (-£660k)**

'Data matching' has previously been undertaken in respect of those in receipt of single person council tax discount to confirm eligibility and a new exercise began in autumn 2014 which is expected to generate additional Council Tax receipts. The budget assumes that the exercise will generate extra funds for the Collection Fund in 2015/16 of £500k.

There are a number of different fees and charges, some of which are set by government, some we are constricted to only charge on a cost recovery basis, and some we have local discretion to set fee levels. A comprehensive review of all charges has been carried out and a number of proposals are being progressed which reflect charge increases wherever justified. These cover Licensing and Registration services which should yield approximately £44k additional income and Interpretation and Translation services, where a 10% increase in external rates would generate £11k assuming demand remains constant.

A continuation of current level of Housing Benefit claims should result in higher than budgeted level of overpayments, amounting to £150k. The DWP has also launched a Fraud and Error Reduction Incentive Scheme which will reward councils who exceed overpayment thresholds set by DWP. It is estimated that Leeds will secure an additional £250k in income from this scheme in 2015/16.

It is proposed to utilise £200k from the Social Inclusion Fund to support the Council's Financial Inclusion Strategy.

### **3.5.3 Service Changes (-£1,042k)**

In the 2014/15 budget the provision for Well Being was reduced by £200k to £1,596k. This budget proposes a further reduction of £150k.

Two other proposals that will directly impact on the third sector are a 10% reduction in the Advice Agency grant (£130k) and a 25% reduction in the current 'innovation fund' (£50k).

The next stage of development within Customer Access will be the implementation of transactional web services to support 'channel shift'. In 2015/16 staff savings of £250k (from phases 1 and 2) are projected with further savings following the next year. Linked to the planned reduction in face-to-face and telephone contact is the proposal to reduce opening times of the contact centres to 9am to 5pm (currently 8am to 6pm), yielding staff savings of £125k per annum.

Implementation of 'E-claim' for Housing Benefit (go live date of April 2015) is expected to deliver savings of approx. £100k.

The continuing development of the Community Hubs is expected to generate efficiencies once the relevant running cost budgets from the participating services are brought together. An initial saving of £100k is targeted.

The continuing review of Community Centres is expected to save an additional £100k in 2015/16.

## **4 Risk Assessment**

- 4.1 In determining the 2015/16 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.
- 4.2 The key risks in the 2015/16 budget for this directorate are as follows:
  - 4.2.1 Whilst saving efficiencies are expected through the e-service agenda, there is a risk that such efficiencies do not deliver cashable savings as customer service officers are diverted to other priority services experiencing high and increasing demand.
  - 4.2.2 Targeted savings from Community Hubs developments are predicated on making significant workforce changes across a number of services and therefore given the scale and scope of these changes, until the new community hub service is designed, achievement of the targeted savings are highlighted as a potential risk.
  - 4.2.3 There is a risk that the e-claim may not be implemented by 1<sup>st</sup> April and this would impact on the level of savings that would be achieved in the first year.

Briefing note prepared by: Charles Oxtoby  
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## Directorate: Citizens and Communities

	£000	FTEs
Net Managed Budget 2014/15	19,436	
Transfers	3	
Budget adjustments	587	
Adjusted Net Managed Budget 2014/15	20,026	
<b>Budget Pressures:</b>		
<b>Inflation</b>		
Pay	242	
<b>Fallout of grant:</b>		
Cessation of the Local Welfare Support Scheme	850	
Local Council Tax Support scheme: reduction in 'new burdens' funding	184	
Reduction in Housing Benefits Admin Grant and net impact of transfer of Local Authority Fraud Investigators to the DWP (wef 1.12.14)	290	
<b>Full year effects</b>		
Changes to terms and conditions implemented in December 2014	-52	
Funding for new Local Welfare Support Scheme	800	
<b>Other:</b>		
Entertainment Licensing: base budget pressure from non-implementation of expected change in national fees	100	
Transactional web borrowing costs	300	
<b>Total Pressures</b>	<b>2,714</b>	<b>0</b>
<b>Savings Proposals:</b>		
<b>Efficiencies</b>		
Communities - Review of running costs (other hired and contracted services). Saving based on current activity	-100	
Further integration of services within the Contact Centre (Council Tax and Registrars) to deliver a new streamlined services (Council Tax recovery could be added as phase 2). An initial estimate of 4-5 FTE staff saving from the rationalisation	-100	-4
Reduce Property Visits in the Council Tax Service	-80	-3
Other: insurance, JNC review, legal charges, TU Convenors	-44	
<b>Procurement</b>		
Review of off contract spend - £1.2m Council wide target, S&R element:	-19	
<b>Income</b>		
A comprehensive review of all charges has been carried out and the proposals reflect charge increases considered possible. These cover Licensing and Registration services and Interpretation and Translation services.	-60	
Continuation of current level of Housing Benefit claims should result in higher than budgeted level of overpayments.	-150	
Fraud and Error Reduction Incentive Scheme	-250	
Utilise Social Inclusion fund	-200	
<b>Service Changes</b>		
10% reduction in the Well Being budget	-150	
Community Centres	-132	-2
Reduce Advice Agency grant by 10%	-130	
Reduce opening times of contact centres to 9am-5pm	-130	-5
Delivery of further transactional web services. Net saving after prudential borrowing costs.	-250	-11
Eclaim for Benefits due to go live with effect from April 2015. If take-up is encouraged this could generate efficiencies.	-100	-4
Reduce Innovation Fund by 25%	-50	
Community Based Assets - reduction in relevant costs across participating services as part of the formation of the Community Hubs	-100	
<b>Total Savings</b>	<b>-2,045</b>	<b>-29</b>
<b>Net managed budget 2015/16</b>	<b>20,695</b>	<b>-29</b>



# CITIZENS AND COMMUNITIES

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## Main Responsibilities

The directorate incorporates the following services, the overwhelming majority of which are front-line services.

**Contact centre** - The council's contact centre deals with 1.4 million calls and 125,000 emails each year. The enquiries are wide ranging and often complex, covering most of the council's key services, including environment services, adult and children's social services, housing, council tax, benefits and parking and travel permits. The centre uses state-of-the-art technologies to manage customer contact and provide a quality service. Many services are currently available 24 hours a day, 7 days a week, using digital channels such as Interactive Voice Response (IVR) technology.

**Face-to-face contact** - There are a number of one stop centres/community hubs across the city, which handle 0.53 million face-to-face customer contacts each year. The centres are fundamental to the Citizens@Leeds agenda and we are looking to extensively expand the range of services delivered at the first point of contact and roll-out a network of community hubs across the whole of the city. This service also includes the interpreting and translation team who provide a translation and interpreting service for the council, customers and external organisations.

**Digital access** - The Digital access team manages the council's website which receives 6 million external visits (i.e. figure excludes visits from council computers) each year, and is developing new ways for customers to find what they are after on-line including web-chat which has seen over 70,000 chats take place since it went live in September 2013. The team also manage customer enquiries that come via the Council's social-media presence on Facebook and Twitter.

**Electoral services** – the team compiles the register of electors for Leeds comprising an electorate of 556,000 people in 335,000 properties and is responsible for the arrangement and conduct of elections and referendums for 8 parliamentary constituencies, 33 city council wards and 31 town and parish councils.

**Registrars of births, deaths and marriages** – provision of a front line public service that deal with the registration of 9,800 births and 6,500 deaths, issuing 17,000 certificates, attesting 6,900 notices and performing 1,800 marriage and civil partnership ceremonies, and issuing 2,600 British Citizenship certificates.

**Licensing** - administrate and enforce licenses for the sale of alcohol (approximately 2,700 premises and 7,100 personal licences), provision of entertainment, gambling (136 premises licenced for gambling and 736 gambling permits, notices and registrations) and other various miscellaneous licences.

**Taxi and private hire licensing** administer and enforce licences for taxis (hackney carriages) and private hire vehicles. There are 537 hackney carriage vehicles; just under 1,000 hackney carriage drivers; approximately 3,700 private hire vehicles; around 4,800 private hire drivers; and, 90 private hire operators. The section is self-

## CITIZENS AND COMMUNITIES

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sufficient in respect of all costs and has a ring-fenced budget in compliance with statutory licensing provisions.

Local land charges are responsible for the compilation and maintenance of the up-to-date local land charges register and provide the information for approximately 9400 local land search requests each year.

Communities - The communities' team includes delivery of the council's locality working arrangements (community committees and area working), equalities, migration, volunteering, third sector relationships and infrastructure, provision of community centres and support for the Communities Board and the Poverty Truth Challenge. Our work on locality working provides targeted solutions to tackle a wide range of local issues (e.g. environmental issues and community safety, health well-being, adult social care, children's services and skills and welfare reform). Area Committees and Community Champions provide local leadership and a local voice on these issues from a grass-roots perspective.

Welfare and Benefits - The provision of welfare and benefits services including the welfare rights team, fairer charging team, financial hardship service, benefits and council tax processing. A key priority is developing services that tackle the worst effects of financial and digital exclusion and delivering the new local welfare agenda by improving access to benefit and welfare services

Advice Service – The service is the leading provider of welfare rights advice in the city with particular expertise in relation to disability benefits. The service also provides a Fairer Charging service which assesses the level of financial contribution residents need to make towards the cost of home help provision.

Financial Hardship – The service is responsible for the design and development of local schemes to tackle financial exclusion. This includes the design of the local welfare scheme, local council tax support scheme and local initiatives to tackle debt, high cost lending and poverty-related issues.

Council Tax - This service is responsible for the billing and the collection of Council Tax which totals more than £330 million from 341,000 properties. The service works closely with the Empty Home Team to ensure that the Council tax system accurately records occupied and empty properties in order to maximise the New Homes Bonus. The service also administers the Council Tax Support scheme, introduced in 2013-14, which replaced the previous national scheme of Council Tax Benefit.

Local Welfare Scheme – The service operates an emergency payment scheme for individuals and families facing crisis. The scheme provides help with food, fuel, furniture and white goods and can help with other items such as clothing as well

Housing benefit – The service is responsible for the assessment and payment of housing benefit to over 70,000 tenants totalling more than £280m each year. This includes dealing with new and repeat claims as well as working to ensure that benefit entitlement remains accurate and changes in circumstances are identified and dealt

## CITIZENS AND COMMUNITIES

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with. The service also operates a Discretionary Housing Payment scheme that provides additional help to tenants needing extra help to pay their rent. Housing Benefit is intended to become part of Universal Credit but the current timetable for transfer to Universal Credit means that HB will stay with local authorities until at least 2019

Education benefits - The service provides a free school meals assessment service on behalf of schools, both LEA run and Academies. Over 20,000 children in Leeds are assessed each year as being entitled to free school meals. The introduction of universal entitlement to free school meals for reception and 1<sup>st</sup> year pupils has had little impact on the need to continue to assess entitlement.





# Citizens and Communities

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service			Managed Outside the Service	Total 2015/16
			Spending	Income	Net		
Chief Officer Localities & Partnerships	Communities	7,301	7,392	(1,613)	5,780	799	6,579
Chief Officer Customer Access	Customer Access	12,022	12,481	(952)	11,529	331	11,860
Chief Officer - Licensing & Registration	Elections, Licensing and Registration	917	5,196	(4,601)	595	67	663
Chief Officer Benefits, Welfare and Poverty	Benefits, Welfare and Poverty	2,091	304,887	(302,095)	2,792	194	2,986
Net Cost of Service		22,332	329,956	(309,261)	20,695	1,391	22,087
	Transfers to and from earmarked reserves	(1,492)	0	0	0	(747)	(747)
Net Revenue Charge		20,840	329,956	(309,261)	20,695	644	21,340

# Citizens and Communities

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		20,105	19,336
National Insurance Contributions		1,436	1,369
Superannuation Costs		2,711	2,494
Other Pension Costs		312	337
Other Employee Related Costs		45	38
Training And Development		54	54
		24,665	23,628
<b>Premises</b>			
Buildings Maintenance		19	17
Grounds Maintenance		3	1
Building Security		6	2
Cleaning And Workplace Refuse		13	11
Gas		25	9
Electricity		32	18
Other Utilities		9	4
Rents		43	42
NNDR		249	212
Accommodation Charges		1,192	1,216
Premises Related Insurance		22	10
		1,614	1,542
<b>Supplies &amp; Services</b>			
Materials and Equipment		174	174
Stationery and Postage		656	726
Advertising		4	4
IT and telecommunications		1,248	1,474
Insurance		17	12
Professional Services and Subscriptions		353	66
Grants and Contributions		6,226	4,622
Catering Service		24	24
Allowances		24	24
Consultancy Services		2	2
External Audit Fees		42	42
Security Services		9	9
Other Hired and Contracted Services		1,345	1,256
Licences		7	7
Publication and Promotion		7	7
Miscellaneous		66	34
		10,204	8,482
<b>Transport</b>			
Vehicles And Plant Related Expenditure		6	6
Travel Allowances		160	135
Fuel		2	2
Transport Related Insurance		0	0
		167	143
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		1,672	1,510
		1,672	1,510
<b>Transfer Payments</b>			
Compensation Payments		1	1
Council Tax Benefit Payments		1,060	0

# Citizens and Communities

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Transfer Payments		
Housing Benefit Payments	282,249	294,649
	283,311	294,650
Managed Expenditure	321,632	329,956
Internal Income		
Income from other Directorates	(2,036)	(1,306)
Charges to / from HRA	(473)	(473)
Redistribution of grants income	(242)	(242)
	(2,751)	(2,020)
Income - Grants		
Government Grants	(286,612)	(290,976)
DCLG Grants	(357)	(1,251)
Other Grants	(124)	(124)
	(287,093)	(292,350)
Income - Sales		
Sale of Goods and Services	(281)	(283)
	(281)	(283)
Income - Charges		
Fees and charges	(4,559)	(4,456)
Contributions	(588)	(812)
Other income	(6,924)	(9,339)
Rents	(1)	(1)
	(12,071)	(14,607)
Managed Income	(302,196)	(309,261)
<b>Net Managed Budget</b>	<b>19,436</b>	<b>20,695</b>
Accounting Adjustments		
IAS 19 Pensions Costs	1,496	747
Transfers to/from Statutory Reserves	(1,492)	(747)
Capital Charges	1,314	1,536
	1,318	1,536
Central Recharges		
Corporate & Democratic Core Income	0	(892)
	0	(892)
Other Internal Adjustments		
Internal Reallocations Charges	86	303
Internal Reallocations Income	0	(303)
	86	0
Managed Outside the Service	1,404	644
<b>Net Cost of Service</b>	<b>20,840</b>	<b>21,340</b>



# Citizens and Communities

Budget Manager : Chief Officer Localities & Partnerships

Communities	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		2,498	2,575
National Insurance Contributions		206	217
Superannuation Costs		382	381
Other Pension Costs		44	33
Other Employee Related Costs		1	0
Training And Development		1	1
		3,132	3,208
<b>Premises</b>			
Buildings Maintenance		2	0
Grounds Maintenance		2	0
Building Security		4	0
Cleaning And Workplace Refuse		3	1
Gas		19	3
Electricity		16	2
Other Utilities		6	1
Rents		18	17
NNDR		222	185
Accommodation Charges		1,110	1,134
Premises Related Insurance		18	7
		1,420	1,349
<b>Supplies &amp; Services</b>			
Materials and Equipment		10	10
Stationery and Postage		11	11
IT and telecommunications		36	35
Insurance		2	4
Professional Services and Subscriptions		9	9
Grants and Contributions		2,410	2,410
Catering Service		24	24
Allowances		20	20
Other Hired and Contracted Services		221	120
Licences		4	4
Publication and Promotion		6	6
		2,754	2,653
<b>Transport</b>			
Travel Allowances		28	27
		28	27
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		470	154
		470	154
<b>Managed Expenditure</b>		7,804	7,392
<b>Internal Income</b>			
Income from other Directorates		(568)	(265)
Charges to / from HRA		(473)	(473)
Redistribution of grants income		(242)	(242)
		(1,282)	(979)
<b>Income - Grants</b>			
Government Grants		(165)	(165)
Other Grants		(124)	(124)

# Citizens and Communities

Budget Manager : Chief Officer Localities & Partnerships

Communities	£000	Budget 2014/15	Budget 2015/16
Income - Grants		(289)	(289)
Income - Charges			
Fees and charges		(231)	(232)
Other income		(114)	(112)
Rents		(1)	(1)
		(345)	(345)
Managed Income		(1,917)	(1,613)
<b>Net Managed Budget</b>		<b>5,888</b>	<b>5,780</b>
Accounting Adjustments			
IAS 19 Pensions Costs		211	133
Capital Charges		1,201	1,446
		1,411	1,578
Central Recharges			
Corporate & Democratic Core Income		0	(779)
		0	(779)
Other Internal Adjustments			
Internal Reallocations Charges		2	303
Internal Reallocations Income		0	(303)
		2	0
Managed Outside the Service		1,413	799
<b>Net Cost of Service</b>		<b>7,301</b>	<b>6,579</b>

# Citizens and Communities

Budget Manager : Chief Officer Customer Access

Customer Access	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		8,990	8,723
National Insurance Contributions		628	633
Superannuation Costs		1,058	1,029
Other Pension Costs		103	144
Other Employee Related Costs		22	11
Training And Development		11	11
		10,813	10,551
Premises			
Buildings Maintenance		10	10
Grounds Maintenance		1	1
Cleaning And Workplace Refuse		2	2
Gas		1	1
Rents		20	20
Premises Related Insurance		4	3
		38	37
Supplies & Services			
Materials and Equipment		42	42
Stationery and Postage		41	41
Advertising		1	1
IT and telecommunications		407	513
Insurance		10	5
Professional Services and Subscriptions		293	6
Allowances		1	1
Other Hired and Contracted Services		493	508
Licences		2	2
		1,290	1,119
Transport			
Travel Allowances		31	27
		31	27
Internal Charges			
Managed Recharges Frm Other Directorates		48	748
		48	748
Managed Expenditure		12,219	12,481
Internal Income			
Income from other Directorates		(455)	(301)
		(455)	(301)
Income - Sales			
Sale of Goods and Services		(238)	(238)
		(238)	(238)
Income - Charges			
Fees and charges		(110)	(110)
Contributions		(13)	(250)
Other income		(43)	(54)
		(165)	(414)
Managed Income		(858)	(952)
<b>Net Managed Budget</b>		<b>11,361</b>	<b>11,529</b>

# Citizens and Communities

Budget Manager : Chief Officer Customer Access

Customer Access			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		602	304
Capital Charges		49	61
		651	365
Central Recharges			
Corporate & Democratic Core Income		0	(34)
		0	(34)
Other Internal Adjustments			
Internal Reallocations Charges		11	0
		11	0
Managed Outside the Service		661	331
<b>Net Cost of Service</b>		<b>12,022</b>	<b>11,860</b>



# Citizens and Communities

Budget Manager : Chief Officer - Licensing & Registration

Elections, Licensing and Registration	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		2,706	2,635
National Insurance Contributions		191	182
Superannuation Costs		394	371
Other Pension Costs		49	56
Other Employee Related Costs		3	2
Training And Development		34	34
		<b>3,376</b>	<b>3,281</b>
<b>Premises</b>			
Buildings Maintenance		7	7
Grounds Maintenance		1	1
Building Security		2	2
Cleaning And Workplace Refuse		8	8
Gas		5	5
Electricity		16	16
Other Utilities		3	3
NNDR		26	26
Accommodation Charges		82	82
Premises Related Insurance		0	0
		<b>150</b>	<b>150</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		114	114
Stationery and Postage		219	219
Advertising		3	3
IT and telecommunications		296	296
Insurance		2	1
Professional Services and Subscriptions		17	17
Allowances		2	2
Consultancy Services		2	2
Security Services		9	9
Other Hired and Contracted Services		489	489
Licences		2	2
Miscellaneous		1	1
		<b>1,155</b>	<b>1,154</b>
<b>Transport</b>			
Vehicles And Plant Related Expenditure		6	6
Travel Allowances		42	31
Fuel		2	2
Transport Related Insurance		0	0
		<b>50</b>	<b>39</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		575	572
		<b>575</b>	<b>572</b>
<b>Managed Expenditure</b>		<b>5,305</b>	<b>5,196</b>
<b>Internal Income</b>			
Income from other Directorates		(4)	(4)
		<b>(4)</b>	<b>(4)</b>
<b>Income - Sales</b>			
Sale of Goods and Services		(42)	(44)

# Citizens and Communities

Budget Manager : Chief Officer - Licensing & Registration

Elections, Licensing and Registration			
	£000	Budget 2014/15	Budget 2015/16
Income - Sales		(42)	(44)
Income - Charges			
Fees and charges		(4,087)	(3,983)
Contributions		(530)	(562)
Other income		(2)	(8)
		(4,619)	(4,554)
Managed Income		(4,665)	(4,601)
<b>Net Managed Budget</b>		<b>640</b>	<b>595</b>
Accounting Adjustments			
IAS 19 Pensions Costs		214	105
Capital Charges		39	14
		253	120
Central Recharges			
Corporate & Democratic Core Income		0	(52)
		0	(52)
Other Internal Adjustments			
Internal Reallocations Charges		24	0
		24	0
Managed Outside the Service		277	67
<b>Net Cost of Service</b>		<b>917</b>	<b>663</b>

# Citizens and Communities

Budget Manager : Chief Officer Benefits, Welfare and Poverty

Benefits, Welfare and Poverty	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		5,911	5,403
National Insurance Contributions		412	336
Superannuation Costs		877	712
Other Pension Costs		116	104
Other Employee Related Costs		20	24
Training And Development		8	8
		7,344	6,588
<b>Premises</b>			
Cleaning And Workplace Refuse		0	0
Rents		5	5
NNDR		2	2
		7	7
<b>Supplies &amp; Services</b>			
Materials and Equipment		8	8
Stationery and Postage		385	455
IT and telecommunications		509	631
Insurance		4	2
Professional Services and Subscriptions		34	34
Grants and Contributions		3,816	2,212
Allowances		1	1
External Audit Fees		42	42
Other Hired and Contracted Services		141	139
Publication and Promotion		1	1
Miscellaneous		65	33
		5,004	3,556
<b>Transport</b>			
Travel Allowances		58	49
		58	49
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		579	37
		579	37
<b>Transfer Payments</b>			
Compensation Payments		1	1
Council Tax Benefit Payments		1,060	0
Housing Benefit Payments		282,249	294,649
		283,311	294,650
<b>Managed Expenditure</b>		296,303	304,887
<b>Internal Income</b>			
Income from other Directorates		(1,010)	(736)
		(1,010)	(736)
<b>Income - Grants</b>			
Government Grants		(286,447)	(290,811)
DCLG Grants		(357)	(1,251)
		(286,804)	(292,061)
<b>Income - Sales</b>			
Sale of Goods and Services		(2)	(2)
		(2)	(2)
<b>Income - Charges</b>			

# Citizens and Communities

Budget Manager : Chief Officer Benefits, Welfare and Poverty

Benefits, Welfare and Poverty			
	£000	Budget 2014/15	Budget 2015/16
Income - Charges			
Fees and charges		(131)	(131)
Contributions		(45)	0
Other income		(6,765)	(9,165)
		(6,941)	(9,296)
Managed Income		(294,756)	(302,095)
<b>Net Managed Budget</b>		<b>1,547</b>	<b>2,792</b>
Accounting Adjustments			
IAS 19 Pensions Costs		469	206
Capital Charges		26	15
		495	220
Central Recharges			
Corporate & Democratic Core Income		0	(27)
		0	(27)
Other Internal Adjustments			
Internal Reallocations Charges		50	0
		50	0
Managed Outside the Service		545	194
<b>Net Cost of Service</b>		<b>2,091</b>	<b>2,986</b>

Civic Enterprise Leads



# LEEDS CITY COUNCIL

## 2015/16 BUDGET REPORT

### Directorate: Civic Enterprise Leeds

#### 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 2015/16 financial year.

#### 2 Service Context

- 2.1 Civic Enterprise Leeds (CEL) employs over 1,900 employees and is responsible for delivering a wide range of services to Council Directorates and Schools as well as external customers and suppliers.
- 2.2 The services cover Catering and Cleaning, Property Management and Maintenance, Fleet, Facilities Management, Passenger Transport and the Business Support Centre. CEL are also responsible for developing an enterprising and trading strategy across the Council and provide technical and marketing support to Directorates.
- 2.3 In 2014/15 the total turnover is £102m and the proposals outlined below will take turnover for the group up to £104m, an increase of 2%. The current trading profit from Property Maintenance, Catering, Cleaning and Fleet is £4.7m. Business Support Centre (£3.9m) Facilities Management (£7.5m) and Property Management (£6.3m) are net cost of service accounts; resulting in a net managed budget in 2014/15 of £13m.
- 2.4 Significant changes for the future include the amalgamation of Housing Leeds Construction Services and Property Maintenance into one unit from April 2015 where economies of scale and rationalisation of services will be projected to deliver savings of £400k; this target sits within Environment & Housing. Also, there are opportunities for realising efficiencies from transferring facilities management functions from Adult Social Care into CEL. This will also allow Adult Social Care to concentrate on their core activities.

#### 3 Budget Proposals

- 3.1 This budget represents a decrease of £1,025k (5.4%) when compared to the adjusted budget 2014/15 summarised in the table attached to this report:

##### 3.2 Adjustments (£5,921k)

- 3.2.1 Following finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 14/15 and an adjustment of £135k has been made in 15/16 to reflect this permanent adjustment.
- 3.2.2 Two significant transfers of services reflected in the budget are the move of Property Maintenance to Environments and Housing (net surplus budget of £3,489k) and the integration of ASC facilities management functions into CEL (net budget of £1,859k). In addition 8.2 sports centres cleaners will move to CEL (£207k).

3.2.3 Other adjustments which have no impact on service levels amount to £501k

### **3.3 Changes in prices – pressure of £1,218k**

3.3.1 Provision has been made for the impact of the nationally agreed pay awards for 2015/16 and this amounts to £1,118k. No provision will be made for inflation on running cost budgets other than the increase in NNDR of £100k in respect of the Council Civic Buildings.

### **3.4 Full year Effects – saving of £350k**

3.4.1 From September 2014 all school pupils in year groups Reception, 1 and 2 became entitled to a free school meal (Universal Free School Meals). The full year effect of this is to serve 1.6m additional school meals, an increase of 8,380 meals per day. For 2015-16 the net effect of this is a £350k net contribution to the authority.

3.4.2 The full year impact of the changes to Terms and Conditions agreed in 2014 is estimated to save £119k

### **3.5 Savings £1,775k**

#### ***Becoming an efficient and enterprising Council***

##### **3.5.1 Assets**

A programme of asset review and rationalisation is underway which will deliver significant running cost savings across the Council's asset portfolio. The impact of the savings in relation to Civic Enterprise Leeds in 2015/16 amounts to £871k mainly in relation to the vacation of Merrion House.

##### **3.5.2 Efficiencies**

CEL are reflecting £680k of savings from new ways of working comprising £400k from merging Property Maintenance Trading with the Housing Leeds In-House Construction Service Team. The new unit will have combined turnover of over £45m. In addition, £100k back office savings from the introduction of the new IT mobile working software within Property Maintenance are projected.

Within Fleet Services there are £100k savings from lower spend on vehicle parts and sub-contractors, due to effect of the second year of the vehicle replacement capital programme, £13m in 13-14 and £8m 14-15 (although some slippage in vehicle replacement is anticipated).

It is also estimated that there will be £80k savings from the transfer and integration of ASC facilities management functions into CEL Group, this reflects economies of scale and a rationalisation of the service.

The insurance team has negotiated a reduction in several insurance policies and these savings have been passed on to directorates and for CEL this amounts to £39k.

##### **3.5.3 Procurement**

Fleet Services awarded a number of new supplier contracts for the authority from October 2014 and the new contract has switched from a monthly fee basis, to pay-as-you go. Savings are estimated at £100k.

##### **3.5.4 Business Improvement Programme**

A saving of £200k is reflected in the budget in relation to the 4 projects in progress. A significant change in respect to business administration processes will be required to deliver this target.



### **3.6 Income**

CEL is budgeting for additional profit of £100k; £50k further contribution from Civic Flavour and £50k additional profit in Fleet Services from expanding trading, mainly additional MOT tests for employees and members of the public and University of Leeds fleet maintenance.

### **3.7 Service Changes**

Building on changes introduced during 2014/15 a further £200k savings from revised cleaning specifications is reflected in the budget proposals.

## **4 Risk Assessment**

4.1 In determining the 2015/16 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.

4.2 The key risks in the 2015/16 budget for this directorate are as follows;

4.2.1 Schools market testing their Catering and Cleaning Services, resulting in loss of contracts. Especially the market for Primary School Catering which has seen renewed interest from the private sector following the roll out of Universal Free School Meals and the set funding of £2.30 per meal from Central Government.

4.2.2 Procurement savings of £100k are not delivered. £100k risk that the decision within Fleet Services to switch from a monthly fee to pay-as-you go tyre contract will result in higher tyre usage.

4.2.3 Risk around £880k other efficiencies and savings target. Risk that actions slip or not realised.

Briefing note prepared by: Alun Ellis/Charles Oxtoby  
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## Directorate: Civic Enterprise Leeds

	£000	FTEs
Net Managed Budget 2014/15	12,996	
Transfers	5,631	-217.6
Budget adjustments	290	
Adjusted Net Managed Budget 2014/15	18,917	
<b>Budget Pressures:</b>		
<b>Inflation</b>		
Pay	1,118	
Price - NNDR	100	
<b>Full year effects</b>		
Full year impact of Universal School Meals	-350	22.0
Changes to Employees' Terms and Conditions	-119	
<b>Total Pressures</b>	<b>749</b>	<b>22.0</b>
<b>Savings Proposals:</b>		
<b>Asset rationalisation</b>	-871	
<b>Becoming an efficient and enterprising Council:</b>		
Better Business Management - Admin and Mail & Print	-200	-8.0
<b>Efficiencies</b>		
Fleet Services vehicle replacement savings. Due to the £8m capital vehicle replacement programme in 14/15, LCC will be operating a newer fleet resulting in lower repairs / servicing & maintenance costs.	-100	
Fleet Services - impact of new tyre contract, July'14. Switch to pay-as-you go. Previously a fixed price per month.	-100	
Extended Facilities Management to ASC. ASC are looking to transfer over the FM responsibilities for their Older People and Mental Health Physical Impairment properties. Impact on catering and cleaning teams.	-80	-4.4
Business Support Centre - support service savings	-46	
Other savings: Insurance, JNC review, legal charges, TU Convenors	-61	
<b>Procurement</b>		
Review of off contract spend - £1.2m Council wide target, CEL element:	-16	
<b>Income</b>		
Civic Flavour - further expansion of the catering service within Civic Hall and potentially other venues.	-50	1.0
Provide a greater range of fleet services to staff / public eg routine servicing and repairs	-50	1.0
<b>Service Changes</b>		
Cleaning - further efficiency savings from rolling out the lower cleaning spec to clients. Also looking at winning further additional external work - schools and other clients.	-200	-10.0
<b>Total Savings</b>	<b>-1,774</b>	<b>-20.4</b>
<b>Net managed budget 2015/16</b>	<b>17,892</b>	<b>1.6</b>

# CIVIC ENTERPRISE LEEDS

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## **Main Responsibilities:**

### **Commercial Services**

#### **Passenger Transport**

- Key front line duties providing transport services to older persons' day services and 'fulfilling lives' centres within Adult Social Care. Within Children's Services activities include transport of children in care of the authority and children with statements of special education needs. In total 3,500 clients per day.
- The School Crossing Patrol service provides 98 crossing sites within the Leeds boundary to ensure that pedestrians cross safely. Crossing Patrols are now legally empowered to stop traffic and to assist any pedestrians to cross, not just children.

#### **Fleet Services**

- Vehicle Management and Maintenance services manage the provision of vehicles and plant required by the council's operational departments. This service is also responsible for the regulatory safety inspection of the fleet, together with the routine service and repair of over 1,000 vehicles. In addition, the team operates a fuel management service which provides fuelling facilities for all council departments from various sites across the city.

#### **Catering**

- The Catering Service is responsible for providing school meals in 185 primary and special schools, 6 high schools, 18 children's centres, 20 ASC establishments and 5 joint centres. All of the menus are planned to deliver balanced and varied meals. All menus reflect the diverse requirements of the school community, including religious and dietary needs. The food provision in schools is now governed by legislation and the menus all meet the School Food Trust Guidelines. All of the business is subject to open competition.
- City wide Community Meals service – This service provides a 7 day hot meals service to over 2,000 vulnerable people enabling them to stay in their own homes. The service works with the voluntary sector and our own staff to both deliver meals and provide a visual well being check to every customer every delivery.

# CIVIC ENTERPRISE LEEDS

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## Cleaning

- The provision of internal cyclical and non-routine building Cleaning services to all types of properties. The service also provide one off builders cleans, house and fly tipping clearance, litter picking, chute clearance services, house clearance & cleaning of Housing Leeds void properties, window cleaning office moves and a 24/7 building static guarding function.
- Comprehensive internal building cleaning services are also provided to education establishments across the city cleaning approximately 70 Primary Schools, 6 High Schools, 40 Children's Centres and a number of other educational establishments.
- Adhoc and Emergency Cleaning and Caretaking Service available to all schools in the city as well as specialist kitchen cleans.

## Facilities Management

- The management of civic and community buildings, office accommodation, and the provision of facilities management support across the council
- Management of facilities related traded services (Print Management, Reprographics, Mail Services, Records Management Facility, and City Signs)

## Business Support Centre

- The Business Support Centre (BSC) is Leeds City Council's shared service. As well as delivering operational transactional services in relation to employment and financial services (i.e. recruitment, contract variations, payroll, pensions, recruitment, training administration, creditor payments, utility billing, CIS, purchasing card administration) for Leeds City Council, Leeds' Schools and ALMO's it also provides services for over 40 other employers across the city.
- On an annual basis, the service pays out salaries in the region of £540million, suppliers to the value of £634 million; purchasing card transactions to the value of £45million, and manages the council's utility bills of approximately £25million.
- The service deals with over 200,000 telephone and e-mail queries a year from employees and suppliers, and uses state of the art Avaya telephony equipment to manage queues and undertaking quality monitoring and call analysis.
- The BSC also plays a strong strategic role in further developing shared services for the council and includes expertise on business support and administration and modernising service delivery – including designing and developing on-line ways of working via the councils Intranet site, telephone

## **CIVIC ENTERPRISE LEEDS**

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transacting, self-service and on-line business solutions, electronic document records management and workflow.

### **Property Management and Maintenance**

- CPM ensures the Council's properties, approximately 800 sites, are well maintained, legislative compliant and suitable for service use through repair, maintenance and refurbishment programmes.
- The monitoring of energy, water efficiency and carbon emissions of buildings and identifying future ways of delivering energy savings.
- Working with the Council's Joint Venture Partner NPS to deliver the Council's Capital Programme.
- Responsibility for managing LCC voids properties.
- Carry out responsive, cyclical, planned and project property maintenance work using an in house direct labour team. It is a traded service and has established delivery programmes for all Directorates and delivers services covering the majority of allied trades and contractors.



## Civic Enterprise Leeds

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service			Managed Outside the Service	Total 2015/16
			Spending	Income	Net		
Chief Officer Shared Services	Business Support Centre	4,192	6,881	(3,154)	3,727	(52)	3,675
Chief Officer Civic Enterprise	Commercial Services	(575)	55,694	(54,911)	782	809	1,592
Chief Officer Civic Enterprise	Facilities Management	9,845	12,614	(5,481)	7,133	2,414	9,547
Chief Officer Civic Enterprise	Corporate Property Management	6,735	6,401	(150)	6,251	528	6,778
Net Cost of Service		20,197	81,589	(63,697)	17,892	3,700	21,592
	Transfers to and from earmarked reserves	(676)	0	0	0	(825)	(825)
Net Revenue Charge		19,521	81,589	(63,697)	17,892	2,874	20,767

# Civic Enterprise Leeds

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		29,685	32,600
Agency And Temporary Staff		678	557
National Insurance Contributions		1,323	1,616
Superannuation Costs		3,195	3,453
Other Pension Costs		698	693
Other Employee Related Costs		638	612
Training And Development		122	124
		36,339	39,655
<b>Premises</b>			
Buildings Maintenance		4,737	4,605
Grounds Maintenance		125	123
Building Security		145	305
Cleaning And Workplace Refuse		382	766
Gas		629	580
Electricity		1,399	1,289
Other Utilities		401	380
Rents		1,326	1,519
NDR		3,881	3,378
Accommodation Charges		1	1
Premises Related Insurance		122	126
		13,149	13,071
<b>Supplies &amp; Services</b>			
Materials and Equipment		7,138	7,785
Stationery and Postage		1,016	1,064
Advertising		8	2
IT and telecommunications		573	599
Insurance		51	42
Professional Services and Subscriptions		35	25
Catering Service		0	0
Recycling and Reuse		2	1
Waste Disposal and Landfill Tax		20	6
Allowances		1	1
Consultancy Services		3	0
Security Services		0	0
Other Hired and Contracted Services		1,896	1,434
Licences		0	1
Publication and Promotion		18	30
Miscellaneous		27	27
		10,788	11,019
<b>Transport</b>			
Vehicles And Plant Related Expenditure		5,023	4,995
Travel Allowances		192	158
Fuel		5,362	4,854
Private Hire		6,744	6,705
Transport Related Insurance		130	110
		17,451	16,822
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		515	572
Charges To/From HRA		0	390
		515	962



# Civic Enterprise Leeds

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Agency Payments		
Services provided by Voluntary Sector	0	59
	0	59
Managed Expenditure	78,242	81,589
Internal Income		
Income from other Directorates	(56,057)	(57,499)
Recharge Income from Capital	(205)	(230)
Charges to / from HRA	0	(416)
	(56,262)	(58,146)
Income - Grants		
Government Grants	(178)	(178)
	(178)	(178)
Income - Sales		
Sale of Goods and Services	(1,346)	(1,515)
	(1,346)	(1,515)
Income - Charges		
Fees and charges	(1,361)	(1,374)
Education Income	(36)	(36)
Contributions	0	(228)
Other income	(2,376)	(2,113)
Rents	(192)	(108)
	(3,965)	(3,858)
Managed Income	(61,751)	(63,697)
<b>Net Managed Budget</b>	<b>16,491</b>	<b>17,892</b>
Accounting Adjustments		
IAS 19 Pensions Costs	676	825
Transfers to/from Statutory Reserves	(676)	(825)
Capital Charges	3,302	2,933
	3,302	2,933
Central Recharges		
Corporate & Democratic Core Income	(47)	(58)
	(47)	(58)
Other Internal Adjustments		
Internal Reallocations Charges	3,298	2,657
Internal Reallocations Income	(3,523)	(2,657)
	(225)	0
Managed Outside the Service	3,031	2,874
<b>Net Cost of Service</b>	<b>19,521</b>	<b>20,767</b>



# Civic Enterprise Leeds

Budget Manager : Chief Officer Shared Services

Business Support Centre	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		4,592	4,543
National Insurance Contributions		319	317
Superannuation Costs		624	638
Other Pension Costs		334	335
Other Employee Related Costs		477	477
Training And Development		12	12
		6,358	6,322
<b>Premises</b>			
Buildings Maintenance		1	1
Building Security		1	1
Cleaning And Workplace Refuse		2	2
NNDR		1	1
		5	5
<b>Supplies &amp; Services</b>			
Materials and Equipment		61	57
Stationery and Postage		61	61
Advertising		1	1
IT and telecommunications		379	375
Insurance		3	3
Professional Services and Subscriptions		6	8
Recycling and Reuse		1	1
Allowances		0	0
Other Hired and Contracted Services		8	6
Publication and Promotion		1	1
		521	512
<b>Transport</b>			
Travel Allowances		6	6
		6	6
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		7	35
		7	35
<b>Managed Expenditure</b>		6,896	6,881
<b>Internal Income</b>			
Income from other Directorates		(2,103)	(2,216)
Recharge Income from Capital		(205)	(230)
Charges to / from HRA		0	(26)
		(2,308)	(2,472)
<b>Income - Sales</b>			
Sale of Goods and Services		(59)	(66)
		(59)	(66)
<b>Income - Charges</b>			
Fees and charges		(151)	(238)
Other income		(477)	(378)
Rents		0	0
		(628)	(616)
<b>Managed Income</b>		(2,995)	(3,154)
<b>Net Managed Budget</b>		<b>3,902</b>	<b>3,727</b>

# Civic Enterprise Leeds

Budget Manager : Chief Officer Shared Services

Business Support Centre			
	£000	Budget 2014/15	Budget 2015/16
Accounting Adjustments			
IAS 19 Pensions Costs		80	(58)
Capital Charges		640	12
		720	(46)
Central Recharges			
Corporate & Democratic Core Income		(47)	(5)
		(47)	(5)
Other Internal Adjustments			
Internal Reallocations Charges		1,406	1,385
Internal Reallocations Income		(1,789)	(1,385)
		(383)	0
Managed Outside the Service		290	(52)
<b>Net Cost of Service</b>		<b>4,192</b>	<b>3,675</b>

# Civic Enterprise Leeds

Budget Manager : Chief Officer Civic Enterprise

Commercial Services			
	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		21,700	24,818
Agency And Temporary Staff		678	552
National Insurance Contributions		784	1,097
Superannuation Costs		2,088	2,366
Other Pension Costs		288	282
Other Employee Related Costs		131	119
Training And Development		99	101
		25,768	29,336
<b>Premises</b>			
Buildings Maintenance		60	64
Grounds Maintenance		2	1
Building Security		13	14
Cleaning And Workplace Refuse		147	283
Gas		46	48
Electricity		47	51
Other Utilities		31	29
Rents		62	3
NNDR		116	119
Accommodation Charges		1	1
Premises Related Insurance		2	3
		528	614
<b>Supplies &amp; Services</b>			
Materials and Equipment		6,509	7,163
Stationery and Postage		22	23
Advertising		7	1
IT and telecommunications		153	177
Insurance		26	29
Professional Services and Subscriptions		29	17
Catering Service		0	0
Recycling and Reuse		1	1
Waste Disposal and Landfill Tax		20	6
Allowances		1	1
Consultancy Services		3	0
Security Services		0	0
Other Hired and Contracted Services		1,187	938
Licences		0	0
Publication and Promotion		17	29
Miscellaneous		27	27
		8,003	8,413
<b>Transport</b>			
Vehicles And Plant Related Expenditure		4,994	4,966
Travel Allowances		108	92
Fuel		5,341	4,833
Private Hire		6,744	6,705
Transport Related Insurance		120	108
		17,307	16,704
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		293	324
Charges To/From HRA		0	245

# Civic Enterprise Leeds

Budget Manager : Chief Officer Civic Enterprise

Commercial Services			
	£000	Budget 2014/15	Budget 2015/16
Internal Charges		293	568
Agency Payments			
Services provided by Voluntary Sector		0	59
		0	59
<b>Managed Expenditure</b>		<b>51,899</b>	<b>55,694</b>
Internal Income			
Income from other Directorates		(50,421)	(51,810)
Charges to / from HRA		0	(390)
		(50,421)	(52,200)
Income - Grants			
Government Grants		(178)	(178)
		(178)	(178)
Income - Sales			
Sale of Goods and Services		(1,207)	(1,340)
		(1,207)	(1,340)
Income - Charges			
Fees and charges		(636)	(604)
Contributions		0	(228)
Other income		(623)	(342)
Rents		0	(20)
		(1,259)	(1,194)
<b>Managed Income</b>		<b>(53,064)</b>	<b>(54,911)</b>
<b>Net Managed Budget</b>		<b>(1,165)</b>	<b>782</b>
Accounting Adjustments			
IAS 19 Pensions Costs		350	764
Capital Charges		118	93
		469	857
Central Recharges			
Corporate & Democratic Core Income		0	(47)
		0	(47)
Other Internal Adjustments			
Internal Reallocations Charges		1,566	1,272
Internal Reallocations Income		(1,445)	(1,272)
		121	0
<b>Managed Outside the Service</b>		<b>590</b>	<b>809</b>
<b>Net Cost of Service</b>		<b>(575)</b>	<b>1,592</b>

# Civic Enterprise Leeds

Budget Manager : Chief Officer Civic Enterprise

Facilities Management	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		2,456	2,272
Agency And Temporary Staff		0	5
National Insurance Contributions		147	128
Superannuation Costs		350	316
Other Pension Costs		76	76
Other Employee Related Costs		11	15
Training And Development		7	7
		<b>3,047</b>	<b>2,819</b>
<b>Premises</b>			
Buildings Maintenance		71	76
Grounds Maintenance		118	117
Building Security		105	265
Cleaning And Workplace Refuse		233	482
Gas		553	502
Electricity		1,307	1,192
Other Utilities		332	314
Rents		1,264	1,517
NNDR		3,462	2,956
Premises Related Insurance		120	103
		<b>7,566</b>	<b>7,524</b>
<b>Supplies &amp; Services</b>			
Materials and Equipment		563	560
Stationery and Postage		933	981
IT and telecommunications		16	23
Insurance		21	6
Professional Services and Subscriptions		0	0
Allowances		0	0
Other Hired and Contracted Services		701	489
Licences		0	1
Miscellaneous		0	0
		<b>2,234</b>	<b>2,060</b>
<b>Transport</b>			
Vehicles And Plant Related Expenditure		27	27
Travel Allowances		6	5
Fuel		19	19
Transport Related Insurance		10	2
		<b>63</b>	<b>53</b>
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		96	95
Charges To/From HRA		0	63
		<b>96</b>	<b>158</b>
<b>Managed Expenditure</b>		<b>13,007</b>	<b>12,614</b>
<b>Internal Income</b>			
Income from other Directorates		(3,533)	(3,474)
		<b>(3,533)</b>	<b>(3,474)</b>
<b>Income - Sales</b>			
Sale of Goods and Services		(80)	(109)
		<b>(80)</b>	<b>(109)</b>

# Civic Enterprise Leeds

Budget Manager : Chief Officer Civic Enterprise

Facilities Management			
	£000	Budget 2014/15	Budget 2015/16
Income - Charges			
Fees and charges		(575)	(531)
Other income		(1,162)	(1,279)
Rents		(192)	(88)
		(1,929)	(1,898)
Managed Income		(5,542)	(5,481)
<b>Net Managed Budget</b>		<b>7,465</b>	<b>7,133</b>
Accounting Adjustments			
IAS 19 Pensions Costs		157	62
Capital Charges		2,186	2,356
		2,343	2,418
Central Recharges			
Corporate & Democratic Core Income		0	(4)
		0	(4)
Other Internal Adjustments			
Internal Reallocations Charges		325	0
Internal Reallocations Income		(288)	0
		37	0
Managed Outside the Service		2,381	2,414
<b>Net Cost of Service</b>		<b>9,845</b>	<b>9,547</b>



# Civic Enterprise Leeds

Budget Manager : Chief Officer Civic Enterprise

Corporate Property Management	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		937	966
National Insurance Contributions		74	75
Superannuation Costs		132	133
Other Employee Related Costs		19	1
Training And Development		4	4
		1,166	1,178
Premises			
Buildings Maintenance		4,605	4,464
Grounds Maintenance		5	5
Building Security		25	25
Gas		30	30
Electricity		45	45
Other Utilities		38	38
NNDR		302	302
Premises Related Insurance		0	20
		5,050	4,928
Supplies & Services			
Materials and Equipment		6	6
IT and telecommunications		25	25
Insurance		0	4
		31	35
Transport			
Vehicles And Plant Related Expenditure		2	2
Travel Allowances		71	55
Fuel		1	1
		74	59
Internal Charges			
Managed Recharges Frm Other Directorates		118	118
Charges To/From HRA		0	83
		118	201
Managed Expenditure		6,439	6,401
Income - Charges			
Education Income		(36)	(36)
Other income		(114)	(114)
		(150)	(150)
Managed Income		(150)	(150)
<b>Net Managed Budget</b>		<b>6,289</b>	<b>6,251</b>
Accounting Adjustments			
IAS 19 Pensions Costs		88	58
Capital Charges		358	472
		446	530
Central Recharges			
Corporate & Democratic Core Income		0	(2)
		0	(2)
Managed Outside the Service		446	528

# Civic Enterprise Leeds

Budget Manager : Chief Officer Civic Enterprise

Corporate Property Management			
	£000	Budget 2014/15	Budget 2015/16
<b>Net Cost of Service</b>		<b>6,735</b>	<b>6,778</b>





# LEEDS CITY COUNCIL 2015/16 BUDGET REPORT

## Directorate: Public 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 2015/16 financial year.

### 2 Service Context

On 1<sup>st</sup> April 2013 Local Authorities took the lead from NHS for improving the health of their local communities. As responsibilities transferred to the council so have the staff, existing funding commitments and contacts. The Department of Health has provided a protected ring-fence grant in order to drive local efforts to improve health and wellbeing by tackling the wider determinants of poor health. The funding allocations support the Government's vision of helping people live longer, healthier and more fulfilling lives and tackling inequalities in health. For Leeds this funding is to be used to help implement the Leeds Health and Wellbeing strategy, including the four commitments plus the public health aspect of the Best Council plan.

#### 2.1 Contracts

There were around 70 public health contracts, valued at approximately £31m, which transferred to the council in April 2013. Public Health commissions a wide range of providers to deliver public health services, these include; GPs, Pharmacies, Leeds Teaching Hospitals NHS Trust, Leeds Community Healthcare NHS Trust, Leeds and York Partnership Foundation NHS Trust, as well as other NHS organisation, such as St Martin's Healthcare and a range of 3<sup>rd</sup> sector providers.

A key decision to waiver contract procurements rules to award contracts to the same providers for 2014/15 was supported to allow time for phased approach to re commissioning. All contracts that are not part of the current re procurement plan are part of a key decision to invoke the provision to extend by one year for 2015/16. This will allow the time needed to re-commission and procure all contracts using the Councils procurement processes, with the aim of improve outcomes and more cost effective services. By using this process we are creating the opportunity to package bundles of services for procurement on the open market and work within the council's 'transforming procurement programme' through the category plan approach. This will lead to reduced costs of procurement and provide opportunities for alternative delivery mechanisms for providers such as consortia which enable back office/overhead savings for the services. The cost of contracts in 2015/16 will be approximately £31m.

The Public Health grant is also used to fund current Council Services which amounts to £4.725m and includes funding to Children's Centres £1,488k, Neighbourhood Networks £750k, Healthy Schools £222k, Substance misuse £591k, Active lifestyles £369k and Sexual Health Skyline project £289k. A further £120k is used to fund the public health contribution for corporate and democratic services.

In addition from October 2015, funding and contract responsibility for 0-5yrs public health service (health visiting services and the Family Nurse Partnership) will transfer from NHS England to the Council. The provider of these services is Leeds Community Healthcare NHS Trust. Work is underway with NHS England to co-commission these services from April 2015, with the Council taking full responsibility from October 2015. Agreement has been reached with the NHS England West Yorkshire Area Team on what funding should be transferred to the Council. National confirmation of funding to be transferred has now been delayed by the Department of Health but is expected in the New Year. However, based on information previously supplied, it is estimated that the additional cost and grant to fund this will be approximately £4,993k.

### **3 Budget Proposals**

3.1 The majority of the Public Health directorate is funded by ring fenced grant. However some General Fund services transferred from Environments and Housing during 2013/14 have a net managed budget. This budget represents a decrease of £-256k (-52.57%) of the General Fund services when compared to the adjusted budget 2014/15. The directorate's budget adjustments is summarised in the table attached to this report:

#### **3.2 Adjustments £-7k**

Minor adjustments of £-7k, largely as a result of the finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 14/15 and an adjustment has been made in 15/16 to reflect this permanent adjustment.

#### **3.3 Changes in prices – pressure of £60k**

Provision has been made for the impact of the nationally agreed pay awards for 2015/16. No provision has been made for inflation on running cost budgets.

This service does not generate any fees and charges and so no income inflation can be applied.

#### **3.4 Other Budget Pressures - £7,003k**

3.4.1 0-5yrs public health service (health visiting services and the Family Nurse Partnership) will transfer from NHS England to Leeds City Council from October 2015. The part year cost of this contract is estimated to be £4,993k and will be 100% funded by the Department of Health.

3.4.2 Provision of a further £1,250k to maintain current important Council Services that contribute to the public health agenda, resulting in 12.5% of the public health grant being used in this way. This is comprised of £750k Neighbourhood Networks and £500k Children's Centres.

3.4.3 Provision of £220k on genitourinary medicine (GUM) treatment for out of area provision. This is due to national chaos on the provision of GU services for patients outside their place of residence and the need to charge each individual Local Authority. Current activity levels suggest increased costs in 2015/16.

3.4.4 The National Institute of Excellence (NICE) is about to endorse a new alcohol treatment medication. The Council will need to fund this (in the same way the NHS has to comply with the same type of NICE instruction). This will need to be closely monitored as cost pressures will build over time and will be tested out against our rather crude current cost estimates – perhaps £100k for the first half year but potentially rising to £500k per year.

3.4.5 Further pressures of £440k have been identified and budget provision made for them. These include: a further £120k is used to fund the public health contribution for corporate and democratic services, increased costs on children's dental health programmes, mental health / suicide prevention, Health Lifestyles procurement costs and Community Health Development review and procurement.

### 3.5 Savings

#### 3.5.1 Efficiencies £-1,150k

The Public Health Leadership Team continues to review its structure against the Council's organisational design principles. As a result there has been a 23% reduction of JNC posts from what would have occurred from the original structure of planned posts pre April 2013; this has resulted in a saving of £-250k which has been reflected in the budget.

The Department of Health notified Leeds City Council of a PCT legacy balance outstanding. Although this has not been resolved yet, the budget provision for this will not be required in 2015/16 resulting in a saving of £-280k

Based on current levels of activity, a saving of £-150k will be generated on NHS Healthchecks. Other savings include reductions in small projects (£-260k), completion of PPPU reviews during 2014/15 (£-160k) and budget reductions in social marketing (£-50k).

#### 3.5.2 Income £-5,259k

Increase in the ring fenced grant to fund the 0-5yrs public health service (health visiting services and the Family Nurse Partnership) of £-4,993k.

The Supporting People Team provide support for contract management work in several services, some of which are within the Housing Revenue Account (HRA). Income of £-266k from the HRA represents a contribution to the amount of staff time spent on HRA activities.

#### 3.5.3 Service Changes £-110k

Responsibility for adult weight management has transferred to the CCG's and so no future expenditure will be required.

#### 3.5.4 Carry Forward of 2014/15 Underspend £-800k

There is an anticipated underspend of £-800k in 2014/15 which is largely made up of staffing underspend due to continuing delays in recruitment, delays in the full implementation of the Baby Steps programme to support mothers and the pharmacy NHS health check programme have resulted in one-off in year savings and reductions in activity based contracts for sexual health services and drug treatment diagnostics. Due to the review and re-procurement of these services, these savings will not recur in future years.

## **4 Risk Assessment**

- 4.1 In determining the 2015/16 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.
- 4.2 The key risks in the 2015/16 budget for this directorate are as follows;
  - 4.2.1 The Office of the Director of Public Health is responsible for 24 contracts which are activity based, there is a risk based on the possibility of fluctuation in these contracts according to activity levels the funding of which is determined by NHS tariff costs.
  - 4.2.2 Risk of unanticipated emergency situation, such as a flu pandemic, in terms of costs that would have to be met by the council.
  - 4.2.3 The NICE endorsed alcohol treatment provides a new treatment cost pressure.
  - 4.2.4 Failure to realise sexual health and drugs and alcohol saving to meet the 16/17 recurrent saving requirement.
  - 4.2.5 Risk of failure to recoup costs for genitourinary medicine (GUM) treatment for out of area provision. This is due to national chaos on the provision of GU services for patients outside their place of residence and the need to charge each individual Local Authority.
  - 4.2.6 Risk of activity and cost increases for sexual health devices - Implants and Intrauterine Contraceptive device (IUCD) as these are determined by the nationally by the NHS.
  - 4.2.7 Risk of increases in costs for prescribing and dispensing in relation to drugs as this is a national NHS agreed tariff.

Briefing note prepared by: Shirley Maidens  
Telephone: 2474845



**Directorate: Public Health**

	Grant Funded £000	General Fund £000	Total £000	FTEs
Net Managed Budget 2014/15	0	494	494	
Transfers				-5.0
Budget adjustments		-7	-7	-1.0
Adjusted Net Managed Budget 2014/15	0	487	487	-6.0
<b>Budget Pressures:</b>				
<b>Inflation</b>				
Pay	50	10	60	
Price	0	0	0	
Income	0	0	0	
<b>Demand/Demography</b>				
<b>Other</b>				
Charges for services already provided by other directorates				
- Neighbourhood Networks	750		750	
- Children's Centres	500		500	
Contribution to cost of Central and Democratic core	120		120	
Contract costs on 0-5 Transfer from NHS	4,993		4,993	
Children's dental health programme	50		50	
Mental health / suicide prevention	110		110	
Healthy Lifestyles procurement	80		80	
Out of Area GUM services	220		220	
Community Health Development review and procurement	80		80	
Alcohol misuse drug	100		100	
<b>Total Pressures</b>	<b>7,053</b>	<b>10</b>	<b>7,063</b>	<b>0.0</b>
<b>Savings Proposals:</b>				
<b>Efficiencies</b>				
Reduction in staff costs	-250		-250	-5.0
PCT legacy balance not required in 2015/16	-280		-280	
PPPU reviews completed during 2014/15	-160		-160	
Reduction in social marketing costs	-50		-50	
NHS Healthcheck - estimated reduction in demand	-150		-150	
Reductions in small projects	-260		-260	
<b>Income</b>				
Charge to HRA from supporting people team		-266	-266	
Increase in ring fenced grant to fund 0-5 Transfer	-4,993		-4,993	
<b>Service Changes</b>				
Adult Weight Management responsibility of CCG	-110		-110	
<b>2014/15 Underspend to be carried forward</b>	<b>-800</b>		<b>-800</b>	
<b>Total Savings</b>	<b>-7,053</b>	<b>-266</b>	<b>-7,319</b>	<b>-5.0</b>
<b>Overall net Saving</b>	<b>0</b>	<b>231</b>	<b>231</b>	<b>-11.0</b>



# Public Health

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## **Main responsibilities:**

### **Public Health**

- Commissioning public health services to improve health and wellbeing
- Provide advice, challenge and advocacy to protect the health of the local population
- Provide public health advice to the NHS
- Working with partners to lead the development and delivery of public health programmes
- Working with and across Council Directorates to enhance the Council's contribution to improving health and reducing health inequalities
- Support the Joint Strategic Needs Assessment and other health needs assessments
- Lead the development of public health capacity for the wider workforce and communities
- Produce an annual report on the health of the local population
- Funding and contract responsibility for 0-5yrs public health service (health visiting services and the family nurse partnership) from October 2015



## Public Health

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service		Managed Outside the Service	Total 2015/16
			Spending	Income		
Director of Public Health	Public Health	109	45,570	(45,570)	0	(76)
Chief Officer Strategy & Commissioning	Supporting People	637	936	(637)	299	1
Chief Officer Strategy & Commissioning	Drugs Commissioning Service	(69)	6,459	(6,527)	(68)	1
Net Cost of Service		678	52,965	(52,734)	231	(74)
	Transfers to and from earmarked reserves	(184)	0	0	0	(122)
Net Revenue Charge		494	52,965	(52,734)	231	(196)
						36

# Public Health

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Direct Pay Costs		4,513	4,113
National Insurance Contributions		386	344
Superannuation Costs		298	271
Other Pension Costs		344	280
Other Employee Related Costs		1	0
Training And Development		31	44
		5,572	5,051
<b>Premises</b>			
Accommodation Charges		4	4
Premises Related Insurance		0	0
		4	4
<b>Supplies &amp; Services</b>			
Materials and Equipment		65	65
Stationery and Postage		11	11
IT and telecommunications		67	73
Insurance		5	2
Professional Services and Subscriptions		20	25
Grants and Contributions		19	19
Waste Disposal and Landfill Tax		12	12
Allowances		11	12
Other Hired and Contracted Services		590	535
Publication and Promotion		176	168
		977	920
<b>Transport</b>			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		35	30
		35	30
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		971	1,376
		971	1,376
<b>Agency Payments</b>			
Services provided by other organisations		1,508	1,814
Services provided by Voluntary Sector		3,566	3,551
Public Health Commissioned Services		34,164	40,200
Residential Placements		819	819
		40,057	46,384
<b>Appropriations</b>			
Transfers to/from Earmarked Reserves		0	(800)
		0	(800)
<b>Managed Expenditure</b>		47,616	52,965
<b>Internal Income</b>			
Income from other Directorates		(6,273)	(6,283)
Charges to / from HRA		0	(266)
		(6,273)	(6,549)
<b>Income - Grants</b>			
Government Grants		(40,847)	(46,147)
		(40,847)	(46,147)
<b>Income - Charges</b>			
Fees and charges		(2)	(2)

# Public Health

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Income - Charges		
Contributions	0	(36)
	(2)	(38)
Managed Income	(47,122)	(52,734)
<b>Net Managed Budget</b>	<b>494</b>	<b>231</b>
Accounting Adjustments		
IAS 19 Pensions Costs	184	122
Transfers to/from Statutory Reserves	(184)	(122)
Capital Charges	0	2
	0	2
Central Recharges		
Corporate & Democratic Core Income	0	(198)
	0	(198)
Managed Outside the Service	0	(196)
<b>Net Cost of Service</b>	<b>494</b>	<b>36</b>





# Public Health

Budget Manager : Director of Public Health

Public Health			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		3,788	3,359
National Insurance Contributions		323	284
Superannuation Costs		184	168
Other Pension Costs		343	279
Other Employee Related Costs		1	0
Training And Development		31	44
		4,671	4,134
Premises			
Accommodation Charges		4	4
		4	4
Supplies & Services			
Materials and Equipment		61	61
Stationery and Postage		10	10
IT and telecommunications		27	27
Insurance		2	1
Professional Services and Subscriptions		17	23
Grants and Contributions		19	19
Allowances		10	11
Other Hired and Contracted Services		378	309
Publication and Promotion		176	168
		699	629
Transport			
Travel Allowances		31	29
		31	29
Internal Charges			
Managed Recharges Frm Other Directorates		971	1,376
		971	1,376
Agency Payments			
Public Health Commissioned Services		34,164	40,200
		34,164	40,200
Appropriations			
Transfers to/from Earmarked Reserves		0	(800)
		0	(800)
Managed Expenditure		40,541	45,570
Income - Grants			
Government Grants		(40,540)	(45,533)
		(40,540)	(45,533)
Income - Charges			
Fees and charges		(1)	(1)
Contributions		0	(36)
		(1)	(37)
Managed Income		(40,541)	(45,570)
<b>Net Managed Budget</b>		<b>0</b>	<b>0</b>
Accounting Adjustments			
IAS 19 Pensions Costs		109	78
		109	78

# Public Health

Budget Manager : Director of Public Health

Public Health			
	£000	Budget 2014/15	Budget 2015/16
Central Recharges			
Corporate & Democratic Core Income		0	(154)
		0	(154)
Managed Outside the Service		109	(76)
<b>Net Cost of Service</b>		<b>109</b>	<b>(76)</b>

# Public Health

Budget Manager : Chief Officer Strategy & Commissioning

Supporting People			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Direct Pay Costs		724	754
National Insurance Contributions		63	60
Superannuation Costs		113	103
		900	917
Premises			
Premises Related Insurance		0	0
		0	0
Supplies & Services			
Materials and Equipment		1	1
Stationery and Postage		1	1
IT and telecommunications		(4)	1
Insurance		4	0
Professional Services and Subscriptions		3	2
Other Hired and Contracted Services		(1)	13
		4	18
Transport			
Travel Allowances		4	1
		4	1
Agency Payments			
Services provided by Voluntary Sector		15	0
		15	0
Managed Expenditure		923	936
Internal Income			
Income from other Directorates		(360)	(370)
Charges to / from HRA		0	(266)
		(360)	(636)
Income - Charges			
Fees and charges		(1)	(1)
		(1)	(1)
Managed Income		(361)	(637)
<b>Net Managed Budget</b>		<b>562</b>	<b>299</b>
Accounting Adjustments			
IAS 19 Pensions Costs		76	45
		76	45
Central Recharges			
Corporate & Democratic Core Income		0	(43)
		0	(43)
Managed Outside the Service		76	1
<b>Net Cost of Service</b>		<b>637</b>	<b>301</b>

# Public Health

Budget Manager : Chief Officer Strategy & Commissioning

Drugs Commissioning Service			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Other Pension Costs		1	1
		1	1
Supplies & Services			
Materials and Equipment		3	3
Stationery and Postage		0	0
IT and telecommunications		44	44
Waste Disposal and Landfill Tax		12	12
Allowances		1	1
Other Hired and Contracted Services		213	213
		274	274
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		0	0
		0	0
Internal Charges			
Managed Recharges Frm Other Directorates		0	0
		0	0
Agency Payments			
Services provided by other organisations		1,508	1,814
Services provided by Voluntary Sector		3,551	3,551
Residential Placements		819	819
		5,877	6,184
Managed Expenditure		6,152	6,459
Internal Income			
Income from other Directorates		(5,913)	(5,913)
		(5,913)	(5,913)
Income - Grants			
Government Grants		(307)	(613)
		(307)	(613)
Managed Income		(6,220)	(6,527)
<b>Net Managed Budget</b>		<b>(68)</b>	<b>(68)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(1)	(1)
Capital Charges		0	2
		(1)	1
Managed Outside the Service		(1)	1
<b>Net Cost of Service</b>		<b>(69)</b>	<b>(67)</b>

# Central Accounts



# LEEDS CITY COUNCIL

## 2015/16 BUDGET REPORT

### Directorate: Central Accounts

#### 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 2015/16 financial year.

#### 2 Service Context

- 2.1 Central accounts holds a variety of corporate budgets which do not relate directly to individual directorates, 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 budget represents a decrease of £21.7m (58%) when compared to the adjusted budget 2014/15 summarised in the table attached to this report:

##### 3.2 Adjustments

The income figure for charges to the HRA for support services has increased by £1.1m to cover the transfer of support services staff from the former ALMOs to the Strategy and Resources Directorate and Civic Enterprise Leeds.

A separate budget for £2.2m has been included in Central Services for 2015/16 for the Business Rates Levy. In previous years this amount had been netted off the council's bottom line funding from Business Rates, but it will now be shown gross.

A budget for £0.2m for the third sector transition fund which was previously shown within the Central Accounts has been transferred to the Citizens and Communities directorate.

Following finalisation of the level of superannuation contributions required in 2014/15 to meet current employees' liabilities and an annual lump sum for past employees, the combined rate was reduced from 15% to 14.5%. This saving was transferred to general reserves in 14/15 and a reduction of £1.4m in the use of the capital reserve has been made in 15/16 to reflect this permanent adjustment.

### 3.3 Full year Effects – pressure of £0.9m

3.3.1 The Central Accounts budget includes the removal of a one-off budget of £0.9m for the use of earmarked reserves in 2014/15 to fund Tour de France costs.

### 3.4 Other Budget pressures - £1.1m

3.4.1 The Central Accounts budget includes provision for an increase of £0.6m in the business rates levy, and a reduction of £0.1m in the level of internal recharge income from directorates. There is also a budget of £0.3m to fund corporate projects during the year.

### 3.5 Changes to levies and other contributions

3.5.1 Contributions to joint committees and other bodies have increased by a net £0.03m. Within this figure, the contribution to the West Yorkshire Combined Authority has increased by £0.12m, reflecting increased contributions to the West Yorkshire Transport Fund. There has also been a decrease of £0.18m in the contribution to the West Yorkshire Joint Services Committee, reflecting efficiencies in its operation. The budgeted contribution to the Coroners service has increased by £0.05m, largely due to increases in NHS charges to the service.

3.5.2 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			
	2014/15	2015/16	Variation	
	£m	£m	£m	%
<b>Joint Committees</b>				
Pension Fund	0.405	0.405	0	0%
Joint Services	1.678	1.502	-0.176	-10%
<b>Other Bodies</b>				
Flood Defence Levy	0.308	0.331	0.023	7%
Combined Authority and Transport Fund	34.036	34.161	0.125	0%
Coroners	1.238	1.292	0.054	4%
Probation Service (Debt only)	0.06	0.06	0	0%

### 3.6 Savings £23.7m

#### 3.6.1 Becoming an efficient and enterprising Council - Assets

The Central Accounts includes a budget for £0.3m for the use of the capital reserve to fund expenditure under the Changing the Workplace initiative.



### 3.6.2 Savings in Debt costs - £14.0m

The council has undertaken a review of its MRP policy, which has identified two changes which will generate savings for the revenue budget. The use of capital receipts as an alternative means to fund the repayment of borrowing is expected to generate savings to the revenue budget of £10.5m. A further MRP savings target of £4.3m has also been included in the 2015/16 budget for the impact of switching the MRP calculation basis for pre-2007/08 borrowing to an annuity asset life based method. Full details of the MRP policy changes are given in the Capital Programme Report.

Prior to these savings, the budget for debt costs included £0.7m of net pressures, reflecting new borrowing to fund the capital programme, net of a reduction in MRP costs arising from the planned reversal of £3.6m of capitalised equal pay provision, which is no longer expected to be required.

### 3.6.3 Efficiencies £3.4m

The Central Accounts also includes a corporate target budget for savings of £0.9m from monitoring of PFI contracts.

### 3.6.4 Income £5.8m

The Central Accounts includes grant increases of £3.0m for the New Homes Bonus and £2.2m for the range of grants which the council receives to fund the effects of government decisions on business rates relief and the cap on the business rates multiplier. A further budget of £0.6m has been included for income from the Leeds City Region business rates pool.

## 3.7 Use of Reserves/other funding sources

3.7.1 The budget for the use of the general fund reserve in 2015/16 has reduced by a net figure of £2.1m, leaving the budgeted use of reserves as £1.4m.

3.7.2 A budget has also been included for the use of £2.3m of the capital reserve, to fund debt costs.

3.7.3 A budget for £2.5m has been included for revenue savings which have been identified from increased capitalisation of schools expenditure.

## 4 Risk Assessment

4.1 In determining the 2015/16 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 which are considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.

4.2 The key risks in the 2015/16 budget for the Central Accounts are as follows:

4.2.1 The budgeted capital financing costs are based on assumptions about market interest rates during 2015/16. If rates are greater than forecast then the actual borrowing costs incurred could be greater.

- 4.2.2 The budget assumes savings of £14.2m from using capital receipts to fund credit arrangements, and a further £10.5m for savings in MRP costs from the use of capital receipts to repay borrowing. There is a risk that due to the economic climate this level of capital receipts may not be achieved, which would reduce the savings that could be made.
- 4.2.3 There is a budget of £5.2m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers.

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<b>Strategic</b>	£000s	FTEs
Net Managed Budget 2014/15	35,260	
Adjustments:		
Transfers of function	-	
Other Adjustments	2,324	
Adjusted Net Managed Budget 2014/15	37,584	
<b>Budget Increases:</b>		
<b>Inflation</b>	-	
<b>Full Year Effects of previous decisions</b>		
Fallout of use of Tour de France reserve	900	
<b>Other</b>		
Increase in Business Rates Levy	595	
Reduction in recharges to directorates	115	
Corporate projects budget	300	
Increase in DRM charges from HRA	71	
Other	31	
<b>Total Budget Increases</b>	2,012	0.0
<b>Savings :</b>		
<b>Best Council Objectives:</b>		
Becoming an efficient and enterprising Council:		
Assets	- 375	
<b>Debt Costs</b>		
Increases in Debt budget before MRP savings	735	
Savings from review of MRP policy	- 14,759	
<b>Efficiencies</b>		
Corporate target for procurement savings	- 860	
<b>Levies and other contributions</b>	25	
<b>Income</b>		
Grant Income		
New homes bonus	- 3,000	
Business rates relief and capping compensation grants	- 2,176	
Income from City Region Business Rates Pool	- 592	
<b>Change in use of reserves/other funding sources</b>		
General reserve	2,100	
Capital reserve	- 2,295	
Increase in capitalisation of schools expenditure	- 2,500	
<b>Total Savings</b>	- 23,697	0.0
<b>Net Managed Budget 2015/16</b>	<b>15,899</b>	<b>0.0</b>



# Central Accounts

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## Main responsibilities:

- Items which do not specifically relate to any of the council's other functional headings, including the ongoing costs of discontinued operations, the costs of managing the council's insurance activities, interest earned on revenue balances and general income sources not attributable to a specific service. Also included are subscriptions to regional associations and specific grants to local organisations.
- The council's contribution to a number of joint committees and other bodies established to provide a range of county-wide services, including trading standards and the West Yorkshire Combined Authority.
- Credits to reverse out from the council's overall bottom line the depreciation accounting costs for the use of assets which are charged to individual service accounts. These accounting costs are replaced within the central accounts by the actual cost to the council of its borrowings to fund these assets.
- Under the Service Reporting Code of Practice (SeRCoP), certain defined overheads are charged to a Non Distributable Costs Account. This account comprises the estimated present value of the total future costs of VER and added years pension decisions made during the year.
- Under SeRCoP the costs of both Corporate Management and Democratic Representation and Management cannot be treated as service expenditure and are accounted for centrally in a Corporate and Democratic Core account. For Leeds City Council the expenditure charged to this account includes the activities and costs which provide the infrastructure which allows services to be provided, the cost of providing information which is required for public accountability, and the cost of member activities.



# Strategic and Central Accounts

Summary of budget by service (£000)

Budget Manager	Service	Total 2014/15	Managed by the Service			Managed Outside the Service	Total 2015/16
			Spending	Income	Net		
Chief Officer Financial Services	Strategic Accounts	7,416	(11,431)	(32,591)	(44,022)	52,304	8,282
Chief Officer Financial Services	Debt Financing Costs	60,001	47,052	(1,075)	45,977	0	45,977
Chief Officer Financial Services	Corporate & Democratic Core	15,082	0	103	103	12,497	12,600
Chief Officer Financial Services	Non-Distributable Costs	1,855	0	0	0	3,417	3,417
Chief Officer Financial Services	Government Grants And Parish Precepts	(22,708)	2,828	(27,830)	(25,002)	0	(25,002)
Chief Officer Financial Services	Joint Committees And Other Bodies	37,266	37,697	0	37,697	(405)	37,291
Chief Officer Financial Services	Miscellaneous	(27)	2,317	(1,172)	1,145	(1,025)	120
Chief Officer Financial Services	Capital Accounting Appropriations	(108,733)	0	0	0	(107,922)	(107,922)
Chief Officer Financial Services	Corporate Insurance	0	10,227	(10,227)	0	0	0
Net Cost of Service		(9,848)	88,690	(72,792)	15,898	(41,135)	(25,237)
	Transfers to and from earmarked reserves	(47,236)	0	0	0	(52,736)	(52,736)
Net Revenue Charge		(57,085)	88,690	(72,792)	15,898	(93,871)	(77,973)

# Strategic and Central Accounts

## Summary of budget by type of spending or income

	£000	Budget 2014/15	Budget 2015/16
<b>Employees</b>			
Other Pension Costs		1,868	1,868
Other Employee Related Costs		20	0
		1,888	1,868
<b>Supplies &amp; Services</b>			
IT and telecommunications		8	48
Insurance		4,406	4,002
Professional Services and Subscriptions		100	100
Grants and Contributions		426	409
General Capitalisation		(4,982)	(7,482)
Corporate Initiatives & Savings Targets		(800)	(1,560)
Allowances		20	20
Other Hired and Contracted Services		795	631
		(27)	(3,832)
<b>Transport</b>			
Travel Allowances		4	4
		4	4
<b>Internal Charges</b>			
Managed Recharges Frm Other Directorates		4,932	3,926
		4,932	3,926
<b>Agency Payments</b>			
Former joint committee residual costs		404	426
WY Joint Committees		1,678	1,502
WY Probation Service		6	6
WY Combined Authority (formerly WY PTE)		34,036	34,161
Flood Defence Levy		308	331
Coroners Service		1,238	1,292
		37,670	37,718
<b>Transfer Payments</b>			
Business Rates Levy		0	2,828
Land Drainage Levies		7	7
		7	2,835
<b>Capital</b>			
External Interest Charge		57,989	57,242
Statutory capital charge to HRA		(26,089)	(25,714)
Use of capital receipts to fund PFI		(13,479)	(14,245)
Minimum Revenue Provision		42,479	29,769
		60,900	47,052
<b>Appropriations</b>			
Transfer to/from General Fund Reserves		(3,500)	(1,400)
Transfers to/from Earmarked Reserves		1,371	1,624
Transfers to/from Capital Reserve		(762)	(1,104)
		(2,891)	(880)
<b>Managed Expenditure</b>		102,483	88,690
<b>Internal Income</b>			
Income from other Directorates		(22,200)	(20,790)
Charges to / from HRA		(13,359)	(14,498)
Corporate & Democratic Core Chge to HRA		(1,516)	(1,445)
		(37,075)	(36,734)
<b>Income - Grants</b>			



# Strategic and Central Accounts

## Summary of budget by type of spending or income

£000	Budget 2014/15	Budget 2015/16
Income - Grants		
Government Grants	(384)	(330)
DCLG Grants	(22,441)	(27,617)
	(22,825)	(27,947)
Income - Charges		
Fees and charges	(74)	(666)
Contributions	(1,049)	(1,049)
Other income	(5,351)	(5,621)
	(6,474)	(7,336)
Income - Other		
Interest and Dividends	(849)	(775)
	(849)	(775)
Managed Income	(67,223)	(72,792)
<b>Net Managed Budget</b>	<b>35,259</b>	<b>15,898</b>
Accounting Adjustments		
IAS 19 Pensions Costs	47,236	52,736
Transfers to/from Statutory Reserves	(47,236)	(52,736)
Capital Charges	(108,286)	(107,268)
	(108,286)	(107,268)
Central Recharges		
Corporate & Democratic Core Income	14,942	12,397
	14,942	12,397
Other Internal Adjustments		
Internal Reallocations Charges	1,000	1,000
	1,000	1,000
Managed Outside the Service	(92,344)	(93,871)
<b>Net Cost of Service</b>	<b>(57,085)</b>	<b>(77,973)</b>



# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Strategic Accounts			
	£000	Budget 2014/15	Budget 2015/16
Supplies & Services			
Grants and Contributions		128	111
General Capitalisation		(4,982)	(7,482)
Corporate Initiatives & Savings Targets		(800)	(1,560)
Other Hired and Contracted Services		4	4
		(5,650)	(8,927)
Internal Charges			
Managed Recharges Frm Other Directorates		157	0
		157	0
Appropriations			
Transfer to/from General Fund Reserves		(3,500)	(1,400)
Transfers to/from Capital Reserve		(762)	(1,104)
		(4,262)	(2,504)
Managed Expenditure		(9,756)	(11,431)
Internal Income			
Income from other Directorates		(10,926)	(10,653)
Charges to / from HRA		(13,359)	(14,498)
Corporate & Democratic Core Chge to HRA		(1,548)	(1,548)
		(25,833)	(26,700)
Income - Charges			
Fees and charges		(74)	(666)
Other income		(5,225)	(5,225)
		(5,299)	(5,891)
Managed Income		(31,132)	(32,591)
<b>Net Managed Budget</b>		<b>(40,888)</b>	<b>(44,022)</b>
Accounting Adjustments			
IAS 19 Pensions Costs		47,304	51,304
		47,304	51,304
Other Internal Adjustments			
Internal Reallocations Charges		1,000	1,000
		1,000	1,000
Managed Outside the Service		48,304	52,304
<b>Net Cost of Service</b>		<b>7,416</b>	<b>8,282</b>

# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Debt Financing Costs			
	£000	Budget 2014/15	Budget 2015/16
Capital			
External Interest Charge		57,989	57,242
Statutory capital charge to HRA		(26,089)	(25,714)
Use of capital receipts to fund PFI		(13,479)	(14,245)
Minimum Revenue Provision		42,479	29,769
		60,900	47,052
Managed Expenditure		60,900	47,052
Income - Charges			
Other income		(50)	(300)
		(50)	(300)
Income - Other			
Interest and Dividends		(849)	(775)
		(849)	(775)
Managed Income		(899)	(1,075)
<b>Net Managed Budget</b>		<b>60,001</b>	<b>45,977</b>
<b>Net Cost of Service</b>		<b>60,001</b>	<b>45,977</b>

# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Corporate & Democratic Core			
	£000	Budget 2014/15	Budget 2015/16
Internal Income			
Corporate & Democratic Core Chge to HRA		33	103
		33	103
Managed Income		33	103
<b>Net Managed Budget</b>		<b>33</b>	<b>103</b>
Central Recharges			
Corporate & Democratic Core Income		15,049	12,497
		15,049	12,497
Managed Outside the Service		15,049	12,497
<b>Net Cost of Service</b>		<b>15,082</b>	<b>12,600</b>

# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Government Grants And Parish Precepts			
	£000	Budget 2014/15	Budget 2015/16
Transfer Payments			
Business Rates Levy		0	2,828
		0	2,828
Managed Expenditure		0	2,828
Income - Grants			
Government Grants		(267)	(213)
DCLG Grants		(22,441)	(27,617)
		(22,708)	(27,830)
Managed Income		(22,708)	(27,830)
<b>Net Managed Budget</b>		<b>(22,708)</b>	<b>(25,002)</b>
<b>Net Cost of Service</b>		<b>(22,708)</b>	<b>(25,002)</b>

# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Joint Committees And Other Bodies			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Other Pension Costs		405	405
		405	405
Agency Payments			
WY Joint Committees		1,678	1,502
WY Probation Service		6	6
WY Combined Authority (formerly WY PTE)		34,036	34,161
Flood Defence Levy		308	331
Coroners Service		1,238	1,292
		37,266	37,291
Managed Expenditure		37,671	37,697
<b>Net Managed Budget</b>		<b>37,671</b>	<b>37,697</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(405)	(405)
		(405)	(405)
Managed Outside the Service		(405)	(405)
<b>Net Cost of Service</b>		<b>37,266</b>	<b>37,291</b>

# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Miscellaneous			
	£000	Budget 2014/15	Budget 2015/16
Employees			
Other Pension Costs		1,462	1,462
Other Employee Related Costs		20	0
		1,483	1,462
Supplies & Services			
Insurance		7	0
Professional Services and Subscriptions		100	100
Grants and Contributions		298	298
Allowances		20	20
		425	418
Transport			
Travel Allowances		4	4
		4	4
Agency Payments			
Former joint committee residual costs		404	426
		404	426
Transfer Payments			
Land Drainage Levies		7	7
		7	7
Managed Expenditure		2,323	2,317
Income - Grants			
Government Grants		(117)	(117)
		(117)	(117)
Income - Charges			
Contributions		(1,049)	(1,049)
Other income		(6)	(6)
		(1,055)	(1,055)
Managed Income		(1,172)	(1,172)
<b>Net Managed Budget</b>		<b>1,150</b>	<b>1,145</b>
Accounting Adjustments			
IAS 19 Pensions Costs		(1,462)	(1,462)
Capital Charges		392	538
		(1,070)	(925)
Central Recharges			
Corporate & Democratic Core Income		(107)	(100)
		(107)	(100)
Managed Outside the Service		(1,177)	(1,025)
<b>Net Cost of Service</b>		<b>(27)</b>	<b>120</b>



# Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Corporate Insurance			
	£000	Budget 2014/15	Budget 2015/16
Supplies & Services			
IT and telecommunications		8	48
Insurance		4,399	4,002
Other Hired and Contracted Services		791	628
		5,198	4,677
Internal Charges			
Managed Recharges Frm Other Directorates		4,775	3,926
		4,775	3,926
Appropriations			
Transfers to/from Earmarked Reserves		1,371	1,624
		1,371	1,624
Managed Expenditure		11,345	10,227
Internal Income			
Income from other Directorates		(11,275)	(10,137)
		(11,275)	(10,137)
Income - Charges			
Other income		(70)	(90)
		(70)	(90)
Managed Income		(11,345)	(10,227)
<b>Net Managed Budget</b>		<b>0</b>	<b>0</b>
<b>Net Cost of Service</b>		<b>0</b>	<b>0</b>