



A meeting of the Council will be held in the Civic Hall, Leeds on Wednesday, 27th February, 2019 at 1.00 pm

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

- 1 **Minutes of the last Meeting** 1 - 16

To approve the minutes of the Council Meeting held on 16th January 2019.

- 2 **Declarations of Interest**

To receive any declarations of interest from Members

- 3 **Communications**

To receive such communications as the Lord Mayor, the Leader, Members of the Executive Board or the Chief Executive consider appropriate.

- 4 **Recommendations of the Executive Board - Best Council Plan 2019/20 - 2020/21** 17 - 66

To consider the report of the Director of Resources and Housing presenting the Best Council Plan 2019/20 – 2020/21 for Council's consideration and approval. It provides the strategic framework for the authority's 2019/20 Revenue Budget and Council tax proposals, the financial expression of the council's priorities.

- 5 **Recommendations of the General Purposes Committee - Pay Policy** 67 - 80

To consider the report of the Chief Officer (HR) setting out recommendations from the General Purposes Committee on 13 February 2019 to Full Council in respect of the 2019/20 Pay Policy.

- 6 **Budget Item** 81 - 566
 - i) **Revenue Budget**
 - a) To agree that the revenue budget for 2019/20 totalling £516.7m be approved. This means that the Leeds element of the council tax for 2019/20 will increase by 2.99% plus the Adult Social Care precept of

1%. This excludes the police and fire precepts which will be notified to Members prior to the Council meeting.

- b) To agree grants totalling £65k to be allocated to parishes.
- c) To approve the strategy at Appendix 9 in respect of the flexible use of capital receipts.
- d) To agree with respect to the Housing Revenue Account that the following be approved:
 - i) a reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - ii) an increase of 3.4% in dwelling rents in PFI areas.
 - iii) an increase of 3.3% in district heating charges.
 - iv) that service charges for multi-story flats are increased by £0.75p per week.
 - v) that service charges for low/medium rise properties are increased by 3.3%.
 - vi) that the charge for tenants who benefit from the sheltered support service currently paying £6 a week be increased to £8 per week.
 - vii) that any overall increase to tenants in respect of rents, service and sheltered support charges be capped at £3.50 per week.
 - viii) that an overall freeze be applied to any tenant who would have seen a weekly overall increase of less than £1 per week.

ii) Council Tax

- 1 That it be noted that at the meeting on 16th January 2019, Council agreed the following amounts for the year 2019/20, in accordance with regulations made under Sections 31B(3) and 34(4) of the Local Government Finance Act 1992:-
 - a) 228,209.1 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) as its council tax base for the year.

b) Table 4: Taxbase Numbers 2019/20

PARISH OF	Taxbase Numbers 2018/19	Taxbase Numbers 2019/20
Aberford and District	773.8	778.8
Allerton Bywater	1,429.3	1,479.7
Alwoodley	3,650.9	3,658.6
Arthington	284.7	291.0
Austhorpe	25.4	25.4
Bardsey cum Rigton	1,126.5	1,133.6
Barwick in Elmet and Scholes	1,985.4	1,996.8
Boston Spa	2,015.4	2,054.2
Bramham cum Oglethorpe	732.6	738.6
Bramhope and Carlton	1,815.3	1,827.1
Clifford	742.9	765.2
Collingham with Linton	1,704.1	1,722.2
Drighlington	1,865.4	1,868.3
East Keswick	585.3	586.6
Gildersome	1,832.7	1,863.0
Great and Little Preston	603.3	609.0
Harewood	1,833.2	1,836.2
Horsforth	7,239.2	7,203.3
Kippax	2,884.6	2,927.4
Ledsham	96.1	95.8
Ledston	159.2	159.9
Micklefield	510.2	515.5
Morley	10,642.8	10,795.5
Otley	4,979.0	5,003.3
Pool in Wharfedale	955.7	960.3
Rawdon	2,750.0	2,753.3
Scarcroft	811.5	819.8
Shadwell	970.9	971.4
Swillington	954.5	958.6
Thorner	754.1	758.3
Thorp Arch	375.5	374.7
Walton	116.9	114.8
Wetherby	4,707.4	4,881.4
Wothersome	8.2	9.0

To be confirmed

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

2 That the following amounts be now calculated by the Council for the year 2019/20 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:-

- a) **£2,132,735,869** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act.
- b) **£1,812,766,065** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act.
- c) **£319,969,804** being the amount by which the aggregate at 2(a) above exceeds the aggregate at 2(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **council tax requirement** for the year.
- d) **£1,402.090468** being the amount at 2(c) above, divided by the amount at 1(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, as **the basic amount of its council tax for the year**.
- e) **£1,992,385.00** being the aggregate amount of all special items referred to in Section 34(1) of the Act.
- f) **£1,393.36** being the amount at 2(d) above, less the result given by dividing the amount at 2(e) above by the amount at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the **basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates**.

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

g) Table 5: Band D Precept by Parish

Parish	Band D £ p	
Aberford and District	1,420.32	
Allerton Bywater	1,419.87	
Alwoodley	1,407.36	
Arthington	1,401.95	
Bardsey cum Rigton	1,423.35	
Barwick in Elmet and Scholes	1,411.96	
Boston Spa	1,418.27	
Bramham cum Oglethorpe	1,427.37	
Bramhope and Carlton	1,424.17	
Clifford	1,427.34	
Collingham with Linton	1,446.20	
Drighlington	1,419.59	
East Keswick	1,425.75	
Gildersome	1,405.92	
Great and Little Preston	1,430.31	
Harewood	1,402.07	
Horsforth	1,409.99	To be confirmed
Kippax	1,426.44	To be confirmed
Ledsham	1,447.30	
Ledston	1,413.97	To be confirmed
Micklefield	1,499.34	
Morley	1,412.29	
Otley	1,480.46	
Pool in Wharfedale	1,438.32	
Rawdon	1,408.68	
Scarcroft	1,425.08	
Shadwell	1,432.35	
Swillington	1,425.18	
Thorner	1,432.26	
Thorp Arch	1,453.41	
Walton	1,445.76	
Wetherby	1,448.70	

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

h) Table 6: Leeds and Parish Precepts Excluding Police and Fire 2019/20

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
LEEDS EXCEPT PARTS BELOW:	928.91	1,083.72	1,238.54	1,393.36	1,703.00	2,012.63	2,322.27	2,786.72
Parish of:								
Aberford and District	946.88	1,104.69	1,262.51	1,420.32	1,735.95	2,051.57	2,367.20	2,840.64
Allerton Bywater	946.58	1,104.34	1,262.11	1,419.87	1,735.40	2,050.92	2,366.45	2,839.74
Alwoodley	938.24	1,094.61	1,250.99	1,407.36	1,720.11	2,032.85	2,345.60	2,814.72
Arthington	934.63	1,090.41	1,246.18	1,401.95	1,713.49	2,025.04	2,336.58	2,803.90
Bardsey cum Rigton	948.90	1,107.05	1,265.20	1,423.35	1,739.65	2,055.95	2,372.25	2,846.70
Barwick in Elmet and Scholes	941.31	1,098.19	1,255.08	1,411.96	1,725.73	2,039.50	2,353.27	2,823.92
Boston Spa	945.51	1,103.10	1,260.68	1,418.27	1,733.44	2,048.61	2,363.78	2,836.54
Bramham cum Oglethorpe	951.58	1,110.18	1,268.77	1,427.37	1,744.56	2,061.76	2,378.95	2,854.74
Bramhope and Carlton	949.45	1,107.69	1,265.93	1,424.17	1,740.65	2,057.13	2,373.62	2,848.34
Clifford	951.56	1,110.15	1,268.75	1,427.34	1,744.53	2,061.71	2,378.90	2,854.68
Collingham with Linton	964.13	1,124.82	1,285.51	1,446.20	1,767.58	2,088.96	2,410.33	2,892.40
Drighlington	946.39	1,104.13	1,261.86	1,419.59	1,735.05	2,050.52	2,365.98	2,839.18
East Keswick	950.50	1,108.92	1,267.33	1,425.75	1,742.58	2,059.42	2,376.25	2,851.50
Gildersome	937.28	1,093.49	1,249.71	1,405.92	1,718.35	2,030.77	2,343.20	2,811.84
Great and Little Preston	953.54	1,112.46	1,271.39	1,430.31	1,748.16	2,066.00	2,383.85	2,860.62
Harewood	934.71	1,090.50	1,246.28	1,402.07	1,713.64	2,025.21	2,336.78	2,804.14
Horsforth	939.99	1,096.66	1,253.32	1,409.99	1,723.32	2,036.65	2,349.98	2,819.98
Kippax	950.96	1,109.45	1,267.95	1,426.44	1,743.43	2,060.41	2,377.40	2,852.88
Ledsham	964.87	1,125.68	1,286.49	1,447.30	1,768.92	2,090.54	2,412.17	2,894.60
Ledston	942.65	1,099.75	1,256.86	1,413.97	1,728.19	2,042.40	2,356.62	2,827.94
Micklefield	999.56	1,166.15	1,332.75	1,499.34	1,832.53	2,165.71	2,498.90	2,998.68
Morley	941.53	1,098.45	1,255.37	1,412.29	1,726.13	2,039.97	2,353.82	2,824.58
Otley	986.97	1,151.47	1,315.96	1,480.46	1,809.45	2,138.44	2,467.43	2,960.92
Pool in Wharfedale	958.88	1,118.69	1,278.51	1,438.32	1,757.95	2,077.57	2,397.20	2,876.64
Rawdon	939.12	1,095.64	1,252.16	1,408.68	1,721.72	2,034.76	2,347.80	2,817.36
Scarcroft	950.05	1,108.40	1,266.74	1,425.08	1,741.76	2,058.45	2,375.13	2,850.16
Shadwell	954.90	1,114.05	1,273.20	1,432.35	1,750.65	2,068.95	2,387.25	2,864.70
Swillington	950.12	1,108.47	1,266.83	1,425.18	1,741.89	2,058.59	2,375.30	2,850.36
Thornor	954.84	1,113.98	1,273.12	1,432.26	1,750.54	2,068.82	2,387.10	2,864.52
Thorp Arch	968.94	1,130.43	1,291.92	1,453.41	1,776.39	2,099.37	2,422.35	2,906.82
Walton	963.84	1,124.48	1,285.12	1,445.76	1,767.04	2,088.32	2,409.60	2,891.52
Wetherby	965.80	1,126.77	1,287.73	1,448.70	1,770.63	2,092.57	2,414.50	2,897.40

TBC

TBC

TBC

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

3 That it be noted for the year 2019/20 that the Police and Crime Commissioner has issued the following precept and the **Fire & Rescue Authority are expected to issue the following precept** to the Council in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below.

Table 7: Police and Fire Precepts 2019/20

Precepting Authority	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
Police & Crime Commissioner West Yorkshire	124.6329	145.4050	166.1772	186.9493	228.4936	270.0379	311.5822	373.8986
West Yorkshire Fire and Rescue Authority	43.060806	50.237606	57.414408	64.591209	78.944809	93.298411	107.652013	129.182417

- 4 That, having calculated the aggregate in each case of the amounts at 2(h) and 3 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, **and subject to the confirmation of the Fire and Rescue Authority precept**, hereby sets the following amounts as the amounts of council tax for the year 2019/20 for each of the categories of dwellings shown below:

Table 8: Leeds and Parish Precepts Including Police and Fire 2019/20

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p	
LEEDS EXCEPT PARTS BELOW:	1,096.60	1,279.37	1,462.13	1,644.90	2,010.43	2,375.97	2,741.50	3,289.80	
Parish of:									
Aberford and District	1,114.57	1,300.34	1,486.10	1,671.86	2,043.38	2,414.91	2,786.43	3,343.72	
Allerton Bywater	1,114.27	1,299.99	1,485.70	1,671.41	2,042.83	2,414.26	2,785.68	3,342.82	
Alwoodley	1,105.93	1,290.26	1,474.58	1,658.90	2,027.54	2,396.19	2,764.83	3,317.80	
Arthington	1,102.32	1,286.06	1,469.77	1,653.49	2,020.92	2,388.38	2,755.81	3,306.98	
Bardsey cum Rigton	1,116.59	1,302.70	1,488.79	1,674.89	2,047.08	2,419.29	2,791.48	3,349.78	
Barwick in Elmet and Scholes	1,109.00	1,293.84	1,478.67	1,663.50	2,033.16	2,402.84	2,772.50	3,327.00	
Boston Spa	1,113.20	1,298.75	1,484.27	1,669.81	2,040.87	2,411.95	2,783.01	3,339.62	
Bramham cum Oglethorpe	1,119.27	1,305.83	1,492.36	1,678.91	2,051.99	2,425.10	2,798.18	3,357.82	
Bramhope and Carlton	1,117.14	1,303.34	1,489.52	1,675.71	2,048.08	2,420.47	2,792.85	3,351.42	
Clifford	1,119.25	1,305.80	1,492.34	1,678.88	2,051.96	2,425.05	2,798.13	3,357.76	
Collingham with Linton	1,131.82	1,320.47	1,509.10	1,697.74	2,075.01	2,452.30	2,829.56	3,395.48	
Drighlington	1,114.08	1,299.78	1,485.45	1,671.13	2,042.48	2,413.86	2,785.21	3,342.26	
East Keswick	1,118.19	1,304.57	1,490.92	1,677.29	2,050.01	2,422.76	2,795.48	3,354.58	
Gildersome	1,104.97	1,289.14	1,473.30	1,657.46	2,025.78	2,394.11	2,762.43	3,314.92	
Great and Little Preston	1,121.23	1,308.11	1,494.98	1,681.85	2,055.59	2,429.34	2,803.08	3,363.70	
Harewood	1,102.40	1,286.15	1,469.87	1,653.61	2,021.07	2,388.55	2,756.01	3,307.22	
Horsforth	1,107.68	1,292.31	1,476.91	1,661.53	2,030.75	2,399.99	2,769.21	3,323.06	TBC
Kippax	1,118.65	1,305.10	1,491.54	1,677.98	2,050.86	2,423.75	2,796.63	3,355.96	TBC
Ledsham	1,132.56	1,321.33	1,510.08	1,698.84	2,076.35	2,453.88	2,831.40	3,397.68	
Ledston	1,110.34	1,295.40	1,480.45	1,665.51	2,035.62	2,405.74	2,775.85	3,331.02	TBC
Micklefield	1,167.25	1,361.80	1,556.34	1,750.88	2,139.96	2,529.05	2,918.13	3,501.76	
Morley	1,109.22	1,294.10	1,478.96	1,663.83	2,033.56	2,403.31	2,773.05	3,327.66	
Otley	1,154.66	1,347.12	1,539.55	1,732.00	2,116.88	2,501.78	2,886.66	3,464.00	
Pool in Wharfedale	1,126.57	1,314.34	1,502.10	1,689.86	2,065.38	2,440.91	2,816.43	3,379.72	
Rawdon	1,106.81	1,291.29	1,475.75	1,660.22	2,029.15	2,398.10	2,767.03	3,320.44	
Scarcroft	1,117.74	1,304.05	1,490.33	1,676.62	2,049.19	2,421.79	2,794.36	3,353.24	
Shadwell	1,122.59	1,309.70	1,496.79	1,683.89	2,058.08	2,432.29	2,806.48	3,367.78	
Swillington	1,117.81	1,304.12	1,490.42	1,676.72	2,049.32	2,421.93	2,794.53	3,353.44	
Thorner	1,122.53	1,309.63	1,496.71	1,683.80	2,057.97	2,432.16	2,806.33	3,367.60	
Thorp Arch	1,136.63	1,326.08	1,515.51	1,704.95	2,083.82	2,462.71	2,841.58	3,409.90	
Walton	1,131.53	1,320.13	1,508.71	1,697.30	2,074.47	2,451.66	2,828.83	3,394.60	
Wetherby	1,133.49	1,322.42	1,511.32	1,700.24	2,078.06	2,455.91	2,833.73	3,400.48	

- 5 That, in accordance with section 52ZB of the Local Government Finance Act 1992, following the principles set out by the Secretary of State and in the Referendums Relating to Council Tax Increases (Principles) (England) Report 2019/20, it be determined that Leeds City Council's relevant basic amount of council tax for the year 2019/20 is not excessive.

- 6 That the schedule of instalments for 2019/20 for transfers to Leeds City Council and payments to the Police and Crime Commissioner and the Fire & Rescue Authority out of the Collection Fund be determined as set out in Appendix II of this report.

iii) Capital Programme Update 2019 – 2022

- a) That the attached capital programme for 2019-2022 totalling £1,699.7m including the revised projected position for 2018/19, as presented in Appendix G of the report be approved.
- b) That the Minimum Revenue Provision policy statements for 2018/19 and 2019/20 as set out in Appendix D (i) and D (ii) of the report be approved.

- c) That the new Capital and Investment Strategy as set out in Appendix E of the report be approved.

iv) Treasury Management Strategy 2019 – 2020

- a) That the borrowing limits for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.4 of the submitted report and the changes to both the Operational Boundary and the Authorised limits be noted.
- b) That the treasury management indicators for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.5 of the submitted report.
- c) That the investment limits for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.6 of the submitted report.
- d) That the revised Treasury Management Policy Statement be adopted.

7 Minutes of the Executive Board

567 - 590

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



Tom Riordan
Chief Executive

Civic Hall
Leeds
LS1 1UR

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

Third Party Recording

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

Use of Recordings by Third Parties– code of practice

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

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Proceedings of the Meeting of the Leeds City Council held
Civic Hall, Leeds on Wednesday, 16th January, 2019

PRESENT: The Lord Mayor Councillor Graham Latty in the Chair.

WARD

ADEL & WHARFEDALE

Barry John Anderson
Caroline Anderson
Billy Flynn

ALWOODLEY

Dan Cohen
Neil Alan Buckley
Peter Mervyn Harrand

ARDSLEY & ROBIN HOOD

Karen Renshaw
Ben Garner
Lisa Mulherin

ARMLEY

Alice Smart
James McKenna
Alison Natalie Kay Lowe
BEESTON & HOLBECK

Angela Gabriel
Gohar Almas
Andrew Scopes

BRAMLEY & STANNINGLEY

Kevin Ritchie
Caroline Gruen
Julie Heselwood
BURMANTOFTS & RICHMOND HILL

Ron Grahame
Asghar Khan
Denise Ragan

WARD

CALVERLEY & FARSLEY

Andrew Carter
Amanda Carter
Peter Carlill

CHAPEL ALLERTON

Eileen Taylor
Mohammed Rafique
Jane Dowson

CROSS GATES & WHINMOOR

Pauleen Grahame
Peter John Gruen
Jessica Lennox

FARNLEY & WORTLEY

Ann Blackburn
David Blackburn
Matt Gibson

GARFORTH & SWILLINGTON

Mark Dobson
Sarah Field
Suzanne McCormack

GIPTON & HAREHILLS

Salma Arif
Arif Hussain
Kamila Maqsood

GUISELEY & RAWDON

Graham Latty
Pat Latty
Paul John Spencer Wadsworth

HAREWOOD

Matthew James Robinson
Sam Firth
Ryan Stephenson

HEADINGLEY & HYDE PARK

Jonathon Pryor
Alison Garthwaite
Neil Walshaw

HORSFORTH

Dawn Collins
Jonathon Taylor

HUNSLET & RIVERSIDE

Elizabeth Nash
Mohammed Iqbal
Paul Wray

KILLINGBECK & SEACROFT

Paul Drinkwater
David Jenkins
Katie Dye

KIPPAX & METHLEY

Mary Elizabeth Harland
James Lewis
Keith Ivor Wakefield

KIRKSTALL

Hannah Bithell
Fiona Elizabeth Venner
John Anthony Illingworth

LITTLE LONDON & WOODHOUSE

Kayleigh Brooks
Javaid Akhtar

MIDDLETON PARK

Kim Groves
Judith Blake
Paul Anthony Truswell

MOORTOWN

Rebecca Charlwood
Sharon Hamilton
Mohammed Shahzad

MORLEY NORTH

Andy Hutchison
Thomas Leadley

MORLEY SOUTH

Judith Elliott

Wyn Kidger

OTLEY & YEADON

Colin Campbell
Sandy Edward Charles Lay
Ryk Downes

PUDSEY

Simon Seary

Richard Alwyn Lewis

ROTHWELL

Barry Stewart Golton
Carmel Harrison
Karen Bruce

ROUNDHAY

Eleanor Tunncliffe
Angela Wenham
Jacob Goddard

TEMPLE NEWSAM

Debra Coupar
Helen Hayden
Michael Lyons

WEETWOOD

Jonathan Bentley
Christine Knight
James Gibson

WETHERBY

Norma Harrington
Alan James Lamb

67 Announcements

(a) The Lord Mayor reminded those present that the meeting was to be webcast.

(b) The Lord Mayor congratulated Councillor Eileen Taylor on her nomination as Lord Mayor Elect for the 2019-20 Municipal Year.

(c) The Lord Mayor congratulated the following who were honoured in the Queen's New Year Honours List:-

- Richard West Companion of the Order of the Bath
- Robert Heslett CBE
- Duncan Jacques CBE
- Professor Simon Kay OBE
- Saleem Tariq OBE
- Rifhat Malik MBE
- Kim Moloney MBE
- Clare O'Hara MBE
- Stefanie Stead MBE

(d) The Lord Mayor reported the recent death of Honorary Alderman Peter Sparling MBE.

Council stood in silent tribute.

68 Minutes of the last Meeting

It was moved by Councillor Dowson, seconded by Councillor Cohen and

RESOLVED – That the minutes of the meetings held on 14th November 2018 be approved.

69 Declarations of Interest

There were no declarations of interests.

70 Communications

There were no communications.

71 Deputations

A deputation from the Leeds Parks and Greenspaces Forum was admitted to the meeting and addressed Council and it was,

RESOLVED – That the subject matter in respect of the deputation be referred to the Director of Communities & Environment for consideration in consultation with the relevant Executive Member.

72 Recommendations of the General Purposes Committee - Short Notice Decisions

The report of the City Solicitor seeking Council approval of the recommendations of General Purposes Committee for amendments to the Constitution to regularise the process for the late publication of reports supporting an officer Key decision was moved by Councillor Blake, seconded by Councillor Dowson and

RESOLVED – That the amendments to the Constitution be approved.

73 Report on the Calculation of the Council Tax and Business Rates Tax Bases for 2019/20

The report of the Chief Officer-Financial Services seeking Council approval to the 2019/20 council tax bases for Leeds and the parish/town councils set out in the report and providing indicative business rates shares for 2019/20 and requesting Council to give delegated authority to the Chief Officer – Financial Services to finalise the shares and to submit them in the *National Non-Domestic Rates Return 1 2019-20* on or before 31st January 2019 was moved by Councillor J Lewis, seconded by Councillor Dowson and

RESOLVED –

- a) To agree that, in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012, the amount calculated by the Council as its council tax base for the year 2019/20 shall be 228,209.1 for Leeds and for each parish as listed in Section 3.7, of the report, and detailed in Appendix 1 of the report;
- b) To agree the increase of the empty homes premium on long term empty properties which have been unoccupied for over two years from 50% to 100%, as detailed in Section 3.3 of the report;
- c) To note the indicative business rates shares set out in Section 3.10, of the report and delegate authority to the Chief Officer – Financial Services to make the detailed calculations and to submit the final figures to the Ministry of Housing, Communities and Local Government on or before 31st January 2019.

74 Executive Questions

Q1 In accordance with Council Procedure Rule 11.1 (c) Councillor Harrington to the Executive Member (Regeneration, Transport and Planning):-

When the Government's High Streets Minister is suggesting that parking in Towns should be free to attract shoppers into their High Streets, can the Executive Board Member for Regeneration, Transport and Planning tell me why Leeds City Council is planning to introduce parking charges in three District Centres, one of which is in my ward?

The Executive Member (Regeneration, Transport and Planning) replied.

Q2 Councillor Lay to the Executive Member (Health, Wellbeing and Adults):-

Can the Exec Member for Health, Well-being and Adults tell Council what she is doing to improve the standard of care for the residents of the 28 Care Homes in Leeds deemed to 'require improvement' by the CQC?

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

Q3 Councillor Bruce to the Executive Member (Communities):-

Could the executive board member update on progress made following recommendations made by Outer South Community Committee about its Sugar Hill Close and Wordsworth Drive Community under threat of demolition of their homes?

The Executive Member (Communities) replied.

Q4 Councillor Dobson to the Executive Member (Communities):-

Will The Exec Board Member for Communities commit to working cross party with both local and other concerned members to consider a CPO or an offer to acquire 70 properties in Oulton from Pemberstone's, commonly known as the Coal Board Estate, with a view to allowing the existing residents to remain in residency in their homes as council tenants.

The Executive Member (Communities) replied.

Q5 Councillor Venner to the Executive Member (Children and Families):-

Can the Executive Member for Children and Families please update Council on the outcome of the recent Ofsted inspection?

The Executive Member (Children and Families) replied.

Q6 Councillor B Anderson to the Executive Member (Environment and Active Lifestyles):-

Does the Executive Member for Environment and Active Lifestyles agree with comments made by some landlords in the Harehills area and backed by at least one of the local Councillors that there has been a significant increase in fly tipping at properties in the area since the Council introduced the charge for removal of household bulky waste?

The Executive Member (Environment and Active Lifestyles) replied.

Q7 Councillor Golton to the Executive Member (Environment & Active Lifestyles):-

How confident is the current administration that they are in a good position to deliver on governments plans to achieve universal weekly food waste collection nationally?

The Executive Member (Environment & Active Lifestyles) replied.

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

Q8 Councillor Walshaw to the Executive Member (Regeneration, Transport & Planning):-

Q9 Councillor Leadley to the Executive Member (Children and Families):-

Q10 Councillor A Khan to the Executive Member (Health, Wellbeing and Adults):-

Q11 Councillor Buckley to the Executive Member (Regeneration, Transport & Planning).

Q12 Councillor J Bentley to the Executive Member (Communities).

Q13 Councillor Ritchie to the Executive Member (Learning, Skills & Employment).

- Q14 Councillor Garthwaite to the Executive Member (Environment & Active Lifestyles).
- Q15 Councillor B Anderson to the Executive Member (Regeneration, Transport & Planning).
- Q16 Councillor Lay to the Leader of Council.
- Q17 Councillor Wadsworth to the Executive Member (Environment & Active Lifestyles).
- Q18 Councillor Lay to the Executive Member (Learning, Skills & Employment).
- Q19 Councillor Robinson to the Executive Member (Communities).
- Q20 Councillor Harrison to the Executive Member (Regeneration, Transport & Planning).
- Q21 Councillor Firth to the Executive Member (Regeneration, Transport & Planning).
- Q22 Councillor Campbell to the Executive Member (Regeneration, Transport & Planning).
- Q23 Councillor Robinson to the Executive Member (Regeneration, Transport & Planning).
- Q24 Councillor Harrison to the Executive Member (Learning, Skills & Employment).
- Q25 Councillor B Anderson to the Executive Member (Communities).
- Q26 Councillor J Bentley to the Executive Member (Regeneration, Transport & Planning).
- Q27 Councillor Robinson to the Executive Member (Regeneration, Transport & Planning).

75 Minutes of the Health and Wellbeing Board and the Executive Board

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

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

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

At the conclusion of this item Council adjourned from 16.27 to 16.55.

76 Report on Devolution

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

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

77 White Paper Motion (in the name of Councillor Robinson) - Business Support

It was moved by Councillor Robinson, seconded by Councillor Andrew Carter that this Council welcomes the Government commitment to high streets both in Leeds and nationally. Key announcements such as the £675m Future High Streets Fund, the Open Doors Project and business rate reductions for small businesses are welcome measures that will help the UK high street to thrive and businesses to grow.

Council notes that apprenticeships can play an important role in supporting both the public sector and private sector businesses. Council welcomes the recent decision to commit £3.2m of apprenticeship levy funding but notes that £0.6m remains unspent. Council believes this money should be put to use as a matter of urgency either working proactively with private sector organisations to deliver new skills and new employment opportunities to Leeds residents or delivering more apprenticeships within the Council.

Council also sees significant potential in the Apprenticeship Levy to close the gender pay gap by working with the Third Sector to encourage women into engineering and the digital sector.

This Council believes that more can be done in Leeds to support local businesses particularly as potentially difficult issues such as the Clean Air Zone are very much on the horizon. Council should consider extending sunset clauses where appropriate to support businesses that could be affected by the CAZ, particularly HGV operators, and look to provide more support, in addition to the local centres programme, for small businesses operating in town and district centres across the city.

Finally Council notes with concern the proposals contained in the Initial Budget Proposals 2019/20 to introduce car parking charges in town and district centres. As the Government introduces measures to support businesses and high streets the ruling administration in Leeds is introducing measures that will stymie those efforts and could have a real impact on businesses in Garforth, Wetherby and Guiseley.

This Council calls for the proposed parking charges to be removed from the initial budget proposals and for a city wide 'High Street Review' to be initiated to identify what additional measures can be introduced to support the High Street, with a report to be brought back to Executive Board no later than Spring 2019 announcing further details. Supporting our local high streets must be something we do all year round, not just for Christmas.

An amendment was moved by Councillor J Bentley, seconded by Councillor Lay;

After fourth paragraph insert a new paragraph 5:

“Additionally Council supports a radical reform of Business Rates to ensure that high street businesses are not unfairly disadvantaged by competition from the on-line economy.”

The white paper will then read:

This Council welcomes the Government commitment to high streets both in Leeds and nationally. Key announcements such as the £675m Future High Streets Fund, the Open Doors Project and business rate reductions for small businesses are welcome measures that will help the UK high street to thrive and businesses to grow.

Council notes that apprenticeships can play an important role in supporting both the public sector and private sector businesses. Council welcomes the

recent decision to commit £3.2m of apprenticeship levy funding but notes that £0.6m remains unspent. Council believes this money should be put to use as a matter of urgency either working proactively with private sector organisations to deliver new skills and new employment opportunities to Leeds residents or delivering more apprenticeships within the Council.

Council also sees significant potential in the Apprenticeship Levy to close the gender pay gap by working with the Third Sector to encourage women into engineering and the digital sector.

This Council believes that more can be done in Leeds to support local businesses particularly as potentially difficult issues such as the Clean Air Zone are very much on the horizon. Council should consider extending sunset clauses where appropriate to support businesses that could be affected by the CAZ, particularly HGV operators, and look to provide more support, in addition to the local centres programme, for small businesses operating in town and district centres across the city.

Additionally Council supports a radical reform of Business Rates to ensure that high street businesses are not unfairly disadvantaged by competition from the on-line economy.

Finally Council notes with concern the proposals contained in the Initial Budget Proposals 2019/20 to introduce car parking charges in town and district centres. As the Government introduces measures to support businesses and high streets the ruling administration in Leeds is introducing measures that will stymie those efforts and could have a real impact on businesses in Garforth, Wetherby and Guiseley.

This Council calls for the proposed parking charges to be removed from the initial budget proposals and for a city wide 'High Street Review' to be initiated to identify what additional measures can be introduced to support the High Street, with a report to be brought back to Executive Board no later than Spring 2019 announcing further details. Supporting our local high streets must be something we do all year round, not just for Christmas.

A second amendment was moved by Councillor J Lewis, seconded by Councillor Pryor;

Remove all after "This Council" and replace with:

"regrets the Tory led Government's lack of support for the high street over the last 9 years of austerity. Council deplores the Government's failure to act on the vast majority of recommendations for improving the high street put forward by its own reviews, as well as a failure to respond to concerns about how large global corporations are taxed for trading online.

Council notes the Government's recent announcement of funding for the Future High Streets Fund was only made in response to a suggestion by the Timpson Review that following 9 years of Tory led austerity funding local authorities are so desperately short of funding additional grants are needed to help improve the high street.

This Council welcomes action taken under the Council's Local Centres Programme and Our Spaces Strategy to improve high streets in Leeds. However, Council believes further national support for the high street is needed, so supports the establishment of a new National Investment Bank to provide finance and support to small businesses.

Council welcomes that Expressions of Interest are being sought to its Apprenticeship Levy Transfer Fund to use the current underspend to fund apprenticeships in local private sector and third sector organisations. Council welcomes that priority will be given to bids that address inequalities and benefit hard to reach groups, as well as schemes for Women in Engineering and the Digital and Creative Sector.

This Council notes progress towards introducing a selective vehicle charging Clean Air Zone as required by Ministerial direction. However Council calls on the Government to swiftly provide the full funding to support businesses and drivers in Leeds affected to move to compliant vehicles. This will ensure the public has cleaner air to breathe without unfairly damaging small business.

This Council believes the availability of parking spaces is vital to the continued vibrancy of its town and district centres. Council recognises that in some instances, subject to consultation, the use of charges is an appropriate measure to help improve the turnover of parking spaces to ensure their availability for customers of local businesses.”

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

RESOLVED – That this Council regrets the Tory led Government’s lack of support for the high street over the last 9 years of austerity. Council deplores the Government’s failure to act on the vast majority of recommendations for improving the high street put forward by its own reviews, as well as a failure to respond to concerns about how large global corporations are taxed for trading online.

Council notes the Government’s recent announcement of funding for the Future High Streets Fund was only made in response to a suggestion by the Timpson Review that following 9 years of Tory led austerity funding local authorities are so desperately short of funding additional grants are needed to help improve the high street.

This Council welcomes action taken under the Council’s Local Centres Programme and Our Spaces Strategy to improve high streets in Leeds. However, Council believes further national support for the high street is needed, so supports the establishment of a new National Investment Bank to provide finance and support to small businesses.

Council welcomes that Expressions of Interest are being sought to its Apprenticeship Levy Transfer Fund to use the current underspend to fund apprenticeships in local private sector and third sector organisations. Council welcomes that priority will be given to bids that address inequalities and benefit hard to reach groups, as well as schemes for Women in Engineering and the Digital and Creative Sector.

This Council notes progress towards introducing a selective vehicle charging Clean Air Zone as required by Ministerial direction. However Council calls on the Government to swiftly provide the full funding to support businesses and drivers in Leeds affected to move to compliant vehicles. This will ensure the public has cleaner air to breathe without unfairly damaging small business.

This Council believes the availability of parking spaces is vital to the continued vibrancy of its town and district centres. Council recognises that in some instances, subject to consultation, the use of charges is an appropriate measure to help improve the turnover of parking spaces to ensure their availability for customers of local businesses.

78 White Paper Motion (in the name of Councillor Leadley) - Town and District Centres Car Parking Charges

It was moved by Councillor Leadley, seconded by Councillor Kidger that this Council believes, with trade as bad as it is, that its town and district centres would not stand new car-parking charges.

Therefore this Council resolves to oppose new car-parking charges within these centres, on its own land by straightforward resolution, and on privately owned land by persuasion.

An amendment was moved by Councillor Harrison, seconded by Councillor Campbell;

Replace the word “these” in the second paragraph with “district”.

The white paper would then read:

This Council believes, with trade as bad as it is, that its town and district centres would not stand new car-parking charges.

Therefore this Council resolves to oppose new car-parking charges within district centres, on its own land by straightforward resolution, and on privately owned land by persuasion.

A second amendment was moved by Councillor R Lewis, seconded by Councillor P Gruen;

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

“the availability of publicly and privately owned parking spaces is vital to the continued vibrancy of its town and district centres. Council recognises that in some instances, subject to consultation, the use of charges at Council owned sites is an appropriate measure to help improve the overall turnover of parking spaces to ensure their availability for customers of local businesses.”

A third amendment was moved by Councillor Lamb, seconded by Councillor Wadsworth;

In the first paragraph, after “new car-parking charges” insert new sentence: “New charges could also lead to displacement of parking onto residential streets.”

In the second paragraph, delete “these centres”. After “within”, insert: “Wetherby, Guiseley and Garforth and all other district centres”.

Motion will read:

“This Council believes, with trade as bad as it is, that its town and district centres would not stand new car-parking charges. New charges could also lead to displacement of parking onto residential streets.

“Therefore this Council resolves to oppose new car-parking charges within Wetherby, Guiseley and Garforth and all other district centres, on its own land by straightforward resolution, and on privately owned land by persuasion.”

The first amendment in the name of Councillor Harrison and the third amendment in the name of Councillor Lamb were declared lost the second amendment in the name of Councillor R Lewis was carried and upon being put to the vote it was

RESOLVED – That this Council believes the availability of publicly and privately owned parking spaces is vital to the continued vibrancy of its town and district centres. Council recognises that in some instances, subject to consultation, the use of charges at Council owned sites is an appropriate measure to help improve the overall turnover of parking spaces to ensure their availability for customers of local businesses.

On the requisition of Councillors Leadley and Lamb the voting on the amendment in the name of Councillor Harrison was recorded as follows;

YES – 10

Bentley, Campbell, Downes, Elliott, Golton, C Harrison, Hutchison, Kidger, Lay and Leadley.

NO – 58

Akhtar, Almas, Arif, Bithell, Blake, Brooks, Bruce, Carlill, Charlwood, Coupar, Dowson, Drinkwater, Dye, Gabriel, Garner, Garthwaite, M Gibson, J Gibson, Goddard, P Grahame, R Grahame, Groves, C Gruen, P Gruen, Hamilton, Harland, Hayden, Heselwood, Hussain, Illingworth, Iqbal, Jenkins, Khan, Knight, Lennox, J Lewis, R Lewis, Lowe, Lyons, Maqsood, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Scopes, Shahzad, Smart, E Taylor, Truswell, Tunnicliffe, Venner, Wakefield, Walshaw, Wenham and Wray.

ABSTAIN – 23

B Anderson, C Anderson, A Blackburn, D Blackburn, Buckley, Amanda Carter, Andrew Carter, Cohen, Collins, Dobson, Field, Firth, Flynn, Harrington, Harrand, Lamb, P Latty, McCormack, Robinson, Seary, Stephenson, J Taylor and Wadsworth

On the requisition of Councillors Leadley and Lamb the voting on the amendment in the name of Councillor R Lewis was recorded as follows;

YES – 59

Akhtar, Almas, Arif, Bithell, Blake, Brooks, Bruce, Carlill, Charlwood, Coupar, Dowson, Drinkwater, Dye, Gabriel, Garner, Garthwaite, M Gibson, J Gibson, Goddard, P Grahame, R Grahame, Groves, C Gruen, P Gruen, Hamilton, Harland, Hayden, Heselwood, Hussain, Illingworth, Iqbal, Jenkins, Khan, Knight, Lennox, J Lewis, R Lewis, Lowe, Lyons, Maqsood, McKenna, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Scopes, Shahzad, Smart, E Taylor, Truswell, Tunnicliffe, Venner, Wakefield, Walshaw, Wenham and Wray.

NO – 32

B Anderson, C Anderson, Bentley, A Blackburn, D Blackburn, Buckley, Campbell, Amanda Carter, Andrew Carter, Cohen, Collins, Dobson, Downes, Field, Firth, Flynn, Golton, Harrand, Harrington, C Harrison, Hutchison, Kidger, Lamb, P Latty, Lay, Leadley, McCormack, Robinson, Seary, Stephenson, J Taylor and Wadsworth

ABSTAIN – 0

On the requisition of Councillors Leadley and Lamb the voting on the amendment in the name of Councillor Lamb was recorded as follows;

YES – 31

B Anderson, C Anderson, Bentley, Buckley, Campbell, Amanda Carter, Andrew Carter, Cohen, Collins, Dobson, Downes, Elliott, Field, Firth, Flynn, Golton, Harrand, Harrington, C Harrison, Hutchison, Kidger, Lamb, P Latty, Lay, Leadley, McCormack, Robinson, Seary, Stephenson, J Taylor and Wadsworth

NO – 59

Akhtar, Almas, Arif, Bithell, Blake, Brooks, Bruce, Carlill, Charlwood, Coupar, Dowson, Drinkwater, Dye, Gabriel, Garner, Garthwaite, M Gibson, J Gibson, Goddard, P Grahame, R Grahame, Groves, C Gruen, P Gruen, Hamilton, Harland, Hayden, Heselwood, Hussain, Illingworth, Iqbal, Jenkins, Khan, Knight, Lennox, J Lewis, R Lewis, Lowe, Lyons, Maqsood, McKenna, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Scopes, Shahzad, Smart, E Taylor, Truswell, Tunncliffe, Venner, Wakefield, Walshaw, Wenham and Wray.

ABSTAIN – 2

A Blackburn and D Blackburn.

On the requisition of Councillors Leadley and Lamb the voting on the substantive motion in the name of Councillor R Lewis was recorded as follows;

YES – 59

Akhtar, Almas, Arif, Bithell, Blake, Brooks, Bruce, Carlill, Charlwood, Coupar, Dowson, Drinkwater, Dye, Gabriel, Garner, Garthwaite, M Gibson, J Gibson, Goddard, P Grahame, R Grahame, Groves, C Gruen, P Gruen, Hamilton, Harland, Hayden, Heselwood, Hussain, Illingworth, Iqbal, Jenkins, Khan, Knight, Lennox, J Lewis, R Lewis, Lowe, Lyons, Maqsood, McKenna, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Scopes, Shahzad, Smart, E Taylor, Truswell, Tunncliffe, Venner, Wakefield, Walshaw, Wenham and Wray.

NO – 33

B Anderson, C Anderson, Bentley, A Blackburn, D Blackburn, Buckley, Campbell, Amanda Carter, Andrew Carter, Cohen, Collins, Dobson, Downes, Elliott, Field, Firth, Flynn, Golton, Harrand, Harrington, C Harrison, Hutchison, Kidger, Lamb, P Latty, Lay, Leadley, McCormack, Robinson, Seary, Stephenson, J Taylor and Wadsworth

ABSTAIN – 0

79 White Paper Motion (in the name of Councillor Mulherin) - Youth Services

It was moved by Councillor Mulherin, seconded by Councillor Scopes that this Council values the contribution of Youth Services to improving the life chances of young people and calls on the Government to place Youth Services on a statutory footing and provide dedicated funding to secure that provision.

An amendment was moved by Councillor Dobson, seconded by Councillor Field;

Add the following paragraph to the end of the white paper:

“In turn, Council will undertake a comprehensive review to ensure that all wards of the city are properly and fairly funded with all areas being re-assessed to ensure that no young person is left behind.”

The amended white paper would thus read:

This Council values the contribution of Youth Services to improving the life chances of young people and calls on the Government to place Youth Services on a statutory footing and provide dedicated funding to secure that provision.

In turn, Council will undertake a comprehensive review to ensure that all wards of the city are properly and fairly funded with all areas being re-assessed to ensure that no young person is left behind.

A second amendment was moved by Councillor Lay, seconded by Councillor J Bentley;

insert after “people” in the first sentence:

“and regrets current funding prevents the City doing more,”

The white paper would read:

This Council values the contribution of Youth Services to improve the life chances of young people and regrets current funding prevents the City doing more, and calls on the Government to place Youth Services on a statutory footing and provide dedicated funding to secure that provision.

A third amendment was moved by Councillor Cohen, seconded by Councillor Lamb

Delete all after: ‘This Council’ and replace with:

“notes recent Government investment in initiatives to support young people such as the Early Intervention Youth Fund, continued funding of the Troubled Families Programme and the Youth Endowment Fund.

“Council notes the funding reductions experienced by local authorities in recent years and the reasons for those reductions and further notes that local Councils have the flexibility to choose how they spend their own resources.

“Council values the contribution of Youth Services to improving the life chances of young people in Leeds and calls for a review of Youth Services in Leeds, to include making Youth Activity Funding eligible for capital expenditure, to ensure that funding is being spent as effectively as possible and is delivering the services that young people in Leeds need.”

The amendments in the name of Councillor Dobson, Councillor Lay and Councillor Cohen were declared lost and upon being put to the vote it was

RESOLVED – That this Council values the contribution of Youth Services to improving the life chances of young people and calls on the Government to place Youth Services on a statutory footing and provide dedicated funding to secure that provision.

On the requisition of Councillors Mulherin and Dowson the voting on the amendment in the name of Councillor Dobson was recorded as follows;

YES – 15

Bentley, A Blackburn, D Blackburn, Campbell, Dobson, Downes, Elliott, Field, Golton, C Harrison, Hutchison, Kidger, Lay, Leadley and McCormack.

NO – 59

Akhtar, Almas, Arif, Bithell, Blake, Brooks, Bruce, Carlill, Charlwood, Coupar, Dowson, Drinkwater, Dye, Gabriel, Garner, Garthwaite, M Gibson, J Gibson, Goddard, P Grahame, R Grahame, Groves, C Gruen, P Gruen, Hamilton, Harland, Hayden, Heselwood, Hussain, Illingworth, Iqbal, Jenkins, Khan, Knight, Lennox, J Lewis, R Lewis, Lowe, Lyons, Maqsood, McKenna, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Scopes, Shahzad, Smart, E Taylor, Truswell, Tunnicliffe, Venner, Wakefield, Walshaw, Wenham and Wray.

ABSTAIN – 17

B Anderson, C Anderson, Buckley, Amanda Carter, Andrew Carter, Cohen, Collins, Firth, Flynn, Harrand, Harrington, Lamb, P Latty, Robinson, Seary, J Taylor and Wadsworth

On the requisition of Councillors Mulherin and Dowson the voting on the amendment in the name of Councillor Lay was recorded as follows;

YES – 11

Bentley, A Blackburn, D Blackburn, Campbell, Dobson, Downes, Field, Golton, C Harrison, Lay, and McCormack.

NO – 65

Akhtar, Almas, Arif, Bithell, Blake, Brooks, Bruce, Carlill, Amanda Carter, Charlwood, Coupar, Dowson, Drinkwater, Dye, Elliott, Gabriel, Garner, Garthwaite, M Gibson, J Gibson, Goddard, P Grahame, R Grahame, Groves, C Gruen, P Gruen, Hamilton, Harland, Hayden, Heselwood, Hussain, Hutchison, Illingworth, Iqbal, Jenkins, Khan, Kidger, Knight, Leadley, Lennox, J Lewis, R Lewis, Lowe, Lyons, Maqsood, McKenna, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Robinson, Scopes, Shahzad, Smart, E Taylor, Truswell, Tunnicliffe, Venner, Wakefield, Walshaw, Wenham and Wray.

ABSTAIN – 15

B Anderson, C Anderson, Buckley, Andrew Carter, Cohen, Collins, Firth, Flynn, Harrand, Harrington, Lamb, P Latty, Seary, J Taylor and Wadsworth

On the requisition of Councillors Mulherin and Dowson the voting on the amendment in the name of Councillor Cohen was recorded as follows;

YES – 17

B Anderson, C Anderson, Buckley, Amanda Carter, Andrew Carter, Cohen, Collins, Firth, Flynn, Harrand, Harrington, Lamb, P Latty, Robinson, Seary, J Taylor and Wadsworth

NO – 74

Akhtar, Almas, Arif, Bentley, Bithell, A Blackburn, D Blackburn, Blake, Brooks, Bruce, Campbell, Carlill, Charlwood, Coupar, Dobson, Downes, Dowson, Drinkwater, Dye, Elliott, Field, Gabriel, Garner, Garthwaite, M Gibson, J Gibson, Goddard, Golton, P Grahame, R Grahame, Groves, C Gruen, P Gruen, Hamilton, Harland, C Harrison, Hayden, Heselwood, Hussain, Hutchison, Illingworth, Iqbal, Jenkins, Khan, Kidger, Knight, Lay, Leadley, Lennox, J Lewis, R Lewis, Lowe, Lyons, Maqsood, McCormack, McKenna, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Scopes, Shahzad, Smart, E Taylor, Truswell, Tunncliffe, Venner, Wakefield, Walshaw, Wenham and Wray.

ABSTAIN – 0

On the requisition of Councillors Mulherin and Dowson the voting on the motion in the name of Councillor Mulherin was recorded as follows;

YES – 74

Akhtar, Almas, Arif, Bentley, Bithell, A Blackburn, D Blackburn, Blake, Brooks, Bruce, Campbell, Carlill, Charlwood, Coupar, Dobson, Downes, Dowson, Drinkwater, Dye, Elliott, Field, Gabriel, Garner, Garthwaite, M Gibson, J Gibson, Goddard, Golton, P Grahame, R Grahame, Groves, C Gruen, P Gruen, Hamilton, Harland, C Harrison, Hayden, Heselwood, Hussain, Hutchison, Illingworth, Iqbal, Jenkins, Khan, Kidger, Knight, Lay, Leadley, Lennox, J Lewis, R Lewis, Lowe, Lyons, Maqsood, McCormack, McKenna, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Scopes, Shahzad, Smart, E Taylor, Truswell, Tunncliffe, Venner, Wakefield, Walshaw, Wenham and Wray.

NO – 0

ABSTAIN – 17

B Anderson, C Anderson, Buckley, Amanda Carter, Andrew Carter, Cohen, Collins, Firth, Flynn, Harrand, Harrington, Lamb, P Latty, Robinson, Seary, J Taylor and Wadsworth

Council rose at 7.40 pm

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Report authors: Coral Main & Simon Foy

Tel: 0113 37 89232 & 0113 37 89228

Report of the Director of Resources and Housing

Report to Council

Date: 27 February 2019

Subject: Best Council Plan 2019/20 – 2020/21

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

Summary of main issues

1. This report seeks the approval of Council to adopt the Best Council Plan 2019/20 to 2020/21 at the recommendation of the Executive Board which considered the Plan at its 13 February meeting. The Plan has been prepared in the context of the initial proposals considered by the Executive Board in December 2018, taking account recent engagement with Scrutiny Boards, ongoing organisational development and improvement activity, the latest Best Council Plan annual performance report and socio-economic insight gained from the recently updated Joint Strategic Assessment.
2. The updated Best Council Plan maintains much of the current Plan, notably the ‘Best City’ ambition, outcomes and priorities, with the city’s Inclusive Growth and Health & Wellbeing Strategies as key drivers in tackling poverty and reducing inequalities. However, it strengthens the environmental aspects of sustainable development by establishing a ‘Sustainable Infrastructure’ priority (replacing 21st Century Infrastructure) and highlighting linkages across all priorities. It also introduces a new ‘Age-Friendly Leeds’ priority, based on the existing, well developed strategy. The ‘Best Council’ ambition of being ‘An Efficient and Enterprising Organisation’ is kept but extended to include ‘Healthy’, adding further focus to the health and wellbeing of staff, and with updated detailed narrative on how the authority will enact this in support of the Best City ambition. The Best Council Plan key performance indicators are also updated.
3. The revised Plan underpins the Medium-Term Financial Strategy 2019/20 – 2021/22 approved by the Executive Board in July 2018 and the Revenue Budget and Council Tax proposals for 2019/20 being considered today.

Recommendations

1. Council is asked to adopt the Best Council Plan 2019/20 to 2020/21 at Annexe 1.
2. Also to thank Scrutiny Boards and others for their comments throughout the consultation process that have informed the proposed Best Council Plan 2019/20 to 2020/21.
3. Council is asked to note that further development and graphic design work will take place prior to publication of the updated Best Council Plan in April 2019.

1. Purpose of this report

- 1.1 This report presents the Best Council Plan 2019/20 to 2020/21 for Council's consideration and approval. It provides the strategic framework for the authority's 2019/20 Revenue Budget and Council Tax proposals, the financial expression of the council's priorities.

2. Background Information

Developing the Best Council Plan

- 2.1 On 19 December 2018 the Executive Board agreed an approach for refreshing the Best Council Plan. The Best Council Plan is Leeds City Council's strategic plan, both bringing together and also informing and being informed by the aspirations from a range of supporting council and partnership plans to set out the authority's overall ambitions, policy direction and priorities for city and organisation. It underpins the council's budget-setting and financial strategies, helps our staff understand how the work they do makes a real difference to the people of Leeds and shows our partners how we contribute to city-wide issues. Whilst the Best Council Plan is written as a multi-year, long-term strategic document, as with the council's medium-term financial plan, it is reviewed and refined annually as needed.
- 2.2 The proposed Best Council Plan 2019/20 to 2020/21 has been prepared in the context of the initial proposals considered by the Executive Board in December 2018, and taking account of recent engagement with Scrutiny Boards, ongoing organisational development and improvement activity, the latest Best Council Plan annual performance report and socio-economic insight gained from the recently updated Joint Strategic Assessment.

Retaining the Best City Vision and Ambition

- 2.3 A Joint Strategic Needs Assessment (JSNA) analyses the health needs of populations to inform and guide commissioning of health, wellbeing and social care services within a local authority area. In Leeds, we have over the last decade adopted a wider approach to the JSNA, extending the analysis to cover the wider determinants of health, not only to ensure we gain a deeper insights into the relationship between health, wider-wellbeing, the economy and environment, but also to inform the Best City strategic framework. The findings from the 2015 JSNA – which incorporated socio-economic and health data - informed the 2016 updates to the Best Council Plan as well as key 'city' plans, notably the Health & Wellbeing Strategy.
- 2.4 The JSNA has recently been updated for 2018 based around the Best Council Plan 'Best City' priorities. In 2018 we have adopted a wider approach to this work, focusing not only on need but also the key assets of our communities: as such, we are terming this as a 'Joint Strategic Assessment' (JSA).
- 2.5 The findings from the JSA 2018 highlight the city's socio-economic diversity and some intensification of inequalities. The analysis confirms our broadly strong economy with some genuine areas of excellence and competitiveness, but also identifies some challenges in terms of productivity, linked in part to growth in 'lower productivity' sectors such as consumer-services.
- 2.6 In terms of service provision, the JSA also confirms the very dynamic and multi-faceted challenges often in our most deprived communities and the requirement for the council and our partners to respond more collaboratively, particularly at either end of the age spectrum.

- 2.7 In summary, both the Annual Performance Report and the JSA confirm that the Best City vision and ambition ‘Leeds ... A Strong Economy and Compassionate City’ remain highly relevant and corroborate the rationale for Health and Wellbeing and Inclusive Growth as the primary strategies in achieving our Best City ambition, therefore this headline strategic framework is retained.
- 2.8 However, the revised Plan strengthens the environmental aspects of sustainable development by establishing a ‘Sustainable Infrastructure’ priority (replacing 21st Century Infrastructure) and highlighting sustainable development linkages across all priorities. It also introduces a new ‘Age-Friendly Leeds’ priority, based on the existing, well developed strategy. The ‘Best Council’ ambition is kept but with further refinement and more detailed explanation of how the authority will enact this in support of the Best City ambition.

3. Main Issues

Best Council Plan 2019/20 to 2020/21 Summary of Changes

- 3.1 An updated **Foreword** from the council Leader and Chief Executive.
- 3.2 A new **Sustainable Infrastructure** priority, replacing the priority on 21st-Century Infrastructure, better reflecting the environmental ambitions of the city and council, particularly as the socio-economic pillars of sustainable development are already well covered in the Plan. The new priority draws on existing activity, but also draws out the sustainable development impacts and opportunities of key areas such as transport, housing, digital technology and flood defence. In addition, the opportunities to promote and progress sustainable development across all priorities is reinforced throughout the Plan (e.g. air quality and health and wellbeing).
- 3.3 A new **Age-Friendly Leeds** priority, based on the existing, well developed ambition for Leeds to be the best city to grow old in, a place that both values older people recognising the contribution they can make, but also prioritises their needs. The key elements underpinning the priority are: a focus on social networks; promoting social capital and participation; age-proofing services; tackling inequalities; and challenging social structures and attitudes. Again, the opportunities to promote and progress this agenda across all priorities is reinforced throughout the Plan.
- 3.4 A revised **Best Council Ambition: An Efficient, Enterprising and Healthy Organisation**, which maintains the focus on organisational development, culture change and efficiency, but adds further focus on the health and wellbeing of our staff without whom the outcomes and priorities set out in the Best Council Plan could not be delivered. The key elements of the revised Best Council Ambition are: improving staff health and wellbeing; our organisational culture; managing our finances; and, delivering digital solutions.
- 3.5 The Best City and Best Council **key performance indicators** have been updated to ensure they remain up-to-date and focus on the overarching vision to tackle poverty and inequalities.
- 3.6 **Annexe 1** sets out the draft Best Council Plan 2019/20 to 2020/21 which is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. The annexe includes:
- An updated foreword from the Council Leader and Chief Executive.
 - An updated ‘Plan on a Page’ setting out our vision, ambitions, desired outcomes and the revised ‘Best City’ priorities.

- Draft narrative for the new proposed priorities on 'Age-Friendly Leeds' and 'Sustainable Infrastructure' that provides an introduction and signposts the reader to the key supporting strategies for further information. The narrative for the other 5 Best City priorities will largely remain the same as in the current 2018/19 to 2020/21 Best Council Plan with minor amendments to the wording, KPIs and key statistics to update them as needed prior to publication of the updated Plan.
- An updated 'Best Council' section, explaining our approach to being an efficient, enterprising and healthy organisation with our council values encompassing everything we do and how we work.
- A set of 'Best City' and 'Best Council' key performance indicators.

3.7 The Board is asked to note that the draft Best Council Plan at Annexe 1 is currently in text-only version. The final published version will be more visual, incorporating a strong graphical element with a range of related facts and statistics to break up the text, and will be widely communicated using both online and offline channels.

Performance Reporting

3.8 The Best Council Plan sits at the top of a range of supporting plans and strategies, each with their own KPIs and performance arrangements, including the role of Scrutiny Boards and partnership boards. As a more strategic, cross-cutting document, the Best Council Plan draws on these arrangements and incorporates those KPIs most relevant to the Best Council Plan outcomes and priorities.

3.9 The Best Council Plan KPIs are reviewed quarterly with performance scorecards published. This is supplemented by an annual performance report that looks back on progress in delivering the Best Council Plan over the previous year. Both the scorecard and annual reports are publicly available on the leeds.gov website (accessible [here](#)) and, for staff and elected members, on the council's intranet site. Operational performance management arrangements are in place at service levels.

3.10 These arrangements will continue into 2019/20 with further consideration as to how the strategic focus on delivering better outcomes as articulated in the Best Council Plan is delivered and impacts at more local levels.

3.11 Following approval of the Best Council Plan 2019/20 to 2020/21, the 2018/19 Plan will be closed down with an annual performance report later this year provided to the Executive Board looking back on progress on its delivery.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 The outcomes and priorities within the Best Council Plan are drawn from existing and developing plans and strategies, themselves subject to extensive stakeholder consultation and engagement, including the 2019/20 Budget which has undergone a consultation process with the public, elected members and council officers.

4.1.2 The proposed Best Council Plan 2019/20 to 2020/21 has been subject to consultation with the Executive Board, all Scrutiny Boards, Community Committee Chairs, the Corporate Leadership Team and other senior officers.

Scrutiny Board Consultation

4.1.3 The observations and recommendations from Scrutiny Board discussions can be read in full at Annexe 2. The Boards made 4 key recommendations which are presented below with our responses:

- **Recommendation 1:** That the Executive Board supports the new focus on the City's ageing population within the refreshed Best Council Plan.

Response: this is reflected within the proposed new priority on 'Age-Friendly Leeds'.

- **Recommendation 2:** That the Executive Board reflects again on the recommendation put forward by Scrutiny last year and supports the need to make 'supporting healthy, active lifestyles' a Best Council Plan priority or city-wide obsession in accordance with existing efforts to develop a sustainable whole systems approach towards physical activity for Leeds.

Response: dating back to the Best Council Plan update in 2016/17, one of its eight outcomes has been that we want everyone in Leeds to 'Enjoy happy, healthy active lives'. 'Supporting healthy, physically active lifestyles' is also a major focus within the Best Council Plan priority on 'Health and wellbeing', featuring on the Best Council Plan on a Page and measured through the Best Council Plan key performance indicator, 'Percentage of physically active adults', with links also to the indicator on 'Children who are a healthy weight at age 11'. Alongside the Inclusive Growth Strategy, the Leeds Health and Wellbeing Strategy is the primary strategy to help deliver the 'Best City' ambition set out in the Best Council Plan. This Health and Wellbeing Strategy sets out five outcomes - one of which is that, 'People will live full, active and independent lives' – and 12 priorities, including 'Getting more people more physically active more often'. We therefore consider the emphasis on healthy, active lifestyles to be well represented and articulated within the Best Council Plan itself and one of its two key supporting partnership strategies, the Leeds Health and Wellbeing Strategy.

- **Recommendation 3:** That the Executive Board support the proposal to expand the Best Council 'efficient and enterprising' strapline to incorporate 'healthy', encompassing a focus on health across the council's workforce.

Response: this is reflected in the proposed extended Best Council ambition, to be a more 'efficient, enterprising and healthy organisation'.

- **Recommendation 4:** That the Executive Board is again requested to ensure that sustainable development has prominence in the Best Council Plan, to reinforce focus on the environmental and social needs of communities, so that poorer communities are not disproportionately disadvantaged by housing and infrastructure growth and in addition, to ensure that all Leeds residents can enjoy the advantages delivered through economic development.

Response: while the purpose of the whole Best Council Plan is to tackle poverty and inequalities, the explicit emphasis on 'sustainability' has been strengthened in amending aspects of some of the existing priorities and through the proposed new priority on 'Sustainable infrastructure', replacing the current priority on '21st-century infrastructure'. A report on how this agenda will be further progressed will be presented to the Infrastructure, Investment and Inclusive Growth Scrutiny Board at its April 2019 meeting.

Budget Consultation

4.1.4 The public consultation on the council's Initial Budget Proposals for 2019/20 took place between 20th December 2018 and 20th January 2019. Though focused on the budget, the survey presented findings from the previous year's consultation exercise and explored whether the public's views and perceptions of the council's priorities had changed in that time. As such, the results of that consultation exercise are relevant to the proposals to update the Best Council Plan. In summary:

- The consultation was primarily carried out through an online survey that was advertised on the council's website and social media sites, via email to partner organisations, Equality Hub members and the Citizens' Panel, and circulated to staff; paper versions were also available. The challenge of balancing the budget was also the theme for the Equality Assembly Conference in November 2018, and a broad range of issues were raised.
- A total of 1,241 surveys were completed, across a range of respondents from different age groups, ethnicities and genders, which generally represented the population of Leeds (as measured against the Census 2011). Responses from younger (18-29 years) and BAME people were found to be slightly underrepresented, however statistically significant numbers were received from each group. In total, 94% of respondents said that they live in Leeds, almost half (49%) work in Leeds and around 1 in 7 (14%) said they work for Leeds City Council.
- In our budget consultation last year we asked people to rate some of our service priorities by how much they matter to them personally, and by how much they think they matter to the city of Leeds. Fifteen priorities were identified with 'Keeping children safe' ranked as the top city priority, followed by 'Supporting older and vulnerable people' – though when it came to rating the priorities at a personal level, 'Keeping streets and neighbourhoods clean and dealing with waste' was ranked top, followed by 'Working with police to prevent and tackle crime and anti-social behaviour'.
- This year we listed the priorities in a chart showing the percentages of people's previous responses and asked whether any of the services should be ranked higher or lower as a priority for the city. We received 1,225 suggestions from 649 people. Three quarters of the comments (942) were to suggest a service should be ranked higher up the list of priorities, with the rest saying a service should be ranked lower (283). The majority of these related to services in the middle of the rankings (8 to 10).
- The following table shows the services in the order that they were ranked from last year, along with the number of comments received this year suggesting the rank should go up or down. The services with the greatest numbers of comments saying to either increase or decrease a rank have been highlighted in red and green.

Service priority ranking from 2018/19 consultation	Lower	Higher
1. Keeping children safe	28	0
2. Supporting older and vulnerable people	9	37
3. Working with the police to prevent and tackle crime and anti-social behaviour	16	58
4. Keeping streets and neighbourhoods clean and dealing with the city's waste	24	32
5. Making roads safe, reducing congestion and making it easier to get around	35	59
6. Working with schools and families to help children to do well in learning	15	49
7. Helping people earn enough to support themselves and their families	19	53
8. Helping people to live in good quality, affordable housing	7	80
9. Protecting the environment and improving air quality	16	96
10. Preventing and tackling homelessness	9	175
11. Supporting people into jobs, training and apprenticeships	11	71
12. Investing in parks and playing facilities	11	60
13. Encouraging people to live healthier lifestyles	40	81
14. Investing in sport and leisure facilities	15	54
15. City wide cultural events/festivals	28	37
Total Comments	283	942

- Participants were informed that last year the majority of respondents agreed we should balance the budget by reducing or cutting some services and increasing tax and charges, and asked whether these changes have affected them personally. In total, 646 comments were made by 507 people, of which the highest reported issues were:
 - Increased Council Tax (163) – of which a quarter said they are noticeably worse off (42) and some said that they struggle to pay (19).
 - New charges at recycling depots (88) – of which nearly half reported a noticeable or perceived increase in fly tipping (39).
 - Roads and Highways (57) – most of which were about the general condition of roads.
- Thinking about making efficiencies, participants were asked for suggestions on how the council can save money. In total 635 comments were received from 541 people, of which the largest numbers referred to:
 - More efficient work practices and staff arrangements (85), including some referring to a need for more collaborative working (16).
 - Reduce staff, management and salaries (67).
 - That tax and charges should be increased (37).
- Participants were asked how much they agree or disagree with our approach for increasing Council Tax in 2019/20:
 - Over 3 in 5 agreed with our approach (62%)
 - Those that disagreed were asked why (498 comments from 427 people):
 - Over a quarter of comments said the increase is already too high or increasing beyond wages and inflation (131).
 - A quarter of comments were concerned with affordability (121), over half worrying about the impact on others (75) and the rest saying they will struggle to pay (46).

- 1 in 5 comments were concerns around how we spend money (98), with most of these stating that further efficiencies can be made (60).
- Participants were asked how much they agree or disagree with how we propose to spend the money we receive:
 - Over three quarters said they agree with our proposed revenue budget (77%).
 - A similar number agreed with our investment plans laid out in our capital programme (75%).
- We also received 621 comments from 497 respondents around how we propose to spend money, which covered a range of services and themes, including:
 - City Development, roads and transport (154) - of which half said to prioritise these (76). Some commented there have been poor decisions around transport infrastructure (27) or that we should prioritise healthier / green transport initiatives (24).
 - Housing (104) - of which two thirds said this is a priority (69).
 - Adults and Health (46) - of which two thirds said we need to challenge or reduce spending (30)
 - The Environment (38) – of which over half said this is a priority (24)
- We will be carrying out additional work to gain further insight from considering survey responses by different demographic groups to identify their different service priorities. This is likely to provide useful evidence to support future strategic planning.

4.1.5 Following approval, staff and member engagement channels will be used to share the Best Council Plan 2019/20 to 2020/21 more widely.

4.2 Equality and diversity / cohesion and integration

4.2.1 A joint strategic equality impact assessment (EIA) of the proposed Best Council Plan 2019/20 to 2020/21 and Budget 2019/20 has been carried out and this is attached at Annexe 3. Additional EIAs have been carried out on the key supporting plans and strategies.

4.3 Council policies and Best Council Plan

4.3.1 This report proposes the Best Council Plan for 2019/20 to 2020/21, continuing to provide a framework for the council's approach to responding to the inequality challenges in Leeds through growing the economy while being a compassionate city. It has been developed in consultation, in accordance with the council's Budget and Policy Framework (Article 4 of the council's Constitution) and the Budget and Policy Framework Procedure Rules (Part 4 Rules of Procedure).

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

4.4 Resources and value for money

- 4.4.1 The refreshed Best Council Plan 2019/20 – 2020/21 sets out the council's priorities aligned with the medium-term financial strategy and annual budget. Developing and then implementing the Best Council Plan will continue to inform, and be informed by, the council's funding envelope and staffing and other resources.

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

- 4.5.1 This report has been produced in compliance with the council's Budget and Policy Framework. As such, it is not eligible for call-in in line with Executive and Decision-Making Procedure Rule 5.1.2.
- 4.5.2 There are no specific legal implications and all information within this report is available to the public.

4.6 Risk management

- 4.6.1 The council's strategic and directorate risk registers will be reviewed in light of the revised Best Council Plan to ensure that the key risks that could impact upon the priorities are appropriately identified, assessed and managed. A full risk assessment will also be undertaken of the council's financial plans – which support the delivery of the Best Council Plan – as part of the normal budget process.
- 4.6.2 An assurance report on the authority's strategic risk management arrangements will be presented to the Corporate Governance and Audit Committee this summer to inform the council's Annual Governance Statement.

5 Conclusions

- 5.1 The proposed Best Council Plan for 2019/20 to 2020/21 continues the council's aim of tackling poverty and reducing inequalities through a sustained focus on working with partners, organisations and communities to both grow the economy and doing this in a way that is compassionate and caring. It articulates this based around inter-connected priority areas of work with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers. At a time of continued financial pressures, it is also important the council continues to play its part to support the 'Best City' vision by becoming a more efficient, enterprising and healthy organisation.

6 Recommendations

- 6.1 Council is asked to adopt the Best Council Plan 2019/20 to 2020/21 at Annexe 1.
- 6.2 Also to thank Scrutiny Boards and others for their comments throughout the consultation process that have informed the proposed Best Council Plan 2019/20 to 2020/21.
- 6.3 Council is asked to note that further development and graphic design work will take place prior to publication of the updated Best Council Plan in April 2019.

7 Background documents¹ - None

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

Annexe 1: Proposed revisions to the Best Council Plan

A: Introduction *[pages 1-4 within graphic design version]*

Best Council Plan 2019/20 to 2020/21

BEST CITY • BEST COUNCIL

Tackling poverty and reducing inequalities

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

About Leeds

Leeds is a growing city with a population estimated at 785,000 (ONS 2017), an increase of more than 30,000 people since the 2011 Census. However, it is the shift in the make-up of our population, particularly at local levels, that is most striking. There have been rapid demographic changes during this time, particularly in some of our most deprived communities, with many of these communities being the fastest growing and with the youngest age profile.

This population increase reflects the success of the Leeds economy: driving growth from the centre of the UK, the city is an economic powerhouse predicted to grow by 50% over the next 20 years, outperforming the national economy. Our region is one of the youngest in the UK, providing a talent pool that is digitally skilled and enterprising and helping create a vibrant, youthful environment that gives Leeds a crucial competitive edge. Ambitious investment plans for Leeds Station and the South Bank will double the size and economy of the city centre, boosting economic participation across the North and in our local communities. We enjoy the advantages of being a big city, with five universities, a thriving job market and access to culture, sport, food and retail at the heart of a clean and walkable city centre. Our city has fantastic green spaces, including award-winning parks, with the Yorkshire countryside and two national parks right on its doorstep. With so much to offer, Leeds continues to attract tourism – a record high of 29 million visits in 2017 (the most recent figures) -, graduates – year-on-year we have more undergraduates and graduates moving into the city than leaving, a ‘brain gain’ -, and investment with a standout success in October 2018 being the decision by Channel 4 to choose Leeds for its new national headquarters.

Leeds is also built on a rich tradition of social enterprise and a pioneering social model that harnesses the energy of our communities and a strong charity sector. Leeds is now ranked highest among the largest cities outside London for health and wellbeing with more adults active, fewer people smoking and fewer obese children than before. Our innovative work on healthcare and technology is helping more people worldwide live healthier, more productive lives.

[Infographic with 5 headline messages:

- *Leeds is driving growth from the centre of the UK and the heart of the northern and national economies*
- *Leeds is young and getting younger*
- *In Leeds we put people first, with a proud record of working together to deliver for everyone*
- *People enjoy living and working in Leeds*
- *Leeds is powered by innovators, entrepreneurs and social pioneers]*

However not everyone is benefiting fully from these successes. There are still significant issues of poverty and deprivation in Leeds with more than 170,000 people living in areas ranked amongst the most deprived 10% nationally and a growth in in-work poverty affecting more than 70,000 working age adults across the city. Despite high employment rates, low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression. Childhood poverty is a particular concern with lifelong implications: one in five of our city's under 16-year olds – 28,000 children – are estimated to live in poverty compared to 17% nationally with a sharp rise in the number living in our most deprived communities: in the last five years, the number of 11 year-olds in Leeds has grown by 9% but the poorest ten per cent of neighbourhoods have seen an increase of 33%, a figure that rises to 91% in the poorest three per cent of neighbourhoods. Our education and skills system does not work for everyone, and we need to continue to make progress in improving our schools so that they are equipping all young people with the learning, attainment, attributes and awareness of opportunities they will need to succeed in work.

Levels of health and wellbeing are inextricably linked with deprivation within the city. Local mapping highlights these issues and emphasises the different rates of progress between different communities across the city, although targeted interventions have meant that some inequalities are reducing more quickly in our most deprived areas.

[\[Map of Leeds showing levels of deprivation\]](#)

Looking forward, overall the prospects for future, more inclusive economic growth in Leeds remain robust but we will only fulfil this potential if we maintain the progress we are making, and by taking action on areas where we could perform better. This includes thinking beyond the city's boundaries in harnessing the region's economic and social capital; we are actively participating in the work of the city region and pressing for a Yorkshire devolution deal. At a national level, we work closely with government departments and institutions such as the King's Fund and Joseph Rowntree Foundation to influence future policy with Leeds' Council Leader the current chair of the Core City (the largest cities outside London) network of local authorities. Working with partners in all sectors, we are also planning for all Brexit eventualities and we will do what we can to make sure the city is ready for them. Leeds is a resilient city with a diversity of people, opinions and cultures and it is these very strengths that will help see us through.

Best City

The Best Council Plan 2019/20 to 2020/21 maintains our long-term 'Best City' strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring, allowing us to support our most vulnerable children and adults.

Building on the key council and partnership strategies in place and in development, this Best Council Plan update sets out a number of interconnected priority areas of work that flow in particular from our two main cross-cutting strategies: *Inclusive Growth* and *Health and Wellbeing*. This year, we have added a new 'Age-Friendly Leeds' priority: based on our well-developed ambition for Leeds to be the best city to grow old in, the priority centres on the great work we are doing to make this a place where older people are valued, feel respected and appreciated and are seen as the assets they are, but also prioritises their needs. We have also revised the previous '21st-Century Infrastructure' priority to 'Sustainable Infrastructure', better reflecting and helping to promote and progress the environmental ambitions of the council and the city.

Taken together, a focus on these eight 'Best City' priorities will deliver improved outcomes for everyone in Leeds:

- Inclusive Growth
- Health and Wellbeing
- Child-Friendly City
- Age-Friendly Leeds
- Safe, Strong Communities
- Housing
- Sustainable Infrastructure
- Culture

The following pages briefly explain the priorities and set out the key performance indicators we use to track progress. We have also signposted the most significant 'Best City' strategies and action plans to read for more detail on both the issues and the collaborative and innovative work that we and our partners are doing in response – and in which the whole city is invited to play its part.

Best Council

At a time of unprecedented financial challenges and demographic pressures, we are continuing to work hard for the people of Leeds: maintaining high performance on key city-wide services such as bin collections and street cleanliness; using our capital programme to maintain and improve vital infrastructure such as roads and bridges; further progressing locality working through our targeted investment in neighbourhood priority areas; and supporting our most vulnerable residents through preventative interventions and restorative approaches. This people-centred way of working underpins the eight-year improvement journey we have made in the services we provide for children in need of help and protection, children in care and care leavers: in December 2018, Ofsted rated these as 'outstanding', making Leeds the only 'core city' to achieve such a high rating under the inspectorate's new framework.

We are justifiably proud of our progress but we are not complacent: we recognise the complex challenges facing the city, as outlined above, and that the council has a major place-shaping and leadership role to play to help address them through strong partnership working and engagement with organisations across all sectors and our diverse communities. We also appreciate the impact on our workforce of ever increasing demands on public services alongside reducing resources: whilst continuing our ongoing programme of organisational development and cultural change and further exploiting the opportunities the digitisation agenda can bring to streamline our systems and processes, this year therefore sees us strengthening our health and wellbeing offer to staff. To highlight its importance, this update of the Best Council Plan extends our Best Council ambition to be a more 'Efficient, Enterprising **and Healthy** Organisation', with our values remaining at the heart of what we do and how we work.

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

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

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Best Council Plan **2019/20** – 2020/21

Tackling poverty and reducing inequalities

LEEDS' BEST CITY AMBITION

Best City A Strong Economy and a Compassionate City

BEST CITY OUTCOMES

We want everyone in Leeds to...

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live in good quality, affordable homes within clean and well cared for places
- Do well at all levels of learning and have the skills they need for life
- Enjoy greater access to green spaces, leisure and the arts
- Earn enough to support themselves and their families
- Move around a well-planned city easily
- Live with dignity and stay independent for as long as possible

BEST CITY PRIORITIES

What we and our partners are focusing on *in 2019/20* to improve outcomes with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers

INCLUSIVE GROWTH

- Supporting growth and investment, helping everyone benefit from the economy to their full potential
- Supporting businesses and residents to improve skills, helping people into work and into better jobs
- Targeting interventions to tackle poverty in priority neighbourhoods
 - Tackling low pay

HEALTH & WELLBEING

- Reducing health inequalities and improving the health of the poorest the fastest
 - Supporting healthy, physically active lifestyles
- Supporting self-care, with more people managing their own health conditions in the community
- Enabling people with care and support needs to have choice and control

CHILD-FRIENDLY CITY

- Supporting families to give children the best start in life
- Improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes
 - Improving social, emotional and mental health and wellbeing
- Helping young people into adulthood, to develop life skills and be ready for work
 - *Enhancing the city now and for future generations*

SAFE, STRONG COMMUNITIES

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

AGE-FRIENDLY LEEDS

- *Developing accessible and affordable transport options which help older people get around*
- *Making Leeds' public spaces and buildings accessible, safe, clean and welcoming*
 - *Promoting opportunities for older people to be healthy, active, included and respected*
- *Helping older people participate in the city through fulfilling employment and learning*

SUSTAINABLE INFRASTRUCTURE

- Improving transport connections, safety, reliability and affordability
 - Improving air quality, reducing *pollution* and noise
 - *Improving the resilience of the city's infrastructure and the natural environment, reducing flooding and other risks from future climate change*
 - *Promoting a more competitive, less wasteful, more resource efficient, low carbon economy*
- Strengthening *digital and data* 'Smart City' infrastructure and increasing digital inclusion

CULTURE

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

HOUSING

- Housing of the right quality, type, tenure and affordability in the right places
 - Minimising homelessness through a greater focus on prevention
- Providing the right housing options to support vulnerable residents to remain active and independent
- Improving the energy performance of new and existing homes and reducing fuel poverty

LEEDS' BEST COUNCIL AMBITION

Best Council An Efficient, Enterprising *and Healthy* Organisation

OUR VALUES

Encompassing all we do and how we work

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

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C. New proposed Best Council Plan priorities

Sustainable Infrastructure

Like other growing cities, Leeds faces a number of significant challenges, including improving air quality, adapting to future climate change, linking people to services and employment, and increasing the numbers of people choosing active travel and public transport.

[Infographics:

- *Congestion is an issue on busy junctions causing journey time delays and contributing to air quality issues.*
- *Traffic on major roads in Leeds has increased by around 18% between 2000 and 2016 (Source: Department for Transport)]*
- *City centre district heating will pipe lower cost and lower carbon heat from the perimeter of the city to businesses and residents in dense urban areas*

To address these challenges and support our Best City ambition, we require modern, sustainable infrastructure. A resource efficient and climate resilient city will not only be a better place to live, it will also be more competitive and better placed to ride out future economic shocks. This means further integration in planning, funding and delivering improved infrastructure for Leeds that will help us support growth and improve connectivity, bringing new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers.

[Infographic: City centre district heating will pipe lower cost and lower carbon heat from the perimeter of the city to businesses and residents in dense urban areas]

Our approach needs to go beyond a narrow pursuit of growth; rather we need to do this in a way that ensures Leeds is liveable and healthy, as well as prosperous. A step change in the level of public transport use is needed; employment and housing growth areas in the city need to be advanced and problems such as poor air quality need to be tackled. Local and regional solutions need to be aligned with national projects such as HS2 and Northern Powerhouse Rail to spread the benefits.

[Infographic: HS2 map]

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

[Infographics:

- *Investing in a new Leeds High Frequency Bus Network, aiming for over 90% of core bus services running every 10 minutes between 7am and 8pm.*
- *Reduced bus delays through signal technology and bus priority measures, reduced waiting times and improving stop facilities.*
- *New buses that meet Euro 6 Air Quality standards and offer a better passenger experience by 2020.]*

We want Leeds to be a healthy city in which to live, work and visit. Working with partners to reduce transport emissions will bring about health and wellbeing benefits. We are introducing a Clean Air Zone (CAZ) that will charge buses, HGVs, taxis and private hire vehicles that fail to meet the latest

emissions standards for entering a defined area within the city and we are providing assistance and advice to local organisations to help them prepare for the CAZ.

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

[Infographic: 11,000 people employed in the digital sector (Source: ONS 2015)]

For more detail on the issues, planned activity and work in progress, please refer to:

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

Age-Friendly Leeds

Leeds wants to be a place where people age well: where older people are valued, feel respected and appreciated and are seen as the assets they are.

[Presented infographically]

The 2011 Census indicated that 232,000 people in Leeds (31% of the city's population) was aged 50 and over, 110,000 (almost 15% of the total population) people were aged 65 and over, with nearly 15,000 (just under 2% of the city's residents) being aged 85+.

The most recent 2017 mid-year estimates from the Office of National Statistics highlight the increase in these figures in line with the city's population growth: of our estimated 785,000 total population, more than 250,000 people (32% of the city's population) are now aged 50 and over; 122,000 people (15.5%) are 65+ and 16,000 (2%) are 85+.

These numbers will continue to rise: looking forward to 2021, the ONS projects the total Leeds population will increase to more than 803,000 with the number of people aged 50+ expected to grow to 262,000 (33% of the total population); the 65+ age range to exceed 126,000 (15.7%) with those aged 85+ increasing to nearly 17,000 (2.1%).

The opportunities and challenges presented by an ageing population are well-rehearsed. Older people contribute in countless ways to Leeds' rich and vibrant communities – through the skills and knowledge that they bring to their local communities, high levels of volunteering, acting formally and informally as community connectors, intergenerational interactions, unpaid caring roles, and through the skills and experience they bring to their workplaces. However, we also know that many older people are also more likely to have multiple long-term health conditions with inequalities disproportionately affecting the poorest in our city. Inequalities in older age are cumulative and have a significant impact on a person's health, wellbeing and independence. As the baby-boomer generation grows older, there will be a range of implications for public sector service provision.

[Infographic]

The latest Indices of Multiple Deprivation (2015) estimated that of the 170,000 people estimated to be living in the 10% most deprived areas of Leeds, 25% (nearly 43,000 people) were aged 50 years or more; 11% (19,000 people) aged 65+ and 1.5% (2,600 people) aged 85+.

Our approach to making Leeds the best city to grow old is one of citizenship and applies to the whole population. The approach:

- Ensures there is a strong focus on social networks within neighbourhoods and the city
- Promotes social capital and participation
- Age-proofs and develops universal services
- Tackles inequalities and reduces social exclusion
- Aims to change social structures and attitudes

A lot of good work already takes place in Leeds but we recognise there is an opportunity for this to have a clearer, strategic context. We have therefore developed an Age Friendly Strategy and action plan which cuts across all our Best Council Plan priorities. This focuses our work around six topic areas adapted for Leeds from the World Health Organisation's Age Friendly City domains:

- Housing
- Public and civic spaces
- Travel and road safety
- Active, included and respected
- Healthy and independent ageing
- Employment and learning

[Presented infographically]

Cross-cutting themes across these topics are:

- **Engagement with older people** – *involving and consulting with older people on the development, delivery, management and evaluation of those services and projects which affect them.*
- **Effective communications** – *promoting ageing positively and providing information about services and activities in a format that older people can easily access and which suits their needs.*
- **Access to digital technology** – *help and support for people who want to use digital technology to make their life better.*

Partnership working underpins our Age-Friendly approach:

- The Age Friendly Board (Making Leeds the Best City to Grow Old In) provides strategic leadership and oversight and is supported by a broader Age Friendly Leeds Partnership, co-led by the council and Leeds Older People's Forum. The partnership brings together statutory, voluntary and private sectors to address the priorities identified by older people themselves to help make Leeds a more age-friendly city, build awareness of these priorities and resulting actions and support age-friendly initiatives.
- In October 2017, the Centre for Ageing Better entered into a five-year partnership agreement with the council and Leeds Older People's Forum with an aim of enabling Leeds to adopt evidence-based practice and pilot innovative approaches to help generate new evidence of 'what works' for ageing well that can be shared throughout the country and

beyond. Three initial priorities for this partnership were agreed: (1) Addressing older people's housing information and advice needs; (2) Addressing gaps in public transport by developing innovative community transport solutions; (3) Undertaking community research to explore the motivations, barriers and enablers that older people face in contributing to their community.

- At national and international levels, Leeds is a member of: the UK Network of Age Friendly Communities – a group of communities from across the UK collaborating to bring about change in the way we respond to population ageing; the Eurocities Urban Ageing Forum, a forum dedicated to raising awareness and improving strategies for age-friendly environments in cities; and the World Health Organisation (WHO) Age Friendly Cities, which was established to foster the exchange of experience and mutual learning between cities and communities worldwide.

For more detail on the issues, planned activity and work in progress, please refer to:

- *Age Friendly Leeds Strategy [Please note, at the time of writing, this Strategy is still draft pending consideration by the Age Friendly Board at its meeting on 8 February 2019]*

D. Updated Best Council narrative

[Displayed infographically] **Our Values – encompassing everything we do and how we work**

- Being open, honest and trusted – *I can be my best*
- Treating people fairly – *It feels like I count*
- Spending money wisely – *I make every pound go further*
- Working as a team for Leeds – *I am part of a team with a ‘can do’ attitude*
- Working with people, engaging all communities – *I am proud to make a difference*

Best Council Ambition: An Efficient, Enterprising & Healthy Organisation

Our ‘Best Council’ ambition has for many years been aimed at becoming a more efficient and enterprising organisation, centred on an ongoing programme of cultural change. This has enabled us to manage significant financial pressures and increased demand for our services whilst minimising as far as possible the impact on the citizens of Leeds. This 2019/20 update explains our organisational priorities for the future with a particular focus on the health and wellbeing of our staff, without whom the outcomes and priorities set out in the Best Council Plan could not be delivered.

Improving staff health and wellbeing

The health and wellbeing of staff has always been important to Leeds City Council; the impact this can have on productivity, engagement and sickness absence is well understood. The challenge now is to ensure that wellbeing is consistently embedded, particularly at a time of ever-reducing time and capacity.

Leeds has introduced a range of initiatives over the years with this work recognised nationally and comparing well against other large organisations. For example, to support improved mental health and wellbeing, the council signed up to be a Mindful Employer back in 2011, enabling access to an array of resources and training; we established a Healthy Minds group in 2012 to provide peer-to-peer support, run events and workshops and in 2017 initiated a programme for training Mental Health First Aiders; our in-house Occupational Health Service offers pro-active and reactive advice and support; we have also had an Employee Assistance Programme for well over a decade that provides 24/7 telephone support for staff and their immediate families on a range of issues with self-referral for face-to-face counselling. To support improved physical health and wellbeing, we have over 100 active Wellbeing Champions across the organisation to lead on wellbeing initiatives and signpost people to information; all staff can sign up to join the Public Health Resource Centre, enabling access to a wealth of free guidance and practical tools; in 2016, we introduced direct physiotherapy referrals to help reduce and manage musculo-skeletal injuries; free ‘flu vaccinations have been offered to frontline members of social care staff for several years and targeted blood pressure testing was introduced last year. Supportive HR policies such as flexible working, special leave for extenuating circumstances and appropriate time off for volunteering and to attend staff networks, are also hugely beneficial to both mental and physical health and wellbeing.

However, more can be done to strengthen the health and wellbeing offer, and to ensure that all staff know and understand what support is available and how to access it. To highlight its importance, this 2019/20 update of the Best Council Plan therefore extends the Best Council ambition to be a more ‘Efficient, Enterprising **and Healthy** Organisation.’ A range of further practical activities are now underway and planned, including: improved communication and awareness with guidance made more accessible, current and evidence-based; training up to 500 more Mental Health First Aiders; closer collaboration with partners such as the Health and Social Care Partnership to provide

joint solutions to shared issues and the Business Disability Forum which is providing a range of tools and support; continuing work around low pay and financial wellbeing – we are proud to continue paying our staff at the Real Living Wage level; targeted activity with services experiencing the highest sickness absence related to mental health and musculo-skeletal disorders; introducing the concept of ‘wellbeing conversations’ linked to staff appraisals; and implementing a new overarching approach for Supporting Colleagues at Work. We have also agreed health and wellbeing champions at a senior management level across the organisation.

Our organisational culture

We strengthened our Organisational Development (OD) approach in 2018 which helped to articulate the focus of our next phase of culture change work: keeping the Best City / Best Council ambitions as key drivers for further improvement with our Values underpinning everything we do and how we work, to continue concentrating on staff wellbeing and inclusion and getting the basics of good people and change management right. Investing in training and skills for all staff will remain a key part of this, and our push on Management Development will continue.

Our emphasis on inclusion and diversity aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities. Significant progress was made in 2018 in particular thanks to our 7 staff networks: the Disability & Wellbeing Network (DAWN), relaunched in 2018; Early Careers Network – representing colleagues in the early stages of their careers; Healthy Minds; Women’s Voice; Carers’ Network; and Black, Asian and Minority Ethnic (BAME); and the Lesbian, Gay, Bisexual & Trans+ (LGBT+) network whose work was influential in helping us re-enter the Stonewall Workplace Equality Index top 100 employers. Throughout 2018 the networks have been laying the foundations for closer working across the groups of staff they represent, in recognition of the strength found in the partnership working approach to tackle common challenges and support individuals within the organisation. The coordinators of each network all meet on a monthly basis to discuss their projects, and provide a ‘first stop’ engagement forum for the organisation to consult with the representatives on changes in service delivery or staffing matters before potentially reaching out across the wider groups of colleagues. Whilst each of the seven networks has set out its aims for 2019, three cross-cutting priorities have been collectively agreed across the partnership:

- Career progression and equity of opportunity;
- Inclusive workplaces, where individuality is acknowledged and respected; and
- Challenging the digital divide and increasing engagement with frontline colleagues.

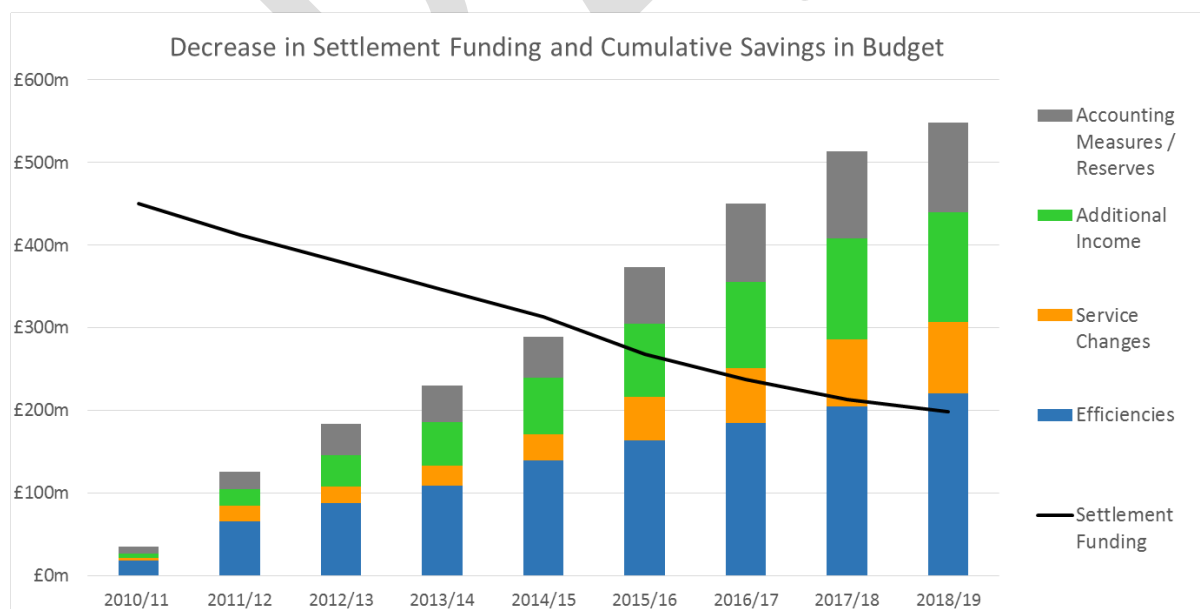
Work against these priorities will be delivered across the partnership and in conjunction with council staff, including the wider senior management teams. The partnership is also supporting work to increase levels of disclosure: with an improved understand of the workforce makeup, we can better identify and tackle issues such as potential barriers to career progression for certain staff groups.

Our ‘Team Leads – Can Do’ theme remains central to the OD approach, helping staff to feel more confident and empowered. In the coming year, we will build on the set of improvement tools we already draw on, such as outcomes-based accountability and restorative and strengths-based working which have proved so successful in our work with vulnerable adults and children, and further develop our skills and practice around people-centred design so that this approach becomes more regular, widespread and routine practice. We will also review the skills and capacity for delivering change and improvement, both at a premium, but with the investment we are making in our graduates, first time managers and strong take-up of leadership and management apprenticeships, this change resource will grow.

Scenario planning around future workforce levels and skills requirements remains a top consideration in light of shifts in demand, external factors such as Brexit, ongoing budget pressures and changes in the way we work. Our comprehensive staffing information and data will provide a good basis for this but additional work will be carried out during 2019/20 to better understand the medium- to longer-term requirements to enable the right balance between succession/capacity planning and workforce redesign. This will incorporate the impact of digital transformation which is shaping all workplaces and sectors, with the automation of basic tasks sitting alongside different ways of delivering products and services. New job and skill mixes will continue to be explored which could impact on job numbers and role design and so a range of responses will be used to help manage these changes, such as natural turnover, the council's Early Leavers Initiative, redesigning more administrative roles and reskilling and flexibly deploying staff; the use of apprenticeships to develop new skills and talent is an increasingly important part of our workforce strategy. We will finalise the review to introduce a more efficient, streamlined and inclusive recruitment process, including the introduction of a new e-recruitment system and some fresh options around high volume recruitment areas. Running alongside this we will develop an Employer Brand for the council to aid attraction and retention.

Managing our finances

Between 2010/11 and 2018/19 our core 'settlement funding' from government was reduced by around £250m, nearly 60%. At the same time, we have seen increasing costs and demand for services, particularly due to a growing and ageing population. We have so far met these challenges by stimulating economic growth, finding ways to increase our traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies: over the last 8 years, we have reduced staff numbers by over 3,200 full time equivalent posts and also significantly reduced the number of buildings we use. The chart below shows the decrease in settlement funding and savings that we have made to balance the budget year on year.



Through targeting resources into preventative services, we have ensured that the implications of demand and demographic pressures that have resulted in significant cost pressures in other local authorities have so far been contained. For example, in 2017/18 we spent £700k on 61 households registered in temporary accommodation compared to Birmingham's £23m (15,481 households) and Manchester's £21m (3,948 households). Similarly, since 2010 the rate per 10,000 of children looked

after has decreased in Leeds by 18.3% whilst the national average has gone up by 12.7% thanks to a concerted effort to improve outcomes for all children and families, culminating in an overall 'outstanding' OfSTED inspection rating in December 2018 for children's services social care.

However, the financial outlook for 2019/20 and beyond remains challenging: our government settlement funding for this year has reduced again by around £15m and, with continued cost pressures, the council anticipates needing to deliver more than £24m of savings by March 2020. Our medium-term financial strategy approved in July 2018 estimated a funding gap between 2019/20 and 2021/22 of £97m with 53% (£52m) of this projected to hit in 2020/21 and 32% (£31m) in 2021/22. The Strategy indicates the range and scale of challenge and a direction of travel rather than a precise forecast of resources and will be updated again in summer 2019 but there remain a number of risks and uncertainties, particularly within the national and economic environment, not least against the backdrop of Brexit. The results of government's Fair Funding Review of local government finances are anticipated this autumn, informing the level of resources available to support budgets from 2020/21 onwards. Whilst transitional arrangements are anticipated to be put in place, the Review could result in significant changes to the funding baselines of local authorities in comparison to the current methodology used. During 2019 the government will also carry out a departmental spending review across all departments and the long-awaited Green Paper setting out proposals to make the social care and support system more sustainable is, at the time of writing, due to be released for public consultation. The issuing of a Section 114 notice by Northamptonshire Council in February 2018 imposing emergency spending controls and the subsequently commissioned Best Value inspection, has increased the focus on local authorities' financial resilience.

In the context of these uncertainties and financial challenges, the council will need to continue to make difficult decisions around the level and quality of services to ensure we keep delivering the ambitions and priorities for the city and the organisation set out in the Best Council Plan. In line with our vision to tackle poverty and inequalities, we will continue to target our resources towards the most vulnerable in our society with nearly two thirds of our 2019/20 budget funding adult social care and children's services. We will also continue our locality working model with a specific focus on a small number of 'priority neighbourhoods' (those defined as being in the most deprived 1% of neighbourhoods nationally), engaging with communities and with partner organisations to better understand and tackle issues relating to poverty and inequality in more co-ordinated, joined-up ways. Linking in with our Community Committees, Neighbourhood Improvement Board and a strategic delivery team, core teams consisting of residents, elected members, local partners and service managers are helping to develop and deliver very localised actions plans that increasingly offer opportunities for innovative ways of working and supporting different models of service delivery.

At an organisational level, we will continue to review services to identify opportunities for greater efficiencies – both financial and staff time -, making better use of available financial and performance benchmarking information and prioritising a number of cross-cutting, major programmes and projects. These include the next phase of an ongoing 'Changing the Workplace' review of our buildings, disposing of those that are no longer fit for purpose and reducing vacant capacity, and exploiting a range of digital solutions.

Delivering digital solutions

In July 2018, Leeds City Council, alongside a number of other local authorities, sector bodies, the Government Digital Service (GDS) and the UK Ministry for Housing, Communities and Local Government (MHCLG), was a co-publisher and signatory to [The Local Digital Declaration](#). This

document affirms a collective ambition to maximise the use of digital tools and technology to further improve and transform local public services, based around 5 principles:

1. To redesign services around the needs of people using them, prioritising those needs above any organisational, technological or professional silos.
2. To use open data standards and incorporate modular IT solutions that are more flexible, better value for money and can be joined up more effectively.
3. To design secure ways of usefully sharing information to build trust with partners and citizens, better support the most vulnerable and more effectively target resources.
4. To demonstrate digital leadership, helping create the environment for organisational transformation and also challenging the people and organisations we work with to embrace the Declaration too.
5. To embed an open culture that supports, values and expects digital ways of working across all members of staff and that facilitates cross-organisational collaboration.

These principles articulate the approach we are taking in Leeds: that in order to deliver improved public services, 'digital' is an essential tool but it cannot be considered in isolation. It must instead be integrated within the council's overarching approach to improving services and delivering efficiencies, through organisational development and cultural change and also close partnership working. We are working in particular in collaboration with NHS colleagues to develop a shared, connected digital infrastructure for the city to enable professionals to work more seamlessly together and people to manage their own health and care needs: for example, through widening the rollout of a single health and care record that can be continually updated by both professionals and individuals, not only does this create more opportunities for joined-up care, but also modern technologies such as artificial intelligence can be used to analyse the data and provide new insights to inform decisions around prevention, treatment and future research. The council has access to an Innovation Lab which has successfully aided the delivery of a number of new digital products and services, such as the bin app and council housing matching facility (the 'Social Housing Picker'), through bringing together users and experts to co-create solutions. We will further promote this work in 2019/20 and beyond, exploiting opportunities for grant funded bids: for example, in January 2019 the council was successful in its bid to the new GovTech Catalyst Fund which invites proposals from public bodies to identify potential digital solutions for the public sector where the technology does not currently exist. The Leeds bid relates to collecting damp monitoring data in social housing, helping us more proactively maintain our property portfolio and ensure homes, particularly for more vulnerable members of society, remain healthy environments.

Across the organisation, we will focus on a number of priority service areas to challenge how services are provided and the underlying processes and systems. Incorporating user-centred design to ensure the 'customer experience' is the starting point, we will identify opportunities to streamline and redesign processes, using digital solutions where appropriate. One example cross-council review is 'Mail and Print' which has an important digital element – such as digitising incoming mail, replacing outgoing mail with digital alternatives and replacing IT software and hardware in the medium- to long- term – but as part of a wider consideration of the whole function. The council is also undertaking a significant programme to upgrade, replace and possibly consolidate a number of applications but again through rethinking about what we do and how we can improve the service, rather than merely replacing legacy IT systems: a 'Core Systems Review' is underway, assessing options across several cross-cutting functions. Digital also has a key role to play in our focus on improving staff health and wellbeing: better automation will create time-saving opportunities and digital assistive technology can both prevent and support musculo-skeletal injuries.

To support our staff on the digital journey, we will establish a digital coaching initiative to help managers understand more about how technology could help them deliver their services in more innovative, cost effective ways and develop a 'Directory of Digital Innovation', enabling decision-makers to access information in one place about technology advances that could aid service modernisation. Over time, we want all our staff to understand the opportunities that digital can provide in service delivery, with it being as much a part of decision-making as, for example, finance, staffing, consultation and equality considerations. We will also continue to promote tools such as the 'Learn My Way' platform to help staff develop their digital skills, part of our broader 100% digital literacy ambition for the whole city. There will be opportunities to learn and share with others too: for example, the Government Digital Service (GDS) is developing learning offers on digital leadership skills and service/user-led design and the Greater London Authority is piloting a digital leadership programme which, when complete, will make all content freely available to other public sector bodies.

Underpinning the digital agenda is our ongoing work to improve the quality and availability of information provided to customers, staff and elected members based on a range of intelligence. We remain committed to 'open data' where possible in compliance with the General Data Protection Regulations and privacy standards: ensuring that confidential information remains secure whilst enabling better analysis to prioritise interventions and resources to where they are most needed.

E. Refreshed Best Council Plan Key Performance Indicators (KPIs)

Notes:

- *Most of the Best City KPIs are cross-cutting, relevant to a number of the priorities. They are split out here purely for ease of reading at this draft stage. When the Best Council Plan graphic design version is produced, all KPIs will be combined into a single collective set.*
- *Notes in italics next to a KPI indicate a change from the current 2018/29 Best Council Plan. Those KPIs with no notes against them will be rolled forward into 2019/20.*

The set of key performance indicators (KPIs) below helps us measure progress in delivering our Best City and Best Council ambitions, outcomes and priorities. They are strategic indicators that we track over the long-term and report on regularly. They can change in-year so please check the online Best Council Plan for the latest version. Detailed performance information for both the Best Council Plan as well as the range of supporting and related strategies and plans is available on the council's leeds.gov.uk website.

Best City KPIs - How we will measure progress and achievements in delivering our Best City ambition and priorities.

Inclusive Growth

- Jobs change in the Leeds economy - *Revised to: 'Private sector employment in Leeds'*
- Productivity forecast – GVA per head - *Revised to: 'GVA (Gross Value Added) per head (balanced approach)' – slight amend to reflect the change in methodology in measuring GVA*
- *In the 2018/19 Best Council Plan update we noted that a KPI on inward investment would be developed. Due to the complexities and sensitivities around the potential data, this is still being worked on.*
- Number of new business start-ups and scale-ups
- *New KPI: 'Business survival rate'*
- Business rates growth - *Revised to: 'Change in NNDR payable since 2017 revaluation'*
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Leeds as a destination for higher education leavers - *This KPI will be removed as the methodology is changing and the next results will not be available until 2020/21.*
- Percentages of Leeds residents and Leeds workers earning below the Real Living Wage
- Claimant rate for Employment and Support Allowance – *This KPI will be removed as, with the rollout of Universal Credit, it is becoming less relevant. It will be replaced with the KPI 'Number of people supported into work'*
- Number of adults of working age affected by in-work poverty

Health & Wellbeing

- Infant mortality rate
- Percentage/proportion of children maintaining a healthy weight at age 11
- Percentage of physically active adults
- Percentage of adults who smoke
- Avoidable years of life lost
- Suicide rate
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
- Reduced rate of early death for people with a serious mental health illness - *At present, there is no data available to measure this. However, the recently published NHS 10-year plan states the need to*

introduce new mental health indicators so we will retain a note in the Best Council Plan 2019/20 update that a mental health KPI is in development and continue to lobby national bodies (such as Public Health England and NHS Digital). As and when national KPIs and datasets become available, we will evaluate the relative merits and include the most relevant in the Best Council Plan.

- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'
- Number of permanent admissions to residential and nursing care homes (a) for people aged 18-64 including 12 week disregards; (b) for people aged 65+ including 12 week disregards
- Proportion of people who use social care services who have control over their daily life

Child-Friendly City

- Number of children who need to be looked after
- Number of children and young people subject to a child protection plan
- Attendance at primary and secondary schools
- Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6)
- Progress 8 score for Leeds at the end of Key Stage 4 (end of year 11)
- Percentage and number of young people who are not in employment, education or training or whose status is 'not known'

NEW priority: Age-Friendly Leeds – new KPIs will be developed for this proposed new priority

The council is working closely with key partners including the Centre for Ageing Better to develop an evaluation framework for this new Best Council Plan priority. KPIs will be added during 2019 to help establish baselines for future monitoring of progress against the areas outlined in the Best Council Plan on a Page, including the number of people who:

- *Are identified as isolated or lonely*
- *Live independently in a place of their choice*
- *Feel that public spaces are safe and accessible*
- *Can travel around the city to the places they want to go*
- *Feel valued and a part of their community*
- *Have good health and wellbeing*
- *Have a job which is meaningful and rewarding*

Safe, Strong Communities

- Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met
- Self-reporting of domestic violence and abuse incidents
- Number of people killed or seriously injured in road traffic ~~accidents~~ collisions (total number and the number of children)
- Council tenant satisfaction with the neighbourhood as a place to live
- Percentage of Leeds residents who say they feel safe in their local area
- Number of reported anti-social behaviour / nuisance incidents
- Number of reported hate incidents

Revised priority: ~~21st Century Infrastructure~~ Sustainable Infrastructure

- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in city centre travel by sustainable transport (bus, train, cycling, walking)

- Percentage of waste recycled
- *Potential new KPI on air quality to be developed*
- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- Number of residential and commercial properties moved to a lower level of flood risk
- Percentage of adults in Leeds who have all 5 basic digital skills - *Currently we have no way of gathering sufficient data for this indicator. In the interim, a proxy indicator will be added to the Best Council Plan: 'Increase in tenants' digital skills/confidence, access to equipment and motivation' [based on the Annual Home Visits Survey of council housing tenants]*
- Percentage of adults in Leeds who have not been online in the last 3 months - *Currently there is no way of gathering data for this indicator so it will be removed.*

Housing

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

Culture

- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds
- *In the 2018/19 Best Council Plan update we noted, 'The Leeds Culture Strategy is in development at the time of writing; this may lead to additional KPIs being added to the Best Council Plan in-year in relation to this priority.' No new KPIs are currently available so this note will be removed in the 2019/20 BCP update.*

Best Council KPIs - How we will measure progress and achievements in delivering our Best Council ambition

- Workforce more representative of our communities - *During 2018/19 this KPI was based on assessing the council's workforce against the results of the 2011 Census. However, the Census is now very out of date and so from 2019/20, we will instead measure the direction of travel over time using April 2018 baseline figures of the makeup of the workforce.*
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [part of staff survey]
- Average staff sickness levels [reported overall and broken down into Mental health; Musculo-skeletal disorders and Back & neck; Heart & blood pressure]
- Reduction in workplace accident and incident reports [with a specific reduction in absence related to violence & aggression and manual handling]
- *Potential new KPI: Increase in collaboration between the council and Health & Care providers across the city around Mental Health First Aid*
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed

- Gender pay gap across council staff
- Level of projected over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders placed with local suppliers and with small and medium-sized enterprises
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales (Freedom of Information, Subject Access Requests *and Environmental Information Regulations*)

DRAFT



Best Council Plan Refresh 2019/20 – 2020/21

Summary of Scrutiny Board comments.



Report of the Scrutiny Boards
Statement for Executive Board – February 2019
**Best Council Plan Refresh
2019/20 – 2020/21**

Introduction

1. At its meeting on 19th December 2018, the Executive Board considered a report by the Director of Resources and Housing setting out initial proposals for refreshing the Best Council Plan for the period 2019/20 – 2020/21, taking into account progress in delivering the Plan's priorities. Further engagement was then sought with Scrutiny Boards on the emerging refresh of the Best Council Plan.
2. This engagement process took place over a series of meetings in January 2019, as follows:
 - Infrastructure, Investment and Inclusive Growth Scrutiny Board – 9th January 2019
 - Adults, Health and Active Lifestyles – 15th January 2019
 - Strategy and Resources Scrutiny Board – 21st January 2019
 - Children and Families Scrutiny Board – 23rd January 2019
 - Environment, Housing and Communities Scrutiny Board – 23rd January 2019
3. Each of the Scrutiny Boards received a copy of the Executive Board's report and considered the initial proposals in the context of Quarter 2 Performance data presented at the same meeting. This included specific Best Council Plan indicators relevant to each Scrutiny Board.
4. Consideration of the initial Best Council Plan proposals benefited from the input of Executive Board Members, Directors and other Senior Council Officers.
5. This summary note sets out the key observations made by individual Scrutiny Boards as well as detailing any concluding recommendations put forward by Scrutiny for consideration by the Executive Board during its meeting on 13th February 2019.

Key observations by individual Scrutiny Boards

6. In consideration of the initial proposals for refreshing the Best Council Plan for the period 2019/20 – 2020/21, the following key observations were made by the Scrutiny Boards:

Infrastructure, Investment and Inclusive Growth (09/01/2019)

7. The Board noted that the focus of the Best Council Plan remains on “being the best city...” and welcomed the opportunity the refresh provided to reference digital solutions and bring an emphasis on the health of the workforce and financial health of the Local Authority within the wider City framework.
8. The Board acknowledged that in response to the Sustainable Development Inquiry in 2018 sustainability had been incorporated into the Inclusive Growth Strategy. However, the Board identified that more needed to be done to reflect Sustainable Development in the Best Council Plan with consideration to be given to the development of KPI(s) relating to economic, environmental and social sustainability.



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Adults, Health and Active Lifestyles
(15/01/2019)

9. The Board was very supportive of the overall approach and proposals; and particularly welcomed the emphasis on the health and wellbeing of the workforce. The Board also welcomed the overall increase in care providers rated 'good' and 'outstanding' across the City and plan to visit the nursing care home that recently received an 'outstanding' judgement. Discussion at the meeting also referenced current performance across a range of Best Council Plan indicators that fall within the Board's remit.
10. The Board welcomed the significant improvement in the percentage of adults who are physically active and the plans in place to continue this upward trend; however recognised the concern that a correlation remains between low levels of physical activity and the more deprived areas of the city.
11. The Board welcomed the reduced smoking prevalence in Leeds and the focus in the report around the benefits for personal finances as well as health. The Board indicated that it would be helpful to report and compare smoking prevalence across specific localities in order to better inform resources. Additionally, concern was expressed over the prominence of 24 hour off-licences selling cheap alcohol and cigarettes in deprived areas of the City, and the impact this has on communities. The Board was informed that Public Health work in partnership with Licensing and Planning teams, as well as West Yorkshire Trading Standards to create more challenge for licence applications in areas with high levels of alcohol and drug misuse, as

well as to tackle the sale of illicit tobacco. Nonetheless, the Board felt that more could be achieved in relation to these matters.

12. The Board believes it is important to ensure access to healthy food and nutritional advice, particularly in deprived communities and welcomed the commitment to improvement in this area, demonstrated through the recently agreed Healthy Weight Declaration. Additionally, the Board commented on the offer of unhealthy and/or high sugar content snacks available in vending machines at Council-run sports centres and swimming pools. The Board welcomed efforts to address this issue through a three month trial exploring potential changes to contracts to offer healthier alternatives.

Strategy and Resources (21/01/2019)

13. Particular concerns were raised by the Board in relation to staff sickness levels, which have increased gradually throughout the year and particularly in all high-volume frontline services despite action plans being in place alongside the wider Health, Safety and Wellbeing Strategy. In the 12 months to the end of August 2018, the average across the entire organisation was 9.82 days per FTE (15% above the target of 8.5 days). The Board was particularly interested to learn that during that 12 month period, 42,289 sickness days were attributed to mental health conditions. The Board was pleased to acknowledge that more preventative measures were being introduced as well as plans to look at specific areas of concern.



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14. It was noted that more emphasis would also be placed upon the role of managers/supervisors in terms of looking out for their staffs' general health and wellbeing.
15. In view of the above, the Board was particularly supportive of the proposal to expand the Best Council 'efficient and enterprising' strapline to incorporate 'healthy', encompassing a focus on health across the council's workforce. Linked to this, it was also acknowledged that the Board was already intending to undertake more detailed scrutiny of this matter during its next meeting in February.
16. Acknowledging that there is to be a review of the Best Council Plan key performance indicators too, the following points were also raised during the Board's consideration of the latest BCP performance update report:
17. That work is ongoing to explore a better way of reporting in relation to the current KPI on 'workforce more representative of our communities' given that this is currently assessed and compared to the baseline of 2011 census data and has always proven difficult to provide a simple numerical way to express an overall result for this indicator.
18. That disclosure rates surrounding the workforce diversity indicator were low (particularly in relation to the disclosure of being a carer) and whilst such disclosures will remain optional to staff, there will be ongoing efforts to improve disclosure rates in underrepresented areas.
- Children and Families (23/01/2019)
19. Whilst acknowledging that the Council's Health & Wellbeing Strategy is one of the primary strategies in achieving the Council's Best City ambition, the Board made particular reference to the recommendation put forward by Scrutiny last year in terms of making 'supporting healthy, active lifestyles' a Best Council Plan priority or city-wide obsession in accordance with existing efforts to develop a sustainable whole systems approach towards physical activity for Leeds.
20. The Board focussed on active lifestyles, particularly for young people and their family groups and the benefits this can bring in terms of general health and wellbeing, mental health and improving outcomes for young people. The Board supports the suggestion that "active lifestyles" should be a future relentless focus which therefore warrants more prominence as part of the Best Council Plan.
21. Discussion identified the challenges which prevented the take up of activities – such as cost, access and availability – and the disparity of leisure centre/activity provision across the city, particularly in areas of high housing density. The Board identified the need for a review to better communicate the Health & Wellbeing Strategy and to seek to identify and address the barriers to activity.



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Environment, Housing and Communities
(23/01/2019)

22. The Board acknowledged the intention to focus on the city's ageing population through the BCP refresh, which will support the continued creation of environments and housing in Leeds suitable and sustainable for its ageing residents.
23. The Scrutiny Board will continue to focus on the impact of Universal Credit in the context of tackling poverty for individuals and families, both in and out of employment, which will support the strategic direction of the Council as set out in the refreshed Best Council Plan 2019/20 – 2020/21.

**Concluding
recommendations made
by Scrutiny**

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

Recommendation 1.

That the Executive Board supports the new focus on the City's ageing population within the refreshed Best Council Plan.

Recommendation 2.

That the Executive Board reflects again on the recommendation put forward by Scrutiny last year and supports the need to make 'supporting healthy, active lifestyles' a Best Council Plan priority or city-wide obsession in accordance with existing efforts to develop a sustainable whole systems approach towards physical activity for Leeds.

Recommendation 3.

That the Executive Board support the proposal to expand the Best Council "efficient and enterprising" strapline to incorporate 'healthy', encompassing a focus on health across the Council's workforce.

Recommendation 4.

That the Executive Board is again requested to ensure that sustainable development has prominence in the Best Council Plan, to reinforce focus on the environmental and social needs of communities, so that poorer communities are not disproportionately disadvantaged by housing and infrastructure growth and in addition, to ensure that all Leeds residents can enjoy the advantages delivered through economic development.

**Scrutiny Boards
Joint Statement for the Executive Board
Best Council Plan Refresh 2019/20 – 2020/2021
February 2019**

www.scrutiny.unit@leeds.gov.uk
www.twitter.com/scrutinyleeds



Equality Impact Assessment: Best Council Plan 2019/20 to 2020/21 and Budget 2019/20

Introduction

This paper outlines the equality analysis and strategic equality assessment of the proposed Best Council Plan for 2019/20 to 2020/21 and proposed Budget and Council Tax for 2019/20 (as detailed in the accompanying reports to the Executive Board meeting 13 February 2019 recommending proposals to Full Council on 27 February 2019). The lead person for this equality impact assessment was Neil Evans, Director of Resources and Housing. Members of the assessment team were:

Coral Main	Head of Business Planning & Risk
Richard Ellis	Head of Finance
Lelir Yeung	Head of Equality
Graham Sephton	Head of HR
Pauline Ellis	Senior Policy & Performance Officer
Tim Rollett	Intelligence and Policy Manager
Joanna Rowlands	Senior Policy Development Officer
Ruth Addison	Senior Intelligence Officer

Overview

The Best Council Plan is Leeds City Council's strategic plan, both bringing together and also informing and being informed by the aspirations from a range of supporting council and partnership plans to set out the authority's overall ambitions, policy direction and priorities for city and organisation. It underpins the council's budget-setting and financial strategies, helps our staff understand how the work they do makes a real difference to the people of Leeds and shows our partners how we contribute to city-wide issues. Whilst the Best Council Plan is written as a multi-year, long-term strategic document, as with the council's medium-term financial plan, it is reviewed and refined annually as needed.

The Best Council Plan 2019/20 to 2020/21 and the 2019/20 Budget have been developed in the context of the approach agreed by the Executive Board on 19th December 2018 through the Initial Best Council Plan proposals and the Initial Budget Proposals. The 2019/20 Budget also incorporates the local government finance settlement. In accordance with the council's budget and policy framework and as agreed by Executive Board in December, both the Initial Best Council Plan proposals and the Initial Budget Proposals have been submitted to Scrutiny for review and consideration, and have also been used as the basis for wider consultation.

The Best Council Plan 2019/20 to 2020/21 maintains the clear, strategic message expressed over several years around Best City meaning a strong economy in a compassionate city with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers in tackling poverty and reducing inequalities. Key changes from the 2018/19 Best Council Plan include strengthening the environmental aspects of sustainable development by establishing a 'Sustainable Infrastructure' priority (replacing 21st Century Infrastructure) and highlighting linkages across all priorities; also introducing a new 'Age-Friendly Leeds' priority based on the existing, well developed ambition for Leeds to be the best city to grow old in, a place that both values older people recognising the contribution they can make, but also prioritises

their needs. The 'Best Council' ambition of being 'An Efficient and Enterprising Organisation' is kept but extended to include 'Healthy', adding further focus to the health and wellbeing of staff, and with updated detailed narrative on how the authority will enact this in support of the Best City ambition. The Best Council Plan key performance indicators are also updated. The Best Council Plan ambitions, outcomes and priorities underpin the Medium-Term Financial Strategy approved by the Executive Board in July 2018 and the proposed 2019/20 Budget.

The financial climate for local government continues to present significant risks to the council's priorities and ambitions. The council continues to make every effort possible to protect the front line delivery of services, and whilst we have been able to balance the budget each year since 2010, have continued to deliver a broad range of services despite declining income, and have avoided large scale compulsory redundancies, it is clear that the position continues to be difficult to manage. Resource implications will impact on all communities but those who have been identified as being at the greatest potential risk of negative impact include:

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

Scope

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

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

Best Council Plan

The Best Council Plan 2019/20 to 2020/21 is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. It includes:

- A foreword setting out our approach, high-level socio-economic and policy context and the underpinning principles and coverage of the Best Council Plan, with Inclusive Growth and Health and Wellbeing at the heart of our Strong Economy / Compassionate City ambition.
- A 'Plan on a Page' setting out our vision, ambitions, desired outcomes and eight 'Best City' priorities:
 - Inclusive Growth
 - Health and Wellbeing
 - Child-Friendly City
 - Age-Friendly Leeds
 - Safe, Strong Communities
 - Housing
 - Sustainable Infrastructure
 - Culture

- A 'Best City' section that provides an introduction to each of the priorities and signposts the reader to the key supporting strategies for further information.
- A 'Best Council' section, explaining our approach to being an efficient, enterprising and healthy organisation with our five council values underpinning everything we do and how we work.
- A set of 'Best City' and 'Best Council' key performance indicators.

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

Budget

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

After taking into account the impact of the anticipated changes in funding and cost pressures, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £22.1m in 2019/20 to balance to the anticipated level of resources available.

The council remains committed to protecting front line services as far as possible especially those that provide support to the most vulnerable and is planning to meet the challenge of the estimated budget gap for 2019/20 through a combination of efficiencies, changes to service, increased income (generated through fees, charges and traded services), increased grant and changes in the funding of lifecycle costs on PFI contracts. Details of these proposals can be found in the directorate reports appended to the Budget 2019/20 report to February's Executive Board.

Impact of budget proposals on employees

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

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

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

The council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in staffing since then.

In July 2018 Executive Board received an update to the Medium-Term Financial Strategy in which the budget gap over the next 3 years was forecast at around £96.8m. (An updated financial forecast for 2020/21 and 2021/22 is included in section 12 of the 2019/20 Budget report for consideration by Executive Board and Full Council in February 2019.)

The council reissued a S188 notice on 19th December 2018 which indicated that an estimated reduction of a further 69 FTEs would be required by 2020. The notice also identified that with an identified funding gap of £65.6m for 2020/21 and 2021/22 some of the budget savings options to address this will inevitably include a reduction in the number of staffing FTEs.

Fact finding – what do we already know

Demographics: A Changing Population

- The population of Leeds is estimated to be 784,800¹ people in 2017 (ONS mid-year estimate) - an increase of 0.5% (3,800 people) in the year since the previous 2016 estimate.
- One in ten people (10.1%) are in the 20-24 age band reflecting the large student population.
- In the 10 years (2007-2017), the Leeds population has increased by 6.3% (46,300 people). The working age population had a smaller percentage increase (3.2%) than both the population of children and young people (12.6%) and the population aged 65 and over (12.7%).
- In the 10 years (2007-2017), the increase in the children's and young people's population has been in the primary school age groups, with an increase of 19,435 children in the 0-10 age group.
- Over the next 10 years, this increase will affect the secondary school age group, with a big rise in the number of teenagers in Leeds. There will be a projected 18,348 more young people aged between 11 and 19 years old in 2027 compared to 2017.
- The population of older people aged 65 and above has increased by 13,700 people (2007-2017). In the next 10 years, the increase in the older population will be even bigger, with 17,100 more people aged 65 and over resident in Leeds in 2027 than in 2017.
- Although the 65 and above age group still has more women than men, there has been a bigger increase in the number of men, with 8,300 more men aged 65 and over resident in Leeds in 2017 than in 2007 (compared to 5,400 more women).
- Leeds continues to become more ethnically diverse, with the greatest ethnic diversity in younger age groups. The proportion of the school population from

¹ Rounded to 100. Office for National Statistics (ONS) 2017 Mid-Year Estimates

BME backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 33.8% in 2018.

- Although the population aged 65 and older is less ethnically diverse than younger age groups, the proportion from BME backgrounds will increase as people who settled in Leeds as young adults grow older.
- The Leeds population is predicted to continue to grow, reaching 826,500² in 2027. This is a 5.1% increase in the 10 years 2017 to 2027. The working age population will have a smaller percentage increase (2.4%) than the population of children and young people (7.4%) and the population aged 65 and over (14.1%).
- There is no direct count of disability for the whole population, but the Census 2011 collected information about 'long term health problems or disability'. In Leeds 83.3% of people said that their day-to-day activities are not limited by long term health problems or disability, 7.9% said they are limited a lot and 8.9% said that they are limited a little.
- The religious profile of the city is changing. In the 10 years between the 2001 census and 2011 census, the proportion of people who said they are Christian decreased from 68.9% to 55.9%. The proportion with no religion increased from 16.8% to 28.2%. Compared to England and Wales, Leeds had higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%). The Muslim community had the youngest age profile.
- The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004 which came into effect in the UK in December 2005. In Leeds, 41.5% of adults were married, which is lower than the England and Wales rate of 46.6%; 0.2% of adults were in a registered same-sex civil partnership, which is the same as the England and Wales rate; 40.8% of adults were single (never married or never registered in a same-sex civil partnership), which is much higher than the England and Wales rate of 34.6%; 17.5% of adults were separated, divorced or widowed, which is slightly lower than the England and Wales rate of 18.6%.

Poverty and Inequality

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

Our latest socio-economic analysis (notably the 2018 Leeds Joint Strategic Assessment, analysis based on the 2015 Index of Multiple Deprivation and the 2019 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society.

² Rounded to 100. Office for National Statistics (ONS) 2016-based projections

The Indices of Multiple Deprivation 2015 show the geographic concentration of deprivation in the communities of Inner East and Inner South Leeds, confirming the wider analysis of poverty and deprivation undertaken in the 2018 Joint Strategic Assessment. Analysis of relative change in the city since the previous 2010 Index suggests that there has been some intensification of the concentration of our most deprived and least deprived neighbourhoods.

- In 2016/17 almost a fifth of the Leeds population – around 150,000 people across the city were classified as being in ‘absolute poverty’. (Absolute Poverty measures individuals who have household incomes 60% below the median average in 2010/11, adjusted for inflation.)³
- Over 28,000⁴ (19.6%) Leeds Children under 16 were in poverty in 2015. In 2016/17 there has been an increase in the number of people in employment who are living in poverty. Nationally 5.4 million people now live in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.
- During 2016/17, in-work poverty was estimated to affect over 71,000 Leeds adults. Over 27,000 Leeds residents in full-time work earn less than the Real Living Wage of 2018 and over 10,900 Leeds workers are on zero hour contracts.
- In 2016, almost 43,000 Leeds households were in fuel poverty and almost 10,000 of these households were paying their fuel bills via prepayment meters during 2016.
- Leeds has 105 neighbourhoods in the most deprived 10% nationally. This is 22% of Leeds neighbourhoods. Leeds is ranked at 31 out of 326 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 45% and Manchester has 41%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as the 3rd most deprived out of 326 local authorities. There are two measures which identify local authority districts with large numbers of people experiencing deprivation. These are the income scale and the employment scale:
 - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds had the 3rd highest number (Birmingham had the highest number and Manchester the 2nd highest).
 - Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds had the 3rd highest number (Birmingham had the highest number and Liverpool the 2nd highest).

Financial Hardship

Poverty is recognised as an issue that impacts on equality, and financial exclusion as a barrier to an equal society. We know that poverty and financial exclusion disproportionately affect people within specific equality groups, particularly single

³ The Leeds Poverty Fact Book includes measures for Relative and Absolute Poverty, both before and after housing costs are deducted. ‘Absolute Poverty’ measures individuals who have income below 60% of median incomes, but uses the median income from 2010/11 and adjusts this in line with inflation. This is designed to assess how low incomes are faring with reference to inflation/living standards. Absolute Poverty falls when individuals with low incomes see their incomes rise by more than inflation.

⁴ Children in Low Income Families Local Measure (Source: HMRC data published March 2018, representing Child Poverty in Leeds 2015)

parents, and people with mental health problems. For example, in recent research commissioned by Leeds City Council into Financial Exclusion and Poverty in Leeds, it was found that families with children were much less likely to save and therefore less resilient to any changes in their finances. Survey results of 600 deprived area households found that 47% of lone parent households in deprived areas said they never save, compared to 38% of all households surveyed (University of Salford, 2018). A report by the Money and Mental Health Policy Institute found that nearly a quarter of people (23%) who attempted suicide in 2017 were in problem debt. People with multiple debt problems are at significantly higher risk of suicide than those with just one problem debt. (A Silent Killer, Breaking the link between financial difficulty and suicide, 2018). Below we have provided statistics to show the scale of financial hardship across Leeds:

- The implementation of welfare changes from April 2013 has contributed to many families falling into rent and council tax arrears or further into arrears. As a result, in 2017/18 the council saw almost 3,800 awards to people accessing its Local Welfare Support Scheme for both emergency (food and fuel) and basic needs provision (household goods), totalling almost £560,000 in direct awards.
- Further welfare changes, including the under-occupancy charges, have affected over 5,200 Leeds households. In January 2017, the Benefit Cap reduced to £20,000 per annum and affected over 800 households during September 2018.
- Over 19,000 households in Leeds have to pay 25% of their Council Tax due to changes to Council Tax Support.
- Mirroring national trends, the city has also seen the emergence and significant growth of foodbanks, supported by the establishment of the Leeds Food Aid Network to coordinate emergency food provision across the district. Almost 28,000 people in Leeds have needed assistance with food via a food bank between April 2017 and March 2018.
- Access to credit and interest rates for those on low incomes or with poor credit histories also remains high. The value of the high cost credit sector was £8.9bn nationally in 2016; in Leeds it is estimated to be worth £178m, up almost 19% since the figure was last estimated in 2009. The high cost credit sector includes products and services such as payday loans, rent-to-own, home credit and catalogue credit

Third sector

The council has a long tradition of working in collaboration with the third sector in order to deliver the best possible outcomes for the people of Leeds. The council recognises and values the critical and significant role that the third sector plays in the life of the city and the importance of a diverse sector as articulated in the Leeds Third Sector Ambition Statement. The council demonstrates its commitment to the sector in many ways.

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

- The council provides executive support and plays a leading role in the Third Sector Partnership. This is a key part of the city infrastructure through which the third sector, council, NHS, universities and other public sector partners work together to ensure that collectively the conditions are created for a thriving third sector, so organisations can deliver better outcomes for the people of Leeds. The Partnership is chaired by Cllr Debra Coupar and is attended by representatives from all council directorates.

The council makes a significant financial investment in the sector. In 2017/18 £125.1m was invested in the sector through transactions with 1392 individual third sector organisations. Of these:

- 719 organisations received payments of less than £1000 (predominantly small, local, community and sports organisations)
- 25 organisations / consortiums received £80.3m between them (principally agencies focusing on health, social care and the children's agenda's)
- 197 faith organisations received £14.8m for their secular work in communities
- Members Improvement in the Community and Environmental (MICE) allocation totalling £240k was invested in third sector-led, community-based initiatives.
- The total investment in the sector by the council has been broadly maintained despite the £251m funding reduction experienced by the council over the period of austerity. This is a positive picture, but the council along with third sector partners, is continuing to review the analysis of the council's financial relationship with the sector in order to understand whether the approach is supporting our shared ambitions for the sector and the city.

There is ongoing dialogue with the third sector regarding the budget challenges and future plans, for example:

- The Third Sector Partnership has received regular updates on the council's financial position. In November 2018, the council's Chief Officer, Financial Services provided an overview of the financial position and the challenges that will need to be addressed in the council budget 2019/20 and 2020/21. Directorate commissioning colleagues also shared information about their respective emerging budget positions.
- Council directorates have well established on-going arrangements and dialogue with their third sector partners and other interested third sector stakeholders. This shapes and informs their approach to the budget challenges and their priorities. There is a well-established expectation that they are in regular detailed discussions with organisations that will be impacted by any budget reductions or changes.

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

- In March 2018 the council endorsed the Compact for Leeds, the Commissioning and the Working Together Codes of Practice. The Commissioning Code is of particular significance as it was developed through a long process of collaboration between health, council and third sector partners and provides an important framework to support coherence and consistency with their collective and individual commissioning.

- The council coproduces the annual Lord Mayor's Small Groups and Charities Event which celebrates the work of small groups, volunteers and active citizens, but also provides them with an opportunity to link into a range of organisational and funding support and advice.
- The council facilitates the cross sector Funding Leeds Partnership, which has been leading on ambitions to maximise external investment into Leeds through the third sector. This includes:
 - The development and promotion of a programme of training, funding fairs and workshops to enable front line third sector organisations to access information about funding opportunities and to develop skills and access support to maximise their success in bidding for funding.
 - Investment in and further development and promotion of the Funding Leeds website which provides a comprehensive accessible database of local, regional and national funding opportunities and provides information and links to local training and support.
- The council has also further developed its employer-supported funding support programme which encourages council staff to volunteer to use their transferable skills and experience to help smaller community organisations to produce better funding bids, with a specific focus on support to minority and marginalised communities.
- The People's Commissioning arrangements in the council provide a vehicle to ensure that investment, including in the third sector, is coherent and coordinated.

Council colleagues and third sector partners will continue to broker further discussions as necessary on budget, global, national, and local and other emerging challenges that impact on Leeds, in order to drive new ways of working and contribute to the delivery of the city ambitions.

The council's workforce profile

In recent years in response to the financial challenges, the council has significantly reduced its workforce. Working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk is creating a more flexible and responsive workforce and avoiding the need for as many redundancies as initially estimated.

Our staff engagement results are very positive, with three year trends showing improvement across all areas linked to our workplace culture and values.

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

- In April 2018 the council's minimum hourly rate was increased to £8.75 which mirrored the Living Wage Foundation recommended minimum rate of pay, with a commitment to review this annually in the overall context of the budget strategy. Increases are considered in terms of affordability, impact on pay structures and national pay settlements.

- From the 1st April 2019 a new National Joint Council (NJC) pay spine will be introduced with a minimum rate of £9.00 for new starters. The pay for all existing staff will be £9.18 or more which exceeds the Living Wage Foundation minimum. These changes have a positive impact on in-work poverty, particularly for women, under 25s and part-time workers.

In December 2018 there were 14,736 people employed in the council (excluding schools and casual staff). The workforce profile of all employees is shown below.

Profile area	Number	Percentage
Gender		
Male (including Trans)	5,820	39%
Female (including Trans)	8,916	61%
<i>Total</i>	<i>14,736</i>	<i>100.0%</i>
Disability		
Not disabled	12,394	84%
Disabled	835	6%
Not specified/prefer not to say	1,507	10%
<i>Total</i>	<i>14,736</i>	<i>100%</i>
Ethnic origin		
Non BME	10,911	74%
BME	2,032	13%
Not specified/prefer not to say	1,793	13%
<i>Total</i>	<i>14,736</i>	<i>100%</i>
Sexual orientation		
Heterosexual	7,800	53%
Lesbian, gay, bisexual & other	363	3%
Not specified/prefer not to say	6,393	44%
<i>Total</i>	<i>14,736</i>	<i>100%</i>
Religion or belief		
Religion	8,991	61%
Not specified/prefer not to say	5,745	39%
<i>Total</i>	<i>14736</i>	<i>100%</i>
Age / years		
16 – 25	1,004	7%
26 - 64	13,404	91%
65 +	328	2%
<i>Total</i>	<i>14,736</i>	<i>100%</i>

To date the number of people leaving through turnover and the voluntary early retirement and severance scheme is not adversely affecting the workforce equality profile. We are working hard to encourage staff that have not specified/prefer not to

say to update their equality information so we have a more accurate picture of our workforce; though long-term in nature, this work is deemed high priority.

The council promotes equality and diversity and is committed to creating a representative organisation with an inclusive culture. All members of the Corporate Leadership Team and Chief Officers have a specific inclusion objective in their appraisals, and this year part of the reporting is being linked to how they develop their own workforce around the inclusion agenda. Political support remains strong and a comprehensive programme of work is in place, with strong links to our Staff Network groups and community hubs where appropriate. Our graduate and apprenticeship programmes provide opportunities to further diversify our workforce.

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

Apprentices

Since the announcement of the Apprenticeship Levy in April 2017, the council has worked to improve its apprenticeship offer and grow the apprenticeship programme and opportunities across all services within the organisation to make best use of levy funds.

Currently (January 2019) the council employs 636 apprentices, from level 3-7, across more than 70 standards, covering traditional entry roles, through to technical professionals. These are a mix of new recruits and conversions of current employees onto apprenticeship training.

Although recruitment to new apprenticeship posts is limited within the current budget position, we are taking steps to engage communities and underrepresented groups within areas of deprivation and diversity across the city in order to widen participation and encourage inclusiveness and accessibility for all. As a result we are continuing to work with 6 target high schools across the city to encourage and build awareness to school age students and their parents, to take up apprenticeships with a specific focus on public sector and council apprenticeships. These schools were identified from deprivation and diversity targets and hit those featuring most highly in these indices. Work includes a selection of workshops that cover employment skills and awareness raising.

In addition to this, work has been carried out within community hubs to raise awareness with hub staff of apprenticeships and particularly council opportunities, to assist in their advisory capacity to communities.

Recent analysis of diversity data indicates that in terms of apprenticeships, the number of BME apprentices is slightly raised above that of the makeup of the workforce at 17% BME (against 14% for the council). This appears to be a significant achievement against the Census 2011 figures which show Leeds population is around 19% BME. This comes against a backdrop of diversity data in apprenticeship starts across the city as a whole which have recently shown BME take up to be around 11.7%.

Looking at areas of deprivation across the city, analysis suggests that in 2017, when looking at all employed apprentices (both new recruits and current employees) approximately 54% of our apprentices came from the 40% most deprived postcodes in the city. In 2018 we looked solely at new start data and as such can demonstrate a relative increase, as 55% of just our new recruits are now coming from these top most deprived areas. This hopefully reflects the work mentioned above.

Equality Impacts and Improvement Work

During 2017 council's Equality Improvement Priorities were reviewed and refreshed. Approved and published in the summer 2018, the Equality Improvement Priorities 2018–2022 ensure that the council meets its legal duties under the Equality Act 2010 and complement the 'Best City' ambition set out in the Best Council Plan for Leeds to have a Strong Economy and to be a Compassionate City.

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

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

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

Progress against the equality improvement priorities is reported annually.

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

- Improve housing options for young people and disabled people;
- Ensure people in Leeds can lead safer, healthier and happier lives and are free from the risks, threats and harms associated with domestic violence and abuse;
- Prevent and reduce levels of hate incidents by ensuring victims, witnesses and third parties of hate incidents are supported and offenders are brought to justice;
- Improve access to cultural opportunities and sport;
- Improve access to transport and quality of service for all to enable people to use public transport;
- Increase digital inclusion, particularly for those in poverty to provide greater access to jobs, skills and learning;
- Reduce the gaps in learning outcomes for vulnerable learners;
- Support people out of financial hardship; and
- Develop a skilled and diverse council workforce.

Full details of this improvement work can be found in the Annual Equality Progress Report 2017 - 2018, which can be accessed [here](#).

These continue to be priority areas of work for the council for the coming years with the addition of:

- Improving equality outcomes across the six priority neighbourhoods with a focus on addressing inequality and poverty;
- Improving the approach to migration in Leeds;
- Developing a quality mark for (regulated) services to demonstrate their appropriateness of delivery to LGBT+ individuals and communities;
- Ensuring fair and equal access to taxi and private hire services for disabled people; and
- Improving the walkability and accessibility of Leeds City Centre by developing and expanding a user friendly wayfinding system.

The 2018-2019 Annual Equality Progress Report will be available during the summer of 2019.

Consultation

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

The Best Council Plan 2019/20 to 2020/21 and Budget 2019/20 proposals have been developed through consultation with officers and members, including Scrutiny. Summaries of discussions with all Scrutiny Boards are provided as appendices to the Best Council Plan 2019/20 to 2020/21 and Budget 2019/20 reports for consideration by the council's Executive Board and Full Council in February 2019.

Evidence from public perception that services and localities already hold with regard to people's priorities also supported the preparation of the Initial Best Council Plan and Initial Budget Proposals for 2019/20 considered by the Executive Board in December 2018.

The public consultation on the council's Initial Budget Proposals for 2019/20 took place between 20th December 2018 and 20th January 2019. Though focused on the budget, the survey presented findings from the previous year's consultation exercise and explored whether the public's views and perceptions of the council's priorities had changed in that time. As such, the results of that consultation exercise are relevant to the proposals to update the Best Council Plan.

The consultation was primarily carried out through an online survey that was advertised on the council's website and social media sites, via email to partner organisations, Equality Hub members and the Citizens' Panel, and circulated to staff; paper versions were also available. The challenge of balancing the budget was also the theme for the Equality Assembly Conference in November 2018, and a broad range of issues were raised.

A total of 1,241 surveys were completed, making the results statistically very robust, by respondents from a range of different demographic groups, broadly representative of the population of Leeds residents. The full report is provided as an appendix to the Budget 2019/20 report for consideration by the council's Executive Board and Full Council in February 2019 with summaries in the cover reports for both the Best Council Plan 2019/20 to 2020/21 and Budget 2019/20.

Summary and Next Steps

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

The proposed Best Council Plan 2019/20 to 2020/21 and Budget 2019/20 recognise the challenges that the city and the council are facing: reduced funding, increased demands on public services and inequalities impacting upon people's educational attainment, health and employment. Having a clear, strategic vision centred firmly on tackling poverty and inequalities with a budget that supports this will help tackle these challenges.

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

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

Other considerations also consider a range of factors including:

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

Specific equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2019/20 through the council's decision-making processes.

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Report author: Loraine Hallam

Tel: 0113 - 3951600



Report of City Solicitor

Report to Full Council

Date: 27 February 2019

Subject: Recommendations from General Purposes Committee – pay policy statement

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

1 Purpose of this report

- 1.1 To put forward recommendations from the General Purposes Committee, in relation to approving a revised pay policy statement.

2 Background information

- 2.1 General Purposes Committee is authorised to make recommendations to full Council in connection with the discharge of any of its functions.
- 2.2 Local Authorities are required under section 38 of the Localism Act 2011 to prepare an annual Pay Policy Statement.

3 Main issues

- 3.1 On the 13 February 2019, the Chief Officer HR submitted a report to the General Purposes Committee, which sought the Committee's views on a revised pay policy statement.
- 3.1 A copy of the report to General Purposes Committee is attached as an Annex to this report. A copy of the revised pay policy statement is attached as Addendum 1 to that report.
- 3.2 General Purposes Committee considered the draft Pay Policy Statement for 2018/19 at their meeting on the 13 February 2019.

- 3.3 General Purposes Committee resolved to recommend to full Council that
- i. The Pay Policy Statement 2019/20 is approved
 - ii. That any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.
 - iii. Delegation to the Chief Officer (HR) of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 As set out in the attached report.

4.2 Equality and Diversity / Cohesion and Integration

4.2.2 As set out in the attached report.

4.3 Council policies and City Priorities

4.3.3 As set out in the attached report.

4.4 Resources and value for money

4.4.4 As set out in the attached report.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This decision is not subject to call-in nor does this report contain any exempt information.

4.6 Risk Management

4.6.1 As set out in the attached report.

5 Recommendations

Full Council is recommended to;

- a. Approve the updated 2019/20 financial year pay policy statement as set out in Appendix A of the attached report to General Purposes Committee;
- b. Approve any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.
- c. Delegation to the Chief Officer HR of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards

Background documents¹ - NONE

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



Report author: Emma Wyatt/ Rachael Hollings
Tel: 0113 3789300

Report of the Chief Officer (HR)

Report to General Purposes Committee

Date: 13th February 2019

Subject: Approval of the 2019/20 Pay Policy Statement

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

Summary of main issues

1. This paper sets out the Pay Policy Statement for 2019/20. This is required under the Localism Act 2011 and must be annually approved by the Full Council before 31st March 2019.

Recommendations

2. The General Purposes Committee are asked to recommended to full Council:-
 - 2.1. Consideration and approval of the Pay Policy Statement for the 2019/20 financial year as attached in appendix A.
 - 2.2. That any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.
 - 2.3. Delegation to the Chief Officer (HR) of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards.

1. Purpose of this report

1.1. The purpose of this report is to seek Members' views on the Pay Policy Statement- 2019/20 and for the Committee to make recommendations to Full Council to approve the changes before the start of the 2019/20 financial Year.

2. Background information

2.1. Local Authorities are required under section 38 of the Localism Act 2011 to prepare an Annual Pay Policy Statement. The statement must articulate the Council's policy towards the pay of its most senior staff and relationships with the pay of the rest of the workforce. The provisions of the Act do not apply to the employees of Local Authority schools.

2.2. Each Local Authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers. The provisions of the Localism Act do not seek to change this or to determine what decisions on pay should be taken. However they require individual employing authorities to be clear about their own policies in relation to pay.

3. Main issues

- 3.1 With effect from 1st April 2019 the Council will further increase its minimum pay rate to £9.00 equivalent to an annual salary of £17,364 (inclusive of any pay award). All employees employed as at 31st March 2018 will be assimilated on to the new pay spine at a minimum point of SCP2 £9.18 which exceeds the living wage foundation minimum. The national minimum rate of pay for apprentices aged 19 and below or in the first year of their apprenticeship is £3.70 all new starters including apprentices will receive £9.00.
- 3.2 The pay multiple is the relationship between the median salary and the highest paid actual salary in the organisation, in Leeds as at December 2018 the ratio between the Chief Executive's voluntary reduced salary and median pay is 8.47:1.
- 3.3 The median pay multiple in other regional authorities and core cities for 2018/19 (where available) and compared to the previous year's median pay multiple can be seen in the table at Appendix B.
- 3.4 Analysis of the inclusion and diversity data was carried out for the top 3 tiers of senior officers and compared with last year's information. This indicates there has been an increase of around 1% in the number of JNC positions held by BAME; 1% increase in females and a 3% decrease in the number of disabled colleagues.
- 3.5 JNC Declaration across all protective characteristics, which includes carers, religion and sexual orientation has remained the same as last year.
- 3.6 For the first time Gender Pay Reporting has been included in the Pay Policy Statement in advance of publication. This year has seen a significant reduction in our gender pay gap from 2017 when the women's mean hourly rate was 8.6% lower than men's to 2018 which shows that women's hourly rate is 6.3% lower than men's.

4. Corporate Considerations

4.1. Consultation and Engagement

4.1.1 Other Councils in the region and nationally will be publishing policies from January 2019 onwards.

4.2. **Inclusion and Diversity / Cohesion and Integration**

4.2.1 Analysis carried out on the inclusion and diversity make up in the JNC position is described in 3.6

4.3. **Council policies and City Priorities**

4.3.1. The Pay Policy Statement is required by law and must be approved annually by Full Council prior to 31st March 2019.

4.4. **Resources and value for money**

4.4.1. The Pay Policy Statement is a point of reference for the Council in assessing its senior management costs and its budget strategy.

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

4.5.1. It is proposed to report the Policy to the Full Council meeting on 27th February 2019, which is therefore compliant with the statutory requirements.

4.6 **Risk Management**

4.6.1 The Council will need to consider any implications of the published policy in terms of how stakeholders and the media respond.

4.6.2 Also it is noted that in Reviewing the Policy all requirements regarding pay issues have been complied with in 2018/19. Members are asked to note this compliance.

5 **Conclusions**

All Councils are legally obliged to provide, on an annual basis, a Pay Policy Statement. The proposed policy is intended to meet this requirement.

6 **Recommendations**

6.1 The General Purposes Committee are asked to recommend to full Council:-

6.2 Consideration and approval of the Pay Policy Statement for the 2019/20 financial year as attached in Appendix A.

6.3 That any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.

6.4 Delegation to the Chief Officer (HR) of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards.

Appendix A - Pay Policy Statement 2019/20

Appendix B – Comparison of Other Local Authorities

Comparison - Median Pay Multiples for median salary and the highest paid declared in 2018/19 Pay Policy Statements

Local Authority	2018/19 median pay multiplier
Leeds	8.47:1
Bradford	9.0:1
Calder dale	6.17:1
Kirklees	Not available
Wakefield	7.50:1
Birmingham	8.21:1
Bristol	Not available
Cardiff	7:1
Liverpool	7.19:1
Manchester	8.33:1
Nottingham	8:1
Sheffield	Not available



Annual Pay Policy Statement
Financial Year 2019/20

Contents

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Section 2 - Policy Statement

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- **Policy on remunerating senior officers**
 - Salaries and Appointment
 - Terms and Conditions
 - Bonuses and performance related pay
 - Earn Back
 - Termination Payments
- **Policy on remunerating the lowest paid in the workforce**
- **Policy on the relationship between the senior officer remuneration and that of other staff**
- **Re Employment of staff in receipt of a LGPS Pension or a Redundancy/Severance Payment**
- **Obligations under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations 2011**

Section 1 - Introduction

Sections 38 – 40 of the Localism Act 2011 require that the Authority produce a policy statement for each financial year that covers a number of matters concerning the pay of the Authority's staff, principally Chief Officers.

This policy is reviewed annually and is to be considered and approved by full Council at its meeting on 27th February 2019

This pay policy is in addition to the data on pay and rewards for staff which the Authority already publishes under the Code of Recommended Practice for Local Authorities on Data Transparency

This policy must be complied with for all decisions relating to the remuneration of, or other terms and conditions applying to, those senior officers listed in Section 2.

Section 2 - Policy Statement

Definition of senior officers covered by the Pay Policy Statement

This Pay Policy Statement covers a number of senior officers.

1. Head of the Paid Service, which in this Authority is the post of Chief Executive
2. City Solicitor, who is the Monitoring Officer, along with Five Directors covering:
 - Resources & Housing
 - City Development
 - Children & Families
 - Communities & Environment
 - Adults & Health
 - The Chief Officer Finance (appointed under section 151 of the Local Government Act 1972)
3. Those required to report directly to, or are directly accountable to, one or more of those described in 1-2 above.
4. This policy statement does not cover or include staff employed by schools and is not required to do so.

Policy on remunerating senior officers

It is the policy of this Authority to establish a remuneration package for each senior officer post that is sufficient to attract and retain those with the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the Authority's requirements of the post in question.

Salaries and Appointment

The Authority may seek independent advice as a means of informing decisions on determining the pay scale for senior officer posts.

All new senior officer appointments will be made by the Employment Committee who will determine salary packages¹.

Appointments will be made to the appropriate approved minimum point of the grade for the post in question unless there is evidence that a preferred candidate cannot be appointed without varying the remuneration package. In such circumstances incremental advancement within the grade range is permissible.

In exceptional circumstances the policy provides for a departure from the Pay Policy. All departures from this policy will be expressly justified and, in cases where he/she is not personally affected, will be authorised by the Chief Executive in consultation with members of the Employment Committee. In cases where he/she is personally affected, departures from the Policy will be authorised by Full Council.

Where the Employment Committee has not been involved in the appointment of a Senior Officer the appropriate Executive Members will be consulted with, including the Executive Member within whose portfolio the post reports, the Executive Member with responsibility for Human Resources and the Leader of the Council.

Information regarding any such decisions will be reported to the next meeting of Full Council.

Honoraria² may be payable in circumstances where additional duties and responsibilities are undertaken which are over and above those which could be reasonably accommodated within existing terms and conditions of employment.

Market supplements may be paid only where it has been established that there is a significant risk of not being able to retain/replace staff with specific knowledge and skills essential to the delivery of a particular service, project or corporate priority.

¹ Senior Officers in this respect refers to the posts in Section 2 points 2 -3

² Including payments made for joint Authority duties

Terms and Conditions

The Chief Executive is employed on terms and conditions set out under the Joint National Council for Chief Executives. All other senior officers are employed on terms and conditions set out under the Joint National Council for Chief Officers. Under these arrangements national pay awards are negotiated annually. Equivalent arrangements are also in place for staff covered by NHS terms & conditions following the transfer of Public Health in 2013.

Some aspects of remuneration are applicable to all staff (including senior officers covered by this policy). For completeness these are outlined below:

- Membership of the Local Government Pension Scheme; with employee contributions ranging from 5.5% (on salaries up to £14,100) to 12.5% (on salaries over £157,800).
- Car mileage expenses are based on a local collective agreement with HMRC rates used for casual car users. Other travel and subsistence rates are based on National Joint Council for Local Government Employee rates.
- Following appointment, incremental progression is made 1st April subject to having completed 6 months employment by that date. Where 6 months employment is completed after 1st April, then the first increment is paid on reaching 6 months employment. Subsequent annual incremental progression is on each 1st April thereafter.

The Director of Public Health (DPH) and Public Health Consultants transferred to the local Authority on 1st April 2013 and receive protection of general NHS Terms and Conditions that were in place at that point in time with the exception of nationally negotiated pay awards which are linked to future agreed NJC/JNC uplift rates. Public Health Consultant additional payments and allowances are in line with NHS rates.

Bonuses and Performance Related Pay

For posts under this policy, the Authority does not currently operate a bonus or performance related pay scheme. Performance is considered however as part of a package to offer market supplements and retention pay when needed.

Earn-Back

The Authority does not operate a scheme of remuneration linked to Earn Back

In year variations to pay scales

The Chief Officer (HR) is delegated to make any necessary adjustments to the Authority's pay scales arising from national pay awards.

Termination Payments

All decisions relating to termination payments will be made by;

- Full Council – in respect of the Head of Paid Service, the City Solicitor and the s.151 officer.
- The Head of Paid Service– in respect of Directors
- Directors – in respect of those who directly report to them Termination payments may be made to senior officers covered by this policy. The maximum discretion for the Council is to award up to 104 weeks' pay under the national statutory framework.

Under this provision, payment will be subject to any legislation currently being considered to cap Public Sector exit payments including any changes to unreduced benefits. Payments made must demonstrate value for money and be conducive to the effective and efficient operation of the Authority.

The Leader of the Council will be informed in relation to any such termination payments.

Policy on remunerating the lowest paid in the workforce

The policy of this Authority is to apply terms and conditions of employment and relevant national pay offers that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of council decisions, these are then incorporated into contracts of employment.

From 1st April 2019 a new pay spine will be introduced in line with National Joint Council for Local Government Services pay Agreement for 2018-2020. The lowest pay point in this Authority (excluding schools) with effect from 1st April 2019 is spinal column point ("SCP") 1, this will equate to an annual full time salary of £17,364 equivalent to an hourly rate of £9.00. The pay for all existing staff will be £9.18 or more which exceeds the living wage foundation minimum.

The recommended rate of the Living Wage Foundation announced in November 2018 is £9.00. From 1st April 2019 all employees employed as at 31st March 2019 will be assimilated onto the new pay spine at a minimum point of SCP2. The new SCP2 equates to annual salary of £17,711 and an equivalent hourly rate of £9.18, which is above the foundation living wage rate.

The council is committed to continuing to match the foundation Living Wage Rate (subject to affordability) for future years.

Based on the increased minimum hourly rate of £9.00, the pay multiplier between this and the substantive Chief Executive salary at 01/04/2019 will be 11.34:1 and based on his salary including a voluntary reduction the pay multiplier will be 10.59:1.

Policy on the relationship between Senior Officer Remuneration and that of other staff

The highest paid salary is paid to the Chief Executive. At December 2018 the median salary in

Leeds City Council (not including Schools) is £22,401 based on substantive pay.

The ratio between the median and Chief Executive's substantive salary, the 'pay multiple' is 8.62:1 and based on the voluntary reduction, the pay multiple is 8.12:1.

This Authority does not have a policy on maintaining or reaching a specific 'pay multiple'. However the Authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the Authority as expressed in this policy statement.

The Authority's approach to the payment of staff is to pay that which the Authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time, and to ensure that the Authority meets any contractual requirements for staff including the application of any local or national collective agreements, or Authority decisions regarding pay.

Gender Pay Gap

From 2017/18 all public and private sector employees with 250 or more employees were required to annually publish data on the gender pay gap within their organisation. The Gender Pay Gap is the difference between the average hourly earnings of all male employees in the organisation and the average hourly earnings of all female employees within the organisation based on a set "snapshot date", this being 31st March each year for public sector employees. Data from each snapshot date has to be published by 30th March the following year. The first snapshot date public employees were required to report on was 31/03/17 with results to be reported by 30/03/18, the reported Gender Pay Gap for Leeds City Council at this time was:-

Mean Hourly rate	Women's mean hourly rate is 8.6 % lower than men's
Median Hourly rate	Women's median hourly rate is 13.1% lower than men's

In addition, using the same snapshot date all organisations were obliged to report on the percentage of male and female staff by quartile, the results for Leeds City Council being:-

Top Quartile (highest paid)	58% women	42% men
Upper Middle Quartile	52.5% women	47.5% men
Lower Middle Quartile	53.3% women	46.7% men
Lower Quartile (lowest paid)	78.8% women	22.2% men

Results for the second year of reporting, based on a snapshot date of 31st March 2018 are as follows:-

Mean Hourly rate	Women's mean hourly rate is 6.3 % lower than men's
Median Hourly rate	Women's median hourly rate is 10.8% lower than men's

Top Quartile (highest paid)	58.7% women	41.3% men
Upper Middle Quartile	54.1% women	45.9% men
Lower Middle Quartile	55.2% women	44.8% men
Lower Quartile (lowest paid)	75.1% women	24.9% men

The results show a decrease in both the mean and median gender pay gap and an increase in the percentage of women in the top three pay quartiles

Re-employment of staff in receipt of a LGPS Pension or a Redundancy/Severance Payment

The Authority is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment, pension and equalities legislation.

Obligations under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2011).

The Authority will publish information on pay and rewards for staff falling under the criteria specified in the Code of Recommended Practice for Local Authorities on Data Transparency and which requires the Authority to provide information relating to those employees with salary packages above £50,000 and which fall below those of Chief Officers as specified above.

Election Fees

Grant funding is made by the Cabinet Office for national elections and referendums which is paid to the Chief Executive in their capacity as Returning Officer. In turn these are apportioned to officers delegated to support the Returning Officer in accordance with criteria determined by the Chief Executive.

Private Service Company Consultants

Individuals who operate as private service companies will not be engaged to cover senior officer posts covered by this policy.



Report author: Kevin Tomkinson

Tel: 88659

Report of the City Solicitor

Report to Council

Date: 27th February 2019

Subject: Council Budget Motion

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

Summary of main issues

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

Recommendations

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

1 Purpose of this report

- 1.1 To present various reports which are relevant to the consideration of the budget motion by full Council on 27th February 2019.

2 Main issues

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

Item 6(i) Revenue Budget

This report sets out the Council's budget for 2019/20 as recommended by the Executive Board on 13th February 2019. Recommendations (i),(ii),(iii) and (iv) at paragraph 16.1 form part of the budget motion.

Item 6(ii) Council Tax

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

Item 6(iii) Capital Programme Update 2019-2022

This report sets out the updated capital programme for 2019/2022 as recommended by the Executive Board on 13th February 2019. Recommendations at paragraph 6.1 (a), (b) and (c) are part of the budget motion.

Item 6(iv) Treasury Management Strategy 2019/2020

This report sets out the Treasury Management Strategy for 2019/20 and provides an update on the implementation of the 2018/2019 strategy. The Executive Board considered the report on 13th February 2019 and the recommendations at 6.4 to 6.7 of the report are the final part of the budget motion.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 As per the reports to the Executive Board.

3.2 Equality and Diversity / Cohesion and Integration

- 3.2.2 As per the reports to the Executive Board.

3.3 Council policies and City Priorities

- 3.3.3 As per the reports to the Executive Board.

3.4 Resources and value for money

- 3.4.1 As per the reports to the Executive Board.

3.5 Legal Implications, Access to Information and Call In

3.5.1 As per the reports to the Executive Board.

3.6 Risk Management

3.6.1 As per the reports to the Executive Board.

4 Conclusions

4.1 As per the reports to the Executive Board.

5 Recommendations

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

6 Background documents¹

6.1 None.

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

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Report of the Chief Officer – Financial Services
Report to Council
Date: 27th February 2019

Agenda Item
6(i)

Subject: 2019/20 Revenue Budget and Council Tax

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

Summary of main issues

1. This report seeks the approval of Council to a revenue budget and council tax for the 2019/20 financial year. The report sets out the framework for compiling the 2019/20 budget, taking into account the provisional Local Government Finance Settlement including piloting 75% business rate retention in 2019/20, the initial budget proposals that were agreed by the Executive Board in December 2018, the results of budget consultation and other factors that have influenced the final budget. The report also provides an update to the equality impact assessment that was developed as part of the initial budget proposals.
2. The 2019/20 budget now being proposed supports the Council's Best City/Best Council ambitions, policies and priorities aimed at tackling inequalities as set out in the Best Council Plan, the Authority's strategic plan. (Please refer to the Best Council Plan 2019/20 – 2020/21 refresh report which is on today's agenda).
3. The provisional Local Government Finance Settlement was announced on the 13th December 2018. The provisional settlement confirmed the reduction of £15.2m to the Council's settlement funding assessment which is in line with the multi-year funding settlement and the initial budget proposals. The final settlement, which was published on the 29th January 2019, is consistent with December's provisional settlement.
4. The 2019/20 budget proposals are set within the context of the 2019/20 – 2021/22 Medium Term Financial Strategy which was approved by the Executive Board in July 2018, the initial budget proposals which were received at

Executive Board in December 2018 and the final Local Government Finance Settlement which was published on the 29th January 2019.

5. The current financial climate for local government continues to present significant risks to the Council's priorities and ambitions. The Council continues to make every effort possible to protect the front line delivery of services and to avoid large scale compulsory redundancies. It is clear that the position is becoming increasingly challenging to manage and over the medium term it will be increasingly difficult to maintain current levels of service provision without significant changes in the way the Council operates. Section 12 of this report presents a summary update to the 2020/21 – 2021-22 medium-term financial strategy and the intention is to fully update this strategy for presentation to this Board in July 2019.
6. The headlines from the 2019/20 budget proposals, when compared to the 2018/19 budget, are as follows:
 - An increase in the Council's net revenue budget of £5.8m to £516.7m;
 - No revenue support grant from government: authorities piloting 75% business rates retention will forego revenue support grant and the value of the grant foregone is taken into account in setting the new business rates baseline, as was the case when piloting 100% retention in 2018/19;
 - An increase in business rates income of £5.9m, after this baseline adjustment;
 - A budgeted contribution of £4.5m to the Council's general reserve;
 - A reduction in the settlement funding assessment of £15.2m (7.7%);
 - An increase in council tax of 2.99% together with a further 1% in respect of the Adult Social Care precept and an increase in the council tax base, generating an additional £15.1m of local funding;
 - A combination of reduced core funding and cost pressures means that the Council will need to deliver £22.6m of savings by March 2020; and
 - A net increase in staffing of 3 full time equivalent posts.
7. In respect of the Housing Revenue Account, whilst there are proposals to increase service charges, the continued implementation of the Government's rent cap, introduced from April 2016, will mean that the majority of tenants, excluding those properties that have benefited through PFI investment, will again see reductions of 1% from April 2019.
8. The Secretary of State announced through the Provisional Local Government Finance Settlement on the 13th December 2018 that Leeds City Council's application to pilot 75% business rates retention as an expanded North and West Yorkshire business rates pool had been successful. This means that Leeds City Council will go from retaining 100% retention of business rates growth in 2018/19 to 75% retention in 2019/20. The success of this bid safeguards an estimated £7.97m of funding for Leeds City Council. Overall the pilot brings additional funding to the Region of £29m of which £6m will be used by the pool to fund regional projects with the remaining growth being returned to member authorities.

Recommendations

1. As recommended by the Executive Board, this report asks Council to adopt the following resolutions:
 - i) That the revenue budget for 2019/20 totalling £516.7m be approved. This means that the Leeds element of the council tax for 2019/20 will increase by 2.99% plus the Adult Social Care precept of 1%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 27 February 2019.
 - ii) Grants totalling £65k to be allocated to parishes
 - iii) Approval of the strategy at Appendix 9 in respect of the flexible use of capital receipts.
 - iv) In respect of the Housing Revenue Account that the budget be approved with:
 - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 3.4% in dwelling rents in PFI areas.
 - A 3.3% increase in district heating charges.
 - That service charges for multi-story flats are increased by £0.75p per week.
 - That service charges for low/medium rise properties are increased by 3.3%.
 - That the charge for tenants who benefit from the sheltered support service currently paying £6 a week be increased to £8 per week.
 - That any overall increase to tenants in respect of rents, service and sheltered support charges are capped at £3.50 per week.
 - That an overall freeze is applied to any tenant who would have seen a weekly overall increase of less than £1 per week.

1. Purpose of report

- 1.1 This report sets out the Council's budget for 2019/20. It has been prepared in the context of the Council's initial budget proposals, which were agreed by the Executive Board in December 2018, the Local Government Finance Settlement and in accordance with the Council's budget and policy framework. As agreed by Executive Board, the initial budget proposals have been submitted to scrutiny for review and consideration and have also been used as the basis for wider consultation.
- 1.2 Following recommendation by the Executive Board, this report seeks approval from Council that the revenue budget for 2019/20 be approved at £516.7m. This results in an increase of 3.99% in the Leeds element of council tax, which for a Band D property is an increase of £53.47 to £1,393.36 for 2019/20.

- 1.3 Detailed budget proposals for each service are set out in the directorate budget reports attached in Appendix 8. This information will be consolidated into the annual financial plan and the budget book. The annual financial plan brings together the revenue budget, capital programme and performance indicators for 2019/20, providing a clear link between spending plans and performance at directorate level. The budget book contains detailed budgets for each directorate at both service level and by type of expenditure/income.
- 1.4 In addition, as part of the refreshed Best Council Plan suite of documents, a graphical design summary will be produced to show how the 2019/20 budget supports the delivery of the Council's priorities. This will again provide a useful one-sided overview for staff, partners and the public.
- 1.5 In accordance with the Council's budget and policy framework, decisions as to the Council's budget and council tax are reserved to Council.
- 1.6 The budget proposals contained within this report have, where appropriate, been the subject of the Council's equality impact assessment process and mitigating measures have been put in place or are planned where appropriate.

2. The national context and Autumn budget

- 2.1. The economic context in which public spending must be considered continues to be very much dominated by the debate concerning the impact of the EU referendum and the strength and resilience of the national economy. Whilst Public Sector Current Expenditure (PSCE) is forecast to be higher in 2019/20 than was forecast in the Spring Statement in March 2018, this is mainly due to the additional £20bn of expenditure already announced for the NHS. The Office for Budget Responsibility (OBR) points out that although NHS spending will rise steadily over the forecast period, expenditure in other departments will remain broadly flat.
- 2.2. The OBR has revised its forecast for GDP growth in 2019 upwards from 1.3% to 1.6% due to, in the OBR's own words, the Autumn Budget "giveaway". Forecast growth in 2020 has also risen slightly from 1.3% in the Spring Statement to 1.4%, after which it returns to the levels forecast in March. This rate of growth remains historically low, with most observers before the financial crisis believing the UK economy could sustainably grow by 2.5% per year. There has been comment that this continues to be the result of low productivity growth, however the OBR has lowered its forecast on unemployment in 2019 from 4.5% in the Spring Statement to 3.7%, mainly because of its decision that the level of sustainable unemployment in the economy should be lowered from 4.5% to 4%.
- 2.3. Average earnings are expected to grow by 2.6% in 2018 as a whole, falling slightly to 2.5% in 2019 and rising to 2.8% in 2020. The forecast fall in 2019 reflects the impact of Government policy in the main, including the Apprentice Levy and continued pension auto-enrolment.

- 2.4. Having averaged 2.4% in the second quarter of 2018, CPI inflation is forecast to fall to 2.0% per annum in 2019 and 2020, higher than the 1.8% and 1.9% forecast at the Spring Budget in relation to these two years. The forecast fall in 2019 is due to the anticipated fading of the effect of higher oil prices and the anticipated result of policy measures.
- 2.5. All of these forecasts are based on there being a Brexit deal, and “a disorderly [Brexit] could have severe short-term implications for the economy, the exchange rate, asset prices and the public finances”¹. It is within this economic context that the Council’s revenue budget for 2019/20 needs to be considered.
- 2.6. The environment in which local government operates continues to be one which presents significant financial challenges to all local authorities including some areas of significant uncertainty after 2019/20 which is the period covered by the Council’s Medium Term Financial Strategy. The implications of the Government’s future spending plans with regard to Local Government and other areas of the public sector from 2020/21 onwards remain unknown and therefore it is unclear to what extent “austerity” will continue after 2019/20.
- 2.7. It is the Government’s intention to implement 75% business rate retention nationally in 2020/21. Whilst the Government has issued a consultation which focuses upon principles it is unclear what the implications of any proposed reforms would be upon Leeds City Council. Similarly the Government has launched its Fair funding Review of the methodology which determines current funding baselines which are based on an assessment of relative needs and resources which has not been refreshed since 2013/14. The outcome of this review won’t be known until the autumn of 2019 and will inform the level of resources available to support budgets from 2020/21 onwards.
- 2.8. Adding to the uncertainty is the delay in the publication of the Government’s Green paper on adult social care which will hopefully provide greater certainty around their future funding intentions for adult social care. Following the publication of the NHS Long Term Plan in January 2019 it is now understood that the Green Paper will be issued by April 2019.
- 2.9. **Autumn Budget 2018**
- 2.9.1. On the 29th October 2018, the Chancellor delivered his second Autumn Budget.
- 2.9.2. The key announcements in the 2018 Autumn Budget were:
- A one third cut in business rates for eligible retail businesses with rateable value under £51,000 for the next two years and a continuation of the £1,500 business rates discount for office space occupied by local newspapers in 2019/20. Public lavatories will receive 100% business rates relief. Local authorities will be fully compensated for the loss of business rates income as a result of each of these measures;

¹ OBR, Economic and Fiscal Outlook – October 2018, p7, para 1.12

- A range of measures to increase housing supply, including abolishing the cap on borrowing through the Housing Revenue Account (HRA) in England, lifting stamp duty for first time buyers of shared ownership properties worth less than £500,000, and increasing the Housing Infrastructure Fund, funded by the National Productivity Investment Fund (NPIF), by £500m to a total £5.5bn, unlocking up to 650,000 new homes. In addition, a simpler system of developer contributions will be introduced and a review into relaxing town planning rules to ease the conversion of under-used retail units will be held;
- £675m Future High Streets Fund will be made available between 2019/20 and 2023/24 to transform and redevelop high streets, including heritage-based regeneration, restoring historic high streets, reinstating shops and bringing buildings back into use;
- An additional £650m in 2019/20, £240m of this as a continuation of 2018/19 funding for adult social care winter pressures and the remaining £410m for adults and children's social care;
- £20m of additional funding will be allocated to support more local authorities to meet their air quality obligations and £10m has been made available between 2019/20 and 2022/23 for local community street trees and urban trees;
- An extra £3.5bn will be allocated to major local routes, which fall under the remit of local councils. Government will also make £150m of the NPIF available to local authorities for small improvement projects such as junctions and roundabouts to support projects across England that ease congestion on local routes;
- The National Living Wage will rise to £8.21 in April 2019, which represents an increase of 4.9%, the rate for 21 to 24 year olds will be £7.70 per hour, 18 to 20 year olds £6.15 per hour, 16 to 17 year olds £4.35 per hour and apprentices £3.90 per hour.

2.10. **2019/20 Final Local Government Financial Settlement**

2.10.1. The Secretary of State for Communities and Local Government presented a statement on the provisional Local Government Finance Settlement 2019/20 to the House of Commons on 13th December 2018. The Final Settlement, published on the 29th January 2019, confirmed the provisional settlement. The key headlines are:

- Confirmation of the multi-year settlement and the Settlement Funding Assessments;
- Councils will receive £1 billion (5.81%) less in the Settlement Funding Assessment to run local services in 2019/20 than last year. The SFA includes the adjustment for the business rates pilots;
- An increase of £1.3 billion (2.8%) nationally in Core Spending Power, Government's measure of the resources available to local government,

which includes SFA, Council Tax and New Homes Bonus (NHB), but excludes other specific grants such as Public Health and Education Services Grants. By the same measure the Core Spending Power for Leeds increases by 2.2%;

- With the exception of Northamptonshire County Council, all councils will again be able to raise general council tax by up to 2.99% in 2019/20 to fund local services without the need for a referendum;
- England's 152 social care authorities will again be able to increase council tax by up to a further 3% in total in 2019/20 in respect of the Adult Social Care precept. The total social care precept increase allowed across the three years from 2017/18 to 2019/20 remains unchanged at 6%;
- This means the maximum by which social care authorities can increase overall council tax in 2019/20 is 5.99%. Nationally, it is estimated that this 1% increase above the previously core council tax limit will raise an extra £247m from local taxation.
- Social care authorities will receive the third payment of additional funding for social care in the improved Better Care Fund announced in the 2015 Spending Review; this has risen to £1.8 billion in 2019/20;
- Confirmation of the additional social care funding announced in the Budget: £240m for Adult Social Care and £410m for Social Care, the latter having been newly incorporated into Core Spending Power;
- Announcement of the successful North and West Yorkshire bid to pilot 75% business rates retention, alongside 14 other bids. London councils will also be piloting 75% retention in 2019/20 and devolution areas who were awarded pilots in 2017/18 will continue to pilot 100% retention;
- New Homes Bonus will not be further reduced in 2019/20, contrary to speculation that this would happen. The final allocation of funding for 2018/19 and projection for 2019/20 remain largely in line with expectations;
- Police and Crime Commissioners will be given greater flexibility on council tax and will be able to raise their precept by up to £24 before triggering a referendum, currently £12;
- Assurance that a Green Paper on funding Social Care would be published 'soon', after a year's delay;
- Affecting rural authorities, the Rural Services Delivery Grant will be increased in 2019/20 by £16 million nationally, to maintain the 2018/19 level of funding at £81 million.

- 3. Developing the 2019/20 budget and Medium Term Financial Strategy with the refreshed 2019/20 – 2020/21 Best Council Plan.**
- 3.1. Between the 2010/11 and 2018/19 budgets, the Council's core funding from Government has reduced by around £251m. Additionally the Council has faced significant demand-led cost pressures, especially within Adult Social Care and Children's Services. To date, the Council has responded successfully to the challenge since 2010 through a combination of stimulating good economic growth, creatively managing demand for services, increasing traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies, which has resulted in a reduction in head count of 3,300 or over 2,600 ftes since 2010.
- 3.2. Through targeting resources into preventative services the Council has ensured that the implications of demand and demographic pressures that have resulted in significant cost pressures in other local authorities have been contained within Leeds. Specifically within Housing Services, Leeds had just 61 households registered in temporary accommodation in 2017/18 and this compares favourably with Birmingham and Manchester who had 15,481 and 3,948 respectively. This is reflected in comparative levels of spend whereby Leeds spent £700k on temporary accommodation in 2017/18 whilst Birmingham and Manchester spent £23m and £21m respectively. Similarly since 2010 the rate per 10,000 of Children Looked After has reduced by 18.3% whilst the national average has increased by 12.7%.
- 3.3. In February 2018, Council approved the 2018/19 – 2020/21 Best Council Plan and the supporting budget. The Best Council Plan is the Council's strategic planning document and sets the context and policy direction against which the budget and Medium Term Financial Strategy are developed. The policy direction is clearly explained in the 2018/19 – 2020/21 Best Council Plan, an update of which is included elsewhere on this agenda: that the Council's 'Best City' and 'Best Council' ambitions remain - articulated around Leeds having a strong economy and being a compassionate city and the Council being an efficient and enterprising organisation – with a focus on reducing poverty and tackling the range of interlinked inequalities that persist across the city.
- 3.4. Whilst this paper proposes a balanced and robust budget for 2019/20, the lack of clarity as to the Government's funding intentions beyond 2019/20 presents significant uncertainty and challenge to the Council's ambitions and its financial planning.
- 3.5. Inevitably, managing the large reduction in Government funding and increasing cost pressures has meant that the Council has had to make some difficult decisions around the level and quality of services. However, as signposted in the 2018/19 – 2020/21 Best Council Plan and 2018/19 budget reports to Council in February 2018, it will become increasingly difficult over the coming years to identify further financial savings without significant changes in what the Council does and how it does it. This will have significant implications for directly provided services and those commissioned by the Local Authority, impacting upon staff, partners and service users. In order to deliver the

Council's ambitions of tackling poverty and reducing inequalities, consideration may have to be given to stopping, delivering differently or charging for those services that are no longer affordable and are a lesser priority than others. This will be achieved through a continuing process of policy and service reviews across the Council's functions and ongoing consultation and engagement.

4. Estimating the net revenue budget for 2019/20

4.1. Settlement Funding Assessment – reduction of £15.2m

- 4.1.1. Settlement Funding Assessment is essentially the aggregate of government grant and business rate baseline funding for a local authority. As part of the 2016/17 financial settlement, Government offered councils a 4-year funding settlement for the period 2016/17 to 2019/20, which Executive Board agreed to accept in September 2016.
- 4.1.2. 2019/20 represents the final year of this 4-year funding offer, confirmed by DCLG in November 2016.
- 4.1.3. Table 1 below sets out the Council's Settlement Funding Assessment for 2019/20, which is in line with the multi-year settlement. This represents a reduction of £15.2m compared to 2018/19 which is equivalent to a 7.7% reduction. Nationally, the reduction in SFA between 2018/19 and 2019/20 totals £985m and represents a 5.8% decrease.

Table 1 – Settlement Funding Assessment

	2018/19	2019/20	Change	
	£m	£m	£m	%
Revenue Support Grant	0.0	0.0	0.0	0.0
Business Rates Baseline Funding	198.9	183.7	(15.2)	(7.7)
Settlement Funding Assessment	198.9	183.7	(15.2)	(7.7)

- 4.1.4. A key feature of the 100% retention pilot in 2018/19 and the 75% pilot in 2019/20 (see paragraph 4.2 below) is that an authority's Settlement Funding Assessment remains unchanged. However, authorities piloting greater business rates retention will forego Revenue Support Grant and the value of the grant foregone is then taken into account in setting the new business rates baseline. Hence no Revenue Support Grant is shown in the table above, but the Business Rates Baseline Funding has been increased correspondingly in both years. In 2017/18 the Authority received £65m of Revenue Support Grant in the Settlement Funding Assessment.
- 4.1.5. The business rates element of the Settlement Funding Assessment is determined by taking the 2018/19 baseline business rates amount and uplifting it by inflation, this has then been adjusted to allow for the assumed move from 100% retention to 75% retention and the associated tariff payment due to Government. The business rates baseline continues to be uplifted by CPI,

rather than RPI, for which Local Authorities receive full compensation.

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

Table 2 - Breakdown of the Settlement Funding Assessment

	2018/19	2019/20	Change
	£m	£m	£m
Formula Grant	154.49	138.70	(15.79)
Council tax freeze grant 2011/12	6.64	6.64	0.00
Council tax freeze grant 2013/14	2.77	2.77	0.00
Early intervention grant	15.03	13.74	(1.29)
Preventing homelessness	0.86	0.86	(0.00)
Lead local flood authority grant	0.24	0.24	0.01
Learning disability & health reform grant	11.26	11.47	0.21
Local welfare provision	2.59	2.59	0.00
Care act funding	4.98	6.62	1.65
Sustainable drainage systems	0.02	0.02	0.00
Carbon monoxide & fire alarm grant	0.00	0.00	0.00
Settlement Funding Assessment	198.88	183.66	(15.22)

4.2. Business Rates 75% Retention Pilot 2019/20

- 4.2.1. In July 2018, Government invited applications from local authorities to pilot 75% Business Rates Retention in 2019/20. These pilots are intended to help Government and the local government sector explore options for the design of future increased business rate retention.
- 4.2.2. Following discussion with members of the existing Leeds City Region Business Rates Pool and with North Yorkshire County and Districts, a joint 2019/20 application was submitted. The proposed North and West Yorkshire Business Rates Pool offered the opportunity to test 75% retention in a region made up of both unitary and two tier authorities, a total of 14 organisations.
- 4.2.3. At the Provisional Local Government Finance Settlement for 2019/20 the Secretary of State announced that our application to pilot 75% business rates retention as an expanded North & West Yorkshire business rates pool in 2019/20 had been successful.
- 4.2.4. These pilot schemes are for one year only and allow participating authorities to retain 75% of additional growth in business rates above the business rate baseline determined by Government. Government wants to see this additional growth income being used to promote financial stability and sustainability in pooled areas and being invested to encourage further growth.
- 4.2.5. As a consequence of this successful bid, the Secretary of State has revoked the designation of the Leeds City Region Pool and from the 31st March 2019 the

LCR Pool will cease to exist. Executive Board in December 2018 gave their agreement that Leeds becomes a member of the new North and West Yorkshire Business Rates Pool and acts as lead authority for it.

4.2.6. At its meeting of 13th February 2019, Executive Board agreed the formation of a new joint committee to oversee the North and West Yorkshire Business Rates Pool. This Joint Committee will comprise of the Leaders (or their nominees) of member Authorities making up the Pool.

4.2.7. The success of this bid safeguards an estimated £7.97m of funding included in the Council's Initial Budget Proposals, in which we assumed that the pilot would be successful. Overall, the pilot brings additional funding to the Region of £29m, of which £6m will be used by the pool to fund regional projects with the remaining growth being returned to member authorities to enhance their financial sustainability.

4.3. Business Rate Income

4.3.1. The total projected rateable value of businesses in Leeds is £931.13m which would generate gross business rates income of £457.18m. Further business rates growth anticipated in 2019/20 increases gross business rates collected to £462.51m. However, as shown in Table 3, the impact of a range of business rate reliefs (see paragraph 4.4 below) and statutory adjustments reduces this to a net income figure of £369.66m.

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

	£m
Rateable Value in Leeds projected to 31 December 2018	931.13
multiplied by business rates multiplier	0.491
Gross business rates based on projected rateable value	457.18
Estimated Growth	5.32
equals gross business rates to be collected in Leeds	462.51
less: -	
Uprated Mandatory Reliefs	-65.83
Uprated Discretionary Reliefs	-6.99
Transitional Adjustments (year 3)	5.72
equals net business rates paid by ratepayers	395.41
less adjustments for: -	
Bad debts and appeals	-16.95
Cost of collection	-1.22
Projected Enterprise Zone and renewable energy projects yield	-1.86
Transitional Adjustments repaid to Government	-5.72
equals non-domestic rating income in Leeds	369.66
Split into shares: -	
Leeds City Council (74%)	273.55
<i>West Yorkshire Fire Authority (1%)</i>	<i>3.70</i>
<i>Central Government (25%)</i>	<i>92.41</i>
less deductions from operation of business rates retention scheme: -	
Leeds City Council's tariff from Local Government Finance Settlement	-73.11
Leeds City Council's share of deficit from 2018-19	-0.61
Leeds City Council 's 2019-20 income from business rates	199.83

- 4.3.2. Under the 75% Business Rates Retention (BRR) scheme, Leeds City Council's projected share of this income is £273.55m (74%). The Authority then pays a tariff of £73.11m to Government because Leeds is assessed to generate more business rates income than it needs, and must also meet its share of the business rates deficit from 2018/19, a further £0.61m. This leaves net income of £199.83m which contributes to the Council's net revenue budget.
- 4.3.3. As shown above, business rates income is shared between local and central government. Under the 75% Business Rates Retention scheme local authorities experiencing business rates growth are able to retain 74% of that growth locally, but also bear 74% of the risk if business rates fall or fail to keep pace with inflation, although a safety-net mechanism is in place to limit losses in year.
- 4.3.4. In particular, BRR exposes local authorities to risk from reductions in rateable values. The system allows appeals if ratepayers think rateable values have been wrongly assessed or that local circumstances have changed. One major issue is that successful appeals are usually backdated to the start of the relevant valuation list, which means that for every £1 of rateable value lost on the 2010 list growth of £6 would be necessary to fund the cost. At the end of December 2018 there were still around 1,470 outstanding appeals against the 2010 ratings list in Leeds.
- 4.3.5. A new rating list, primarily based on rental values in 2015, was introduced on 1st April 2017. This ratings list should be more accurate than the previous 2010 list which was based on rental values in 2008, just before the 'financial & economic crisis'. Further, appeals submitted against this new list can only be backdated to 1st April 2017. This, together with the impact of the new 'check, challenge, appeal' appeals process also introduced on 1st April 2017, should reduce business rate appeals and volatility going forward. At the end of November 2018, the Council has received 1097 checks and challenges against the 2017 ratings list, with 207 of these remaining outstanding. No appeals have been received as yet.
- 4.3.6. Since 2013/14 the total amount repaid by way of business rate appeals is £142.3m, at a cost to the Council's general fund of £73m. The provision for business rate appeals within the collection fund has been reviewed and recalculated to recognise new appeals and the settlement of existing appeals. On the 1st April 2019, we estimate we will hold a provision for total business rates appeals of £30.2m on our balance sheet. This is made up of £13.3 m for appeals against the 2010 list and £16.9m for appeals against the 2017 list. The 2019/20 budget proposals provide for an additional £1.0m contribution from the general fund to fund this provision as shown in Table 5.

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

- 4.4.1. From April 2017, Government increased the rateable value threshold for small businesses from £6,000 to £12,000 and the threshold above which businesses pay the higher national business rates multiplier from £18,000 to £51,000. As a result an additional 3,300 small businesses in Leeds now pay no business rates at all and in total almost 12,000, about 40%, of business properties in Leeds will

pay no business rates in 2019/20. Whilst Small Business Rates Relief and other threshold changes reduce the business rates income available to Leeds, the Authority recovers 71.1% of this lost income through Government grant and a further proportion through ratepayers who pay rates based on the higher business rates multiplier. The overall proportion any individual authority recovers depends on the mix of large and small businesses in that area.

- 4.4.2. Unlike Small Business Rates Relief, in 2019/20 Leeds will bear 74% of the cost of other mandatory business rate reliefs such as mandatory charity relief and empty rate relief, but has no control over entitlement and no powers to deal with their use in business rates avoidance. Costs of mandatory reliefs have increased significantly since the introduction of BRR, further reducing Leeds's retained business rates income for which the Council receives no compensation. In real terms mandatory charity relief alone has increased by almost 30%, from approximately £21.7m in 2012/13 to £28.0m in 2018/19, costing the Council an estimated £6.3m more in lost income under 100% retention in 2018/19.
- 4.4.3. In the Autumn Budget 2018 the Chancellor announced new business rates reliefs for small retail businesses, particularly focussing on the High Street. Eligible businesses with a rateable value of less than £51,000 are to receive a reduction in their liability for business rates of a third for the next two years, local newspaper offices will continue to receive a £1,500 reduction for a further year and those maintaining public lavatories are to receive 100% relief against any business rates. Local authorities will receive a government grant to compensate them for any resultant loss of income.
- 4.4.4. At the March 2017 Budget, the Chancellor announced three additional measures to support businesses affected by the 2017 Revaluation: support for small businesses, a business rate discount for public houses and £300 million of funding over four years for local authorities to establish local discretionary relief schemes 'to deliver targeted support to the most hard-pressed ratepayers'. The discount for public houses was initially for one year only but was then extended for a further year to include 2018/19, whereas the other two reliefs have been provided for four years. These reliefs reduce business rates income by £0.34m in 2019/20, almost a third higher than the reduction that would have been experienced under 50% Business Rates Retention, but the Council will be fully compensated through government grant.
- 4.4.5. Of the £300m fund for local authorities to devise their own discount schemes to help businesses that faced large increases, Leeds will receive £0.388m in 2019/20. At its February 2018 meeting Executive Board agreed that the funding received in 2019/20 be used so that businesses which solely provide childcare, and who face an increase in their rates payable as a result of the revaluation receive an additional discount to freeze the rates payable in 2019/20 to the gross level of rates that would have been payable in 2017/18. This will benefit 112 childcare providers at a cost of around £0.32m.
- 4.4.6. This scheme enables the Council to support access to local, high quality childcare provision through the local discount scheme, ensuring all our children

get the best start in life and also supporting economic growth. It also meets a specific Government recommendation that local authorities use their business rates local discounts powers to support access to childcare provision (Business Rates Information Letter 1-2015).

4.4.7. Further, Executive Board has agreed to offer a discount of £1,000 to independent pubs with a rateable value between £51,000 and £100,000 in 2019/20. In 2018/19 pubs in England received a £1,000 discount if their rateable value was below £100,000, fully funded by the Government, which ceases in 2019/20. The October 2018 Budget introduced a 33% discount for 2019/20 for retail properties with a rateable value under £51,000, also fully funded by the Government (as referenced in 4.4.3). This included those independent pubs which received a £1,000 discount in 2018/19, where their rateable value was below £51,000. However the proposed 33% discount will not be applicable in 2019/20 to independent pubs with a rateable value between £51,000 and £100,000. Introducing this discount for the year 2019/20 for the 40 pubs affected will cost approximately £0.04m.

4.5. **Business Rate Retention and the Budget Proposals**

4.5.1. In terms of the budget proposals, it is estimated that the local share of business rates funding in 2019/20 will be £273.6m, as set out in Table 3 above. As per Table 4 below, the budget proposals recognise business rate growth above the baseline of £16.78m, a decrease of £6.78m from the 2018/19 budget. Whilst this is a significant decrease (28.8%), this is due to the move from 100% Business Rates Retention in 2018/19 to 75% Business Rates Retention in 2019/20.

Table 4 – Business Rates, Estimated Growth above the Baseline

	2018/19	2019/20	Change
	£m	£m	£m
Business rates local share	359.38	273.55	(85.83)
Less: business rates baseline	335.82	256.77	(79.05)
Growth above baseline	23.56	16.78	(6.78)

4.5.2. The £273.6m local share of business rates funding is then reduced by a £73.1m tariff payment and £0.6m deficit on the collection fund to give the £199.8m estimated business rates funding shown in Table 5 below.

Table 5 – Business Rates Retention 2018/19 & 2019/20

	2018/19 £m	2019/20 £m
Business rates baseline (including tariff)	198.9	183.7
Projected growth above the baseline to March	18.7	12.8
Estimated growth in the year	4.8	3.9
Total estimated growth	23.6	16.8
Estimated provision for appeals	(13.6)	(1.0)
Additional cost of transitional arrangements and provision for bad debts	0.3	0.3
Estimated year-end Collection Fund deficit (Leeds Share)	(13.3)	(0.6)
Estimated Business Rates Funding	209.1	199.8
Increase/(reduction) against the Business Rates baseline	10.2	16.2
Business Rates Retention - Additional General Fund Income		5.9

4.5.3. Comparing the £199.8m of business rates funding against the £183.7m business rates baseline produces a surplus of £16.2m which is a £5.9m net improvement against the budgeted surplus in the 2018/19 financial year. Contained within this £5.9m net improvement is a £12.7m improvement in the budgeted deficit (£0.6m in 2019/20 and £13.3m in 2018/19), releasing additional funding for frontline services.

4.6. Council Tax

4.6.1. The 2018/19 budget was supported by a 4.99% increase in the level of council tax, 2% of which was attributable to the Adult Social Care precept. Leeds council tax remains the 2nd lowest of the English core cities and mid-point of the West Yorkshire districts, as detailed in Table 6 below.

Table 6 – 2018/19 Council Tax Levels including Police and Fire Precepts)

Core Cities	Band D £:p	West Yorkshire Districts	
		Band D £:p	Band D £:p
Nottingham	1,961.35	Kirklees	1,691.44
Bristol	1,891.10	Calderdale	1,671.41
Liverpool	1,856.69	Leeds	1,565.56
Newcastle	1,771.21	Wakefield	1,558.88
Sheffield	1,755.09	Bradford	1,556.98
Manchester	1,566.79		
Leeds	1,565.56		
Birmingham	1,502.61		

4.6.2. Government provided funding for the on-going effect of previous council tax freezes up to 2015/16. The council accepted council tax freeze grant for the years 2011/12 to 2013/14. As a result government funding of £9.4m was built

into the council's 2015/16 settlement (the grant for freezing council tax in 2012/13 was for one year only).

- 4.6.3. The 2019/20 budget recognises £4.2m (1.4%) of additional income from increases to the Council Tax base (3,154 band D equivalent properties) but also a decrease in the contribution from the collection fund of £1.4m (a budgeted £0.23m collection fund surplus in 2018/19 decreasing to an estimated deficit on the collection fund of £1.13m in 2019/20).
- 4.6.4. Under section 11B of the Local Government Finance Act 1992, since 1st April 2013 Leeds City Council has charged a 50% council tax premium on empty dwellings that have been unoccupied for more than two years. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018, which received Royal Assent on 1st November 2018, permits councils to increase this premium on dwellings unoccupied for more than two years to 100% from 1st April 2019. Additionally the Act provides that from 2020 the maximum premium is 200% in respect of any dwelling where the empty period is at least 5 years and from 2021 300% in respect of any dwelling where the empty period is at least 10 years. A proposal to implement this additional premium for dwellings unoccupied for more than two years was agreed by Full Council as part of their approval of the Council Tax base in January 2019. The estimated change in the Council Tax base for these budget proposals assumes that this additional premium will be implemented.
- 4.6.5. In 2018/19 Government increased the limit of council tax increases up to but not including 3%, above which a Local Authority must seek approval through a local referendum. This same limit has been announced for 2019/20 and the Council Tax Report (to be received at Full Council later this month, along with this Budget Report) proposes that the core council tax is again increased by 2.99% in 2019/20.
- 4.6.6. In the 2017/18 Provisional Local Government Finance Settlement, the Secretary of State announced additional flexibility, permitting local authorities to increase council tax between 2017/18 and 2019/20 specifically to fund adult social care services, with the maximum total increase in these three years not exceeding 6% but no more than 3% in any one year. This flexibility recognised demographic changes leading to growing demand for adult social care, and increased pressure on council budgets. These budget proposals include an increase of 1% in this regard, which would take our cumulative increase over the three year period to 6%.
- 4.6.7. Table 7 below sets out the estimated total council tax income in 2019/20, recognising the estimated increase in the council tax base and the £1.1m estimated deficit on the collection fund together with £3.1m of additional income generated from the Adult Social Care precept and the general increase in council tax. In total the level of Council Tax receivable by the Council in 2019/20 will increase by £15.1m when compared to that receivable in 2018/19.

Table 7 – Estimated Council Tax Income in 2019/20

	2018/19 Baseline £m	2019/20 Forecast £m
Previous year council tax funding	284.7	301.7
Change in tax base - increase / (decrease)	4.0	4.2
Increase in council tax level	8.6	9.1
Adult Social Care precept	5.7	3.1
Council Tax Funding before surplus/(deficit)	303.0	318.2
Surplus/(Deficit) 2017/18	1.5	
Surplus/(Deficit) 2018/19	0.2	0.2
Surplus/(Deficit) 2019/20		(1.1)
Change in collection fund contribution - increase/(decrease)	(1.3)	(1.4)
Total - Council Tax Funding	301.7	316.8
Increase from previous year		15.1

4.6.8. The Settlement Funding Assessment includes an element to compensate parish and town councils for losses to their council tax bases arising as a result of local council tax support (LCTS). As this amount is not separately identifiable it is proposed, as in previous years, that LCTS grant should be reduced in line with the Leeds overall reduction in the Settlement Funding Assessment, a reduction of 7.7% for 2019/20 from £70k to £65k. Appendix 5 provides a breakdown by parish/town council.

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

4.7.1. The budget proposals for 2019/20 also reflect additional grant monies made available by Government specifically for adult social care. Together the precept, the Improved Better Care Fund grant and the “Autumn Budget” grant will be utilised to fund a range of adult social care pressures and priorities.

4.7.2. As discussed above in paragraph 4.6.6, it is proposed that the Leeds element of the council tax is increased by a 1% Adult Social Care precept in 2019/20.

4.7.3. In applying the Adult Social Care precept, Government requires Councils to certify that they have increased their council tax in order to fund adult social care services in 2019/20. Based on the return made to Government in respect of the 2018/19 budget, the 2019/20 budget proposals for Adults and Health are consistent with this requirement.

4.7.4. The Chancellor of the Exchequer announced in his Autumn budget that an additional £650m would be made available for Adults and Children’s Social Care in 2019/20. Of this £240m provides for the continuation of an additional

resource to address adult social care winter pressures, a similar sum to that provided in 2018/19, and the amount receivable by Leeds is £3.3m. This additional resource has to be accounted for within the Better Care Fund with spending priorities being agreed with Health partners.

- 4.7.5. Offsetting these additional resources is a reduction in both the Spring Budget monies, announced in the March 2017 budget, and the Adult Social Care Support Grant. The ‘Spring Budget’ monies targeted three areas: sustaining the care market, provision of social care and easing the pressures on local health services.
- 4.7.6. Table 8 below shows how the additional funding provided by the Better Care Fund, the “Autumn Budget” grant announcement and the proposed Adult Social Care council tax precept all combine to increase the spending power within adult social care.
- 4.7.7. Members should note that the increased “spending power” figures reflected in the table above will not necessarily translate into how the Council’s Adults and Health managed budget for 2019/20 will look. This is because the grant income and associated expenditure will net each other off in budget terms in each year that the grant is received. Moreover, the lack of recharges between Council services means that some costs properly attributable to Adult Social Care are not identified in the directorate’s budget, but instead are budgeted elsewhere.
- 4.7.8. **Table 8 Adult Social Care “Spending Power”**

	2018/19	2019/20
	£m	£m
Base Budget (restated)	207.5	221.1
Spring Grant 17/18	(14.7)	
Spring Grant 18/19	9.4	(9.4)
Spring Grant 19/20		4.7
Improved Better Care Fund	11.1	10.1
ASC Support Grant 17/18	(3.3)	
ASC Support Grant 18/19	2.1	(2.1)
Autumn Budget 2018 2018/19	3.3	(3.3)
Autumn Budget 2018 2019/20		3.3
ASC Precept	5.7	3.1
	221.1	227.5
Movement in Adult Social Care "Spending Power"		6.4

4.8. The Net Revenue Budget 2019/20

- 4.8.1. After taking into account the anticipated changes to the Settlement Funding Assessment, business rates and council tax, the Council's overall net revenue budget is anticipated to increase by £5.8m or 1.1% from £510.9m to £516.7m, as detailed in Table 9 below and at Annex 1.

Table 9 – Estimated Net Revenue Budget 2019/20 Compared to the 2018/19 Net Revenue Budget

	2018/19 £m	2019/20 £m	Change £m
Revenue Support Grant	0.0	0.0	0.0
Business Rates Baseline	198.9	183.7	(15.2)
Settlement Funding Assessment	198.9	183.7	(15.2)
Business Rates Growth	23.6	16.8	(6.8)
Business Rates Deficit	(13.3)	(0.6)	12.7
Council Tax (incl. Adult Social Care Precept)	301.5	318.0	16.4
Council Tax surplus/(deficit)	0.2	(1.1)	(1.4)
Net Revenue Budget	510.9	516.7	5.8

- 4.8.2. Table 10 below analyses this £5.8m estimated increase in the net revenue budget between the Settlement Funding Assessment and locally determined funding sources.

Table 10 – Increase in the Funding Envelope

Funding Envelope	2019/20 £m
Government Funding	
Settlement Funding Assessment	(15.2)
Sub-total Government Funding	(15.2)
Locally Determined Funding	
Council Tax (incl tax base growth)	15.1
Business Rates	5.9
Sub-total Locally Determined Funding	21.0
Increase/(decrease) in the Net Revenue Budget	5.8

5. Revenue Budget Proposals 2019/20

- 5.1. The submitted budget needs to be seen in the context of the Council's forecast financial position from 2020/21 onwards where there are significant areas of uncertainty in respect of both funding and spending assumptions. Specifically the Government's future spending plans for Local Government are uncertain

and the outcome of the Government's Fair Funding Review will have implications for the level of resources receivable by the Council. In addition further information is required around the future funding of both adult and children's social care.

- 5.2. It is against the background of uncertainty outlined in 5.1 that the proposed funding of PFI lifecycle costs through borrowing, as detailed in paragraph 6.25, needs to be viewed since this contributes towards addressing the estimated budget gaps for 2020/21 and 2021/22 that are set out in Section 12.
- 5.3. This section provides an overview of the changes in funding, primarily specific grants (paragraphs 5.5.2 to 5.5.10), and cost increases (paragraphs 6.1 to 6.29) which the Council is facing in 2019/20 and concludes with the savings proposals (paragraphs 7.1 to 7.11) to balance the 2019/20 budget to the estimated available resources.
- 5.4. Table 11 provides a high level of summary of these changes:

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

	£m
Funding	
Additional Net Revenue Charge	(5.8)
Other Non-Collection Fund Business Rates Movements	(4.2)
Increases in Specific Grant	(21.6)
Fall Out of Specific Grant	14.3
Change in Contribution to/(from) General Reserve	3.5
Change in Contribution to/(from) Earmarked Reserves	(5.1)
	<u>(18.9)</u>
Pressures	
Pressures - Pay Inflation	12.6
Pressures - General Inflation	15.4
Pressures - Other	12.8
Contingency	0.8
	<u>41.5</u>
 Funding and Cost Pressures	 22.6
	 £m
Planned Fallout of Grant-related Expenditure	(6.8)
Efficiencies	(8.1)
Changes to services	(0.1)
Income - fees & charges	(2.1)
Income - traded services, partner & other income	(4.0)
Other Income including Capital Receipts Flexibilities	(1.1)
Use of Section 106 balances	(0.5)
	<u>(22.6)</u>

5.5. **Decreases/(Increases) in Funding**

- 5.5.1. Changes in both the Settlement Funding Assessment (SFA) of £15.2m and local funding (£21.0m), a net increase of £5.8m, are detailed in sections 4.1.3, 4.5.2 and 4.6.7 respectively.
- 5.5.2. **Specific Grant Funding Changes- Adults and Health (£6.7m).** The 2015 Spending Review made available additional social care funds for local government for the period 2017 to 2020 to be included in an improved Better Care Fund. The forthcoming financial year, 2019/20, represents the final year for the receipt of this money, with Leeds receiving £10.1m. In February 2017 the Government announced a total of £2.021bn as supplementary funding to the improved Better Care Fund (Spring Budget money) which is required to be spent on social care. Of the £329m to be distributed in 2019/20 Leeds will receive £4.7m, and this represents the final year of the additional funding announced.
- 5.5.3. The one off Adult Social Care Support Grant of £2.1m, partly funded by changes in New Homes Bonus, and the 2018/19 Spring Budget Grant money of £9.4m will fall out of the base budget in 2019/20.
- 5.5.4. On 2nd October 2018 the Secretary of State for Health and Social Care announced £240m of additional funding for councils to spend on adult social care services to help councils alleviate winter pressures on the NHS in 2018/19. The amount allocated to Leeds is £3.3m. Subsequently, as referenced in paragraph 4.7.4, as part of the Chancellor's Autumn Budget a further allocation of £240m was announced for 2019/20 to enable councils to plan the winter funding over this two year period. This allocation was subsequently confirmed in the Provisional Local Government Financial settlement in December. This latter allocation, of which the Leeds share will amount to £3.3m, is required to be pooled into the Better Care Fund and reported on through the BCF. The Adult Social Care financial projections in 2018/19 already reflect a significant increase in the provision of and expenditure on Home Care services, over and above those planned in the Original Budget for 2018/19, reflecting the local focus on the 'Home First' policy in relation to transfer of care from hospital, and the Budget Proposals for 2019/20 include provision for this trend in increased Home Care to continue. In addition to this, additional spending plans are being finalised in 2018/19 for Adult Social Care Services to support the NHS this winter, including extra measures to support people in their own homes and avoid admissions to hospital. These plans are in the process of being finalised with our NHS partners, including the Acute Trust, in accordance with the grant determination requirements. As some provision had already been made within the overall projections of Adult Social Care Expenditure in 2018/19 for additional home care expenditure, this additional funding is likely to enable slippage in the budget to be carried forward into 2019/20. This will enable not only the additional Home Care requirements to be met in 2019/20, but also for the additional spending plans, currently being finalised, to be maintained for winter 2019/20, in accordance with the Government's requirements. In addition £0.2m of Advonet (advocacy support grant) is now receivable whereas previously it was assumed this would cease after 2018/2019.

- 5.5.5. In the 2015 spending review the Government indicated its intention to make savings on local authority public health spending and a further £1.2m reduction in the **Public Health Grant** has been included in these budget proposals for 2019/20. Some of this reduction is offset by £0.4m of Public Health grant that had been carried forward on the balance sheet.
- 5.5.6. **Specific Grant Funding Changes – Children and Families Directorate (£3.4m).** The residual sum of the Partners in Practice grant will cease in 2019/20. This resource had been used to both trial new approaches to working with children and families and investing in and reforming preventative services in order to manage demand. The budget proposals provide for funding of £3.1m to enable these important services to continue. In addition there will be an additional £1.7m from the re-profiling of the Partners in Practice grant which is budgeted as a contribution to the Council's general reserve. In addition the School Improvement Monitoring and Brokerage Grant (£0.4m) is expected to cease after August 2019 and DfE SEN funding of £0.5m is also expected to fall out next year. The Chancellor's Autumn Budget in October 2018, and confirmed in the Provisional Local Government Finance settlement, announced £410m nationally which could be used for supporting social care , as referenced in paragraph 4.7.4. This budget submission assumes that Leeds's share of this £410m, £5.6m, is used to support Children's Services.
- 5.5.7. **Specific Grant Funding Changes – Communities and Environment Directorate £0.2m** The Housing Benefit Administration Subsidy and Local Council Tax Support Administration Subsidy grant budgets are expected to reduce by £0.3m reflecting the continuing reductions in the national quantum of funding allocated to local authorities. This reduction is partially offset by additional new burdens funding of £0.1m which is anticipated during 2019/20 to compensate local authorities for additional workstreams.
- 5.5.8. **Specific Grant Funding Changes – Resources and Housing Directorate £0.7m.** The Government have announced that the level of Flexible Homelessness Support Grant receivable will reduce by £0.7m in 2019/20. This grant, introduced in 2017/18, is designed to provide additional resources to local authorities to tackle homelessness and the level of allocation is based on homelessness prevention outcomes.
- 5.5.9. The Government have announced that £56.5m nationally will be made available to help Councils carry out Brexit preparations. Of this Leeds will receive £0.1m in both 2018/19 and 2019/20.
- 5.5.10. **Specific Grant Funding Changes – New Homes Bonus** Government introduced the New Homes Bonus (NHB) in 2011 to encourage housing growth: initially councils received grant for six years for each net additional property added to the tax base each year. This grant is funded by top slicing Revenue Support Grant. In 2016/17 Government made some changes, including gradually reducing the number of years that 'legacy payments' that are receivable from six to four years and imposing a 0.4% growth baseline on new allocations before any Bonus is paid. The £1.3m budget pressure in 2019/20 reflects the impact of these changes, particularly as payments relating to all of

the last four years are now subject to this 0.4% growth baseline. The budget in 2019/20 in respect of NHB reduces to £9.9m, based on the current rules, although the growth baseline relating to 2019/20 will not be announced until December 2019. The Government has indicated that NHB may be more fundamentally reformed beyond 2019/20.

5.5.11. **Other Non-Collection Fund Business Rates Movements**

Section 31 grants are allocated to local authorities to compensate them for changes made by Government to the business rates system. An authority's allocation depends on the level of business rates yield in that authority's area, the extent to which it awards certain reliefs and its share of any losses resulting from these. The 75% retention pilot will result in a reduction in business rates income as Leeds moves from 100% Retention in 2018/19 to 75% Retention in 2019/20. Consequently existing section 31 grant compensation is estimated to reduce by £5.0m in 2019/20, although this reduction is ameliorated by the introduction of new compensation amounting to £3.8m for a new relief to be given to small retail establishments and an additional £1.2m from a change in how the compensation for increases in the small business rate thresholds is calculated. The historic capping of business rates multipliers will continue to be compensated and although lower retention tends to reduce historic compensation, the Government will increase the rate of compensation to authorities by again capping the multiplier at CPI in 2019/20 instead of RPI. The net result is that compensation for under-indexing the multiplier is estimated to increase by £0.6m in 2019/20.

5.5.12. In addition to these movements in section 31 grant, there are two further impacts of a successful bid to pilot 75% retention. Firstly Leeds will be required to contribute £1.63m to the levy/safety net mechanism within the new North and West Yorkshire Pool. Secondly the Authority will make payments to and receive payments from the new Pool, a net gain of £5.37m to Leeds in 2019/20.

5.5.13. **Contributions from Earmarked Reserves** – the increase of £5.1m in the use of reserves to support the base budget includes the application of £2m of the Council's ELI Reserve and deletion of the £0.75m budgeted contribution to the Invest to Save reserve. It is also proposed that £1.0m is used from Adult Social Care earmarked reserves to support specific costs associated with Post 16 provision, that £0.3m is released from the CCG funded reserve for Health Inequalities and there is also a £1m contribution from Children and Families reserves to fund PFI payments. The budgeted contribution of £0.35m from the Wellbeing Reserve ceases in 2019/20. Other variations of £0.4m in respect of earmarked reserves reflect transfers from the Homelessness Reserve offset by contributions to reserves relating to Sustainable Energy and Air Quality and the capital reserve.

5.6. **Contributions to General Reserve**

The 2018/19 approved budget included a £1m contribution to the Council's general reserve. This budget submission assumes a further £1.8m increase in the budgeted contribution so that the contribution to the Council's general reserve in 2019/20 will be £2.8m. In addition the budget submission assumes

repayment of £1.7m released to the Children and Families Directorate from the general reserve in 2018/19 as a consequence of reprofiling of the receipt of Partners in Practice Grant by the DfE.

6. Cost Increases

6.1. Table 12 below summarises the projected cost increases in the 2019/20 budget.

6.2. **Table 12 Cost Increases**

	2019/20
	£m
Pay - Leeds City Council	12.2
Pay costs - commissioned services	7.0
Employer's LGPS contribution	0.9
Fall-out of capitalised pension costs	(0.5)
Inflation: General	5.8
Inflation: Electricity and Gas Tariffs	2.7
Demand and demography - Adult Social Care	2.1
Demand and demography - Children Looked After	1.5
Demand and demography - Other	0.4
Transforming Care Programme	2.2
Income pressures (including academisation)	2.7
Leeds 2023	1.5
Migration to Microsoft Cloud	0.8
Housing Benefit Overpayment income	0.4
West Yorkshire Regional Adoption	0.4
Managed Approach	0.2
Hostile Vehicle Mitigation Scheme	0.1
Legal Disbursements	0.5
Additional PFI Payment	1.0
Single Point of Contact (CCTV)	0.1
Reduction in levy payments to WYCA	(1.0)
Other Pressures	5.9
Contingency	0.8
Debt - external interest / Minimum Revenue Provision	(5.9)
Cost Increases	41.5

6.3. **Inflation** - the budget proposals include allowance for £28.0m of net inflation in 2019/20. This includes provision of £12.2m for a 2% pay award and for the costs of the Council's minimum pay rate (see paragraph 6.5 below). The budget proposals allow for inflation where there is a contractual commitment, but anticipate that the majority of other spending budgets are cash-limited. In order to eliminate fluctuations in energy prices and provide some certainty, the Council's current strategy is to forward buy up to 80% of its requirement prior to entering that month and purchasing the remainder on the market at the end of the month. The specific energy increases for gas and electricity (£2.7m) have been incorporated into these budget proposals after the implementation of this strategy and the additional provision is consistent with projected price increases for both metered and unmetered usage. An anticipated 3% general rise in fees

and charges has also been built into the budget proposals where they can be borne by the market, although there are instances where individual fees and charges will increase more than this.

- 6.4. **Local government pensions** - the most recent actuarial valuation took place in December 2016 and, in line with the agreed phased increase, the employer's contribution will rise from the 15.9% contribution in 2018/19 to 16.2% in 2019/20. This increase creates a pressure of £0.9m which has been incorporated into these budget proposals for 2019/20.
- 6.5. **Leeds City Council minimum pay rate** - at its September 2015 meeting Executive Board agreed that the Council would move towards becoming a Real Living Wage employer. In November 2015 the Living Wage Foundation announced a living wage of £8.25 per hour (outside London) and this was implemented by the Council in January 2017. The budget provides for further increases in the Leeds City Council minimum wage, which will now rise to £9.18 per hour for employees which is 18p above the Real Living wage rate of £9 per hour. Apprentices and new starters on the A1 spinal point will be paid at £9 per hour for the first year only.
- 6.6. **National Living Wage for commissioned services and the Ethical Care Charter** - in respect of services commissioned from external providers by both Adults and Health and Children and Families directorates, provision of £7.0m has been included and this is consistent with the national minimum wage assumptions for 2019/20.
- 6.7. Elements of the Ethical Care Charter, particularly in respect of better terms and conditions including improved rates of pay for care staff, have already been implemented. These budget proposals for 2019/20 will permit further developments in this area.
- 6.8. The increased costs associated both with paying our staff the Real Living Wage and ensuring that the services we commission pay their staff the national minimum wage have been resourced by the Council without the receipt of any additional funding from the Government.
- 6.9. The fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's Initiative (ELI) will save an estimated £0.5m.
- 6.10. The budget proposals recognise the increasing **demography** and consequential **demand pressures** for services in Adults and Health and Children and Families. Within Adults and Health the population growth forecast assumes a steady increase from 2018 in the number of people aged 85-89 during 2019, 2020 and 2021 (2.9%, 3.6% and 2.6% respectively) resulting in additional costs for domiciliary care and placements. In addition, the Strategy reflects demographic growth for working age adults. In particular the Learning Disability demography is expected to grow by 0.3% (based on ONS data) over the period. It should be noted that the high cost increase in this area of service is primarily a combination of increasingly complex (and costly) packages for those entering adult care, as well as meeting the costs of the increasing need

for existing clients whose packages may last a lifetime. A sum of £2.1m has been built in to deal with this demand and demographic growth.

- 6.11. Children and Families directorate continues to face **demographic and demand pressures** reflecting relatively high birth rates (particularly within the most deprived clusters within the city), increasing inward migration into the city (particularly from BME groups from outside the UK), the increasing population of children & young people with special and very complex needs, greater awareness of the risks of child sexual exploitation, growing expectations of families and carers in terms of services offered and changes in Government legislation, including 'staying put' arrangements that enable young people to remain with their carers up to the age of 21. The budget proposals provide £1.5m for the projected growth in the 0-19 population to increase the Children Looked After budget (£1.2m) and the transport budget (£0.3m).
- 6.12. Based on assumed housing growth, provision of £0.4m has been made for an additional refuse collection round and the increased disposal costs of waste to the RERF.
- 6.13. **Transforming Care** is a national NHS England programme designed to place people with learning difficulties and autism, currently based in a hospital setting, into the community with the right support and close to home. The net impact of this programme is anticipated to be £2.2m in 2019/20.
- 6.14. The budget proposals include £2.7m for a number of income variations. Specifically £0.8m provides for a reduction in the level of income receivable as a result of schools no longer buying in services at the level or of the type previously received and increasingly more of them buying back a pay as you go service. Whilst costs have reduced in the provision of these services there is still a need to provide statutory functions to protect the interests of the Council and its employees. Similarly a £0.1m reduction in income for the schools catering function reflects a reduction in activity levels. Other income variations include a reduction of £0.4m in partnership income within Children and Families which is receivable from other local authorities. Court fee income is projected to fall by £0.2m as a result of fewer prosecutions for non-payment of Council tax. A reduction in capital receipts programme for 2019/20 will reduce fee income by £0.6m and there is a £0.1m reduction in income receivable at sports centres which results from foster carers having free access to these facilities. Other variations of £0.5m largely relate to reduced income from medical waste, property searches and within the registrars function.
- 6.15. A report received at Executive Board in June 2018 set out the details of Leeds Cultural Strategy with the creation of a Trust being identified as the most appropriate model for the delivery of this strategy. In accordance with the decision of Executive Board an additional £1.5m is provided for Leeds 2023.
- 6.16. The Microsoft Enterprise Agreement is renewed every 3 years, it was last signed in September 2016 and this fixed all Microsoft product license prices for 3 years – over this period of time Microsoft have been applying annual price increases ranging from 15% to 22% to their licence price list - which Leeds has

been exempt from – however these price increases all impact on the 2019/20 budget as the Council will have to renegotiate renewal pricing effective from September 2019. Microsoft are encouraging organisations to move to cloud based services and this is reflected in the price model as they increase the cost of on premise services. In addition, the Council took a payment holiday on Microsoft Office which removed the costs of Office product software maintenance. Whilst this has delivered revenue savings in excess of £1m, the next renewal will require an upgrade of Office software versions thus re-introducing this cost into the base budget. The budget proposals include £0.8m to meet this cost pressure in 2019/20.

- 6.17. In recent years there has been a decline in the average value of Housing Benefit overpayments which the Council can recover and this is expected to be further impacted upon by the introduction of Universal Credit which is now live in Leeds. The net impact on the 2019/20 budget is estimated to be £0.4m.
- 6.18. One Adoption West Yorkshire was formed in response to the DfE's White Paper "Regionalising Adoption." As a result of fee increases for inter-agency placement rates Leeds City Council's contribution is required to increase by an additional £0.4m. This is a continuation of a pressure in 2018/19.
- 6.19. An additional £0.2m is proposed for the managed approach area in Holbeck. This will fund additional resources from West Yorkshire Police, who will match fund 50/50 with the Council, provide for all street cleansing requirements in the Managed Approach area and resources for enhanced intelligence and safeguarding.
- 6.20. An additional £0.1m is required for the new city centre Hostile Vehicle Mitigation Scheme which requires additional staffing resources to ensure that the CCTV will be manned for access 24 hours a day.
- 6.21. There is in place within both Children and Families Services and Legal Services a strict approval mechanism to control external legal spend but recognising the pressure in 2018/19, the budget for 2019/20 provides for an additional £0.5m which reflects the increase in external legal costs associated with some of the more complex children cases being dealt with by the Council.
- 6.22. The budget proposals assume a £1m one off contribution to Schools PFI funding in 2019/20. Following discussions with the DfE, they have confirmed that from 2020/21 onwards this additional payment would be baselined by the DfE in future years' School Block DSG settlements. The additional £1m will be distributed to PFI schools through an increase in their PFI Factor funding. This one off contribution will be met by a release from the PFI reserve.
- 6.23. Additional resources of £0.1m are required to implement the Single Point of Contact in respect of the Council's surveillance cameras to ensure that all CCTV systems across the Council are managed in line with the Surveillance Camera Commissioner recommendations and that the risk of data breaches is minimised.

- 6.24. Debt – The Council forecasts that the cost of external debt will increase by £5.1m, offset by an increase of £2m in prudential borrowing charges to directorates, reflecting the impact of invest to save schemes within the capital programme. Within the overall increase in debt costs £2.1m relates to funding the existing and new borrowing requirements of the capital programme. The additional costs reflects the full year effects of the 2018/19 capital programme, new 2019/20 capital programme borrowing requirements, increased forecast interest rate assumptions and a provision to secure fixed rate long term borrowing. The Council will continue to challenge scheme proposals to ensure that they are robust and deliver the Council’s priorities. It will also continue to monitor the markets to ensure that the exposure to interest rate risk is managed.
- 6.25. Offsetting the additional debt costs above is a proposal to fund PFI lifecycle costs through borrowing rather than by applying PFI grant to the capital programme. Prior to 2018/19 the council chose to fund its capital expenditure on lifecycle costs by applying an element of PFI grant to capital to fund them rather than treating them as funded by borrowing. From 2018/19, instead of applying PFI grant to capital, the Council will fund its PFI lifecycle costs by borrowing and will apply appropriate MRP charges, based on useful life of capital spend. In 2019/20 the benefit to the Council will be £9.0m. This change in the accounting for PFI lifecycle costs has been discussed with the council’s external auditors, Grant Thornton, and whilst confirmation is awaited, which in any event probably would not be final until the accounts are signed off, it is not anticipated that there will be any fundamental challenge to treatment of PFI lifecycle costs.
- 6.26. Clean Air Zone (CAZ) – The Council are under instruction from Government to formulate a plan to achieve compliance with air quality standards within the shortest possible timescales. Following a public consultation process, proposals for implementing a charging CAZ were approved at the Council’s Executive Board in October 2018. The commencement date of the CAZ go-live is the 6th January 2020. From this date the Council will be able to introduce a charge for any buses, coaches, HGVs and taxi and private hire vehicles that operate within the CAZ boundary and which do not meet pre-determined emission standards. Any year-end surplus (or deficit) which arises as a result of the CAZ will be transferred to an earmarked reserve. Balances held in this reserve are to be used to improve air quality and support the delivery and ambitions of the zone. As such there is not expected to be any impact on the 2019/20 budget.
- 6.27. The draft 2019/20 budget for the West Yorkshire Combined Authority (WYCA) includes a reduction of £0.3m in the levy when compared to 2018/19. In addition there is a rebate of £0.7m in the contribution to the West Yorkshire Transport Fund. In respect of the West Yorkshire Joint Services Committee (WYJSC) the contribution from Leeds will be consistent with contribution in 2018/19. The final determination as to how much Leeds will contribute to both WYCA and the WYJSC is subject to a separate approval process.

6.28. Contingency – the budget provides £0.8m in contingency, which will be subject to release by Executive Board.

6.29. **Other Pressures** - other budget pressures of £5.9m have been identified for 2019/20. These pressures include:

- Additional provision for property maintenance costs in Corporate Property Management £0.2m;
- Increased security costs of £0.1m at Community hubs across the city;
- An additional £0.3m for the West Indian Carnival to ensure that there is an appropriate level of budget provision for this event and that project support and event management is strengthened;
- Service charges and insurance costs for Merrion House requires an additional £0.2m;
- As previously agreed by Executive Board, to establish a team (£0.1m) to monitor compliance with the requirement for providers commissioned by Adult Social Care to pay their staff a wage that is consistent with either the Real Living Wage or the elements of the Ethical Care Charter that have been implemented.
- The continuation of level 2 and level 3 immigration advice for more complex cases requires a contribution of £0.1m;
- An increase in grant funding of £0.2m to Leeds Credit Union, details of which are contained in another report on this agenda;
- An increase of £0.2m provides for the operational and maintenance costs associated with the flood alleviation scheme;
- There is a £0.9m variation in income receivable within both Legal Services and the former PPPU;
- Other pressures total £3.6m of which £1.1m is in Adults and Health, £0.4m is within the Children & Families directorate, £0.3m in Communities & Environment, £0.4m in Resources & Housing directorate and £1.4m in Strategic & Central Accounts.

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

7. The Budget Gap – Savings Options - £22.6m

7.1. After taking into account the impact of the anticipated changes in funding of £18.3m and cost pressures of £40.9m outlined above, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £22.6m in 2019/20 to balance to the anticipated level of resources available.

7.2. Table 13 below summarises the proposed savings to balance the 2019/20 budget with additional detail in the sections below and in Appendix 8.

7.3. **Table 13 Proposals to Balance**

	£m
Planned Fallout of Grant-related Expenditure	(6.8)
Efficiencies	(8.1)
Changes to services	(0.1)
Income - fees & charges	(2.1)
Income - traded services, partner & other income	(4.0)
Other Income including Capital Receipts Flexibilities	(1.1)
Use of Section 106 balances	(0.5)
	<u>(22.6)</u>

7.4. Recognising the financial challenge detailed in the Medium Term Financial Strategy 2019/20 – 2021/22 received at Executive Board in July 2018, and in order to protect front line services as far as possible, especially those that provide support to the most vulnerable, the Council has embarked upon a number of cross cutting budget workstreams that will contribute towards bridging the estimated budget gaps. With regard to 2019/20, savings of £3.2m will be realised, largely through both the application of benchmarking to inform where cost efficiencies/additional income can be realised in Adults and Health and efficiencies realised through the digitalisation of processes across a number of different services. These budget workstream savings are included within Table 13 above.

7.5. **Planned fallout of grant-related expenditure £6.8m**

7.5.1. The proposed Adult Social Care budget incorporates a reduction of £4.7m and £2.1m in the level of income receivable from the 2018/2019 Spring budget money and 2018/19 Adult Social Care grant respectively. These reductions are being managed through a combination of ceasing to make a budgeted contribution to an earmarked reserve and the non-recurrence of expenditure attached to this short term funding.

7.6. **Efficiencies – savings of £8.1m**

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

7.6.2. Efficiency of the Council’s own operations remains important and we have reduced budgets in all areas of the Council and will continue to do so, whilst protecting frontline services and those for the most vulnerable. At the centre of this work is a ‘whole organisation’ cultural change programme coupled with

modernisation of the work environment creating the necessary conditions for fundamental organisational change and efficiency improvements.

- 7.6.3. Directorate reports in Appendix 8 provide the detail of a range of proposed efficiency savings across all directorates which total £8.1m in 2019/20. These savings are across a number of initiatives around:
- Organisational design;
 - Continuing demand management through investment in prevention and early intervention, particularly in Adult Social Care and Children's Services;
 - Savings across the range of support service functions;
 - Ongoing recruitment and retention management;
 - Closer working between services and across Directorates;
 - Realising savings by cash-limiting and reducing non-essential budgets;
 - Ongoing procurement and purchasing savings.

7.7. **Changes to Services – savings of £0.1m**

- 7.7.1. Appendix 8 sets out the detail of these service change proposals, which together target savings of £0.1m by March 2020.

7.8. **Fees & Charges – additional income of £2.1m**

- 7.8.1. At its February 2016 meeting, Executive Board approved the recommendations from Scrutiny Board (Strategy & Resources) on fees and charges which included agreement that all fees would be reviewed annually and increased by at least the rate of inflation, that officers should benchmark their charging frameworks each year and that full-cost recovery in line with CIPFA guidance should apply as part of the annual budget setting process.
- 7.8.2. The 2019/20 budget proposals continue to reflect these principles and assume a general increase in fees and charges of 3%, and Appendix 8 sets out detailed proposals around a number of fees, charges and subsidised services. Contained within these increases in charges is an inflationary uplift within bereavement services to cover an increase in costs associated with providing the service. If approved, in totality these proposed increases will generate an additional net £2.1m of income in 2019/20.

7.9. **Traded Services, partner income & other income – additional income of £4.0m**

- 7.9.1. Directorate reports at Appendix 8 provide details across directorates of a number of proposals that together would generate additional net income of £4.0m.

7.10. **Other Income - £0.6m**

- 7.10.1. Other income variations of £0.6m largely relate to increased charges to capital (£0.5m).

7.11. **Other Income-Flexible use of Capital Receipts - £0.5m**

- 7.11.1. In March 2016 the Secretary of State for Communities and Local Government issued guidance which allowed Local Authorities to use capital receipts to support the delivery of more efficient and sustainable services, by extending the use of capital receipts to finance costs of efficiency initiatives that deliver significant savings. This guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy. The Strategy, received at Council on February 22nd 2017, agreed the use of capital receipts to fund the severance/redundancy costs associated with the transformation of the council implemented through the policy and service programme and with members of staff seeking to exit the Authority through the Early Leaver's Initiative. These budget proposals assume that capital receipts are set aside to resource similar transformational expenditure in 2019/20.
- 7.11.2. In addition it is proposed to extend the use of capital receipts flexibilities through funding £0.5m of activities that are driving a digital approach to the delivery of more efficient public services. In accordance with the statutory guidance on the flexible use of capital receipts, full details of this expenditure are detailed in Appendix 9.
- 7.11.3. Using capital receipts in the manner described above will increase the estimated budget gaps for future years, since the pressure identified in the Medium Term Financial Strategy received at July's Executive Board assumed the full use of capital receipts to contribute towards offsetting the pressure associated with the required increase in the Council's Minimum Revenue Provision (MRP).

7.12. **Use of Section 106 balances - £0.5m**

- 7.12.1. Planning obligations, also known as Section 106 agreements (based on that section of the 1990 Town & Country Planning Act) are private agreements made between local authorities and developers and can be attached to a planning permission. Through this mechanism contributions can be sought for the costs associated with providing community and social infrastructure the need for which has arisen as a consequence of a new development taking place.
- 7.12.2. At 1st April 2018 the Council had £32m of Section 106 earmarked reserves on its balance sheet. Subject to satisfying any legal requirements contained in the Section 106 agreement, e.g. clawback, it is proposed that a further £0.5m of these balances held are used to support the 2019/20 revenue budget. If the balances are used in this way it needs to be recognised that this creates an obligation in future years, as the Council will be required to identify the resources to meet future expenditure commitments that would previously have been funded through Section 106 balances.

7.13. Summary Budget By Directorate

- 7.13.1. Table 14 below shows the share of the council's net managed expenditure between directorates for 2018/19 and the proposed allocations for 2019/20 based on these budget proposals.

Table 14 – Comparison of Net Directorate Budgets 2018/19 to 2019/20 (% share)

	2018/19 (Restated) %	2019/20 Budget %
Adults & Health	40.4	39.3
Children & Families	23.5	23.2
City Development	6.3	6.8
Communities & Environment	14.5	15.0
Resources & Housing	15.3	15.7
Directorate Budgets	100.0	100.0

- 7.13.2. The revenue budget proposals would mean that whilst the Council's spend on Children and Families and Adult Social Care will decrease slightly from 63.9% of service budgets in 2018/19 to 62.5% in 2019/20, the spending power within Adult Social Care will increase as a result of targeted Government funding. The size of this overall share of the Council's resources continues to reflect the Council's priorities around supporting the most vulnerable across the city and therefore to prioritise spending in these areas.

8. Impact of proposals on employees

- 8.1. The Council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to 3,300 head count or over 2,600 ftes reduction in the workforce since April 2010.
- 8.2. The budget proposals outlined in this report provide for an estimated net increase of circa 3 FTEs by March 2020. In the context of the future staffing reductions that will be required to meet the estimated revised budget gap of £65.4m for 2020/21 and 2021/22, as set out in Section 12 of this report, the Council issued an updated S188 notice on 19th December 2018.
- 8.3. The Council remains committed to doing everything it can to try to avoid compulsory redundancies through natural turnover, continuing the voluntary early leaver scheme, staff flexibility, reviewing and reducing both agency and overtime spend and continuing the positive consultation and joint working with the trade unions.
- 8.4. Details of the movements in full time equivalents by directorate are shown in Table 15 below.

Table 15 – Estimated Movements in Full Time Equivalents

	2019/20 Budget		
	+	-	Net
Adults and Health	11	0	11
Children and Families	0	0	0
City Development	18	(5)	13
Communities and Environment	14	(14)	0
Resources and Housing	25	(66)	(41)
	68	(85)	(17)
 HRA	 26	 (6)	 20
	94	(91)	3

9. Breakdown of the 2019/20 budget

- 9.1. Annex 1 to this report provides a summary of the budget changes by directorate and in total.
- 9.2. Annex 2 provides a detailed analysis of the 2019/20 revenue budget at directorate level.

10. Reserves Strategy and General Reserve

- 10.1. Under the 2003 Local Government Act, the Council’s Statutory Financial Officer is required to make a statement to Council on the adequacy of reserves as a part of the annual budget setting process. It is also good practice for the Authority to have a policy on the level of its general reserve and to ensure that it is monitored and maintained.
- 10.2. The purposes of the general reserve policy are to help longer-term financial stability and identify any future events or developments which may cause financial difficulty by allowing time to mitigate these. General and useable reserves are a key measure of the financial resilience of the Council, allowing the Authority to address unexpected and unplanned pressures.
- 10.3. The general reserve policy encompasses an assessment of financial risks both within the Medium Term Financial Strategy and also in the annual budget. These risks should include corporate/organisation wide risks and also specific risks within individual directorate and service budgets. This analysis of risks should identify areas of the budget which may be uncertain and a quantification of each “at risk” element. This will represent the scale of any potential overspend or income shortfall and will not necessarily represent the whole of a particular budget heading. Each assessed risk will then be rated and scored in

terms of impact and probability.

- 10.4. The revenue budget proposals for 2019/20 assume a budgeted contribution of £2.8m to the general reserve and the level of general reserves at 31st March 2020, as set out in Table 16 below, is projected to be £34.1m. Due to the incidence of the receipt of the final payment of the Partners in Practice grant, which has been delayed until 2019/20 at the DfE's request, Executive Board in October 2018 agreed the release of £1.7m from the general reserve to support the revenue budget. Table 16 below reflects the release of this amount in 2018/19 with the subsequent re-imburement in 2019/20.

Table 16 - General Reserve

General Reserve	2018/19	2019/20
	£m	£m
Brought Forward 1st April	25.7	29.6
Change in Incidence of Receipt of Innovation Grant	(1.7)	1.7
Budgeted Contribution/(Use) in-year	1.0	2.8
Additional Contribution/(Use) in-year	4.6	
Carried Forward 31st March	29.6	34.1

- 10.5. Whilst the Council maintains a robust approach towards its management of risk and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are generally lower than those of other local authorities of a similar size. KPMG's Annual Audit letter for 2017/18 concluded that the "Authority had adequate arrangements in place regarding the management of its financial risks and potential impact on resource deployment."
- 10.6. Whilst the continued reductions in funding and the pressures faced by the Authority make the current financial climate challenging, we will continue to keep the level of the Council's reserves under review to ensure that they are adequate to meet identified risks.

11. Robustness of the Budget and the adequacy of reserves

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

- The reasonableness of the underlying budget assumptions such as:
 - The reasonableness of provisions for inflationary pressures.
 - The extent to which known trends and pressures have been provided for.
 - The achievability of changes built into the budget.
 - The realism of income targets.
 - The alignment of resources with the Council's service and organisational priorities.
- A review of the major risks associated with the budget.
- The availability of un-earmarked reserves to meet unforeseen cost pressures;
- The strength of the financial management function and reporting arrangements.

11.3. In coming to a view as to the robustness of the 2019/20 budget the Chief Officer – Finance has taken account of the following issues:

- Detailed estimates are prepared by directorates in accordance with principles laid down by the Chief Officer – Finance based upon the current agreed level of service. Service changes are separately identified and plans are in place for them to be managed.
- The estimate submission has been subject to rigorous review throughout the budget process both in terms of reasonableness and adequacy. This process takes account of previous and current spending patterns in terms of base spending plans and the reasonableness and achievability of additional spending to meet increasing or new service pressures. This is a thorough process involving both financial and non-financial senior managers throughout the Council.
- Financial pressures experienced in 2018/19 have been recognised in preparing the 2019/20 budget.
- As part of the budget process, directorates have undertaken a risk assessment of their key budgets, and provided a summary of major risks within the directorate budget documents. All directorate budgets contain efficiencies, income generation and service reviews which will require actions to deliver and any delay in taking decisions may have significant financial implications. Whilst the level of risk within the 2019/20 budget is considered manageable, it must be on the understanding that key decisions are taken and that where identified savings are not delivered alternative savings options will be needed. This is all the more important given that the Council will face further financial challenges over the years beyond 2019/20.
- In addition to specific directorate/service risks, the collection of council tax and the generation of business rate yields are two key risks which need to be closely monitored.
- The introduction from April 2013 of a scheme of council tax discounts did raise additional risks as to collection. The overall assumed collection rate for council tax remains at 99% and not only does it reflect these risks but it is also reflective of in year and ultimate collection rates and is therefore considered to be realistic.

- Under the business rates retention scheme the Council's local share of business rates is exposed to risks from both the collection and reductions in rateable values. Since 2013 two trends have become clear: firstly that gradual economic recovery is not resulting in significant volumes of new-builds in Leeds and secondly that growth that does occur has been offset by successful appeals and other reductions to the rating list - either through closure or Valuation office reviews.
- Since the initial budget proposals the level of provisions set aside for the impact of business rates appeals has reduced by £1.1m.
- Unlike the 2018/19 100% business rates pilot which included a 'no detriment' guarantee from Government which ensured that no pool of authorities would be worse off as a result of piloting 100% retention, the 2019/20 75% pilot contains no such guarantee from Government. Whilst the governance agreement for the North and West Yorkshire pilot guarantees that no member authority will be worse off as a result of piloting 75% retention funding to implement this will have to come from within the local authorities in the pool..
- Business rates income continues to be a significant risk, however, as in the case of council tax, any losses greater than those assumed in setting the budget will materialise through a collection fund and will not impact in the current year.
- The Council's financial controls are set out in the Council's financial regulations. These provide a significant degree of assurance as to the strength of financial management and control arrangements throughout the Council. The Council has a well-established framework for financial reporting at directorate and corporate levels. Each month Executive Board receives a risk-based financial health report from each directorate and action plans are utilised to manage and minimise any significant variations to approved budgets.

11.4. In the context of the above, the Chief Officer – Finance considers the proposed budget for 2019/20 as robust and that the level of reserves are adequate given a clear understanding by members and senior management of the following:

- That Directors and other budget holders accept their budget responsibilities and subsequent accountability.
- The level of reserves is in line with the risk based reserves strategy but their enhancement will be a prime consideration for the use of any fortuitous in-year saving.
- Risk based budget monitoring and scrutiny arrangements are in place which include arrangements for the identification of remedial action.
- The budget contains a number of challenging targets and other actions. These are clearly identified and as such are at this time considered reasonable and achievable.
- Monthly risk based budget reporting to members will continue in 2019/20.
- Budget risks are identified and recorded and will be subject to focused control and management.

- As part of the Council's reserves strategy directorates are required to have in place budget action plans which set out how they will deal with variations during the year.
- Risks associated with council tax and business rates, although potentially significant, will feed into the budget via the Collection Fund and will therefore not impact on the 2019/20 budget.
- There is a clear understanding of the duties of the Council's statutory financial officer and that the service implications of them being exercised are fully understood by members and senior management alike.

11.5. In making this statement as to the 2019/20 budget, given the uncertain but likely significant financial challenge facing the Council beyond 2019/20, it is clearly right and prudent that the Council takes the opportunity presented by this budget to bolster reserves.

12. Medium Term Financial Strategy update

12.1. At its meeting in July 2018 the Executive Board approved the 2019/20 - 2021/22 financial strategy. The agreed financial strategy identified a headline budget gap of £96.8m for the three year period up to March 2022. Of this £83.0m related to 2020/21 and 2021/22. The strategy recognised that savings would be required to be identified in order that a balanced budget position can be delivered over the three year planning period covered by the strategy.

12.2. In the context of both the Local Government Finance Settlement and other variations identified during the determination of the 2019/20 budget proposals, the financial projections for 2020/21 and 2021/22 have been refreshed to reflect the latest implications of these. In addition the revised position reflects assumed council tax increases of 1.99% in 2020/21 and 2021/22. However it should be stressed that under the Council's constitution the decision to set the council tax base and the rate of council tax can only be taken by Full Council and therefore these decisions will continue to be made as part of the Council's annual budget setting process.

12.3. The Government have stated their intention to move to 75% business rate retention in 2020/21. Given the uncertainty about how this will impact on local authority funding, the figures assume any increase in business rates income are offset by a commensurate increase in the business rate tariff paid by the Council so that there is no baseline gain. For calculating SFA a reduction of 3.6% is assumed (being approximately 50% of the average reduction in 2018/19 and 2019/20, i.e. a continuation of austerity albeit at a slower rate).

12.4. In the determination of the revised financial projections for both 2020/21 and 2021/22 the significant areas of uncertainty, compounded by Brexit, as to the Council's financial position in respect of both funding and spending assumptions needs to be recognised. Specifically the implications of the Government's future spending plans from 2020/21 onwards remain unclear, the implications of implementing 75% business rate retention nationally have yet to be finalised by Government, the outcome of the Government's own Fair Funding review won't

be known until the autumn of 2019 and the future funding of adult social care awaits the publication of the Green Paper in April 2019.

- 12.5. After taking account of revised funding assumptions outlined in 13.2 and 13.3 and the variation in pressures/savings that have been identified during the process for determining the 2019/20 budget proposals, the revised position for 2020/21 and 2021/22 are detailed in Table 17 below.

Table 17 – Indicative Estimate of Medium Term Financial Strategy Gap

	2020/21 £m	2021/22 £m
July Executive Board	52.0	31.0
Revised Pressures since July 2018		
Pay	0.0	(0.8)
Energy Inflation	1.1	1.2
Debt	0.7	3.1
Other	1.1	1.8
	3.0	5.3
Effects of Proposals not in 19/20 Budget	1.0	0.0
Revised Savings	1.1	(0.3)
Changes to Funding	(10.4)	0.4
Treatment of PFI Lifecycle Costs	(9.5)	(8.2)
Revised Gap	37.2	28.2

- 12.6. As can be seen in the table above the estimated budget gap has reduced to £37.2m and £28.2m in 2020/21 and 2021/22 respectively. Following the approval of the 2019/20 budget the intention is to present a fully updated medium term financial strategy to the Executive Board at its meeting in July 2019.
- 12.7. The revised estimated budget gaps for 2020/21 and 2021/22, which are outlined in Table 17 above, now incorporate both the implications of the 2019/20 budget submission and any significant variations to the position detailed in the Council's medium term financial strategy.
- 12.8. The position set out above contains a number of assumptions for which updated information would alter the projected financial position outlined in Table 17. For instance the projected financial position assumes the continuation of austerity, however if it were to cease then the Council's position would improve by £6.6m and £6.4m in 2020/21 and 2021/22 respectively. Similarly notification of further improved Better Care funding for 2020/21 and 2021/22 would reduce the estimated budget gap for these respective years.

13. Housing Revenue Account

- 13.1. The Housing Revenue Account (HRA) includes all expenditure and income incurred in managing the Council's housing stock and, in accordance with Government legislation, operates as a ring fenced account.
- 13.2. The determination of the 2019/20 budget proposals for the Housing Revenue Account needs to be seen in the context of the Welfare Reform and Work Act (2016) which requires all social housing providers to reduce social housing rents for the 4 years from 2016/17, the continued roll out of universal credit and the reduction in the Council's housing stock as tenants exercise their right to buy their own home.
- 13.3. Details of the 2019/20 Housing Revenue Account can be found in Appendix 8.

14. Corporate Considerations

14.1. Consultation and Engagement

- 14.1.1. Following agreement of the Initial Budget Proposals by Executive Board, a public consultation exercise ran between 20th December 2017 and 20th January 2018. The consultation presented findings from last year along with a summary of the key budget proposals, and explored whether peoples priorities had changed.

The consultation was primarily carried out through an online survey (paper versions were also available), advertised on the website and social media, via email to partner organisations, Equality Hub members and the Citizens' Panel, and circulated to staff. The challenge of balancing the budget was also the theme for the Equality Assembly Conference in November, and a broad range of issues were raised.

- 14.1.2. A total of 1,241 surveys were completed, across a range of respondents from different age groups, ethnicities and genders, which generally represented the population of Leeds. Responses from younger (18-29) and BAME people were found to be slightly underrepresented, however statistically significant numbers were received from each group. In total, 94% of respondents said that they live in Leeds, almost half (49%) work in Leeds and around 1 in 7 (14%) said they work for Leeds City Council.
- 14.1.3. Participants were informed that last year the majority of respondents agreed we should balance the budget by reducing or cutting some services and increasing tax and charges, and asked whether these changes have affected them personally. In total, 1,087 comments were made by 957 people, of which the highest reported issues were:
- Increased Council Tax (163) – of which a quarter said they are noticeably worse off (42) and some said that they struggle to pay (19).

- New charges at recycling depots (88) – of which nearly half reported a noticeable or perceived increase in fly tipping (39).
 - Roads and Highways (57) – most of which were about the general condition of roads.
- 14.1.4. Thinking about making efficiencies, participants were asked for suggestions on how we can save money. In total 638 comments were made from 541 people, of which the largest numbers referred to:
- More efficient work practices and staff arrangements (83), including some referring to a need for more collaborative working (16).
 - Better use of contracts, procurement and spending (39).
 - That tax and charges should be increased (37).
- 14.1.5. Participants were asked how much they agree or disagree with our approach for increasing Council Tax in 2019/20:
- Over 3 in 5 agreed with our approach (62%)
 - Those that disagreed were asked why (498 comments from 427 people):
 - Over a quarter of comments said the increase is already too high or increasing beyond wages and inflation (131).
 - A quarter of comments were concerned with affordability (121), over half worrying about the impact on others (75) and the rest saying they will struggle to pay (46).
 - 1 in 5 comments were concerns around how we spend money (98), with most of these stating that further efficiencies can be made (60).
- 14.1.6. Participants were asked whether they think any of the services we provide should be ranked higher or lower than they were rated last year. In total, there were 1,225 suggestions from 649 people:
- Three quarters of comments were to suggest a service should be ranked higher (942), including:
 - Preventing and tackling homelessness (175)
 - Improving the environment and air quality (96)
 - Encouraging people to live a healthier lifestyle (81)
 - This was also the most suggested to be a ranked lower (40)
 - Helping people to live in good quality housing (80)
- 14.1.7. Participants were asked how much they agree or disagree with how we propose to spend the money we receive:
- Over three quarters said they agree with our proposed revenue budget (77%).
 - A similar number agreed with our investment plans laid out in our capital programme (75%).
- 14.1.8. We also received 622 comments from 497 respondents around how we propose to spend money, which covered a range of services and themes, including:
- City Development, roads and transport (154) - of which half said to prioritise these (76). Some commented there have been poor decisions around

transport infrastructure (27) or that we should prioritise healthier/green transport initiatives (24).

- Housing (104) - of which two thirds said this is a priority (69).
- Adults and Health (46) - of which two thirds said we need to challenge or reduce spending (30)
- The Environment (38) – of which two thirds said this is a priority (24)

It is hoped that we will gain further insight from considering survey responses by different demographic groups, to identify their different values and service priorities. This could provide useful evidence to support future strategic planning

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

14.2. **Equality and Diversity / Cohesion and Integration**

- 14.2.1. The Equality Act 2010 requires the Council to have “due regard” to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay “due regard” be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show “due regard”.
- 14.2.2. The Council is fully committed to ensuring that equality and diversity are given proper consideration when we develop policies and make decisions. In order to achieve this the Council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes. Equality impact assessments also ensure that we make well informed decisions based on robust evidence.
- 14.2.3. Equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2019/20 through the Council’s decision making processes.
- 14.2.4. A joint equality assessment of the proposed budget 2019/20 and Best Council Plan 2019/20 – 2020/21 at a strategic level has been carried out and this is attached as Appendix 6.

14.3. **Council Policies and Best Council Plan**

- 14.3.1. The refreshed Best Council Plan 2019/20 – 2020/21 will set out the Council’s priorities aligned with the Medium Term Financial Strategy and annual budget. Developing and then implementing the Best Council Plan will continue to inform, and be informed by, the Council’s funding envelope and by staffing and other resources.
- 14.3.2. The budget proposals will, if implemented, have implications for Council’s policy and governance and these are explained within the report.

14.3.3. There are no proposed changes to delegations and limits which form part of the Council's budget and financial control environment. The current limits are set out in Appendix 7.

14.4. **Resources and Value for Money**

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

14.5. **Legal Implications, Access to Information and Call In**

14.5.1. This report has been produced in compliance with the Council's Budget and Policy Framework.

14.5.2. The budget is a key element of the Council's budget and policy framework and therefore subject to that framework's consultation processes. In addition, many of the proposals will also be subject to separate consultation and decision-making processes, which will operate within their own defined timetables and managed by individual directorates.

14.5.3. Details of the decisions that will required to be taken to deliver the budgeted assumptions contained in this document are included in Appendix 4.

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

14.6. **Risk Management**

14.6.1. The Council's current and future financial position is subject to a number of risk management processes. Not addressing the financial pressures in a sustainable way is identified as one of the Council's corporate risks, as is the Council's financial position going into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the Council's risk-based reserves policy. Both these risks are subject to regular review.

14.6.2. Failure to address these issues will ultimately require the Council to consider even more difficult decisions that will have a far greater impact on front-line services including those that support the most vulnerable and thus on our Best Council Plan ambition to tackle poverty and reduce inequalities.

14.6.3. Financial management and monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This risk-based approach will continue to be included in the in-year financial health reports brought to Executive Board.

- 14.6.4. In addition, risks identified in relation to specific proposals and their management will be reported to relevant members and officers as required. Specific risks relating to some of the assumptions contained within these budget proposals are identified below.

Risks to Funding

- 14.6.5. The level of business rates appeals continues to be a risk. Whilst there is very limited scope for new appeals against the 2010 list and the Council has appropriate provision for these, there is very little information available on which to assess appeals against the 2017 list. Therefore income could be adversely affected both by appeals against the 2017 list and by business rate growth being less than assumed. This in turn would reduce the overall level of resources available to fund the services that the Council provides.
- 14.6.6. The level of council tax collected could be affected by either the increase in the Council tax base being less than assumed and/or collection rates being below budgeted assumptions.

Key risks to cost and income assumptions

- 14.6.7. Demographic and demand pressures, particularly in Adult Social Care and Children's Services, could be greater than anticipated.
- 14.6.8. The implementation of proposed savings and additional income realisation could be delayed. Equally, the level of savings generated and/or the level of additional income realised could be less than that assumed in this Budget report.
- 14.6.9. Inflation could be higher than that assumed in this report. In addition these budget proposals make a number of assumptions about the costs associated with managing the Council's debt. Currently the Council benefits from low interest rates but there is an anticipated upward movement in rates which, if greater than assumed in the budget proposals, will lead to a further increase in the costs associated with financing the Council's debt portfolio.
- 14.6.10. The Council's and City's economic and fiscal position is clearly impacted upon by the wider national economic context. The UK's withdrawal from the EU could potentially weaken the pound, increase inflation, reduce domestic and foreign direct investment and impact upon borrowing costs. Conversely the UK's exit from the EU could have the opposite effect upon the economy. What is also unclear is to what extent the UK's exit from the EU will impact upon the level of resources available to the Council and the level of demand for the services that it provides.
- 14.6.11. A full analysis of all budget risks will continue to be maintained and will be subject to monthly review as part of the in-year monitoring and management of the budget. Any significant and new risks and budget variations are contained in

the in-year financial health reports submitted to the Executive Board.

15. Conclusions

- 15.1. The Budget Proposals for 2019/20 reflect the Government's planned reductions in public sector funding as set out in the current Comprehensive Spending Review and assumptions around the level of resources available through Council Tax and Business Rates. They also take account of increasing costs from rising demands for services, inflation and cost pressures.
- 15.2. Based on the Government's multi-year settlement there will be a further reduction in the Settlement Funding Assessment for 2019/20 of £15.2m. This is offset by additional funding from business rates and council tax of £21.0m to give an increased net revenue budget of £516.7m in 2019/20. However, the budget proposals for 2019/20 set out in this report will still require savings and additional income of £22.6m to produce a balanced budget.
- 15.3. These budget proposals need to be seen in the context of a challenging economic outlook which, combined with the uncertainty around the implications of the UK's exit from the EU, could have the potential to impact on both the Council's resources and levels of demand for its services. Where it is possible to determine the financial implications of these they have been accommodated within the 2019/20 Budget Proposals.

16. Recommendations

- 16.1. As recommended by the Executive Board, this report asks Council to adopt the following resolutions:
- i) That the revenue budget for 2019/20 totalling £516.7m be approved. This means that the Leeds element of the council tax for 2019/20 will increase by 2.99% plus the Adult Social Care precept of 1%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 27 February 2019.
 - ii) Grants totalling £65k to be allocated to parishes
 - iii) Approval of the strategy at Appendix 9 in respect of the flexible use of capital receipts.
 - iv) In respect of the Housing Revenue Account that the budget be approved with:
 - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 3.4% in dwelling rents in PFI areas.
 - A 3.3% increase in district heating charges.
 - That service charges for multi-story flats are increased by £0.75p per week.

- That service charges for low/medium rise properties are increased by 3.3%.
- That the charge for tenants who benefit from the sheltered support service currently paying £6 a week be increased to £8 per week.
- That any overall increase to tenants in respect of rents, service and sheltered support charges are capped at £3.50 per week.
- That an overall freeze is applied to any tenant who would have seen a weekly increase of less than £1 per week.

17. Background documents²

None.

² The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

2019/20 SUBMISSION	Adults & Health	Children & Families	City Development	Communities & Environment	Resources & Housing	Strategic & Central	Total Net Revenue Budget
	£m	£m	£m	£m	£m	£m	£m
Adjusted Net Managed budget 2018/19	207.5	120.9	32.4	74.3	78.8	(3.0)	510.9
Pay - Leeds City Council	1.5	2.6	1.5	2.5	4.2		12.2
Pay costs - commissioned services	6.4	0.6					7.0
Employer's LGPS contribution	0.1	0.2	0.1	0.2	0.3		0.9
Fall-out of capitalised pension costs	(0.2)	(0.2)	(0.1)	0.0	(0.1)	0.0	(0.5)
Inflation: General	3.5	0.6	0.9	0.4	0.4	0.0	5.8
Inflation: Electricity and Gas Tariffs	0.0	0.1	2.0	0.2	0.4	0.0	2.7
Demand and demography - Adult Social Care	2.1						2.1
Demand and demography - Children Looked After		1.5					1.5
Demand and demography - Other				0.4			0.4
Transforming Care Programme	2.2						2.2
Income pressures (including academisation)	0.1	0.4	0.7	0.4	1.1		2.7
Leeds 2023						1.5	1.5
Migration to Microsoft Cloud					0.9	(0.1)	0.8
Housing Benefit Overpayment income				0.4			0.4
West Yorkshire Regional Adoption		0.4					0.4
Managed Approach				0.2			0.2
Hostile Vehicle Mitigation Scheme			0.1				0.1
Legal Disbursements		0.5					0.5
Additional PFI Payment		1.0					1.0
Single Point of Contact (CCTV)				0.1			0.1
Reduction in levy payments to WYCA						(1.0)	(1.0)
Other net pressures	1.2	0.4	0.3	0.9	0.7	2.3	5.9
Contingency						0.8	0.8
Debt - external interest/MRP				0.0		(6.0)	(5.9)
Total - cost changes	17.0	8.0	5.6	5.7	7.7	(2.5)	41.5
Non-Collection Fund Business Rates Movements						(4.2)	(4.2)
Grant Increases (ASC): iBCF	(10.1)						(10.1)
Grant Reductions (ASC):	6.8						6.8
Grant reductions (C&F)		2.3					2.3
Autumn Budget 2018	(3.3)	(5.6)					(8.9)
Grant reductions - Public Health	1.2						1.2
Grant reductions - New Homes Bonus						1.3	1.3
Specific grants -Other changes	(0.5)			0.2	0.7	(0.1)	0.2
Contribution to / (from) Earmarked Reserves	(0.3)	(2.0)		0.4	(0.5)	(2.7)	(5.1)
Contribution to General Reserve						3.5	3.5
Total funding changes	(6.3)	(5.4)	0.0	0.6	0.2	(2.2)	(13.1)
Budget savings proposals							
Planned Fallout of Grant-related Expenditure	(6.8)						(6.8)
Efficiencies	(3.0)	(0.6)	(1.1)	(0.7)	(2.6)	(0.1)	(8.1)
Changes to services			(0.1)	(0.0)			(0.1)
Income - fees & charges	(1.0)	(0.2)	(0.4)	(0.4)	(0.2)		(2.1)
Income - traded services & partner income	(1.0)	(1.0)	(0.2)	(0.2)	(1.7)		(4.0)
Other income changes			(0.4)	(0.2)		(0.5)	(1.1)
Use of S106 balances				(0.5)			(0.5)
Total - Budget savings proposals	(11.7)	(1.8)	(2.1)	(1.9)	(4.5)	(0.6)	(22.6)
2019/20 Submission	206.5	121.7	35.9	78.6	82.2	(8.3)	516.7
Increase/(decrease) from 2018/19 £m	(1.0)	0.9	3.5	4.3	3.4	(5.3)	5.8
Increase/(decrease) from 2018/19 %	-0.5%	0.7%	10.9%	5.8%	4.3%		1.1%
TOTAL FUNDING AVAILABLE (Net Revenue Charge)							516.7

Service	2018/19			2019/20		
	Net managed budget £000s	Net budget managed outside service £000s	Net budget £000s	Net managed budget £000s	Net budget managed outside service £000s	Net budget £000s
Adults and Health						
Health Partnerships	355	89	444	499	91	590
Access and Care	194,900	1,793	196,693	205,927	1,948	207,875
Service Transformation Team	1,301	123	1,424	1,493	160	1,653
Strategic Commissioning	(12,089)	1,456	(10,633)	(26,104)	1,426	(24,678)
Resources & Strategy	4,302	1,158	5,460	4,866	1,125	5,991
Provider services	18,427	2,402	20,829	19,273	2,981	22,254
Leeds Safeguarding Adults Board	184	22	206	226	25	251
Public Health	382	56	438	343	103	446
Pensions adjustment	0	(3,851)	(3,851)	0	(4,635)	(4,635)
	207,762	3,248	211,010	206,523	3,224	209,747
Children and Families						
Partnership and Health	18,022	14,374	32,396	18,253	16,230	34,483
Learning	3,437	892	4,329	4,894	1,081	5,975
Social Care	94,947	6,525	101,472	93,654	7,398	101,052
Resources and Strategy	5,121	(5,963)	(842)	4,948	(5,583)	(635)
Pensions adjustment	0	(1,120)	(1,120)	0	(2,591)	(2,591)
	121,527	14,708	136,235	121,749	16,535	138,284
City Development						
Planning and Sustainable Development	1,851	602	2,453	1,945	672	2,617
Economic Development	1,537	1,133	2,670	1,643	862	2,505
Asset Management & Regeneration	(1,423)	5,518	4,095	(3,242)	6,383	3,141
Employment & Skills	1,715	27	1,742	1,694	173	1,867
Highways and Transportation	14,859	38,385	53,244	17,115	41,950	59,065
Arts and Heritage	10,286	1,546	11,832	10,863	7,027	17,890
Sport and Active Recreation	4,573	3,980	8,553	5,139	4,062	9,201
Resources and Strategy	1,126	(518)	608	1,026	(332)	694
Markets and City Centre	(703)	125	(578)	(292)	123	(169)
Pensions adjustment	0	(5,405)	(5,405)	0	(6,277)	(6,277)
	33,821	45,393	79,214	35,891	54,643	90,534
Resources and Housing						
Strategy and Improvement	4,962	564	5,526	4,973	72	5,045
Finance	6,676	(554)	6,122	7,138	(466)	6,672
Human Resources	5,563	372	5,935	6,088	395	6,483
Digital and Information Services	19,590	6,908	26,498	20,328	7,662	27,990
Procurement & Commercial Services	1,522	18	1,540	1,324	66	1,390
Legal Services	2,759	259	3,018	2,895	339	3,234
Democratic Services	4,910	(4,816)	94	4,989	(4,999)	(10)
Leeds Building Services	(9,611)	3,084	(6,527)	(11,009)	3,322	(7,687)
Special Contracts & Secc	6,083	42	6,125	6,083	44	6,127
Strategic Housing Partnership	2,445	9,200	11,645	1,091	1,406	2,497
Corporate Property Management	5,831	257	6,088	6,170	404	6,574
Shared Services	19,384	1,996	21,380	19,189	2,097	21,286
Commercial Services	3,202	3,600	6,802	4,381	5,692	10,073
Facilities Management	7,570	913	8,483	8,244	1,845	10,089
Sustainable Energy and Air Quality	1,046	132	1,178	332	459	791
Pensions adjustment	0	(11,919)	(11,919)	0	(13,379)	(13,379)
	81,932	10,056	91,988	82,216	4,959	87,175
Communities and Environment						
Communities	4,979	294	5,273	5,356	1,202	6,558
Customer Access	19,477	2,304	21,781	20,012	2,390	22,402
Elections, Licensing and Registration	753	291	1,044	820	387	1,207
Welfare and Benefits	3,874	542	4,416	4,527	547	5,074
Car Parking Services	(8,232)	872	(7,360)	(8,280)	885	(7,395)
Community Safety	2,170	518	2,688	2,392	641	3,033
Waste Management	33,801	1,874	35,675	35,044	1,306	36,350
Parks & Countryside	7,034	3,684	10,718	7,268	3,894	11,162
Environmental Action - City Centre	1,584	150	1,734	1,652	167	1,819
Environmental Health	1,492	2	1,494	1,594	42	1,636
Cleaner Neighbourhood Team	7,946	2,961	10,907	8,186	2,995	11,181
Pensions adjustment	0	(6,945)	(6,945)	0	(7,810)	(7,810)
	74,878	6,547	81,425	78,571	6,646	85,217
Strategic and Central Accounts						
Strategic and Central accounts	(10,042)	(52,501)	(62,543)	(12,758)	(61,248)	(74,006)
Pensions adjustment	0	(27,451)	(27,451)	0	(24,759)	(24,759)
	(10,042)	(79,952)	(89,994)	(12,758)	(86,007)	(98,765)
NET COST OF CITY COUNCIL SERVICES	509,878	0	509,878	512,192	0	512,192
Contribution to/(from) General Fund Reserves	1,006	0	1,006	4,485	0	4,485
NET REVENUE CHARGE	510,884	0	510,884	516,677	0	516,677

Initial Budget Proposals 2019/20

- Consultation Report

Consultation held December 2018 - January 2019

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1 . Introduction and approach

Public consultation on the council's Initial Budget Proposal (IBP) for 2019/20 took place between the 20th December 2018 and 20th January 2019, through an online survey, with paper versions available on request. The full IBP can be viewed in the [public reports pack](#) for the 19th December 2018 Executive Board, where the initial proposals were considered. The approach taken recognised the importance of engaging a representative number of respondents from a broad cross-section of demographic groups, and the need to review residents' budget priorities.

The previous budget consultation (2018/19) comprehensively explored people's views on how we should fund services and which should be prioritised. Rather than repeat this process, since the financial challenges and strategic direction of the council remain similar to last year, the consultation instead presented findings from last year along with a summary of the key points from the IBP, and explored whether peoples priorities had changed.

The consultation was primarily carried out through an online survey, advertised through a number of channels including the website and social media, emails to partner organisations and members of the Equality Hubs, and to staff via InSite and Essentials. Members of the Citizen's Panel received either an email or a postal version of the survey, depending on contact preference. Targeted advertising, carried out through Facebook, was found to be highly successful in increasing engagement of younger people (bringing in 70% of all responses from this group).

Many of the questions in the survey invited participants to provide comments or suggestions. For the purpose of analysis these have been coded to reflect dominant themes, with the larger groups coded into sub-themes. It should be noted that coding of open comments is not an exact methodology, but rather depends on the analyst's interpretation of the respondent's intention.

2. Analysis of respondents

A total of 1,241 responses were received from a range of respondents from different demographic groups, of which 1,053 (85%) were completed online and 188 (15%) were from the postal paper survey. Well over half of surveys were completed by members of the LCC Citizen's Panel (58%), and more than 1 in 5 of the remainder (113 in total) were attracted by paid advertising on social media.

The responses were found to be generally representative of the demographic breakdown of the population of Leeds, as shown below in Table 1. Comparison of respondents to Census 2011 which compares against the 2011 Census (aged 18 and over only – no respondents were below aged 18). Responses from younger (18-29) and BAME people were found to be slightly underrepresented, however statistically significant numbers were received from each group. Note that percentages of respondents throughout this report relate to only those that answered that question.

Table 1. Comparison of respondents to Census 2011

		% Survey Respondents	% Leeds Residents - Census 2011		
Age / years	18 - 29	10%	27%	Residents of Leeds, aged 18 and over only	
	30 - 44	22%	26%		
	45 - 64	39%	29%		
	65+	29%	18%		
Gender	Female	46%	52%		
	Male	54%	48%		
Ethnicity	BAME*	9%	17%		
	White: British	91%	83%		
Disability	No	85%	92%		All Leeds Residents - day to day activities limited a lot
	Yes	15%	8%		

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

The high number of responses makes the results statistically very robust and they represent the population to a Confidence Interval of +/-2.8% (with 95% confidence).

In total, 94% of respondents said that they live in Leeds, with a similar proportion giving an 'LS' postcode. Almost half (49%) work in Leeds and around 1 in 7 (14%) said they work for Leeds City Council. Only 21 respondents (1%) said that they solely visit the city and don't live, or work here.

3. Executive summary

Participants were informed that last year the majority of respondents agreed we should balance the budget by reducing or cutting some services and increasing tax and charges, and asked whether these changes have affected them personally. In total, 646 comments were made by 507 people, of which the highest reported issues were:

- Increased council tax (163) – of which a quarter said they are noticeably worse off (42) and some said that they struggle to pay (19).
- New charges at recycling depots (88) – of which nearly half reported a noticeable or perceived increase in flytipping (39).
- Roads and Highways (57) – most of which were about the need for road maintenance.

Thinking about making efficiencies, participants were asked for suggestions on how we can save money. In total 635 comments were made from 541 people, of which the largest numbers referred to:

- More efficient work practices and staff arrangements (85), including some referring to a need for more collaborative working (16).
- Reduce staff, management and salaries (67).
- That council tax and charges should be increased (52).

Participants were asked how much they agree or disagree with our approach for increasing Council Tax in 2019/20:

- Over 3 in 5 agreed with our approach (62%)
 - Young people and BAME people were more likely to disagree
- Those that disagreed were asked why (498 comments from 427 people):
 - Over a quarter of comments said the amount is already too high or increasing beyond wages and inflation (131).
 - A quarter of comments were concerned with affordability (121), over half worrying about the impact on others (75) and the rest saying they will struggle to pay (46).
 - 1 in 5 comments were concerns around how we spend money (98), with most of these stating that further efficiencies can be made (60).

Respondents to the consultation last year suggested a ranking for the services that matter most to the city of Leeds and the people that live, work and visit. This year we asked whether any of these services should be ranked higher or lower than last year. In total, there were 1,225 suggestions from 649 people:

- Three quarters of comments were to suggest a service should be ranked higher (942), including:
 - Preventing and tackling homelessness (175)
 - Improving the environment and air quality (96)
 - Encouraging people to live a healthier lifestyle (81)
 - This was also the most suggested to be ranked lower (40)
 - Helping people to live in good quality housing (80)

Participants were asked how much they agree or disagree with how we propose to spend the money we receive:

- Over three quarters said they agree with our proposed revenue budget (77%).
 - Young people and BAME people were more likely to disagree.
 - LCC Employees were more likely to say they agree.
- A similar number agreed with our investment plans laid out in our capital programme (75%).
 - Younger people, especially those aged between 30-44, and BAME respondents were more likely to say they disagree.
 - LCC Employees were more likely to say they agree.

We also received 621 comments from 497 respondents around how we propose to spend money, which covered a range of services and themes, including:

- City Development, roads and transport (154) - of which half said to prioritise these (76). Some commented there have been poor decisions around transport infrastructure (27) or that we should prioritise healthier/green transport initiatives (24).
- Housing (104) - of which two thirds said this is a priority (69).
- Adults and Health (46) - of which two thirds said we need to challenge or reduce spending (30).
- The Environment (43) – of which over half said this is a priority (24).

4. The impact of last year's spending decisions

Participants were informed that last year the majority of respondents agreed that we should balance the budget by reducing or cutting at least some services, and by increasing tax and charges, and that following the consultation we went ahead and increased some fees and charges and changed some services to target them at the people with most need.

They were then asked how any changes we've made to the way we deliver services in the last 12 months, including new or increased charges, have affected them personally. In total there were 646 comments from 507 respondents. These have been grouped into principal themes, with sub-themes also detailed, and examples provided in Table 2 below.

The largest numbers of responses related to the impact of the council tax increase, with the next largest group new and increased charges for using recycling and household waste sites.

Table 2. Comments around the effect of changes to services and charges in the last 12 months.

Theme of Comment	Count	Example Comments
Council tax increase	163	
Generally affected by	80	"Increased council tax, otherwise little impact." "Wages are simply not growing at the same rate as inflation. That coupled with increased bills (council tax) means there is less money to actually live!" "The council tax increase is crippling - I'm struggling as a single, self-employed person on a low income."
Worse off	42	
Cannot afford	19	
Affected but can afford	11	
Too much	11	
Recycling and household waste	90	
Unhappy with charges	49	"The introduction of charging at recycling centres for certain items was unexpected and unwelcome." "Locally fly tipping has increased on the roads surrounding where we live. I'm sure this is as a result of the charge now being made at the local waste tip for some materials, especially building related waste"
Visual increase in fly tipping	24	
Perceived increase in Fly tipping	15	
Condition of highways	57	
General condition	55	"Increase in the poor maintenance of roads; crumbling surfaces and potholes damaging my car."
Gritting	2	
Environmental impact	39	
Litter/street cleaning	24	"The Estate is a constant mess mostly due to the recycling areas which are not policed, meaning that litter is scattered around the estate by birds and animals and the weather. Over the holiday period the area has been inaccessible due to dumping of Cardboard boxes and house clearance waste." "Just slightly gradual change. The park opposite isn't being kept as well-branches falling off trees and left for a while. The state of paths are in decline."
Parks & open spaces	7	
Other	7	

Social Care	38	
Reduction / lack of Services	23	"The waiting times for social care have increased. We're on a waiting list for mental health services. We had to fight for post 16 transport to be continued for disabled children. My daughter can't access all of her EHCP due to cuts in budgets. We can't get more social care support even though we have the allocation due to lack of capacity in the system. "Not really noticed any new hardships personally except my husband's private care home fees."
Charges	11	
Other	4	
Personal income	34	
General cost of Living	15	"It's been a very difficult year financially. Everything has gone up apart from wages." "Increased charges has had an effect on my household personally and a greater effect on those who I care for and support with reduction of services" "Less money left for food and clothing, making people with low income more poor"
Less money due to charges	11	
Cannot afford/worried	8	
Other themes	225	
Unhappy with council spending / policy	33	"The Council spent huge amount of money to upgrade your office accommodations e.g. Morrison Centre, etc. and now ask people to pay the bill. Is it fair?"
Parking charges	27	"Parking charges in Leeds town centre has stopped us shopping in town, we now go to outlet places that do not charge. Also the cost of leisure services are too expensive. eg Swimming, Classes."
Refuse collection	26	"Bins seem to be missed regularly and I don't think it is by accident."
Policing / ASB	16	
Public transport	12	
Leisure centre charges	11	
Schools	11	
Customer Services	12	
Public libraries	11	
Housing/ homelessness	7	
Other	59	

5. Delivering our services more efficiently

The consultation informed respondents that reduced funding and additional cost pressures mean the council needs to make further savings of £24.3m to balance the budget for 2019/20. Proposals to meet this gap, including £16m through efficiencies, were shown in the questionnaire. Participants were then asked for any comments and suggestions on how we can deliver services differently to save money.

In total 635 comments were made from 541 people. The comments have been grouped into principal themes, with sub-themes also detailed, and examples provided in Table 3 below.

The highest number of comments referred to more efficient working practices and staffing arrangements, followed by reducing staff numbers, management and salaries.

Table 3. Comments around how we can deliver services differently to save money.

Theme of comment	Count	Examples
More efficient working practices and staffing arrangements	85	
General	19	<i>General</i>
Collaborative working and co-operation	18	"There are always savings to be made by reviewing back office operations."
Unnecessary waste and duplication	16	<i>Collaborative working and co-operation</i>
Staff training, support and supervision	11	"Ensure that different parts of the council work with each other and not against each other. I'm a retired council worker, and in my experience council departments often seemed to compete or undermine one another instead of working together."
More intelligent, commercial approach	6	<i>Unnecessary waste and duplication</i>
Flexible Working Patterns	5	"Reduction in waste is important. However savings should not impact in ways that increase costs or make life more difficult for business and general public."
Contractors appear overstaffed	4	
Better use of Council buildings	3	"There sometimes seems to be duplication of effort between Council departments."
Reduce agency workers	3	
Reduce staff numbers, management and salaries	67	
Reduce non-productive staff	16	<i>Reduce non-productive staff</i>
General	15	"Don't cut the jobs that are needed, cut those that get paid to do very little."
Too many managers	12	
Pay cut for high earners	11	<i>Too many managers</i>
Remove high paid positions	6	"Take a serious look at managers pay. Assess whether all staff at management level are actually required, especially where managers are in place due to historic rather than current requirements."
Monitor staff performance	5	
No pay rise for high earners	2	
Increase council tax and other charges	52	
Increase Charges (non specific)	21	<i>Increase charges (non specific)</i>
Council Tax Increase	15	"Charge more taxes/fees for services provided to residents to raise the income especially services to big businesses, large houses in nice areas etc"
Charge for waste collection	4	
Congestion charge	3	
Tax according to income	3	<i>Council Tax Increase</i>
Other	6	"I believe we should pay more tax to pay for services and not make cuts"
Better use of contracts, procurement and spending	39	
Procurement process not best value for money	16	<i>Procurement process not best value for money</i>
Better contract management/supervision	9	"The Council approved providers list are always so expensive. When I worked there we couldn't just buy a light bulb or find a competitive price for an office repair but had to use approved providers that were much more expensive."
Use local/smaller suppliers	8	
Use of FMS and P Cards	2	"Try for better deals with contractors who work for the council"
Procurement process not cost effective	2	<i>Better contract management/supervision</i>
Unhappy with contractors	2	"... I would urge the council to look very closely at any contracts it has with any private sector suppliers in order to ensure that these are cost-effective and have appropriate sanctions for poor performance. There is no suggestion here that the council is not already doing this."

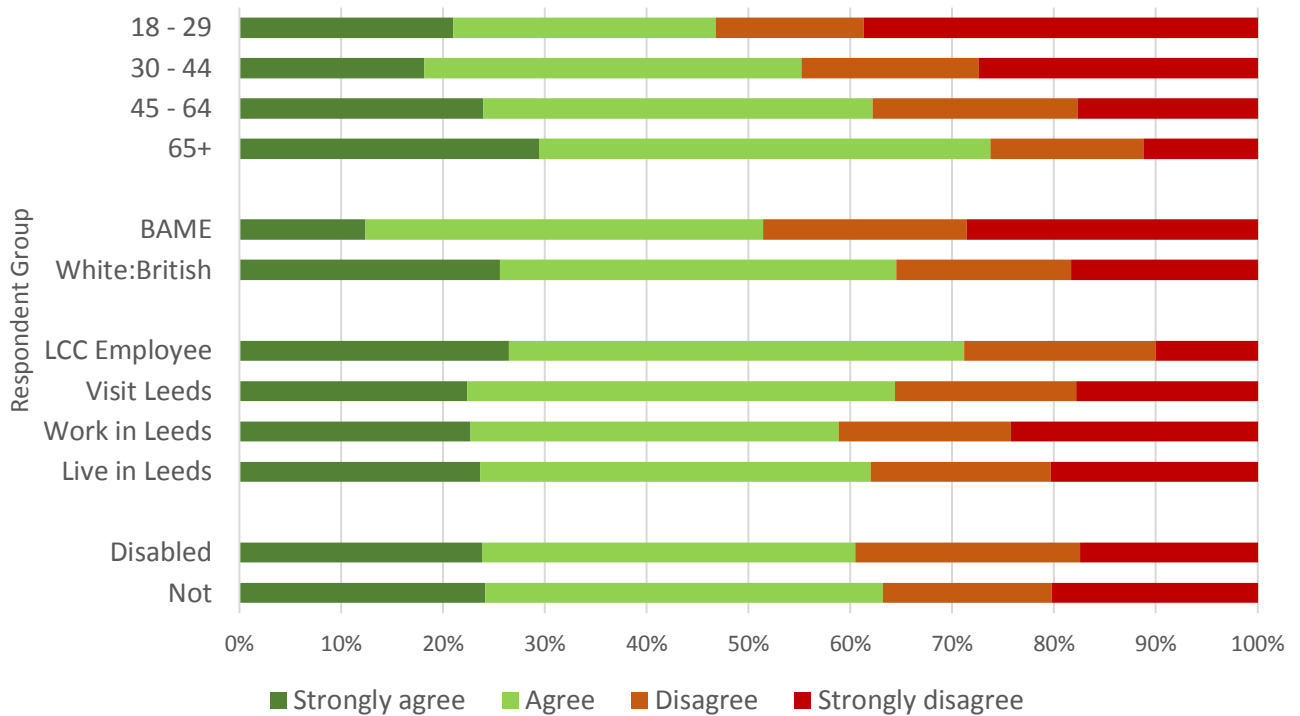
		<i>Use local/smaller suppliers</i> "I believe LCC could still reduce costs and increase local wealth and stability by replacing some large scale commercial supplier contracts with smaller scale local contracts. Putting money back into Leeds and creating revenue for local businesses, whilst reducing unnecessary cost for LCC in contractual rates."
Refuse collection efficiencies	27	
Reduce collection frequency	12	<i>Reduce collection frequency</i>
Recycle more and reduce landfill	7	"Greater efficiencies - less frequent wheelie bin collections in areas where wheelie bins can be stored in gardens - not inner city areas"
Other	8	
Other themes	365	
Stop vanity projects	28	
Reduce Councillors or expenses	23	
More commercial ventures and income generating schemes	22	
More partnership working and collaboration	22	
Digitalisation and modernisation	19	
Generate income through enforcement, fines and penalties	19	
Better use of in-house services	19	
Prioritise services	17	
Use volunteering sector more	17	
Get it right first time	12	
Invest to save initiatives	12	
Reduced street lighting at night	11	
Parking fees	9	
Preventative support	8	
Charge for events or hold fewer	7	
Fewer cycle lanes	7	
Reduce highways repairs /improvements	7	
Reduce benefits	6	
Less bureaucracy and red tape	5	
Pass costs to businesses	5	
Scrap the Managed Area Zone (Holbeck)	4	
Utilise empty properties	4	
Sale of assets	3	
Other	79	

6. Council Tax

Participants were informed that we propose to increase the core council tax in Leeds by 2.99%, plus an additional 1% to support adult social care services. They were then asked how much they agree or disagree with our proposals.

In total over 3 in 5 respondents agreed with our approach (62%). Young people and BAME people were more likely to disagree with our proposal to increase council tax, as shown in Figure 1 below.

Figure 1: Level of agreement with council tax proposals by different groups



6.1 Comments from those that disagree with the council tax increase

Those that disagreed with our approach to increase council tax were asked why. In total there were 498 comments made from 427 respondents. The comments have been grouped into principal themes, with sub-themes also detailed, and examples provided in Table 4.

The highest number of comments said the amount is already too high or increasing beyond wages and inflation, followed by concerns with affordability, and followed by lack of trust in how we spend money.

Table 4. Reasons given for disagreeing with council tax increase.

Theme of Comment	Count	Examples
Amount is too high	131	
Already too high	61	"Because the council tax is already high, especially for people with a low-income including myself." "Because our income hasn't gone up by the same % leaving us worse off"
Rising higher than wages	53	
Is higher than inflation	17	
Affordability	121	
Impact on the livelihood of families/people	75	"Too large an increase compared to inflation - working families will be hit again, especially those on lower incomes" "I'm struggling to afford the council tax as it stands now. It is the biggest bill I have after my mortgage. Households are making their own cutbacks already plus the uncertainty of Brexit around the corner." "Being a pensioner this increase is above the amount my state pension will increase by next year, given increases in fuel costs, the likely massive price increases we will see because of Brexit this means oaps are going to face a serious cut in our standards of living, which increases the risk of going without essentials etc."
I will struggle to pay	28	
The impact on pensioners	18	
Mistrust in spending	98	
Further savings can be made	60	"Efficiency should be increased further and tax increases kept to a minimum." "...People have less money and L.C.C waste more money on ideas like cycle lanes, clean air proposals, faster bus routes, all they ever do is waste money and make things worse than they were originally"
Lack of trust in LCC regarding expenditure	23	
Vanity Projects	15	
Other themes	148	
Poor service provision	39	"You put it up last year and still there is loads of potholes not been fixed, road issues, bins not been emptied on the correct day, lack of street maintenance."
Shouldn't be used for Adult Social Care	26	"...The ordinary tax payer cannot keep footing the bill. Some adult social care families must have assets - homes or inheritance over £150,000-£350,000 that can contribute to care. The public council tax payer should not be protecting inheritance for the middle classes."
Council tax is unfairly distributed	23	"It would be ok if everyone paid council tax. However many households don't so this puts an unfair burden on those who do.£ "...Higher band houses are paying more than lower bands but getting the same services"
Funding should come from government	14	
High band properties / businesses should pay	14	
Other	32	

7. Priorities for the city of Leeds

In our budget consultation last year we asked people to rate how much some of our services matter to the city of Leeds and the people that live, work and visit here. Fifteen priorities were identified with 'Keeping children safe' ranked as the top priority, followed by 'Supporting older and vulnerable people'. This year we listed the priorities in a chart showing the percentages of people's previous responses and asked whether any of the services should be ranked higher or lower as a priority.

There were 1,225 suggestions from 649 people. Three quarters of these comments (942) were to suggest a service should be ranked higher up the list of priorities, with the rest saying a service should be ranked lower (283). The majority of these related to services in the middle of the rankings (8 to 10).

Table 4 shows the services in the order that they were ranked from last year, along with the number of comments increase or decrease a rank. Many had large numbers of comments both to increase and decrease a service ranking. The services with the greatest numbers of comments saying to either increase or decrease a rank have been highlighted in red and green in the table.

Table 4: Counts of comments to suggest an increase or decrease to the rank of a service priority.

Service priority ranking from 2018/19 consultation	Lower	Higher
1. Keeping children safe	28	0
2. Supporting older and vulnerable people	9	37
3. Working with the police to prevent and tackle crime and anti-social behaviour	16	58
4. Keeping streets and neighbourhoods clean and dealing with the city's waste	24	32
5. Making roads safe, reducing congestion and making it easier to get around	35	59
6. Working with schools and families to help children to do well in learning	15	49
7. Helping people earn enough to support themselves and their families	19	53
8. Helping people to live in good quality, affordable housing	7	80
9. Protecting the environment and improving air quality	16	96
10. Preventing and tackling homelessness	9	175
11. Supporting people into jobs, training and apprenticeships	11	71
12. Investing in parks and playing facilities	11	60
13. Encouraging people to live healthier lifestyles	40	81
14. Investing in sport and leisure facilities	15	54
15. City wide cultural events/festivals	28	37
Total Comments	283	942

7.1 Comments suggesting a service should be a higher priority

Table 5 details the services receiving the greatest number of comments suggesting the service should be ranked higher as a priority, and provides indicative examples.

‘Preventing and tackling homelessness’ was the key area that people suggested should be a higher priority, with many more comments than other services (175).

Table 5: Comments suggesting a service should have a higher priority

Priority should be ranked higher	Count	Examples
Preventing and tackling homelessness		
Previous ranking 10	175	<p><i>Compassionate city agenda</i></p> <p>“Tackling homelessness in a holistic manner should be higher (in the top 3-5), if Leeds wants to be a truly compassionate and economically prosperous city.”</p> <p>“Supporting the homeless population should be higher on the agenda, homelessness has increased and the number of deaths of homeless people has also increased.”</p> <p><i>Would reduce other costs</i></p> <p>“I think tackling homelessness should be a much higher priority. I believe it is shameful that people do not have a roof over their heads and that homelessness also costs the city in other ways - health care, drug addiction etc. Tackling this issue would help reduce pressure in other areas as well.”</p>
Protecting the environment and improving air quality		
Previous ranking 9	96	<p><i>Reduce impact on health</i></p> <p>“Reducing pollution should be a higher priority; it benefits health and therefore feeds into many other priorities.”</p> <p><i>Improve Leeds City appeal</i></p> <p>“Protecting environment should be higher. Leeds as a green sustainable city would be a strong signal and attractor to businesses and attract people to move to the city. This goes hand in hand with developing strategy for sustainable, modern, integrated transport system.”</p>
Encouraging people to live a healthier lifestyle		
Previous ranking 13	81	<p><i>Preventative agenda</i></p> <p>“Encouraging people to live healthier - need to think long term and prevent problems down the line.”</p>
Helping people to live in good quality affordable housing		
Previous ranking 8	80	<p><i>Housing a core need</i></p> <p>“I would like to see No. 8 ranked higher because good quality affordable housing is extremely important for people's wellbeing.”</p>

7.2 Comments suggested a service should be a lower priority

Table 6 details the services receiving the greatest number of comments suggesting the service should be ranked lower as a priority, and provides indicative examples.

‘Encouraging people to live a healthier lifestyle’ received the most comments to reduce it as a priority (40). Clearly there is divided opinion on this service as Table 5 shows it had received twice as many comments suggesting it should be raised higher as a priority (81).

Table 6: Comments suggesting a service should have a lower priority

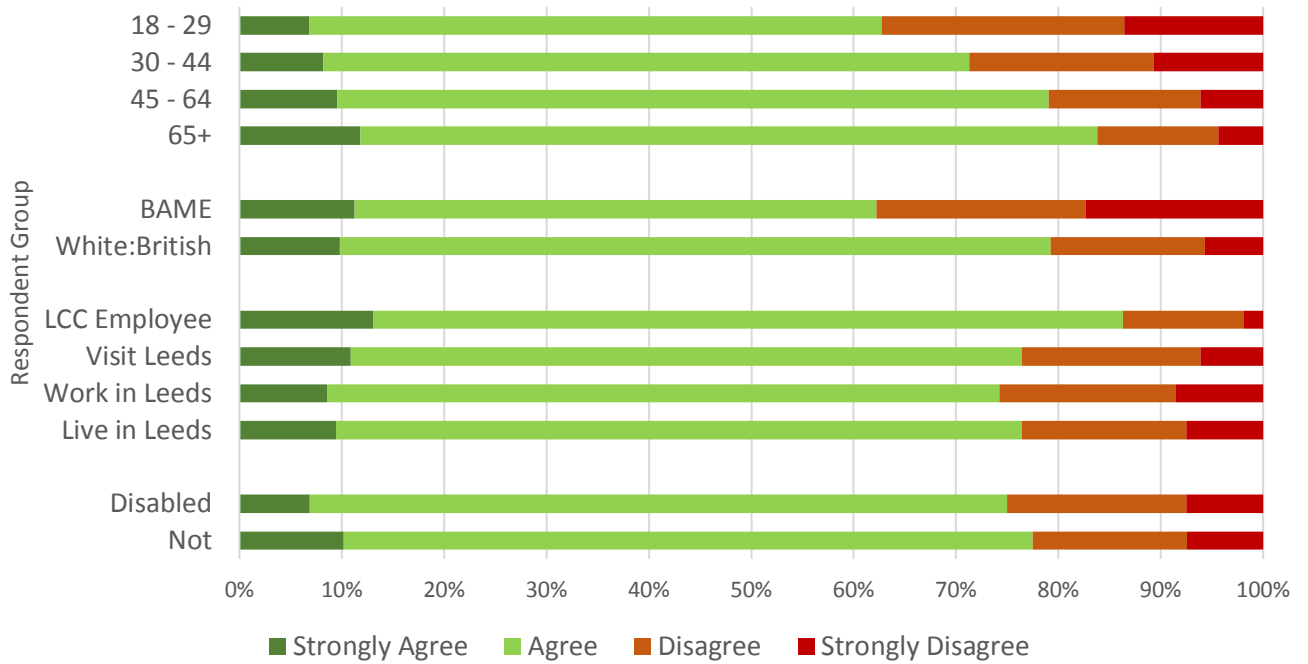
Priority should be ranked lower	Count	Examples
Encouraging people to live a healthier lifestyle		
Previous ranking 13	40	<i>Not up to the council</i> “Encouraging people to live healthier lifestyles should be downgraded. I don’t believe that should be a council priority at all, that’s up to each individual.” “I think encouraging people to live healthier lifestyles should be the least important priority because there is a lot of information available nationally”
Making roads safe, reducing congestion and making it easier to get around		
Previous ranking 5	35	<i>Other needs more important</i> “Keeping roads safe I wouldn't consider as higher priority as it is ranked here, the quality of the roads on the whole seems sufficient and beyond necessary upkeep I don't see that it makes sense to put roads above vital and very basic needs such as housing.”
Cultural events / festivals across the city		
Previous ranking 15	28	<i>A luxury we can no longer afford</i> “At the moment the luxury of certain spending should be capped. Festivals etc and maybe sports. It is a very difficult decision”
Keeping children safe		
Previous ranking 1	28	<i>Role of parents and schools</i> “It’s their parents and schools who are responsible for keeping children safe not the council.”

8. Our approach to spending the money we receive

Participants were presented with a summary of how we plan to spend our revenue budget of £516.9m for 2019/20, split by directorate area and compared to 2018/19. They were then asked how much they agree or disagree with this approach.

In total more than three quarters said they agree with our proposed revenue budget (77%). Young people and BAME respondents were more likely to say they disagree, as shown in Figure 2. Leeds City Council employees were more likely to agree.

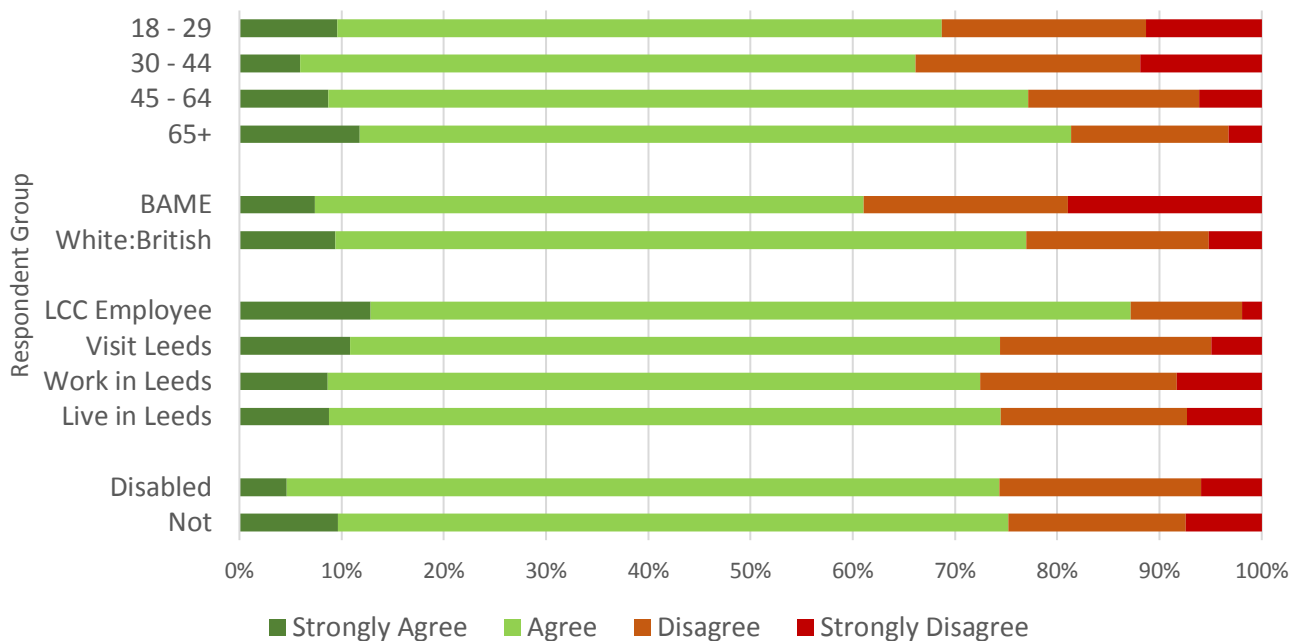
Figure 2: Levels of agreement with our revenue budget



The consultation then presented a summary of our capital programme for 2017/18 to 2020/21 and listed some of the ways this is being used. Participants were asked how much they agree or disagree with these investment plans.

In total three quarters said they agreed with our investment plans laid out in our capital programme (75%). Younger people, especially those aged between 30-44, and BAME respondents were more likely to say they disagree. Leeds City Council employees were more likely to agree.

Figure 3: Levels of agreement with our investment plans



8.1 Comments around our approach to spending the money we receive

Participants were then invited to make any comments around our overall approach to how we spend the money we receive. The comments have been grouped into principal themes, with sub-themes also detailed, and examples provided in Table 7 below.

We also received 621 comments from 497 respondents around how we propose to spend money, which covered a range of services and themes. The highest number of comments referred to City Development, roads and transport (154), of which half said to prioritise these (76). The second greatest number of comments were around Housing (104), of which two thirds said this is a priority (69).

Table 7: Comments around how we spend the money we receive

Theme of comment	Count	Examples
City Dev, Roads, Transport	154	
Prioritise City Development	45	<p>“City development is really important in terms of keeping jobs and money in the city and keeping it a great place to live with positive attitudes. The proportion seems quite low for this”</p> <p>“Too little emphasis on transport, enabling people to get around the city easily and clean air.”</p> <p>“Stop wasting money on park and rides. People aren’t interested. The proposal for the one at Alwoodley is a joke and will cause significant car congestion as people won’t change to buses. They’re hot, sweaty, unreliable and far too expensive.”</p> <p>“Stop spending money on transport areas such as building the cycle super highways which very few people use.”</p> <p>“Park and ride should be investigated and installed asap. Leeds city centre should become a car free zone to reduce air pollution and make Leeds a more attractive city to live and work in.”</p> <p>“I disagree with investment plans to spend so much on roads, unless this includes a significant improvement to public transport.”</p>
Prioritise Transport	31	
Poor decisions around roads and transport	27	
Prioritise healthier / green transport	24	
Spend less on roads	19	
Don’t waste money on Park and Ride	8	
Housing	104	
Prioritise Housing	69	<p>“There is a national social housing crisis we should invest more money in this.”</p> <p>“Stop providing housing. There are plenty of other providers out there that could take over your stock. Use that money then towards other stuff”</p> <p>“People should improve own houses or charge them for improving adults needs to be responsible for their lives”</p>
Don't spend so much on council housing	15	
Improvements should be funded by tenants	12	
Stop 'Right to Buy'	8	
Supportive	66	
Agree in general	51	<p>“Seems to be a balance between urgent current needs and planning for a sustainable future. ...I think generally the approach is fair considering all the cuts and increase in vulnerable older people.”</p> <p>“I'm amazed at how you've collectively managed to deliver the services you do, in the face of financial constraints. Brilliant teamwork across the board.”</p>
Doing well under difficult circumstances	15	

General principals	54	
Focus on efficiencies	17	<p>“There are more efficiencies which can be gained. This should be achieved and any increase to council tax should not occur.”</p> <p>“Need to focus on activities which are solely the responsibility of the council and, elsewhere, encourage individuals and organisations to be more involved/responsible.”</p>
Those that use services should pay	14	
Focus on prevention rather than short term	11	
Use more intelligence to help prioritise spend	8	
Focus on the vulnerable	4	
Adults and Health	46	
Reduce/challenge spending on Adults and Health	30	<p>“Adult health could be reduced by making them responsible for their own health and not the community”</p> <p>“Adult services are appalling so spending less this year will not help anyone. Money is thrown down the drain with unorganised & uncoordinated services. Needs tightening and you need to uphold the care act.”</p>
Prioritise Adult Social Care	8	
Prioritise Health	8	
Environment	43	
Prioritise Environment	24	<p>“Spend more on environment- improve everyone's health that way. Air quality/waste/tree planting and improved street cleaners.”</p> <p>“The percentage to reduce carbon emissions and fuel bills is too high. In my opinion this should not be a priority given the more important issues and should go towards service priority I.e. providing and maintaining good service and staff. Fuel bills will rise guaranteed as private companies increase prices when they like.”</p>
Don't spend so much on green policies	14	
Prioritise Community	5	
Consultation	37	
Need more information	32	<p>“The areas you are spending on are a bit vague need precise areas defined”</p>
Too complex	5	
Children and Families	31	
Prioritise Children & Families	12	<p>“Generally I agree with the proposals and I appreciate that much of the money allocated to all of the areas will also impact children and families, which I believe should be the focus for the spending.”</p>
Reduce/challenge spending on Children's Services	11	
Prioritise Education	8	
Other themes	86	
Reduce management	6	
Don't waste money on Culture and Events	6	
Prioritise Policing	4	
Disagree in general	14	
Other	56	

Leeds City Council Budget Consultation 2019-20

From December 2018 to January 2019

Public consultation document and questionnaire

Introduction

We're currently proposing our budget for the next financial year (2019/20), and we want to hear your views on how we should continue to fund the services we provide. Councillors will see the results of this consultation before they make a final decision on the budget in February.

In our last budget consultation, which was carried out during December 2017 and January 2018, we asked a range of questions around the principles of how we fund services and how we prioritise funding to different services. We received a thoughtful response of 1,984 completed surveys from a range of people from different backgrounds, which broadly represented the population of Leeds residents. This has given us some really useful information about what matters most to people who live and work in Leeds.

Local government funding reductions, economic uncertainty and pressure on services have changed very little over the past year, so rather than repeat the full exercise 12 months later, this consultation will present and consider what people told us last year, along with the broad principles of how we should fund services in 2019/20.

The last day you can take part in this consultation is 18th January 2019. The survey should take around 10 to 15 minutes to complete. Questions will not focus on any specific changes that are being proposed to our services. In general, residents and people who would be affected by such changes are given the opportunity to get involved with separate detailed consultations before they are agreed.

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

Privacy notice (data protection)

Please note - this survey is anonymous. Your information will be kept safe and secure in line with data protection legislation with Leeds City Council as data controller. All returned questionnaires will be processed by Leeds City Council Research Team. We are asking for your views under the legal basis of public task, as we have a statutory duty to consult (under the Local Gov't Finance Act 1992).

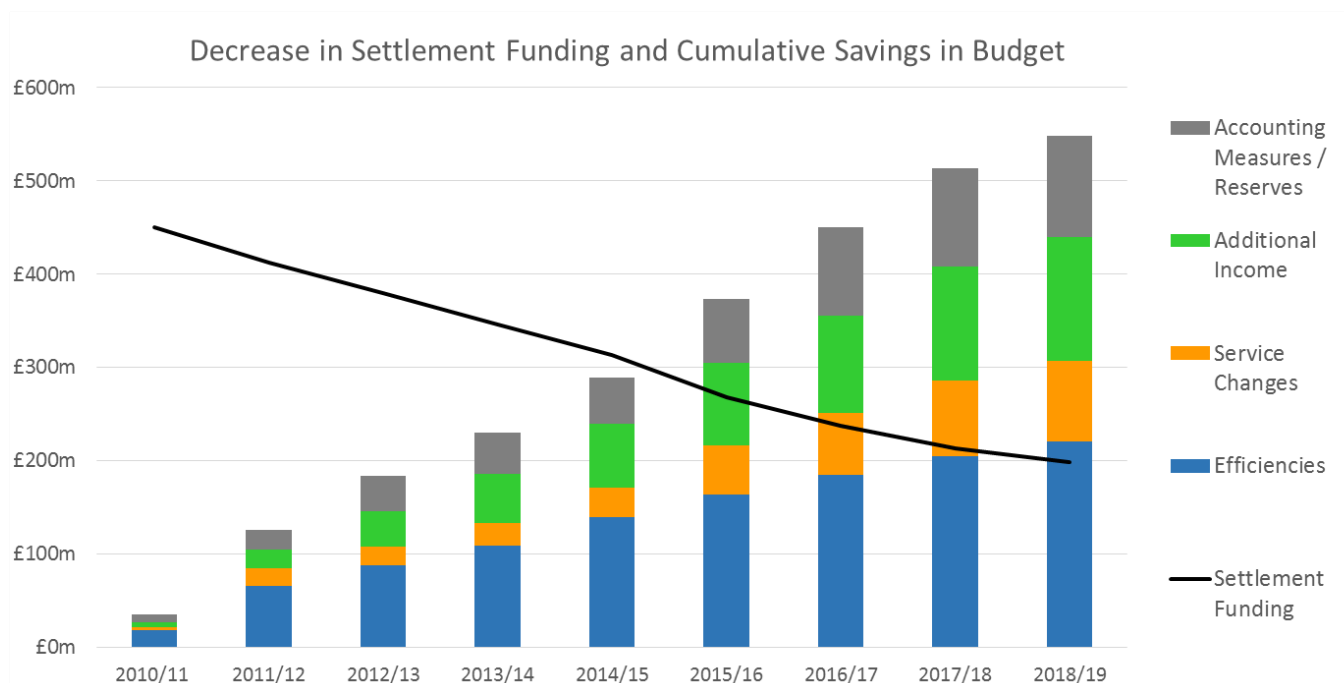
When responses are shared with any other teams in the Council, or if they are shared publicly or with other organisations, we will ensure that any information that could identify an individual/s is removed. We will store your response for up to 6 years. You have rights under data protection legislation. Visit www.ico.org.uk (the data protection regulator) to learn more.

The continuing challenges for our growing city

Our proposed budget supports our ambition for Leeds to have a strong economy and be a caring and compassionate city - with a focus on tackling poverty and reducing inequalities. It also supports our ambition as a council to be an efficient and enterprising organisation. These ambitions to be the 'Best City' and the 'Best Council' are explained in more detail in our Best Council Plan 2018/19–2020/21.

Since 2010 our core 'settlement funding' from government has reduced by around £251m and, at the same time, we have seen increasing costs and demand for services, particularly due to a growing and ageing population. We have so far met these challenges by stimulating economic growth, finding ways to increase our income and making savings. The council itself has had to get much smaller in size: so far we have reduced staff numbers by over 3,200 full time equivalent posts, and reduced the number of buildings that we use.

This chart shows the decrease in settlement funding and cumulative savings that we have made to balance the budget year on year.



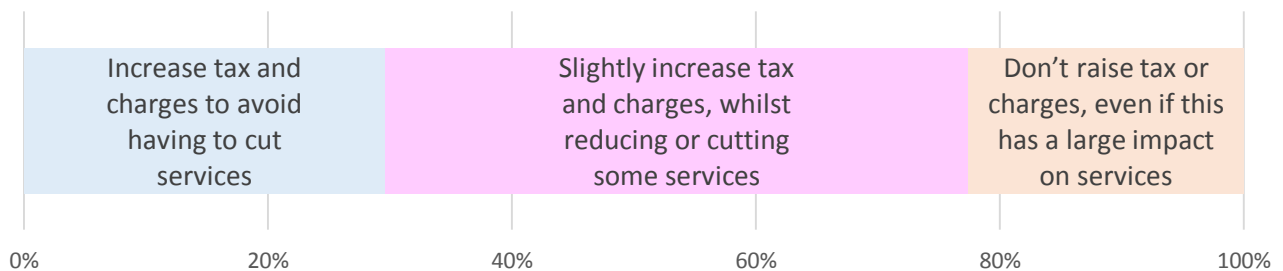
For the upcoming financial year, the settlement funding that we receive from the government has been cut by £15.3m from the current year to £183.5m, which is a further drop of 7.7%. The reducing money that we get from the government, coupled with increasing costs and demand for services, will result in a funding gap of £24.3m in 2019/20.

Unless the government changes its current plans for how councils are funded, we expect even greater funding gaps over the following years. It will become more and more difficult for us to maintain current levels of service. In order to focus on tackling poverty and reducing inequalities, we may have to consider stopping, changing or charging for some services that we cannot afford or are less of a priority to the people of Leeds.

Your thoughts on last year's decisions

In our budget consultation last year we asked people how they thought we should balance raising funds through increasing taxes and charges with reducing or cutting the services we provide. With the largest number of responses, almost half (48%) agreed that we should raise money through slightly increasing tax and charges, whilst reducing or cutting some services. In total, 7 out of 10 of these responses (70%) agreed that we should balance the budget by reducing or cutting at least some of the services we provide.

How should we fund the services we provide?



When asked how we should raise money to help us to deliver services, the highest proportion agreed that we should introduce new charges for some services (60% of all responses), with slightly fewer saying we should increase existing charges (50% of all responses).

During the current year we needed to make savings of £34m to balance the budget. Following the consultation we went ahead and brought in additional income from increasing fees and charges and changed some services to target them at the people with most need.

Q1. Thinking about the last 12 months, how have any changes we've made to the way we deliver services, including new or increased charges, affected you personally?

Carrying through to next year

Reduced funding for the upcoming year and additional cost pressures mean we need to make further savings of £24.3m to balance the budget for 2019/20. We propose to meet £16m of this funding gap through efficiencies, including savings across back office support services, closer working across directorates, ongoing procurement and purchasing savings, and managing demand for social care services through prevention and early intervention. This reflects what many people told us last year in our budget consultation, with a number of comments relating to finding further efficiencies either internally or when procuring products and services from partners.

The table below shows how we propose to balance the 2019/20 budget:

Solutions	Savings
Efficiencies	£16.0m
Changing services	£ 0.1m
Income from increasing fees and charges	£ 2.3m
income through trading services with partners	£ 3.5m
Other income	£ 2.4m
Total additional savings	£24.3m

Q2. Do you have any comments or suggestions on how we can deliver services differently to save money?

Where does the money come from?

The settlement funding that we receive from the government includes money raised through business rates, also set by the government. This is only one of the ways the council gets money to spend on local services. Money also comes from the government in the form of grants. Many of these grants and service charges have to be spent on specific services, so the council's options when setting the budget are limited.

At a local level, the council raises money by charging for certain services like leisure centres, trade waste, pest control and parking.

Contributing through a local tax

Councils also raise income through setting a local level of council tax. This is an important contribution that makes up almost a quarter of the total revenue income we receive. In Leeds council tax is currently the 2nd lowest of the 8 'core cities' in England (the 8 largest cities outside Greater London).

In our budget consultation last year over half of people that responded (56%) said that we should raise additional funds by increasing council tax. For 2019/20, in order to help balance the budget and reduce any impact on services we are proposing to increase the core council tax in Leeds by 2.99%. Local authorities are, for a limited period, allowed to include a further increase to council tax, specifically to help pay for adult social care services. This additional 1% would bring our total proposed council tax increase to 3.99%, which would cost a Band D property £62.50 more during 2019/20.

Q3. How much do you agree or disagree with our approach for increasing Council Tax in 2019/20 by 3.99%, an increase to the core rate of 2.99% plus 1% to support adult social care services?

Strongly agree

Agree

Disagree

Strongly disagree

Q4. If you said you don't agree with our approach, please tell us why:

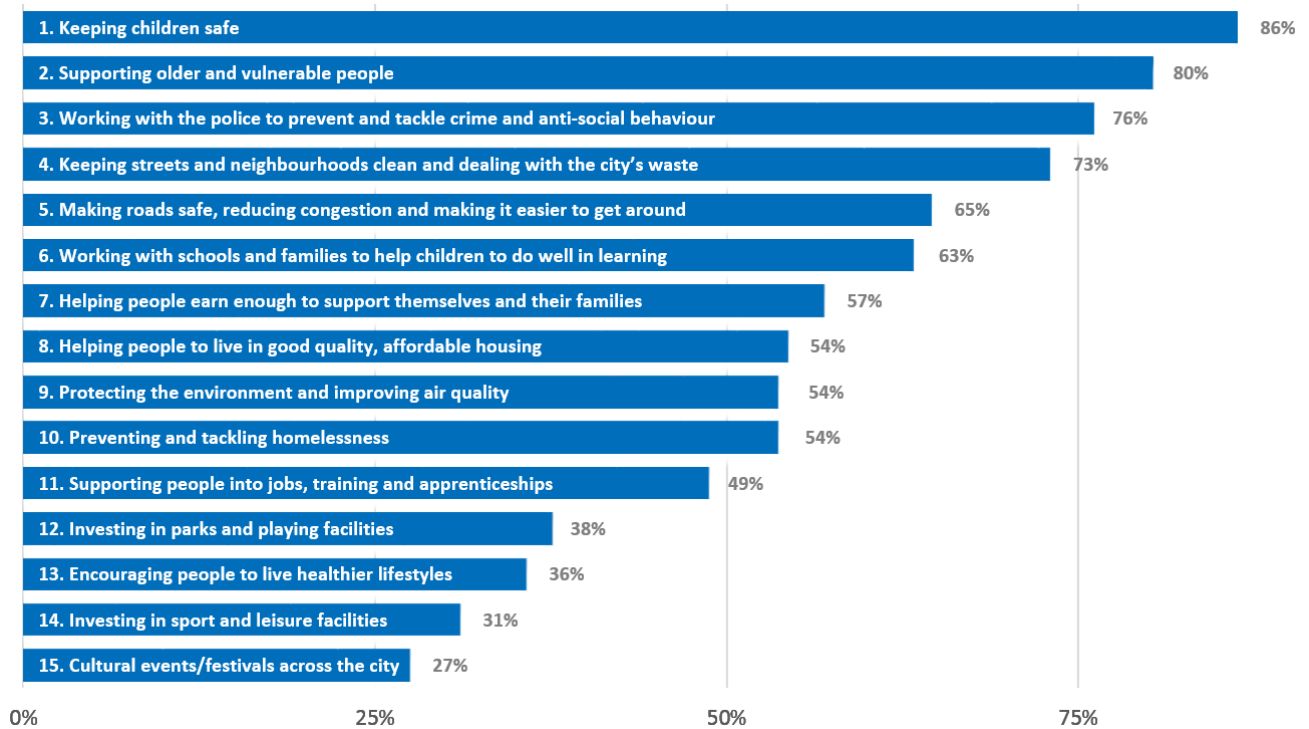
Providing services for Leeds

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

In our budget consultation last year we asked people to rate how much some of our services matter to the city of Leeds (and the people that live, work and visit here). The priorities that people said matter the most were 'keeping children safe' (86%) and 'supporting older and vulnerable people' (80%). These are the two areas of highest revenue spend for the council.

We've used what we were told to help support strategic planning, including when we reviewed our Best Council Plan earlier this year.

This chart shows percentages of people’s responses, ranked in order of how many people said they matter a lot to the city of Leeds (and the people that live, work and visit here):



Q5. For the year to come, do you think any of these services should be ranked higher or lower as a priority for the city of Leeds, and if so why?

How we propose to spend the money we get

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

Our net revenue budget is funded from the government support grant, council tax and business rates, and covers the day to day spending for all of our services. Our Initial Budget Proposals set this at £516.9m for 2019/20, of which almost two thirds (63.1%) will fund adult social care and children’s services, reflecting our priorities around supporting the most vulnerable people across the city. Although this is a slight decrease from 64.2%, in 2018/19 the spending power within adult social care will increase as a result of targeted government funding. This chart shows how much of our money is allocated to each of our directorates (our groups of services).



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

Q8. How much do you agree or disagree with the following?

	Strongly agree	Agree	Disagree	Strongly disagree
How we propose to spend our revenue budget for 2019/20	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our investment plans laid out in our 2017/18 to 2020/21 capital programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q9. Please use this space to make any comments around our overall approach to how we spend the money we receive:

About you

Q10. Do you? Please cross (x) all that apply.

Live in Leeds Work in Leeds Visit Leeds Work for Leeds
City Council Study in Leeds

Q11. Please tell us the first part of your postcode (e.g. LS8 or LS16)

Q12. How old are you?

Under 18 18 - 29 30 - 44 45 - 64 65+

Q13. What best describes your gender?

Male (including Trans) Female (including Trans)

Q14. Do you consider yourself to be disabled?

Yes No

Q15. What is your ethnic group?

White:	- English / Welsh / Scottish / Northern Irish / British	<input type="checkbox"/>
	- Irish	<input type="checkbox"/>
	- Any other White background	<input type="checkbox"/>
Mixed / multiple ethnic group:	- White and Black Caribbean	<input type="checkbox"/>
	- White and Black African	<input type="checkbox"/>
	- White and Asian	<input type="checkbox"/>
	- Any other Mixed / multiple ethnic background	<input type="checkbox"/>
Asian or Asian British:	- Indian	<input type="checkbox"/>
	- Pakistani	<input type="checkbox"/>
	- Bangladeshi	<input type="checkbox"/>
	- Kashmiri	<input type="checkbox"/>
	- Chinese	<input type="checkbox"/>
Black or Black British:	- Any other Asian background	<input type="checkbox"/>
	- African	<input type="checkbox"/>
	- Caribbean	<input type="checkbox"/>
Other ethnic groups:	- Any other Black background	<input type="checkbox"/>
	- Arab	<input type="checkbox"/>
	- Gypsy or Traveller	<input type="checkbox"/>
Prefer not to say	- Any other background	<input type="checkbox"/>
		<input type="checkbox"/>



**Initial 2019/20 Budget
proposals
Summary of Scrutiny
Board comments.**



Report of the Scrutiny Boards
Statement for Executive Board – February 2019
Best Council Plan Refresh
2019/20 – 2020/21

Introduction

1. At its meeting on 19th December 2018, the Executive Board set out, for consultation, its Initial Budget Proposals for 2019/20. The proposals were subsequently submitted to each of the Council's Scrutiny Boards for consideration, review and comment.
2. Consideration of the Initial Budget Proposals for 2019/20 by Scrutiny took place over a series of meetings in January 2019, as follows:
 - Infrastructure, Investment and Inclusive Growth Scrutiny Board – 9th January 2019
 - Adults, Health and Active Lifestyles – 15th January 2019
 - Strategy and Resources Scrutiny Board – 21st January 2019
 - Children and Families Scrutiny Board – 23rd January 2019
 - Environment, Housing and Communities Scrutiny Board – 23rd January 2019
3. Across all Scrutiny Boards, the examination of the initial budget proposals was undertaken in conjunction with a review of the in-year financial health of the authority (as at month 7) and benefitted from input from Executive Board Members, Directors and other Senior Council Officers.
4. Whilst no formal recommendations have been made by the Scrutiny Boards in relation to the Initial Budget Proposals for 2019/20, a summary of the Scrutiny Boards' comments and observations is set out below for the Executive Board's information and consideration.

Comments and observations from Scrutiny Boards

5. A summary of the main issues and areas highlighted by the Scrutiny Boards are detailed below:

Infrastructure, Investment and Inclusive Growth

6. The Board acknowledged that opportunities are being sought to improve and/or support service provision in the context of rising costs and budget pressures.
7. In particular the Board noted the focus on utilising the Council's commercial asset portfolio to generate income and the importance of initial investment to generate income growth schemes such as the Leeds Arena and the Park & Ride Schemes.
8. The Board also recognised the savings proposals planned through capitalisation, reducing void management costs, and through savings in relation to LED street lighting conversion.

Adults, Health and Active Lifestyles

9. The Board acknowledged the continuing financial pressures across the internal Adult Social Care and Public Health budgets; and more broadly across the local health and social care system. In considering the 2019/20 budget proposals, the Board specifically noted:
 - The Adults and Health directorate had achieved £100m savings since 2010.



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Strategy and Resources

- The additional £14.6M proposed to support demand based services, including an additional £2M to support homecare services.
 - An allowance of £2M to support the transforming care agenda
 - Reduction in some short-term social care grant areas (approx. £6.8M).
 - A further cut to the Public Health grant (approx. £1.1M) and the level of reserves being used to support and protect some Public Health services.
 - Proposals to increase income through improved internal processes to improve the collection of charges.
 - Proposals to increase income through improved contributions from partners.
10. As part of the Transforming Care agenda, the Board considered the substantial cost associated with external residential care packages for Leeds residents with learning disabilities, often due to appropriate services not being available in Leeds for people with challenging behaviours and complex needs. The Board was advised of a regional collaborative commissioning framework being developed, which would aim to support people with complex needs moving away from long-term hospital care.
11. The Board also noted that the delay to the refurbishment of Aireborough Leisure Centre was largely due to the discovery of asbestos throughout the various stages of ongoing work. This had impacted on the ability to generate revenue and provide fully functioning facilities to encourage active lifestyles.
12. The Executive function for setting, supporting and monitoring the Council's Financial Strategy falls within the remit of the Strategy and Resources Scrutiny Board. As such, particular regard was given to the Council's broader strategic approach towards meeting the statutory requirement of setting a balanced annual budget and also achieving financial sustainability.
13. This was set within the context of recent national studies and reports from the Comptroller and Auditor General of the National Audit Office which recognise that local authorities have faced significant challenges since 2010-11, with reductions in spending power and increased demands in key service areas, such as looked after children and adult social care, creating risks to authorities' core objectives of remaining financially sustainable and meeting statutory service obligations.
14. The Scrutiny Board therefore discussed the Council's overall approach towards managing such risks and in doing so, particular importance was placed upon the Council having robust and transparent governance arrangements in order to maintain tight budgetary control and scrutiny. This was a particularly relevant point given that the loss of effective budgetary control and budget setting scrutiny were identified as significant factors by the Secretary of State following a governance inspection of Northamptonshire County Council last year.
15. The general role of Scrutiny is clearly a key element of the Council's internal checks and balances arrangements



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and in addition to this, the monthly Financial Health Monitoring reports to Executive Board also allows for public accountability and tracking of any variances across the budget, including any proposed remedial actions.

16. Particular acknowledgment was given to the Council's focus on targeting resources into preventative measures. In doing so, the implications of demand and demographic pressures, particularly surrounding Adult Social Care and Children's Services which have resulted in significant costs pressures, have been contained in order to avoid Leeds being at crisis point like many other Local Authorities.
17. The Board also identified the importance of building risk management into service provision to avoid over-spend due to other external factors and uncertainties, such as variances in energy prices. However, the Board particularly acknowledged the impact that the current Business Rates regime has on the functionality of the Local Authority and the risk factors associated with potential settlement costs of business rates appeal cases and the corresponding need to make provision for these variances in the budget each year. This volatility contributes to uncertainty and service risk particularly when coupled with the substantial proportion of the budget being targeted to vulnerable people. Linked to this, particular reference was made to the anticipated outcome of an appeal to the Supreme Court by the Valuation Office seeking a review of 300 appeal cases relating to ATM's attached to shop premises. In view of its significance and building on the work undertaken by the Strategy and Resources Scrutiny

Board last year, issues surrounding the Business Rates regime remains a key area of interest to Scrutiny.

18. The Board also discussed the need to prepare for service provision post 29th March 2019 and the UK's planned exit from the European Union; including information from Electoral and Regulatory Services in relation to Nationality Checking services.
19. There was also discussion surrounding the implications of the Right to Buy process and the Board noted that a representation was to be made to Central Government raising concerns that the Right to Buy process could be undermined by the claims that private landlords buy the properties to rent and seeking to ensure that the whole of Right to Buy receipts are retained by Local Authorities.
20. Whilst recognising the difficulties encountered setting departmental budgets for the coming year in view of such current external factors and uncertainty, a broader issue was also raised by the Board in terms of the wider consideration of the core spending power assessment of funding coming to Leeds, often used by the Government, which factors in funding from other organisations too. However, particular emphasis was again made to the statutory duty placed upon the Council to demonstrate value for money and financial sustainability with regard to the management of the Settlement Funding Assessment. Linked to this, the Board acknowledged and expressed further concern that 2019/20 represents the final year of the agreed 4-year funding offer, thereby



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intensifying financial uncertainty for the future.

Children and Families Scrutiny Board

21. The Board noted the context of the projected overspend within the 2018/19 C&F budget and the continuing challenges for 2019/20 which were planned for – inflation, particularly pay inflation; and demand & demography challenges associated with children looked after and transport.
22. The Board noted the complimentary comments made by the Department for Education regarding how the High Needs Block had been managed, however no further funding commitment had been forthcoming.
23. The Board also heard details of how managing the finance budget on costs for legal services had in previous years masked overspend, however the use of the West Yorkshire Legal Framework in the future would aim to achieve a reduction in external legal costs – which were dependent on the complexity of the cases dealt with by external legal service suppliers.

Environment, Housing and Communities

24. In considering the Budget 2019/20 proposals, the Board noted the inflation related bereavement charge increases proposed in order to offset cost increases.
25. In the context of the provision of street support and the 'Big Change' campaign, the Board welcomed the commitment to increase investment in concierge services in council high rise

buildings, which will help to aid the teams providing intervention services.

26. During the meeting the Board had previously discussed the impact of the roll-out of Universal Credit on residents and raised concern regarding potential rent arrears increases for the local authority. The Board acknowledged the robust support processes being provided to tenants who are claimants in order to assist them with their financial management in order to avoid arrears. The Board has committed to continue to monitor the impact of Universal Credit on Leeds residents and on Council resources going forward.

**Scrutiny Boards
Joint Statement for the Executive Board
Best Council Plan Refresh 2019/20 – 2020/2021
February 2019**

www.scrutiny.unit@leeds.gov.uk
www.twitter.com/scrutinyleeds



Feedback from the Voice of Involved Tenants across Leeds (VITAL)

VITAL have considered the 2019/20 Outline Budget Proposals and would like to make the following comments as part of the budget consultation process.

- VITAL understand that for 80.5% of tenants the general cost of rent (including any service charge increase) will decrease due to the annual 1% rent reduction. However, VITAL would like to request the council conduct an analysis of the 7.4% of tenants who will see an overall rent increase, albeit capped at £3.50 a week. This is to understand if there are any particular groups, either types of tenants or homes of a certain type or location, who will be most impacted. The council would then be better placed to consider any appropriate additional support or advice for these groups.
- VITAL welcome the identification in the budget proposals to support the continued investment in homes, and to replace homes lost through the Right to Buy. In particular investment that supports improved fire safety. VITAL remain of the view that investment in homes to improve fire safety should be a national and central government responsibility, with every tenant having the same right to be as safe as possible, regardless of the local authorities ability to fund works of this type.
- VITAL accept the principle that service charge increases be made to ensure that the actual costs of providing these services are met by the tenants receiving them, and not subsidised by others. However, VITAL would like Housing Leeds to give more feedback to sheltered and high/low rise residents who pay for these charges so tenants are clear on the levels of service they should expect for consistent levels of quality to be delivered across the city to justify the increases.
- VITAL acknowledge the potential impact of Universal Credit and the extent to which this risks increasing the rent owed to the council, and therefore the income to the Housing Revenue Account to be able to deliver day to day services. VITAL remain committed to working with Housing Leeds and others to further the support and advice available to tenants claiming Universal Credit and welcome the continued investment in the Enhanced Income Team as one of the range of mitigating actions the council has developed.

VITAL would like to thank Kevin Mulvaney in attending VITAL and sharing the budget proposals with them.

2019/20 Budget Consultation - Feedback on behalf of the HAP Chairs Group.

On Behalf of the Chairs/Vice-Chairs and all HAP members of the 11 Housing Advisory Panels (HAPs) I would like to respond to the 2019/20 budget consultation process with the following comments.

For a number of years HAPs have supported projects that without doubt helped Leeds City Council (LCC) deliver its local and citywide priorities. For example, HAPs have funded physical improvements to communal spaces, security lighting, CCTV schemes, recycling and waste improvements and various landscaping, signage and parking improvements. HAPs have also funded activities that support tenants and resident's health and well-being and projects that aim to support or increase residents digital skills and/or employability whilst also trying to help tackle isolation.

The funding of HAPs also supports:

- a) How we listen and build relationships with local and city-wide tenants and residents - Housing Advisory Panel budgets being a way of getting small/modest things done to improve the environment that are noticeable and beneficial to tenants. These may have been raised by tenants themselves or are generated from wider tenant engagement activity like estate walkabouts.
- b) Many longstanding/respected voluntary partners – from large organisations through to small tenants, residents and voluntary groups that offer activities and provide support to residents at a very local level in response to local needs and issues.
- c) Other council teams, especially Communities Teams, who often apply to HAPs to seek a contribution to help fund local projects and Internal Service Providers, especially Parks & Countryside, who generate income from HAP activity to help them re-invest in wider services.

The HAP Chairs, Vice Chairs and all HAP members remain fully supportive of the need to continue to increase the amount of joint funding on local community and environmental projects and we are committed to working with the council to continue to keep doing this. HAP Chairs are also working in partnership with the council to deliver the outcomes of the HAP Review which ensures HAPs stay connected and relevant to local communities, adopting more flexible, inclusive and broader approaches to how they work.

2 years ago, we saw a 50% reduction in funding to the HAPs. Significantly reducing the number of specific projects that no longer could be carried out. We have learned to match fund but this is very much reliant on others outside our control, notwithstanding this, there are other organisations/departments who have worked with us to deliver projects to achieve mutual interests however we feel that there is justification for us to ask for an increase in funding to allow us to do more.

LCC funding allows local tenants to be involved in local decision-making matters that has helped make communities a better place to live. We feel that an increase in the funding to HAPs for 2019/20 would improve decision making abilities that are seen to be made by tenants for tenants therefore I urge you to consider an increase in funding.

Ted Wilson
HAP Chairs Group

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
Children and Families Revert to the original November 2015 transport policy	Original proposal to implement changes to the policy have been reconsidered following additional feedback and consultation. Savings on the transport budget now realised through Personal Travel Allowances.	There are no particular risks with this proposal	Extensive consultation on original proposals and follow up consultation.		March 2019		Director of Children's and Families
Schools Funding Transfer of £800k from the Central Schools Services Block to the High Needs Block	There is surplus funding in the CSSB as some costs have now fallen out. The HNB has a number of financial pressure and the additional resources will	There are no particular risks with this proposal	Consultation with all schools and Schools Forum in October and November 2018 with overwhelming for the proposal.	The proposed transfer will provide additional funding to support the most vulnerable pupils.	February 2019	800,000	Director of Children's and Families

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
Approval of the schools funding formula for 2019/20	<p>help ensure a balanced budget can be set in 19/20.</p> <p>Two options for the 2019/20 schools funding formula were consulted on in October. The additional HNB funding has meant that the options have been reviewed with a lower transfer from the SB to the HNB now proposed.</p>	<p>There are no specific risks but the Council has a statutory responsibility to approve a schools funding formula</p>	<p>All schools and schools forum were consulted on two options. The responses were equally split between the two options. Schools Forum requested the Council's preferred option was amended to reflect the concerns of some schools. The proposed formula is an amended formula that takes account of this.</p>		February 2019	<p>Over £500,000,000 to be distributed to schools</p>	Director of Children and Families

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
Purchase of additional commercial assets to support the revenue budget	Do nothing would mean further savings would have to be identified	No suitable investment opportunities arise	Director of City Development will consult with Lead member and S151 Officer before entering into commitments	N/A	TBC	No increase or decrease from 2018/19 base revenue budget (budgeted return on investment of £3.3m)	Director of City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
Increase commuter car parking tariffs by 50p per day at Woodhouse Lane car park	The additional revenue generated will be used to fund other pressures within car parking services	Price increases could lead to a reduction in demand	Statutory obligation to advertise tariff increases	To be undertaken as a part of the decision process	March 2019	£0.11m additional income	Chief Officer – Environmental Services
Increase Sunday/Evening parking charges by 10%	The additional revenue generated will be used to fund other pressures within car parking services	Price increases could lead to a reduction in demand	Statutory obligation to advertise tariff increases	To be undertaken as a part of the decision process	March 2019	£0.06m additional income	Chief Officer – Environmental Services
Increase bereavement charges (3%) to offset cost increases	The proposed price increase will ensure there continues to be no subsidy for this service	Price increases could impact on demand levels	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2019	£0.18m additional income	Chief Officer – Parks and Countryside
Reduction in the level of the Third Sector Infrastructure support grant within the Communities service	Reduction reflects savings requirement of the Council	Possible implications for service delivery for third sector organisations	In line with our ambitions to work with the 3 rd sector, a full review of the work is already underway in conjunction with the 3 rd sector.	To be undertaken as a part of the decision process	March 2019	£0.03m reduced costs	Chief Officer – Communities

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
<p>Reduce current level of subsidy to Community Centres by</p> <ul style="list-style-type: none"> transferring assets to community organisations considering an increase in prices 	<p>Continue to review arrangements to reduce the net cost of community centres</p>	<ul style="list-style-type: none"> Loss of control by the Council, need to ensure third party plans provide level of service needed Demand risk of a price increase 	<ul style="list-style-type: none"> Consultation already taken place with regards to Community Asset Transfers To be undertaken as a part of the decision process 	<ul style="list-style-type: none"> Completed in respect of each Community Asset transfer decision To be undertaken as a part of the decision process 	<p>November 2018</p> <p>Sept 2019</p>	<p>£0.1m reduced costs</p>	<p>Chief Officer – Communities</p>
<p>Libraries & Information Service restructure</p>	<p>To review current structure to deliver staffing efficiencies</p>	<p>Final structure doesn't deliver sufficient savings</p>	<p>To be undertaken as a part of the decision process</p>	<p>To be undertaken as a part of the decision process</p>	<p>March 2019</p>	<p>£0.2m reduced costs</p>	<p>Chief Officer – Customer Access</p>
<p>Registrars – review fee structure</p>	<p>To ensure service continues to cover its costs</p>	<p>The increase in fees may impact on demand and the assumed increase in income may not be achieved</p>	<p>No requirement</p>	<p>No implications</p>	<p>November 2018</p>	<p>£0.1m additional income</p>	<p>Chief Officer – Elections & Regulatory</p>
<p>Review and standardise Leeds card discount at Attractions</p>	<p>To remove inconsistencies identified in level of discount</p>	<p>The reduction in discounts may impact on demand and the</p>	<p>To be undertaken as a part of the decision process</p>	<p>To be undertaken as a part of the</p>	<p>March 2019</p>	<p>£0.03m additional income</p>	<p>Chief Officer – Parks and Countryside</p>

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
Review commercial income generating opportunities within Parks & Countryside	available across the Council's Attractions. Enhancement of existing facilities/development of new facilities and opportunities will result in enhanced visitor experiences and increased income	assumed increase in income may not be achieved The opportunities identified don't result in the assumed increase in income	To be undertaken as a part of the decision process along with that undertaken in respect of any statutory requirements (e.g. planning).	decision process To be undertaken as a part of the decision process	March 2019	£0.05m additional income	Chief Officer – Parks and Countryside

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
CEL management restructure.	To enable the service and the directorate to remain within a reduced funding envelope.	Slight increase in the risk around management capacity.	To be undertaken as the same time as the decision.	To be undertaken at the same time as the decision.	TBC	£75k	Chief Officer Civic Enterprise Leeds
Human Resources – Proposal for a car loan scheme for ULEV.	To enable the Directorate to promote cleaner transport alternatives in the City.	Proposals are at an early stage and need to be worked up.	To be undertaken as the same time as the decision.	To be undertaken at the same time as the decision.	TBC	£60k	Chief Officer Human Resources

Proposed Council Tax Support Payments to Parish/Town Councils

	£
Aberford and District	335
Allerton Bywater	2,010
Alwoodley	777
Arthington	35
Bardsey cum Rigton	630
Barwick in Elmet and Scholes	1,255
Boston Spa	1,444
Bramham cum Oglethorpe	606
Bramhope and Carlton	787
Clifford	549
Collingham with Linton	744
Drighlington	1,112
East Keswick	282
Gildersome	1,352
Great and Little Preston	564
Harewood	19
Horsforth	4,576
Kippax	2,594
Ledsham	91
Ledston	124
Micklefield	3,482
Morley	12,441
Otley	15,157
Pool in Wharfedale	780
Rawdon	1,483
Scarcroft	139
Shadwell	317
Swillington	2,012
Thorner	785
Thorp Arch	226
Walton	76
Wetherby	7,855
TOTAL	64,639

**Equality Impact Assessment:
Best Council Plan 2019/20 to 2020/21 and Budget 2019/20**

Introduction

This paper outlines the equality analysis and strategic equality assessment of the proposed Best Council Plan for 2019/20 to 2020/21 and proposed Budget and Council Tax for 2019/20 (as detailed in the accompanying reports to the Executive Board meeting 13 February 2019 recommending proposals to Full Council on 27 February 2019). The lead person for this equality impact assessment was Neil Evans, Director of Resources and Housing. Members of the assessment team were:

Coral Main	Head of Business Planning & Risk
Richard Ellis	Head of Finance
Lelir Yeung	Head of Equality
Graham Sephton	Head of HR
Pauline Ellis	Senior Policy & Performance Officer
Tim Rollett	Intelligence and Policy Manager
Joanna Rowlands	Senior Policy Development Officer
Ruth Addison	Senior Intelligence Officer

Overview

The Best Council Plan is Leeds City Council's strategic plan, both bringing together and also informing and being informed by the aspirations from a range of supporting council and partnership plans to set out the authority's overall ambitions, policy direction and priorities for city and organisation. It underpins the council's budget-setting and financial strategies, helps our staff understand how the work they do makes a real difference to the people of Leeds and shows our partners how we contribute to city-wide issues. Whilst the Best Council Plan is written as a multi-year, long-term strategic document, as with the council's medium-term financial plan, it is reviewed and refined annually as needed.

The Best Council Plan 2019/20 to 2020/21 and the 2019/20 Budget have been developed in the context of the approach agreed by the Executive Board on 19th December 2018 through the Initial Best Council Plan proposals and the Initial Budget Proposals. The 2019/20 Budget also incorporates the local government finance settlement. In accordance with the council's budget and policy framework and as agreed by Executive Board in December, both the Initial Best Council Plan proposals and the Initial Budget Proposals have been submitted to Scrutiny for review and consideration, and have also been used as the basis for wider consultation.

The Best Council Plan 2019/20 to 2020/21 maintains the clear, strategic message expressed over several years around Best City meaning a strong economy in a compassionate city with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers in tackling poverty and reducing inequalities. Key changes from the 2018/19 Best Council Plan include strengthening the environmental aspects of sustainable development by establishing a 'Sustainable Infrastructure' priority (replacing 21st Century Infrastructure) and highlighting linkages across all priorities; also introducing a new 'Age-Friendly Leeds' priority based on the existing, well developed ambition for Leeds to be the best city to grow old in, a place that both values older people recognising the contribution they can make, but also prioritises

their needs. The 'Best Council' ambition of being 'An Efficient and Enterprising Organisation' is kept but extended to include 'Healthy', adding further focus to the health and wellbeing of staff, and with updated detailed narrative on how the authority will enact this in support of the Best City ambition. The Best Council Plan key performance indicators are also updated. The Best Council Plan ambitions, outcomes and priorities underpin the Medium-Term Financial Strategy approved by the Executive Board in July 2018 and the proposed 2019/20 Budget.

The financial climate for local government continues to present significant risks to the council's priorities and ambitions. The council continues to make every effort possible to protect the front line delivery of services, and whilst we have been able to balance the budget each year since 2010, have continued to deliver a broad range of services despite declining income, and have avoided large scale compulsory redundancies, it is clear that the position continues to be difficult to manage. Resource implications will impact on all communities but those who have been identified as being at the greatest potential risk of negative impact include:

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

Scope

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

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

Best Council Plan

The Best Council Plan 2019/20 to 2020/21 is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. It includes:

- A foreword setting out our approach, high-level socio-economic and policy context and the underpinning principles and coverage of the Best Council Plan, with Inclusive Growth and Health and Wellbeing at the heart of our Strong Economy / Compassionate City ambition.
- A 'Plan on a Page' setting out our vision, ambitions, desired outcomes and eight 'Best City' priorities:
 - Inclusive Growth
 - Health and Wellbeing
 - Child-Friendly City
 - Age-Friendly Leeds
 - Safe, Strong Communities
 - Housing
 - Sustainable Infrastructure
 - Culture

- A 'Best City' section that provides an introduction to each of the priorities and signposts the reader to the key supporting strategies for further information.
- A 'Best Council' section, explaining our approach to being an efficient, enterprising and healthy organisation with our five council values underpinning everything we do and how we work.
- A set of 'Best City' and 'Best Council' key performance indicators.

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

Budget

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

After taking into account the impact of the anticipated changes in funding and cost pressures, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £22.6m in 2019/20 to balance to the anticipated level of resources available.

The council remains committed to protecting front line services as far as possible especially those that provide support to the most vulnerable and is planning to meet the challenge of the estimated budget gap for 2019/20 through a combination of efficiencies, changes to service, increased income (generated through fees, charges and traded services), increased grant and changes in the funding of lifecycle costs on PFI contracts. Details of these proposals can be found in the directorate reports appended to the Budget 2019/20 report to February's Executive Board.

Impact of budget proposals on employees

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

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

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

The council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in staffing since then.

In July 2018 Executive Board received an update to the Medium-Term Financial Strategy in which the budget gap over the next 3 years was forecast at around £96.8m. (An updated financial forecast for 2020/21 and 2021/22 is included in section 12 of the 2019/20 Budget report for consideration by Executive Board and Full Council in February 2019.)

The council reissued a S188 notice on 19th December 2018 which indicated that an estimated reduction of a further 69 FTEs would be required by 2020. The notice also identified that with an identified funding gap of £65.6m for 2020/21 and 2021/22 some of the budget savings options to address this will inevitably include a reduction in the number of staffing FTEs.

Fact finding – what do we already know

Demographics: A Changing Population

- The population of Leeds is estimated to be 784,800¹ people in 2017 (ONS mid-year estimate) - an increase of 0.5% (3,800 people) in the year since the previous 2016 estimate.
- One in ten people (10.1%) are in the 20-24 age band reflecting the large student population.
- In the 10 years (2007-2017), the Leeds population has increased by 6.3% (46,300 people). The working age population had a smaller percentage increase (3.2%) than both the population of children and young people (12.6%) and the population aged 65 and over (12.7%).
- In the 10 years (2007-2017), the increase in the children's and young people's population has been in the primary school age groups, with an increase of 19,435 children in the 0-10 age group.
- Over the next 10 years, this increase will affect the secondary school age group, with a big rise in the number of teenagers in Leeds. There will be a projected 18,348 more young people aged between 11 and 19 years old in 2027 compared to 2017.
- The population of older people aged 65 and above has increased by 13,700 people (2007-2017). In the next 10 years, the increase in the older population will be even bigger, with 17,100 more people aged 65 and over resident in Leeds in 2027 than in 2017.
- Although the 65 and above age group still has more women than men, there has been a bigger increase in the number of men, with 8,300 more men aged 65 and over resident in Leeds in 2017 than in 2007 (compared to 5,400 more women).
- Leeds continues to become more ethnically diverse, with the greatest ethnic diversity in younger age groups. The proportion of the school population from

¹ Rounded to 100. Office for National Statistics (ONS) 2017 Mid-Year Estimates

BME backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 33.8% in 2018.

- Although the population aged 65 and older is less ethnically diverse than younger age groups, the proportion from BME backgrounds will increase as people who settled in Leeds as young adults grow older.
- The Leeds population is predicted to continue to grow, reaching 826,500² in 2027. This is a 5.1% increase in the 10 years 2017 to 2027. The working age population will have a smaller percentage increase (2.4%) than the population of children and young people (7.4%) and the population aged 65 and over (14.1%).
- There is no direct count of disability for the whole population, but the Census 2011 collected information about 'long term health problems or disability'. In Leeds 83.3% of people said that their day-to-day activities are not limited by long term health problems or disability, 7.9% said they are limited a lot and 8.9% said that they are limited a little.
- The religious profile of the city is changing. In the 10 years between the 2001 census and 2011 census, the proportion of people who said they are Christian decreased from 68.9% to 55.9%. The proportion with no religion increased from 16.8% to 28.2%. Compared to England and Wales, Leeds had higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%). The Muslim community had the youngest age profile.
- The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004 which came into effect in the UK in December 2005. In Leeds, 41.5% of adults were married, which is lower than the England and Wales rate of 46.6%; 0.2% of adults were in a registered same-sex civil partnership, which is the same as the England and Wales rate; 40.8% of adults were single (never married or never registered in a same-sex civil partnership), which is much higher than the England and Wales rate of 34.6%; 17.5% of adults were separated, divorced or widowed, which is slightly lower than the England and Wales rate of 18.6%.

Poverty and Inequality

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

Our latest socio-economic analysis (notably the 2018 Leeds Joint Strategic Assessment, analysis based on the 2015 Index of Multiple Deprivation and the 2019 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society.

² Rounded to 100. Office for National Statistics (ONS) 2016-based projections

The Indices of Multiple Deprivation 2015 show the geographic concentration of deprivation in the communities of Inner East and Inner South Leeds, confirming the wider analysis of poverty and deprivation undertaken in the 2018 Joint Strategic Assessment. Analysis of relative change in the city since the previous 2010 Index suggests that there has been some intensification of the concentration of our most deprived and least deprived neighbourhoods.

- In 2016/17 almost a fifth of the Leeds population – around 150,000 people across the city were classified as being in ‘absolute poverty’. (Absolute Poverty measures individuals who have household incomes 60% below the median average in 2010/11, adjusted for inflation.)³
- Over 28,000⁴ (19.6%) Leeds Children under 16 were in poverty in 2015. In 2016/17 there has been an increase in the number of people in employment who are living in poverty. Nationally 5.4 million people now live in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.
- During 2016/17, in-work poverty was estimated to affect over 71,000 Leeds adults. Over 27,000 Leeds residents in full-time work earn less than the Real Living Wage of 2018 and over 10,900 Leeds workers are on zero hour contracts.
- In 2016, almost 43,000 Leeds households were in fuel poverty and almost 10,000 of these households were paying their fuel bills via prepayment meters during 2016.
- Leeds has 105 neighbourhoods in the most deprived 10% nationally. This is 22% of Leeds neighbourhoods. Leeds is ranked at 31 out of 326 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 45% and Manchester has 41%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as the 3rd most deprived out of 326 local authorities. There are two measures which identify local authority districts with large numbers of people experiencing deprivation. These are the income scale and the employment scale:
 - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds had the 3rd highest number (Birmingham had the highest number and Manchester the 2nd highest).
 - Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds had the 3rd highest number (Birmingham had the highest number and Liverpool the 2nd highest).

Financial Hardship

Poverty is recognised as an issue that impacts on equality, and financial exclusion as a barrier to an equal society. We know that poverty and financial exclusion disproportionately affect people within specific equality groups, particularly single

³ The Leeds Poverty Fact Book includes measures for Relative and Absolute Poverty, both before and after housing costs are deducted. ‘Absolute Poverty’ measures individuals who have income below 60% of median incomes, but uses the median income from 2010/11 and adjusts this in line with inflation. This is designed to assess how low incomes are faring with reference to inflation/living standards. Absolute Poverty falls when individuals with low incomes see their incomes rise by more than inflation.

⁴ Children in Low Income Families Local Measure (Source: HMRC data published March 2018, representing Child Poverty in Leeds 2015)

parents, and people with mental health problems. For example, in recent research commissioned by Leeds City Council into Financial Exclusion and Poverty in Leeds, it was found that families with children were much less likely to save and therefore less resilient to any changes in their finances. Survey results of 600 deprived area households found that 47% of lone parent households in deprived areas said they never save, compared to 38% of all households surveyed (University of Salford, 2018). A report by the Money and Mental Health Policy Institute found that nearly a quarter of people (23%) who attempted suicide in 2017 were in problem debt. People with multiple debt problems are at significantly higher risk of suicide than those with just one problem debt. (A Silent Killer, Breaking the link between financial difficulty and suicide, 2018). Below we have provided statistics to show the scale of financial hardship across Leeds:

- The implementation of welfare changes from April 2013 has contributed to many families falling into rent and council tax arrears or further into arrears. As a result, in 2017/18 the council saw almost 3,800 awards to people accessing its Local Welfare Support Scheme for both emergency (food and fuel) and basic needs provision (household goods), totalling almost £560,000 in direct awards.
- Further welfare changes, including the under-occupancy charges, have affected over 5,200 Leeds households. In January 2017, the Benefit Cap reduced to £20,000 per annum and affected over 800 households during September 2018.
- Over 19,000 households in Leeds have to pay 25% of their Council Tax due to changes to Council Tax Support.
- Mirroring national trends, the city has also seen the emergence and significant growth of foodbanks, supported by the establishment of the Leeds Food Aid Network to coordinate emergency food provision across the district. Almost 28,000 people in Leeds have needed assistance with food via a food bank between April 2017 and March 2018.
- Access to credit and interest rates for those on low incomes or with poor credit histories also remains high. The value of the high cost credit sector was £8.9bn nationally in 2016; in Leeds it is estimated to be worth £178m, up almost 19% since the figure was last estimated in 2009. The high cost credit sector includes products and services such as payday loans, rent-to-own, home credit and catalogue credit

Third sector

The council has a long tradition of working in collaboration with the third sector in order to deliver the best possible outcomes for the people of Leeds. The council recognises and values the critical and significant role that the third sector plays in the life of the city and the importance of a diverse sector as articulated in the Leeds Third Sector Ambition Statement. The council demonstrates its commitment to the sector in many ways.

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

- The council provides executive support and plays a leading role in the Third Sector Partnership. This is a key part of the city infrastructure through which the third sector, council, NHS, universities and other public sector partners work together to ensure that collectively the conditions are created for a thriving third sector, so organisations can deliver better outcomes for the people of Leeds. The Partnership is chaired by Cllr Debra Coupar and is attended by representatives from all council directorates.

The council makes a significant financial investment in the sector. In 2017/18 £125.1m was invested in the sector through transactions with 1392 individual third sector organisations. Of these:

- 719 organisations received payments of less than £1000 (predominantly small, local, community and sports organisations)
- 25 organisations / consortiums received £80.3m between them (principally agencies focusing on health, social care and the children's agenda's)
- 197 faith organisations received £14.8m for their secular work in communities
- Members Improvement in the Community and Environmental (MICE) allocation totalling £240k was invested in third sector-led, community-based initiatives.
- The total investment in the sector by the council has been broadly maintained despite the £251m funding reduction experienced by the council over the period of austerity. This is a positive picture, but the council along with third sector partners, is continuing to review the analysis of the council's financial relationship with the sector in order to understand whether the approach is supporting our shared ambitions for the sector and the city.

There is ongoing dialogue with the third sector regarding the budget challenges and future plans, for example:

- The Third Sector Partnership has received regular updates on the council's financial position. In November 2018, the council's Chief Officer, Financial Services provided an overview of the financial position and the challenges that will need to be addressed in the council budget 2019/20 and 2020/21. Directorate commissioning colleagues also shared information about their respective emerging budget positions.
- Council directorates have well established on-going arrangements and dialogue with their third sector partners and other interested third sector stakeholders. This shapes and informs their approach to the budget challenges and their priorities. There is a well-established expectation that they are in regular detailed discussions with organisations that will be impacted by any budget reductions or changes.

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

- In March 2018 the council endorsed the Compact for Leeds, the Commissioning and the Working Together Codes of Practice. The Commissioning Code is of particular significance as it was developed through a long process of collaboration between health, council and third sector partners and provides an important framework to support coherence and consistency with their collective and individual commissioning.

- The council coproduces the annual Lord Mayor’s Small Groups and Charities Event which celebrates the work of small groups, volunteers and active citizens, but also provides them with an opportunity to link into a range of organisational and funding support and advice.
- The council facilitates the cross sector Funding Leeds Partnership, which has been leading on ambitions to maximise external investment into Leeds through the third sector. This includes:
 - The development and promotion of a programme of training, funding fairs and workshops to enable front line third sector organisations to access information about funding opportunities and to develop skills and access support to maximise their success in bidding for funding.
 - Investment in and further development and promotion of the Funding Leeds website which provides a comprehensive accessible database of local, regional and national funding opportunities and provides information and links to local training and support.
- The council has also further developed its employer-supported funding support programme which encourages council staff to volunteer to use their transferable skills and experience to help smaller community organisations to produce better funding bids, with a specific focus on support to minority and marginalised communities.
- The People’s Commissioning arrangements in the council provide a vehicle to ensure that investment, including in the third sector, is coherent and coordinated.

Council colleagues and third sector partners will continue to broker further discussions as necessary on budget, global, national, and local and other emerging challenges that impact on Leeds, in order to drive new ways of working and contribute to the delivery of the city ambitions.

The council’s workforce profile

In recent years in response to the financial challenges, the council has significantly reduced its workforce. Working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk is creating a more flexible and responsive workforce and avoiding the need for as many redundancies as initially estimated.

Our staff engagement results are very positive, with three year trends showing improvement across all areas linked to our workplace culture and values.

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

- In April 2018 the council’s minimum hourly rate was increased to £8.75 which mirrored the Living Wage Foundation recommended minimum rate of pay, with a commitment to review this annually in the overall context of the budget strategy. Increases are considered in terms of affordability, impact on pay structures and national pay settlements.

- From the 1st April 2019 a new National Joint Council (NJC) pay spine will be introduced with a minimum rate of £9.00 for new starters. The pay for all existing staff will be £9.18 or more which exceeds the Living Wage Foundation minimum. These changes have a positive impact on in-work poverty, particularly for women, under 25s and part-time workers.

In December 2018 there were 14,736 people employed in the council (excluding schools and casual staff). The workforce profile of all employees is shown below.

Profile area	Number	Percentage
Gender		
Male (including Trans)	5,820	39%
Female (including Trans)	8,916	61%
<i>Total</i>	<i>14,736</i>	<i>100.0%</i>
Disability		
Not disabled	12,394	84%
Disabled	835	6%
Not specified/prefer not to say	1,507	10%
<i>Total</i>	<i>14,736</i>	<i>100%</i>
Ethnic origin		
Non BME	10,911	74%
BME	2,032	13%
Not specified/prefer not to say	1,793	13%
<i>Total</i>	<i>14,736</i>	<i>100%</i>
Sexual orientation		
Heterosexual	7,800	53%
Lesbian, gay, bisexual & other	363	3%
Not specified/prefer not to say	6,393	44%
<i>Total</i>	<i>14,736</i>	<i>100%</i>
Religion or belief		
Religion	8,991	61%
Not specified/prefer not to say	5,745	39%
<i>Total</i>	<i>14736</i>	<i>100%</i>
Age / years		
16 – 25	1,004	7%
26 - 64	13,404	91%
65 +	328	2%
<i>Total</i>	<i>14,736</i>	<i>100%</i>

To date the number of people leaving through turnover and the voluntary early retirement and severance scheme is not adversely affecting the workforce equality profile. We are working hard to encourage staff that have not specified/prefer not to

say to update their equality information so we have a more accurate picture of our workforce; though long-term in nature, this work is deemed high priority.

The council promotes equality and diversity and is committed to creating a representative organisation with an inclusive culture. All members of the Corporate Leadership Team and Chief Officers have a specific inclusion objective in their appraisals, and this year part of the reporting is being linked to how they develop their own workforce around the inclusion agenda. Political support remains strong and a comprehensive programme of work is in place, with strong links to our Staff Network groups and community hubs where appropriate. Our graduate and apprenticeship programmes provide opportunities to further diversify our workforce.

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

Apprentices

Since the announcement of the Apprenticeship Levy in April 2017, the council has worked to improve its apprenticeship offer and grow the apprenticeship programme and opportunities across all services within the organisation to make best use of levy funds.

Currently (January 2019) the council employs 636 apprentices, from level 3-7, across more than 70 standards, covering traditional entry roles, through to technical professionals. These are a mix of new recruits and conversions of current employees onto apprenticeship training.

Although recruitment to new apprenticeship posts is limited within the current budget position, we are taking steps to engage communities and underrepresented groups within areas of deprivation and diversity across the city in order to widen participation and encourage inclusiveness and accessibility for all. As a result we are continuing to work with 6 target high schools across the city to encourage and build awareness to school age students and their parents, to take up apprenticeships with a specific focus on public sector and council apprenticeships. These schools were identified from deprivation and diversity targets and hit those featuring most highly in these indices. Work includes a selection of workshops that cover employment skills and awareness raising.

In addition to this, work has been carried out within community hubs to raise awareness with hub staff of apprenticeships and particularly council opportunities, to assist in their advisory capacity to communities.

Recent analysis of diversity data indicates that in terms of apprenticeships, the number of BME apprentices is slightly raised above that of the makeup of the workforce at 17% BME (against 14% for the council). This appears to be a significant achievement against the Census 2011 figures which show Leeds population is around 19% BME. This comes against a backdrop of diversity data in apprenticeship starts across the city as a whole which have recently shown BME take up to be around 11.7%.

Looking at areas of deprivation across the city, analysis suggests that in 2017, when looking at all employed apprentices (both new recruits and current employees) approximately 54% of our apprentices came from the 40% most deprived postcodes in the city. In 2018 we looked solely at new start data and as such can demonstrate a relative increase, as 55% of just our new recruits are now coming from these top most deprived areas. This hopefully reflects the work mentioned above.

Equality Impacts and Improvement Work

During 2017 council's Equality Improvement Priorities were reviewed and refreshed. Approved and published in the summer 2018, the Equality Improvement Priorities 2018–2022 ensure that the council meets its legal duties under the Equality Act 2010 and complement the 'Best City' ambition set out in the Best Council Plan for Leeds to have a Strong Economy and to be a Compassionate City.

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

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

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

Progress against the equality improvement priorities is reported annually.

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

- Improve housing options for young people and disabled people;
- Ensure people in Leeds can lead safer, healthier and happier lives and are free from the risks, threats and harms associated with domestic violence and abuse;
- Prevent and reduce levels of hate incidents by ensuring victims, witnesses and third parties of hate incidents are supported and offenders are brought to justice;
- Improve access to cultural opportunities and sport;
- Improve access to transport and quality of service for all to enable people to use public transport;
- Increase digital inclusion, particularly for those in poverty to provide greater access to jobs, skills and learning;
- Reduce the gaps in learning outcomes for vulnerable learners;
- Support people out of financial hardship; and
- Develop a skilled and diverse council workforce.

Full details of this improvement work can be found in the Annual Equality Progress Report 2017 - 2018, which can be accessed [here](#).

These continue to be priority areas of work for the council for the coming years with the addition of:

- Improving equality outcomes across the six priority neighbourhoods with a focus on addressing inequality and poverty;
- Improving the approach to migration in Leeds;
- Developing a quality mark for (regulated) services to demonstrate their appropriateness of delivery to LGBT+ individuals and communities;
- Ensuring fair and equal access to taxi and private hire services for disabled people; and
- Improving the walkability and accessibility of Leeds City Centre by developing and expanding a user friendly wayfinding system.

The 2018-2019 Annual Equality Progress Report will be available during the summer of 2019.

Consultation

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

The Best Council Plan 2019/20 to 2020/21 and Budget 2019/20 proposals have been developed through consultation with officers and members, including Scrutiny. Summaries of discussions with all Scrutiny Boards are provided as appendices to the Best Council Plan 2019/20 to 2020/21 and Budget 2019/20 reports for consideration by the council's Executive Board and Full Council in February 2019.

Evidence from public perception that services and localities already hold with regard to people's priorities also supported the preparation of the Initial Best Council Plan and Initial Budget Proposals for 2019/20 considered by the Executive Board in December 2018.

The public consultation on the council's Initial Budget Proposals for 2019/20 took place between 20th December 2018 and 20th January 2019. Though focused on the budget, the survey presented findings from the previous year's consultation exercise and explored whether the public's views and perceptions of the council's priorities had changed in that time. As such, the results of that consultation exercise are relevant to the proposals to update the Best Council Plan.

The consultation was primarily carried out through an online survey that was advertised on the council's website and social media sites, via email to partner organisations, Equality Hub members and the Citizens' Panel, and circulated to staff; paper versions were also available. The challenge of balancing the budget was also the theme for the Equality Assembly Conference in November 2018, and a broad range of issues were raised.

A total of 1,241 surveys were completed, making the results statistically very robust, by respondents from a range of different demographic groups, broadly representative of the population of Leeds residents. The full report is provided as an appendix to the Budget 2019/20 report for consideration by the council's Executive Board and Full Council in February 2019 with summaries in the cover reports for both the Best Council Plan 2019/20 to 2020/21 and Budget 2019/20.

Summary and Next Steps

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

The proposed Best Council Plan 2019/20 to 2020/21 and Budget 2019/20 recognise the challenges that the city and the council are facing: reduced funding, increased demands on public services and inequalities impacting upon people's educational attainment, health and employment. Having a clear, strategic vision centred firmly on tackling poverty and inequalities with a budget that supports this will help tackle these challenges.

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

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

Other considerations also consider a range of factors including:

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

Specific equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2019/20 through the council's decision-making processes.

FINANCIAL REGULATIONS

Supplementary Votes

Supplementary votes, the release of general fund reserves, will only be considered in exceptional circumstances. The following approvals are required:

Up to £100,000	Chief Finance Officer ⁽¹⁾
Up to £5m	Executive Board
No specific limit	Council

Delegated Virements

- 1 Virement between budget book service heads, within the appropriate budget document approved annually by council, will only be permitted in accordance with the following rules and value limits, summarised in Table 1. The virement limits and rules are set annually by council as part of the budget approval process.

The value limits apply to individual virements and are not cumulative.

- 2 Proposals to vary budgets arising as a result of the need to address a potential overspend (including shortfalls in income), recycling of efficiency gains and changed spending plans will all be required to satisfy the following criteria prior to approval by the decision taker as outlined within the attached table.

In considering proposals to vary budgets, the decision taker will take account of:

- The reason for the request for virement
- The impact on the council as a whole, including employment, legal and financial implications
- The impact on the efficiency of the service as a whole
- The sustainability of the proposals i.e. long term effects
- Whether the proposals are consistent with the council's priorities outlined within the Corporate Plan
- Whether the proposals are consistent with the Budget & Policy Framework
- The cumulative impact of previous virements

In addition, where a virement request exceeds £125k in value the decision-taker must seek the advice of the Chief Finance Officer as to the council's overall financial position prior to approval of the request.

- 3 Where *fortuitous savings* have arisen in any budget head, these should be notified to the Chief Finance Officer immediately they are known. Fortuitous savings are defined as those savings where their achievement has not been actively managed and may include, for example, savings in business rates or lower than anticipated pay awards. Any fortuitous saving in excess of £100k will not be available for use as a source of virement without the prior approval of the Chief Finance Officer.
- 4 Any decision to vire must comply with the constitutional requirements for decision making.

The delegated limits outlined in the attached table do not operate independently from the requirements within the council's constitution in respect of key decisions (as from time to time updated). All key decisions which result in the need to operate these delegated limits must first comply with the constitutional requirements, in respect of such decisions, prior to being put forward for virement.

- 5 Where wholly self-financing virements are sought to inject both income and expenditure in respect of approved external funding bids, there is no specific limit to the amount which can be approved by directors where it is clear that this would not represent a change to existing council policy, or form a new policy where one does not already exist. In all other cases, approval must be sought from council in accordance with the requirements of the council's constitution
- 6 All virements requiring approval shall be submitted in a standard format. Sufficient details shall be given to allow the decision to be made and recorded within the council's financial records.
- 7 All virement and other budget adjustment schedules should be submitted to the Chief Finance Officer for information.
- 8 The Chief Finance Officer reserves the right to refer any virement to members where there may be policy issues.

Other Budget Adjustments

- 1 There is a de-minimus level for virements of £10k, below which any variations to net managed budgets will be deemed other budget adjustments. Budget movements that are not between budget headings within the net managed budget will also be other budget adjustments.
- 2 The Chief Finance Officer may also approve budget adjustments of unlimited value where these are purely technical in nature. Technical adjustments to budgets are defined as those which have no impact upon the service provided or on income generated.

(1) *The role of the Chief Finance Officer (section 151 officer) is fulfilled by the Chief Officer Financial Services*

Table 1

Maximum delegated limits for revenue virements

Approval Type	Full Council £	Executive Board £	Chief Finance Officer* £	Directors** £
A) Supplementary Votes (i.e. release of general fund reserve)	No specific limit	5,000,000	100,000	None
B) Virements of the net managed budget into or out of budget book service headings:				
1. Within a directorate	No specific limit	5,000,000	750,000	125,000
2. Between directorates	No specific limit	5,000,000	750,000	None
C) Self-financing virements of the net managed budget (from External Funding)				
- policy change	No specific limit	5,000,000	None	None
- within current policy	No specific limit	No specific limit	No specific limit	No specific limit

* With the support of directors

** Any reference to a director within the constitution shall be deemed to include reference to all officers listed in article 12 of the constitution.

LEEDS CITY COUNCIL 2019/20 BUDGET REPORT

Directorate: Adults and 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 2019/20 financial year.

2. Service Context

- 2.1 **Adult Social Care:** the national context for Adult Social Care continues to be one of demographic increases, increased life expectancy, increasing complexity of need and service user expectations, greater support for people to remain living independently in their own homes and for as long as possible, a national drive to improve the quality of social care services and an increasing focus on the integration of health and social care services. These national trends, which are leading to increased cost pressures, have been evident for many years, but the economic climate is putting increasing pressure on public finances and the reductions in public spending have added to the financial challenges faced by Adult Social Care.
- 2.2 In an attempt to partly mitigate this financial pressure the Government have introduced a number of funding initiatives in recent years. In the 2015 Spending Review, additional recurrent funding was provided for 2017 to 2020 through the improved Better Care Fund (iBCF). 2019/20 is the last year of increased funding. In the 2016 Spending Review the Government gave councils the option of up to a 3% p.a. increase in Council Tax earmarked wholly for Adult Social Care, capped at a maximum of 6% over 3 years. The 2019/20 budget will include the last 1% applied to Council Tax. In April 2017, the Government announced further non-recurrent funding in the form of 'Spring Budget Monies' to relieve immediate pressures on both adult social care and the NHS. 2019/20 sees the final year of this funding. The Government has recently announced additional funding under the heading Winter Pressures for 2018/19 and 2019/20. Though there is an expectation that money will be spent on adult social care that benefits health partners and the acute sector in particular with its winter pressures.
- 2.3 However, given the scale of demand and cost pressures on adult social care this additional funding in itself, a significant proportion of which is both short term and non-recurrent, will not address our financial challenges, particularly within the context of continuing funding reductions for the Council as a whole. The Government Green Paper on the Future of Adult Social Care Funding was due to be issued in the summer of 2018, has been deferred with an issue date not yet available, although this will only address the issue of older people's care.
- 2.4 Adults and Health will continue to develop and implement our approach to design care and support arrangements around the strengths of individual service users and carers (strengths based social care), and the assets available within their communities empowering them to live the 'Better Life' that they want for themselves. In addition, we will be working with health partners to develop plans for meeting the needs of the NHS England led Transforming Care programme, as well as undertaking a feasibility study to develop and enhance provision for citizens with dementia.

2.5 **Public Health:** Public Health commissions a wide range of providers to deliver Public Health services. These include 3rd sector providers, GPs, Pharmacists and Leeds Community Healthcare. Public Health continues to manage a central government imposed reduction in its ring-fenced grant which will conclude in 2019/20.

3 **Budget Proposals**

3.1 This 2019/20 budget has been set at £206,523k representing a net decrease of £982k (0.46%) when compared to the adjusted budget for 2018/19. This net decrease comprises a number of pressures totalling £11,260k offset by savings of £12,241k which are explained below.

3.2 **Budget Adjustments and Transfers**

3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2019/20 budget.

3.2.2 A further transfer of staff to the Specialist Admin function requires a budget transfer of £152k.

3.2.3 The management of the Children's and Families Bereavement contract has been transferred to the Children's and Families Directorate and requires a budget transfer of £150k.

3.2.4 A number of minor budget adjustments have been made which have a net impact of increasing the Adults and Health budget by £44k.

3.3 **Changes in prices – pressure of £5,088k**

3.3.1 The budget includes provision of £1,511k reflecting the National Employers' two year pay offer made in December 2017. For 2019/20 this offer increased above 2% for spinal column points (SCP) 1 to 23 and 2% increases for SCP 23 and above. As a result of this pay offer, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.18 per hour which is 18p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9 per hour for the first year only.

3.3.2 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments. The main provision for price inflation is £3,621k for care packages, £157k for client transport and £50k for NNDR.

3.3.3 Inflationary increases in the level of income from other organisations are estimated to generate additional income of £250k. Many adult social care fees and charges are related to Department for Works and Pensions benefits rates and will be uplifted accordingly from April 2019. Those charges not linked to benefits rates have been budgeted to increase by 3%. An increase in the charges for services does not generate a proportionate increase in income as the amount people pay for most services is determined by individual financial circumstances.

3.4 Actuarial Review – pressure of £111k

3.4.1 A review of the West Yorkshire Pension Fund has been undertaken in the autumn of 2017. The actuary has confirmed that the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.9% to 16.2% in 2019/20. This increase is estimated to cost £111k.

3.5 Capitalised Pension Costs – saving of £158k

3.5.1 The fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's Initiative (ELI) will save an estimated £158k.

3.6 National Living Wage/Ethical Care Charter Commissioned Services – pressure of £6,368k

3.6.1 The Government announced an increase to the National Living Wage from £7.83 per hour to £8.21 from April 2019 for all employees aged over 25. The budget makes allowance for implementing the cost of the National Living Wage for commissioned services within Adult Social Care. The proposed budget also includes provision to enable a continuation of meeting the aims of the Ethical Care Charter. The impact of the National Living Wage and the Ethical Care Charter in 2019/20 is estimated at £6,368k.

3.7 Demand and Demography – pressure of £4,282k

3.7.1 Additional provision of £1,580k has been made to reflect the demand and demographic pressures experienced during 2018/19 and forecast for 2019/20 for care packages. In recognition of the financial challenges facing the council the directorate intends to put measures in place to manage this demand and reduce the costs of care packages. Savings of £1,540k are included under the service changes heading for the estimated financial impact of strengths based social work and service reviews. These savings are outlined in more detail in section 3.12.1. Whilst the additional provision has been allocated across placements, domiciliary care, direct payments and the learning disability pooled budget, the type of service will reflect client needs and choices so each element of the community care packages budget cannot be predicted with absolute accuracy.

3.7.2 A provision of £2,180k has been built in to the budget recognising the national Transforming Care agenda which will result in more people with a learning disability and/or autism being discharged from long-stay hospitals to their home location and supported in more independent settings such as supported living and with enhanced community support in place.

3.7.3 £222k has been provided for the Hospital Stay scheme which enables home care providers to retain staff for a short period whilst a client is in hospital. £200k has been introduced to enhance the Short Breaks for Carers scheme. The budget provides for an additional £100k for client equipment with the Leeds Community Equipment Service.

3.8 Specific Grant Funding Changes - saving of £5,727k

3.8.1 2019/20 sees additional base funding from the Improved Better Care Fund (iBCF), and an additional £10,100k is expected.

- 3.8.2 As mentioned at 2.2 above, the Government has announced an additional £3,300k funding under the heading Winter Pressures for 2019/20. There is an expectation that money will be spent on adult social care that benefits health partners and the acute sector in particular with its winter pressures.
- 3.8.3 The budget proposals include the accounting adjustments required to deal with the cessation of the Social Care grant, which was a one-off grant of £2,069k receivable in 2018/19. The contra entry to the grant was a transfer to reserves to offset anticipated future pressures. The second year reduction in the short-term iBCF 'Spring Budget' monies of £4,700k has also seen a matched reduction in spend provision.
- 3.8.4 The Public Health grant allocation for 2018/19 has now been confirmed at £43,141k, a reduction of £1,170k which is a reduction of 2.64% compared to the 2018/19 grant allocation. Use of £304k of Public Health reserves has partially offset this impact.
- 3.8.5 Fall out of £38k Big Lottery Funding has been allowed for.
- 3.9 **Other budget pressures – £1,297k**
- 3.9.1 The introduction of the Ethical Care Charter requires monitoring to ensure the agreed aims are being implemented, a budget of £100k has been created to support assurance of its delivery.
- 3.9.2 In addition to the inflationary increase referenced above, Client transport is expected to increase by £258k, representing the increased cost of this service.
- 3.9.3 Recognising the need to improve the quality of the service provided to clients, providers and the need to improve the income collection process additional resources are to be employed in the Operational Finance team at a cost of £397k.
- 3.9.4 £356k has been injected into the costs of Provider Services; this relates to the in-house provision for older people and is the cost required to meet the needs of this increasingly complex client group.
- 3.9.5 There are a number of income pressures within 2018/19 which are expected to continue into 2019/20. These total £86k and relate primarily to reductions in client income, in particular lower than anticipated attendance at day centres.
- 3.9.6 An additional £100k has been provided for the cost of the Meals on Wheels service representing an increase in costs to the directorate.
- 3.10 **Savings**
- 3.11 **Efficiencies – £9,726k**
- 3.11.1 As highlighted at 3.8.1 there are grant reductions of £4.700m (Spring Budget) and £2.069m (Social Care Grant). The funding time frame of these grants was known and this expenditure was tailored appropriately. The former was used to fund pressures which have now been resolved and the latter was used as a transfer to reserves for future adult social care pressures.

- 3.11.2 The financial impact of a small number of leavers via the Early Leavers Initiative and recognising that there is an ongoing level of staff turnover, vacancy and turnover factors totalling £717k have been applied to the staffing budgets.
- 3.11.3 Use of one off resources means that the requirement for prudential borrowing has been removed and the budget has been adjusted by £160k to reflect this.
- 3.11.4 An ongoing review of the pattern of expenditure on services has identified that spend per head in Leeds is higher than comparator authorities for learning disability services in particular. Along with the strengths-based approach for providing support and a strong recovery offer, Adults and Health are working to ensure that, in meeting client needs, the most cost effective package of care is in place; savings of £1,575k are included for adult social care and public health to meet these twin aims. The impact of these reviews may include customers being transferred to different services and some reduction in the level of care provided if eligible needs have reduced.
- 3.11.5 A number of contracts and projects are due to cease and a number that are demand led have shown underspends within the last two years. A saving of £383k is expected from these areas.
- 3.11.6 A target of delivering smaller efficiencies via non-demand budgets is expected to deliver £100k of efficiencies. Further the net impact of a number of other small adjustments leads to a small saving of £22k.

3.12 **Income – Fees and Charges £1,021k**

- 3.12.1 The directorate is reviewing its processes to ensure it collects all income due and has set a target of an additional £900k. In addition the increase in service offer of the Short Breaks service (3.7.3 above) is expected to deliver £121k in client contributions.

3.13 **Income – Traded Services and Other £954k**

- 3.13.1 The directorate is targeting £954k additional funding from partners towards costs incurred by the Council on their behalf.

3.14 **Income – Grants and Other Income £540k**

- 3.14.1 The Public Health grant for 2018/19 is projected to underspend, primarily due to staffing vacancies, by £387k. In line with the ring-fenced requirements of this grant, this will be carried forward into 2019/20.
- 3.14.2 The receipt of the Advonet grant is being reinstated into the budget, it had been erroneously presumed that the funding had ceased in 2017/18. The sum is receivable in 2018/19 and is expected to continue into 2019/20.

4 **Risk Assessment**

- 4.1 In determining the 2019/20 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2019/20 budget for the Adults and Health Directorate are:

- 4.2 For Adult Social Care, a significant risk relates to the demand led nature of the services provided, together with our statutory responsibility to ensure that all assessed eligible needs are met, which means that the expenditure requirements to be met from the Adult Social Care budget cannot be predicted with absolute certainty. The budget is based on realistic demographic information using trends experienced in Leeds and national and local indicators that are available to the Council. However, the nature of demand for these services can be somewhat volatile and subject to demand factors that Adults & Health cannot directly control. The numbers of service users and the complexity of their needs may exceed the provision made within the budget. With approximately 3,500 placements in total a relatively modest percentage variance in numbers can give rise to a substantial cash variance. These variations could affect community care packages for adults, including those commissioned within the pooled budget for people with learning disabilities. In this context, delivering the savings included within the 2019/20 budget, as set out in section 3.12.1, carries some risk.
- 4.3 The national Transforming Care agenda will result in more people with a learning disability and/or autism being discharged from long-stay hospitals to their home location and supported in more independent settings such as supported living and with enhanced community support in place. It is projected that this could result in increased expenditure for Leeds of £4m to £5m over the next two to three years. While some of the people within the cohort are known to Leeds and their costs of care can be managed within the allocated budget there is a specific group of individuals who are currently not known to the council and who have highly complex needs which will result in a number of very high cost packages being required.
- 4.4 With specific reference to Public Health; there is a continued risk of harm to health and an increase in health inequalities due to the impact of the Public Health cuts on commissioned services and programme budgets. There is a risk of unanticipated emergency situations and health protection issues, for example flu pandemic and outbreaks of infectious diseases, which (in terms of cost) would have to be met by the council.
- 4.5 A risk of newly endorsed NICE (National Institute for Clinical Excellence) treatments becoming a cost pressure due to the Council's Public Health responsibilities. The Office of the Director of Public Health is responsible for a number of contracts which are activity based. There is a financial risk, based on the possibility of fluctuation of demand, some of which is determined by NHS tariff.
- 4.6 There is an overarching risk covering Public Health and social care relating to changes in national policy, practice and legislation e.g. the Cheshire West judgement on the extent of Mental Capacity Act assessments and the Employment Tribunal judgement on how 'sleep-in' care should be costed.

Briefing note prepared by: John Crowther (Head of Finance)
Telephone: 33 88714

Directorate - Adults & Health

	2019/20 £m	FTEs
Net managed budget 2018/19	207.76	
Adjustments		
Transfers of function	(0.30)	
Other adjustments	0.04	
Adjusted net managed budget	207.50	
Budget Pressures:		
Inflation		
Pay	1.51	
Price	3.83	
Income	(0.25)	
Employers Pension	0.11	
Capitalised Pensions	(0.16)	
National Living Wage - commissioned services		
National Living Wage/Ethical Care Charter	6.37	
Demographic and demand pressures		
Demand and demography	1.58	
Home Care - Hospital Stay	0.22	
Community Based Respite - short breaks	0.20	
Leeds Equipment Service	0.10	
Transforming Care	2.18	
Grant Changes		
iBCF - year three of planned growth	(10.10)	
Winter Pressures	(3.30)	
iBCF - Spring Budget	4.70	
Social Care grant cessation	2.07	
Public Health grant cut (net of usage of reserves)	0.87	
Big Lottery	0.04	
Other		
Ethical Care Charter - compliance	0.10	
Client transport	0.26	
Operational Finance	0.40	11.00
Provider Services	0.36	
Income Pressures	0.09	
Meals on Wheels	0.10	
Total Pressures	11.26	11.00
Savings Proposals:		
Efficiencies		
Reduction in spend in line with cut in short term funding	(4.70)	
Reduction in spend in line with cut in short term funding	(2.07)	
Use of vacancy factor/ELI impact	(0.72)	
Prudential Borrowing - remove provision	(0.16)	
Supplies and services	(0.10)	
Review care packages/demand management	(1.58)	
Contract cessation and management	(0.38)	
Other	(0.02)	
Service Changes		
Income - Fees & Charges		
Improve collection of assessed income	(1.02)	
Income - Traded Services, Partner Income		
Increased contributions from partners	(0.95)	
Grants and Other Income		
Use of carried forward Public Health grant	(0.39)	
Advonet Grant	(0.15)	
Total Savings	(12.24)	0.00
Net Managed Budget 2019/20	206.52	11.00

LEEDS CITY COUNCIL

2019/20 BUDGET REPORT

Directorate: Children and Families

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2019/20 financial year.

2 Service Context

- 2.1 The Council has a statutory duty and responsibility to safeguard and promote the welfare of over 175k children and young people (aged 0–18) across Leeds. The Children and Families Directorate has produced the Leeds Children and Families Improvement Plan 2018-2020 which sets out the aims and priorities for the next three years and how the Directorate will continue to work to make Leeds the Best City for Children and Families in the UK. This budget reaffirms the Council's commitment to the plan and once again protects the vital services provided by the Directorate.

- 2.2 The Children and Families Directorate has come a long way in recent years. It is still less than a decade ago that OFSTED found that services to children in Leeds were 'inadequate' and vulnerable children were being left at risk. The most recent OFSTED inspection report, published in December 2018, has rated the services that Leeds provides for children and families as 'outstanding'. Leeds is the first major city to achieve this standard. This national recognition has led to Leeds being awarded significant additional grant funding from the Department for Education (DfE) under the Partner in Practice (PiP) programme with a total of £9.6m invested in Leeds between 2016/17 and 2018/19. In addition, Leeds has been undertaking ongoing improvement work with Kirklees Council and this arrangement has secured an additional £1.6m of funding from the DfE between 2017/18 and 2018/19. This budget ensures that the additional investment in services funded by the DfE PiP can be continued beyond the period of the grant funding.

- 2.3 Recent budgets have provided additional resources for the Directorate to fund the significant budget pressures on demand-led budgets, notably around transport, Children Looked After (CLA) and financially supported non-CLA. In terms of CLA the Directorate has had considerable success in implementing the 'turning the curve strategy' and has made substantial and invaluable progress in reducing demand for care at a time when elsewhere demand has been rising. The CLA rate per 10,000 in Leeds has continued to reduce year on year and is now below the core city average and on a par with our statistical neighbours. The reductions in CLA have been achieved in the context of significant demographic growth in Leeds, particularly in the more deprived areas of the city. As well as demographic pressures there has also been a notable increase in costs, especially in externally commissioned residential placements. However, in 2018/19 there is a projected overspend of £2.1m on CLA and financially supported non-CLA and whilst this is significantly less than in previous years the actual number of children being supported is still higher than budgeted. This budget provides for an increase in the demand led budgets of £2.6m.

- 2.4 The 2019/20 budget proposals ensure ongoing provision to support the Children and Young People's Plan, continue the investment previously funded through the DfE funded Partner in Practice grant, protect frontline services and provide a realistic and appropriate level of budget provision for demand-led services to meet current and anticipated demands. The

detailed proposals are outlined below but these proposals also include additional resources to address key budget pressures including the demand-led pressures and loss of specific grant funding. The 2019/20 budget proposals for Children and Families also reflect the position that the changes to the education transport offer for post-16 learners, to introduce personal travel allowances (PTA's) instead of providing transport which were approved by Executive Board in July 2017 are now not proposed to go ahead. This is outlined in section 3.14.

3 Budget Proposals

3.1 This 2019/20 budget has been set at £121,749k representing a net increase of £852k (0.7%) when compared to the adjusted budget for 2018/19. This net increase comprises a number of pressures totalling £2,652k offset by savings of £1,800k which are explained below.

3.2 Budget Adjustments and Transfers £630k Cr

3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2019/20 budget.

3.2.2 There has been a net reduction of £287k for the transfer of various budgets to other directorates. The transfers are mainly to Resources and Housing and include the transfer of the Public Access Service.

3.2.3 Budget adjustments include a reduction of £505k for the continued budgeted use of section 106 balances to support the 2019/20 budget. A budget of £92k has been transferred from Civic Enterprise Leeds (CEL) for the additional costs of the living wage in 2018/19 in relation to the transport service provided by CEL. Budget provision of £150k has been transferred from Adults Social Care, Public Health, for the commissioning of a bereavement service which will be managed by Children and Families. There are a number of small adjustments which result in a reduction of £80k.

3.3 Changes in prices – pressure of £3,235k

3.3.1 The budget includes provision of £2,390k reflecting the National Employers' two year pay offer made in December 2017. For 2019/20 this offer increased above 2% for spinal column points (SCP) 1 to 22 and 2% increases for SCP 23 and above and for the impact of the teachers' pay award for staff in the Directorate employed on teaching grades. As a result of this pay offer, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.18 per hour which is 18p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9 per hour for the first year only.

3.3.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. Specifically in respect of energy, £66k provides for a 24.4% increase in electricity and a 14.8% increase in gas. The main provision for price inflation is £550k and provides £300k for CLA external placement costs and £250k for children's transport costs. An additional £115k is provided for an increase in the cost of insurance, a reduction of £93k for National Non Domestic Rates (NNDR) following the revaluation and £207k for an increase in the pay award element of the costs of transport services provided by Civic Enterprise Leeds.

3.4 **Actuarial Review – pressure of £192k**

3.5 A review of the West Yorkshire Pension Fund has been undertaken in the autumn of 2017. The actuary has confirmed that the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.9% to 16.2% in 2019/20. This increase is estimated to cost £192k.

3.6 **Capitalised Pension Costs £173k Cr**

3.6.1 It is proposed to reduce the capitalised pension budget by £173k to reflect projected savings on this budget in 2019/20.

3.7 **National Living Wage Commissioned Services £590k.**

3.7.1 Provision of £590k has been included for the estimated cost of the increase in the national living wage for external residential placements.

3.8 **Demand and Demography £1,500k**

3.8.1 In recognition of the ongoing pressures on the Children and Families budget from increases in the child population and the resulting increase in CLA and children requiring transport, the CLA and financially supported non-CLA budgets have been increased by an additional £1,100k and the transport budget by £400k.

3.9 **Specific Grant Funding Changes £3,350 Cr**

3.9.1 The 2019/20 budget allows for a number of changes to grants in the Children and Families Directorate. The provisional Local Government finance settlement confirmed additional national funding of £410m for Adult's and Children's social care. The Leeds allocation of this is £5,600k and it is proposed that this is used to help fund the budget pressures in Children and Families including the fall out of other grant funding and increases to the demand led budgets.

3.9.2 The grant funding of £9.6m was awarded to the Council following a successful bid to the DfE PiP programme. This funding has now been fully committed. In order to secure the continuation of this significant additional investment, the budget has been increased by £3,050k so that the early intervention services funded through the programme can be continued. During 2018/19 the Council agreed to a request from the DfE to reschedule the final grant payment for the PiP programme from 2018/19 to 2019/20. In order to fund the 2018/19 spend the Directorate received a £1,700k contribution from reserves. The 2019/20 budget includes additional income of £1,700k as a result of the slippage in the payment. This income will be used to repay General Fund reserves.

3.9.3 Two smaller grants received by Children and Families are the School Improvement Monitoring and Brokering grant and the Special Education Needs (SEN) grant. In both cases allocations for 2019/20 have not been announced and for the budget it is assumed that for the School Improvement, Monitoring and Brokering grant only the previously notified sum up to August 2019 will be received, a reduction of £400k on the grant received in 2018/19. If the grant is extended then the funding will be used to enhance the school improvement service. For the SEN grant it is assumed that the full £500k will fall out or an extension of the grant will come with new responsibilities which will require additional expenditure.

3.9.4 As part of the autumn budget in October 2018 the Chancellor of the Exchequer announced an additional £84m grant would be made available over 5 years for up to 20 local authorities to help children stay at home safely. The Chancellor specifically stated that this grant is intended to build on existing innovation in Leeds, Hertfordshire and North Yorkshire programmes. As referred to in paragraph 3.9.2 Leeds has been successful in receiving significant additional funding for innovation in Children's Services from the PiP programme. These budget proposals do not specifically assume any additional funding from this grant as the Directorate is still working on a potential bid. However, the budget proposals do assume an additional £150k in income, see paragraph 3.16.3, which could include this new grant if the bid was successful. It is anticipated though that the majority of any additional funding received under this programme would result in additional responsibilities and hence would incur additional expenditure so would not result in direct savings for the Directorate.

3.10 **Other budget pressures – £2,656k**

- 3.10.1 There is in place within both Children and Families Directorate and Legal Services a strict approval mechanism to control external legal spend but recognising the pressure in 2018/19, the budget for external legal costs in 2019/20 provides for an additional £500k which reflects the increase in external legal costs associated with some of the more complex children cases being dealt with by the Council.
- 3.10.2 As an improvement partner working with the DfE, the Directorate has an income budget for income earned through working and supporting other LAs. This budget was increased in 2018/19 following the partnership agreement with Kirklees MBC. As this agreement will largely come to an end after 2018/19 the income budget is being reduced by £400k in 2019/20. Whilst further partnership work may be undertaken it is unlikely to be of the extent of the Kirklees MBC arrangement and any further agreements may also result in additional costs to the Directorate.
- 3.10.3 An increase in the fees for inter-agency placements during 2018/19 has meant that the local authority contributions that fund One Adoption West Yorkshire (OAWY) have been increased. The budget for the Leeds contribution for 2019/20 been increased by £350k.
- 3.10.4 Other funded pressures include £300k to reverse savings included in the 2018/19 budget that were achieved from the use of non-recurring income.
- 3.10.5 The 2019/20 budget includes a provision of £1,000k to make a one off contribution to schools funding to increase the PFI Factor in the schools funding formula for 2019/20. This follows discussions with the DfE about options to address the projected increase in the unitary charge costs for PFI schools in 2019/20 and future years. This proposal has a neutral impact on the Children and Families budget as the additional funding from reserves in year will be transferred to the schools DSG budget to be distributed to PFI schools as part of their PFI affordability gap funding. The DfE has confirmed that this increase to the PFI Factor will be baselined in future DSG settlements so a one off contribution of £1,000k funded by the Council in 2019/20 will lead to an equivalent increase in total schools funding for the PFI Factor for each subsequent year whilst the PFI contracts are still operating. This proposal protects non-PFI schools from contributing to the increased costs of the PFI contracts and provides more certainty over meeting future cost pressures for PFI schools. More details on this proposal are included in the schools budget report.

3.11 **Reserves - £2,000k Cr**

- 3.11. These proposals include the use of £1,000k of reserves to support the 2019/20 budget.

3.12. In addition, it is proposed that £1,000k of reserves in Children and Families will be used to make a one off contribution to schools funding as outlined in paragraph 3.10.5.

3.12 Savings

3.13 Efficiencies – £600k.

3.13.1 Savings of £300k have been included in the transport budget in relation to the mainstream school transport services commissioned through the West Yorkshire Combined Authority (WYCA). These are savings that have already been partly achieved and have been delivered through route rationalisation of routes.

3.13.2 As part of moving the services funded through the PiP programme DfE grant to baseline Children and Families base budget the service will review the current spend with a view to identifying non-staffing savings. A saving of £150k has been assumed for this.

3.13.3 Other running cost savings of £150k include £50k savings on prudential borrowing costs, £50k savings on Independent Support Workers reflecting current savings and £50k general running cost savings.

3.14 Service Changes - £0k

3.14.1 As referred to in paragraph 2.4, the report to the July 2017 Executive Board on 'Transport assistance for Post-16 students with SEND' had sought approval to implement a new transport offer for young people with SEND (special educational needs) in post-16 education. The proposal was approved by Executive Board. The changes had been subject to rigorous consultation, a strong communications strategy was conducted and a long phasing-in period included an extended period of no-change for existing students. During the implementation period additional feedback was received from a small number of affected families. The phasing-in period was therefore paused pending further consideration and the effect of cancelling the policy changes in line with the new feedback was considered, with alternative options explored.

3.14.2 A pilot scheme to offer PTA's on a voluntary basis to both post-16 and statutory age children has proven very successful with a high level of take-up delivering £360k of savings to date. The scheme continues to be promoted and further take up of the offer is expected. There are now more families in receipt of voluntary PTA's across all year groups than had been expected from across the post-16 cohort. These savings have helped offset the impact of the increase in children requiring transport arrangements and a reduced need for demand and demography funding. In addition, as outlined in paragraph 3.13.1 reviews of mainstream school services commissioned through WYCA have secured efficiencies.

3.14.3 It is now proposed that the changes to the post-16 offer approved in 2017 are not implemented and that the Children's Transport service reverts to the November 2015 transport policy. In common with other local authority transport policies, the Leeds policy will continue to be reviewed. The 2019/20 budget therefore provides for an increase in the overall transport budget reflecting an anticipated overall increase in demand for transport services although the overall additional costs has been partly offset by the savings made through the take up of voluntary PTAs. No savings have therefore been assumed from the original proposed changes to the post-16 offer.

3.15 Income – Fees and Charges £200k

3.15.1 Maintaining current trading levels with schools continues to be challenging and therefore no increases in traded income have been assumed except for income from Adel Beck where there will be an increase in charges estimated at an additional £200k. .

3.16 **Income – Traded Services and Other £1,000k**

3.16.1 An additional £600k of grant income is anticipated from the High Needs Block (HNB) of the Dedicated Schools Grant (DSG) in relation to the additional costs incurred by the Directorate for the education costs of children and young people in external residential placements and from recovery of the costs of the voluntary Passenger Transport Agreements for SEN pupils. These additional costs have been taken account of in the High Needs Block five year financial plan.

3.16.2 Income of £200k is expected from the capitalisation of some of the staff of the Children and Health and Disabilities team around the work of the occupational therapists team on adaptations.

3.16.3 As referenced in paragraph 3.9.4 an additional £150k in income has been included on the basis of a number of bids for external funding that the Directorate are currently working on.

4 **Risk Assessment**

4.1 In determining the 2019/20 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2019/20 budget for Children and Families are:

4.2 Leeds is growing as a city and as well as rising birth rates more families are choosing to live and work here. It is projected that the number of children & young people will continue to increase in Leeds over the next few years.

4.3 This increasing demographic brings with it an increasing number of children with special and very complex needs. This impacts in particular on the Children and Families placements budget for Children Looked After, financially supported Non-CLA and on the transport budget. As already mentioned in the report these budget proposals provide for an increase of £2.6m for the budgets for supported children and transport costs. There is a risk that this additional funding is not sufficient to meet the growing demands. To mitigate this risk the budget proposals also provide funding to continue the additional investment in services previously funded by the DfE PiP grant and the budget also protects all the vital services that the Directorate provides.

4.4 These pressures have also impacted on the High Needs budget in recent years which is funded through the Dedicated Schools Grant. Although this budget sits outside the Children and Families budget, decisions on spend are made by the Council. Schools and School Forum have been consulted on options to balance the High Needs budget in 2018/19 and 2019/20 and to reduce the deficit balance from previous years. On the 17th December 2018 the Secretary of State for Education announced that there would nationally be an additional £250m of high needs funding on top of existing allocations, in recognition of the cost pressures that Local Authorities (LAs) are experiencing on the High Needs Block. The national announcement provides £125m for 2018/19 and £125m for 2019/20. For Leeds this results in an additional £1.76m in funding each year. It should be noted that the additional

grant is for two years only and funding beyond 2019/20 is subject to the outcome of the spending review. Full details are included in the Schools funding budget report. There is still a risk that ultimately a deficit on the DSG could become a liability to the Council.

- 4.5 The Directorate's proposed budget includes additional income from grants and from other sources. There is a risk that not all the additional income will be secured, although the budget proposals do include reductions to some income targets and funds the loss of known reductions in grant income.

Briefing note prepared by: Simon Criddle (Head of Finance)

Telephone: 07891274578

Directorate - Children's and Families

	2019/20 £m	FTEs
Net managed budget 2018/19	121.53	
Adjustments		
Transfers of function	(0.29)	
Other adjustments	(0.34)	
Adjusted net managed budget	120.90	
Budget Pressures:		
Inflation		
Pay	2.39	
Price	0.85	
Income	0.00	
Employers Pension	0.19	
Capitalised Pensions	(0.17)	
National Living Wage - commissioned services	0.59	
Demographic and demand pressures		
CLA and financially supported non-CLA	1.10	
Transport	0.40	
Grant Fallout		
Fallout of DfE Partner in Practice Grant	3.05	
School Improvement Monitoring and Brokering Grant - anticipated reduction	0.40	
DfE Special Educational Needs Grant - reduction/new responsibilities	0.50	
DfE Partner in Practice Grant - final payment	(1.70)	
New grant funding - Adult's and Children's social care	(5.60)	
Other		
Use of earmarked reserves	(2.00)	
Contribution to PFI Factor in the School Funding Formula	1.00	
Legal disbursements	0.50	
Reduction in partnership income following ending of Kirklees partnership work	0.40	
One Adoption West Yorkshire - increase in contribution	0.35	
Other pressures	0.41	
Total Pressures	2.66	0.00
Savings Proposals:		
Efficiencies		
Transport savings - WYCA commissioned services	(0.30)	
Running cost savings from former PiP funded activities	(0.15)	
Other running cost savings	(0.15)	
Service Changes		
Income - Fees & Charges		
Increased charges Adel Beck	(0.20)	
Income - Traded Services, Partner Income		
Grants and Other Income		
Additional Dedicated Schools Grant (High Needs Block) for external placement costs and personal transport budgets	(0.60)	
Additional income from Housing for the capitalisation of 50% of the costs of the Children Health and Disabilities team (occupational therapists)	(0.20)	
New grant income (following local government settlement)	(0.15)	
Other income	(0.05)	
Total Savings	(1.80)	0.00
Net Managed Budget 2019/20	121.75	0.00

LEEDS CITY COUNCIL

2019/20 BUDGET REPORT

Directorate: Children and Families

The Schools Budget 2019/20

1. The schools budget is funded by the Dedicated Schools Grant (DSG). The DSG is a ring-fenced grant and may only be applied to meet costs that fall within the schools budget. Any under or over spend of grant from one year must be carried forward and applied to the schools budget in future years.
2. The Dedicated Schools Grant (DSG) for 2019/20 is funded in four separate blocks for early years, high needs, schools and central schools services.
3. A new National Funding Formula (NFF) was implemented in April 2018 for high needs, schools and central schools services. However, local authorities will continue to set local formulae for schools as a transitional arrangement until full implementation of the NFF. This has been delayed until at least 2021/2022.
4. The early years block will fund 15 hours per week of free early education for 3 and 4 year olds and the early education of eligible vulnerable 2 year olds. From September 2017, there is an additional 15 hours per week provision for working families of 3 and 4 year old children. The per-pupil units of funding have remained the same at £4,659.50 per full time equivalent for 3 and 4 year olds and £4,940.00 per full time equivalent for 2 year olds. The grant received will continue to be based on participation. The actual grant received during 2019/20 depends on pupil numbers in the 2019 and 2020 January censuses. The early years pupil premium is included in the early years block and is payable to providers for eligible 3 and 4 year olds at the rate of £0.53 per child per hour. The grant value shown below is based on the projected pupil numbers in January 2019.
5. The high needs block will support places and top-up funding in special schools, resourced provision in mainstream schools and alternative provision; top-up funding for early years, primary, secondary, post-16 and out of authority provision; central SEN support and hospital & home education. A grant allocation was issued in December 2018, though adjustments to this figure are expected up until May 2019. On the 17th December 2018 the Secretary of State for Education announced an additional £250m of high needs revenue funding on top of existing allocations over 2 years. For Leeds this resulted in £1.76m additional funding in 2018/19 and 2019/20. However, the high needs block is facing a number of financial pressures and Schools Forum had previously agreed a transfer of £2.5m from the schools block to help fund these pressures. The additional high needs revenue funding was announced with an expectation that any transfers from the schools block would be re-examined and as a result it is proposed that the transfer from the schools block is reduced to £1.5m. Some of the additional funding would also be used to increase the Funding for Inclusion (FFI) rate for mainstream schools for eligible pupils from £600 to £650. Based on current numbers the annual cost of this is estimated at £1.05m. The remaining additional funding would be used to make a contribution to the DSG deficit. In addition,

there is a proposed transfer of £0.8m from the central schools services block to the high needs block. These proposals were all fully supported by Schools Forum members in the January 2019 meeting.

6. The schools block funds the delegated budgets of primary and secondary schools for pupils in reception to year 11. The grant for 2019/20 is based on pupil numbers (including those in academies and free schools) as at October 2018. Schools have been consulted on options for the local formula in 2019/20. The results of the consultation have been reported to Schools Forum to enable further discussion with a final decision being made by the Director of Children and Families in early 2019.
7. The central school services block (CSSB) includes the funding which was previously delivered through the retained duties element of the ESG along with previously reported ongoing responsibilities and historic commitments. The allocation for 2019/20 was issued in December 2018 at £5.33m.
8. The guidance for 2019/20 allows for funding to be moved within these blocks. Several movements to transfer funding to meet need have been agreed or supported by Schools Forum as detailed below:-

	Schools £m	CSSB £m	High Needs £m
Transfer from Schools to High Needs	-1.50		1.50
Transfer from CSSB to High Needs		-0.80	0.80
Transfer from Schools to CSSB for new costs	-0.20	0.20	
	<u>-1.70</u>	<u>-0.60</u>	<u>2.30</u>

9. Funding for post-16 provision is allocated by the ESFA. For 2019/20, funding for post 16 high needs pupils will remain in the high needs block and the post 16 grant will reduce correspondingly. Funding for 2019/20 will be based on 2018/19 lagged student numbers.
10. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on the school's roll in January each year. The rates for 2019/20 are expected to remain at: primary £1,320 and secondary £935 for each pupil registered as eligible for free school meals (FSM) at any point in the last 6 years, and £300 for children of service families. The pupil premium plus rate for children looked after and children who have ceased to be looked after by a local authority because of adoption, a special guardianship order, a child arrangements order or a residence order is expected to remain at £2,300.
11. The Primary PE grant will be paid in the 2018/19 academic year to all primary schools at a rate of £16,000 plus £10 per pupil.
12. For the year 7 catch up grant in 2018/19, funding is allocated to schools on the basis that they receive the same overall amount of year 7 catch-up premium funding received in 2017/18. It will be adjusted to reflect the percentage change

in the size of their year 7 cohort, based on the October 2018 census. It is assumed that the 2019/20 grant will be on the same basis and so dependent on the October 2019 census information.

13. A grant for the universal provision of free school meals for all pupils in reception, year 1 and year 2 was introduced in September 2014. Funding for the 2018/19 academic year is based on a rate of £2.30 per meal taken by eligible pupils, giving an annual value of £437. Data from the October and January censuses will be used to calculate the allocations for the academic year.
14. A further grant has been announced in relation to additional teacher's pay costs from 1st September 2018. The values below are a part year impact on 2018/19 and the estimated full year grant in 2019/20.
15. PFI schools have different arrangements around a number of cost elements including premises costs and various facilities costs. The funding arrangements for such schools are also slightly different to other schools.
16. A number of financial issues have recently arisen specifically around PFI schools which the Council has been looking to address and has had discussions with the DfE over options to manage these. The main issue is around how the projected increasing costs of the contracts will be funded in the future. The Council has sought a solution which avoids having to take more funding from the Schools Block and provides some financial certainty over the next few years.
17. Leeds has a high number of PFI funded schools with 29 PFI maintained schools and academies across five PFI schemes representing around 11% of schools in Leeds. The PFI contracts are between the council and the PFI contractors and the council is responsible for contract management. The contracts are for 25 years and the schemes will end at various stages up to 2036/37. The budgeted total unitary charge for 2018/19 is £52.1m. The cost of the unitary charge is met through a combination of income received from PFI credits grant from the DfE and contributions from schools through a school budget contribution and a school affordability gap contribution. The affordability gap is the difference between the full cost of the contract and the combined income from the PFI grant and school budget contributions. In order for PFI schools to pay the affordability gap contribution they receive additional PFI Factor funding through the Schools Block of DSG.
18. There are significant differences between the original assumptions in the PFI financial models and what has actually been experienced for variables such as the rate of inflation, the rate of overall increase of the unitary charge payments, lettings income and the available funding to meet the payments. Re-modelling of the financial position for each of the PFI schemes shows increasing and significant funding issues over the remaining lifetime of the schemes, particularly as inflation has increased over the last few years. The options to meet this growing funding gap are limited as most of the funding is fixed or based on previous year spend with an annual uplift for RPIX. In future years it is projected that the uplift will not be sufficient to meet the overall increase in the unitary charge.
19. Following discussions with the DfE it is proposed to increase the PFI factor in the formula through an additional contribution from the Council. The DfE have

confirmed that this would then be baselined in future years. This option protects non-PFI schools from contributing to an increase in the PFI Factor and provides more certainty over meeting the projected increase in costs for the PFI schools. The Council is therefore proposing to make a contribution of £1m from Council reserves to the PFI Factor in the school funding formula in 2019/20. This will then be baselined by the DfE in future years' Schools Block DSG settlements. The additional £1m will be distributed to PFI schools through an increase in their PFI Factor funding.

Schools Funding Summary

20. The grants before ESFA deductions (e.g. for payments to academies) and transfers between blocks for 2018/19 (latest estimate) and 2019/20 are shown in the following table along with the additional contribution to be made by the council to the Schools Block in relation to PFI. Some of the amounts for 2019/20 are subject to final confirmation.

	2018/19 £m	2019/20 £m	Change £m
DSG - Schools Block	498.97	516.32	17.35
Schools Block – additional council contribution	0.00	1.00	1.00
DSG - Central Schools Services Block	5.17	5.33	0.16
DSG - High Needs Block	68.72	72.55	3.83
DSG - Early Years Block	57.15	59.07	1.92
ESFA Post 16 Funding	29.63	27.35	-2.28
Pupil Premium Grant	42.89	42.89	0.00
PE & Sports Grant	4.14	4.06	-0.08
Year 7 Catch-up Grant	0.91	0.91	0.00
Universal Infant Free School Meals Grant	10.01	9.97	-0.04
Teachers Pay Grant	2.69	4.61	1.92
	<u>720.28</u>	<u>744.06</u>	<u>23.78</u>

Briefing note prepared by: Louise Hornsey, Principal Financial Manager
Telephone: 0113 3788689

LEEDS CITY COUNCIL

2019/20 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 2019/20 financial year.

2 Service Context

- 2.1 City Development are responsible for the Council's physical, economic, and cultural and sport services. The range of services and functions that the Directorate provides makes a significant contribution to the life, growth and vitality of the city. In 2019/20 budgets will again support a number of high profile sporting events including the World Triathlon, Cricket World Cup, Tour de Yorkshire and the World Road Cycling Championships.

3 Budget Proposals

- 3.1 This 2019/20 budget has been set at £35,890k representing a net increase of £3,520k (10.8%) when compared to the adjusted budget for 2018/19. This net increase comprises a number of pressures totalling £5,570k offset by savings of £2,060k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of service transfers and other budget adjustments between directorates which are reflected in the 2019/20 budget. The overall net impact of these adjustments is to reduce City Development's budget by approximately £1,250k giving an adjusted 2018/19 budget of £32,370k.
- 3.2.2 From April 2018 the (former) Public Private Partnership Unit (PPPU) was disbanded and resources were integrated into existing directorate teams. An exercise to allocate the PPPU's original income budget was completed part-way through 2018/19 and concluded that target income of £2,200k would transfer into the City Development budget.
- 3.2.3 The 2018/19 base budget assumed £1,900k of S106 balances would be used to support the council's revenue budget. Due to a change in accounting treatment, approximately half of these balances (£961k) have been transferred to those directorates responsible for fulfilling the S106 obligations.
- 3.2.4 The balance of the adjustments is made up of a number of transfers of posts/service between directorate's which for City Development include the transfer of the carnival/reggae to Communities and Environments and the transfer of the International Relations Team into City development from Resources with a resultant net reduction in budget of approximately £100k.

3.3 Changes in prices – pressure of £4,330k

- 3.3.1 The budget includes provision of £1,490k reflecting the National Employers' two year pay offer made in December 2017. For 2019/20 this offer increased above 2% for spinal column

points (SCP) 1 to 28 and 2% increases for SCP 23 and above. As a result of this pay offer, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.18 per hour which is 18p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9 per hour for the first year only.

- 3.3.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. Specifically in respect of energy, £300k provides for a 24.4% increase in general electricity whilst £80k provides for a 14.8% increase in gas.
- 3.3.3 The main provision for price inflation relates to the Council's portfolio of 92,000 street lights which, with annual consumption of approximately 40 million kilowatt hours per annum, represent the biggest single user of electricity across the Council. The proposed budget includes provision for inflation on street lighting electricity of £1,700k which reflects the steep increase in unit costs already experienced in 2018/19 and the potential for similar price rises in 2019/20. The Directorate plans to partly mitigate this pressure by upgrading the Council's portfolio of street lights with the latest LED technology (see paragraph 3.11.1)
- 3.3.4 The budget also allows for approximately £490k of pressure on the Directorate's PFI contracts within Sport & Active Lifestyles and Highways & Transportation.
- 3.4 **Actuarial Review – pressure of £120k**
- 3.5 A review of the West Yorkshire Pension Fund was undertaken in the autumn of 2017 and the actuary has confirmed the figures advised to the Council in the last triennial review. As a result of this the rate will increase from the current 15.9% to 16.2% in 2019/20. This increase is estimated to cost the directorate £120k
- 3.6 **Capitalised Pension Costs**
- 3.6.1 The cost of capitalised pensions associated with staff who have left the Council through the Early Leavers initiative (ELI) will reduce by approximately £80k in 2019/20.
- 3.7 **Demand and Demography £150k**
- 3.7.1 Following recent terrorist incidents involving hostile vehicles across a number of European cities including London, the Council's Executive Board agreed to introduce a robust control system for a number of city centre locations. The preferred solution involves the installation of centrally controlled 'rise and lower' bollards. The additional costs associated with operating the new security arrangements are estimated at £150k.
- 3.8 **Specific Grant Funding Changes**
- 3.8.1 There are no specific grant funding changes relevant to the directorate. .
- 3.9 **Other budget pressures – £1,130k**
- 3.9.1 The Directorate's Asset Management function provides a professional property service which includes acquisition/disposal of major development sites and surplus council assets. The function generates income in the form of professional fees which, in the case of asset disposals, are charged against any resultant capital receipts. Following completion of several major sites in 2018/19, the 2019/20 capital receipts programme is forecast to significantly reduce next year with a resultant impact on capital receipts fee income of approximately £600k.

- 3.9.2 The 2019/20 budget proposals also incorporate £190k in recognition of the operating costs associated with the Council's award winning Flood Alleviation Scheme which completed earlier this year.
- 3.9.3 In 2013 the Council introduced a corporate offer to foster carers and care leavers which included access to a range of leisure opportunities free of charge, including Bodyline membership, swimming and free tickets for child-friendly events. In recognition of the continued increase in take-up of this offer, the budget includes £100k as part mitigation of the impact on City Development's revenue budget.
- 3.9.4 The re-occupation of Merrion House early in 2018 gives rise to an associated liability for the Merrion Centre service charge of £170k.
- 3.10 **Savings**
- 3.11 **Efficiencies – £1,100k.**
- 3.11.1 Over recent years the Directorate has closely monitored and evaluated the business case for LED street lighting culminating in a report to Executive Board in October 2018 proposing to invest approximately £30M in new LED technology. The investment includes £5M to install a central monitoring system which will allow the Council to control the operation of all 92,000 street lights remotely.
- 3.11.2 The 2019/20 budget includes revenue savings of circa £700k from the LED programme next year which should be derived from a combination of electricity savings (£500k) and capitalisation of programme management costs (£200k). These savings assume the programme will commence in summer 2019, allowing time for negotiations with the PFI street lighting provider to conclude and amendments to the PFI contract to be agreed and drawn up.
- 3.11.3 The Directorate has set a savings target of £250k in relation to the continuation of its asset management strategy over the next year. The success of this strategy over recent years has centred upon driving efficiencies through the adoption of 'Changing the Workplace' principles and supporting the community asset transfer programme. The Directorates aims to deliver the 2019/20 target by further maximising occupation levels across the estate and reducing the costs of managing void properties.
- 3.11.4 Proposed savings within Sport & Active Lifestyles of £150k will be realised through the delivery of operational efficiencies across all centres.
- 3.12 **Service Changes - £50k**
- 3.12.1 The Employment & Skills service propose to establish a new team to act as a registered training provider generating an associated net income (after salary costs) from the apprenticeship levy of £50k.
- 3.13 **Income – Fees and Charges £360k**
- 3.13.1 The 2019/20 budget assumes further income growth totalling £360k across 3 areas of service, namely Sport & Active Lifestyles (predominantly bodyline memberships), Asset Management (developer payments in relation to easements & covenants) and Planning Services (growth in income from pre-applications).

3.14 **Income – Traded Services and Other £550k**

- 3.14.1 Income derived from the Arena has exceeded the current base budget in each of the last 3 years and a proposed increase of £150k reflects the average annual return from the investment over the last 3 years.
- 3.14.2 The Highways capital programme continues to grow with some significant schemes underway including those relating to the Local Public Transport Investment programme, flood alleviation, HS2 and the Leeds Integrated Station masterplan. The service continues to actively recruit across a range of technical posts in order to create the level of in-house capacity to deliver this growing programme of work. In recognition of this growth, the 2018/19 budget proposals include additional highways and engineering fee income of £400K.

4 **Risk Assessment**

- 4.1 In determining the 2019/20 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2019/20 budget for City Development are outlined below.
- 4.2 By summer 2019 the Directorate plan to commence on the 4 year LED conversion programme. Savings of approximately of £700k rely upon a prompt start which may be adversely impacted by ongoing and potentially protracted negotiations with the PFI provider.
- 4.3 The 2019/20 budget proposals for City Development incorporate income growth for a number of services including Highways, Sport, Planning and Asset Management. This reflects the Council's ambition to continue to alleviate the financial impact of austerity by adopting a more commercial approach.
- 4.4 Successful delivery of this budgeted growth whilst at the same maintaining existing income streams represents a significant challenge for the Directorate and continues to be reliant upon the outlook for the economy. Bearing in mind the uncertainty around Brexit, the Directorate will need to ensure that income levels and the actions required to deliver them are closely monitored.

Briefing note prepared by: John Bywater (Head of Finance)

Directorate - City Development

	2019/20 £m	FTEs
Net managed budget 2018/19	33.72	
Adjustments - Transfers of Function	(1.35)	
Other Adjustments		
Adjusted net managed budget	32.37	0.00
Budget Pressures:		
Inflation		
Pay	1.49	
Price	2.62	
Income	0.00	
Employers Pension	0.12	
Capitalised Pensions	(0.08)	
National Living Wage - commissioned services	0.00	
Demographic and demand pressures		
Programme Management HS2	0.00	5.00
Hostile Vehicle Mitigation Scheme	0.15	5.00
Grant Fallout		
Other		
Shortfall in Fee income	0.60	
Merrion Centre Service Charge	0.17	
Corporate offer to Foster carers	0.10	
NNDR	0.26	
Flood Alleviation Scheme	0.19	
Total Pressures	5.60	10.00
Savings Proposals:		
Efficiencies		
LED Street Lighting conversion	(0.70)	
Asset rationalisation	(0.25)	
Sport Efficiencies	(0.15)	(5.00)
Service Changes		
Apprenticeship levy	(0.05)	
Income - Fees & Charges		
Sport income	(0.22)	
Planning Development	(0.08)	
Commercial property (Easements/covenants)fees	(0.06)	
Income - Traded Services, Partner Income		
Arena Income	(0.15)	
Other		
Mobile refresh	(0.02)	
Highways Capitalisation	(0.40)	8.00
Total Savings	(2.08)	3.00
Net Managed Budget 201819	35.89	13.00

LEEDS CITY COUNCIL 2019/20 BUDGET REPORT

Directorate: Communities & Environment

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2019/20 financial year.

2 Service Context

- 2.1 The Directorate manages a diverse set of functions which combine to form some of the key foundations of strong communities; well managed green spaces for recreation, clean streets and safe neighbourhoods are the marks of desirable places to live. At a time when resources continue to diminish, priority has been given to ensure that these services are maintained.

- 2.2 The Directorate serves some of the most vulnerable groups by providing a range of front-line services for local people whilst taking the lead on actions to reduce poverty across the city. Community Committees have improved the quality of the dialogue with communities by focusing on what is important to local people and the Council is taking forward changes aimed at providing more integrated, responsive and accessible services with the ongoing development of community hubs.

- 2.3 The Directorate contributes to the delivery of the Best City Priorities as described in the Best Council Plan 2018/19 – 2020/21 and the key priorities which this budget is designed to support are as follows:

- Clean neighbourhoods
- Providing a reliable refuse and recycling service
- Maximising the amount that can be re-used and recycled from the waste collected whilst at the same time actively undertaking and promoting energy recovery
- Green spaces which people can enjoy
- Reducing crime and anti-social behaviour
- Tackling poverty and reducing inequalities
- Supporting communities and raising aspirations
- Helping people adjust to welfare changes
- Implementing innovative approaches to delivering services for end users

- 2.4 Against a background of significant efficiencies that have been incorporated into budgets in recent years as well as the continuing requirement to identify further savings for 2019/20, the Directorate's 2019/20 budget submission will nevertheless seek to protect services and initiatives which support these priorities.

3 Budget Proposals

- 3.1 The 2019/20 budget has been set at £78,571k representing a net increase of £4,315k (5.8%) when compared to the adjusted budget for 2018/19. This net increase comprises a number of pressures totalling £6,235k offset by savings of £1,920k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2019/20 budget. The overall net impact of these adjustments is to reduce the directorate's budget by £622k, giving an adjusted 2018/19 budget of £74,257k.
- 3.2.2 The Leeds West Indian Carnival and Black Music Festival is now managed by Parks & Countryside and a budget adjustment of £199k from City Development reflects this transfer.
- 3.2.3 The responsibility for the management of Porters in the Central Library has transferred to Resources & Housing to ensure a consistent approach across Council Buildings, with a corresponding budget reduction of £159k.
- 3.2.4 The 2018/19 budget included the utilisation of £1,900k of S106 balances to support the Council's revenue budget, of which £456k has been allocated to Communities & Environment in respect of Greenspace balances held.
- 3.2.5 A number of other adjustments resulting in a net budget reduction of £205k have been made to reflect the movement of individual posts between directorates and to negate the requirement for recharges to be made between directorates.

3.3 Changes in prices – pressure of £3,063k

- 3.3.1 The budget includes provision of £2,461k reflecting the National Employers' two year pay offer made in December 2017. For 2019/20 this offer was for an above 2% increase for spinal column points (SCP) 1 to 22 and a 2% increase for SCP 23 and above. As a result of this pay offer, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.18 per hour which is 18p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9 per hour for the first year only.
- 3.3.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The overall provision for price inflation is £970k. Specifically in respect of energy, £124k provides for a 24.4% increase in electricity whilst £33k provides for a 14.8% increase in gas. Other provision includes £335k in respect of waste disposal contracts including the Recycling and Energy Recovery Facility (RERF), £108k relates to fleet transport costs including fuel, £48k is for grounds maintenance and £21k for car parking pay and display machine maintenance.
- 3.3.3 Inflationary increases in the level of fees and charges and income from other organisations are estimated to generate additional income of £370k. Of this, £180k relates to a 3% increase in bereavement fees which will offset cost increases and £73k for other sales within Parks and Countryside including food/drink at cafes and retail sales, and £65k in respect of Street Cleansing charges to Housing Leeds.

3.4 Actuarial Review – pressure of £185k

- 3.4.1 A review of the West Yorkshire Pension Fund was undertaken in the Autumn of 2017 and the actuary has confirmed the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.9% to 16.2% in 2019/20. This increase is estimated to cost the directorate £185k.

3.5 Demand and Demography – pressure of £390k

3.5.1 Anticipated household growth in the city will impact on the volume of waste collected and disposed of and provision of £230k has been made for an additional refuse collection round and £160k for the increased disposal costs of waste to the RERF.

3.6 **Specific Grant Funding Changes – net reduction of £205k**

3.6.1 The Housing Benefit Administration Subsidy and Local Council Tax Support Administration Subsidy grant budgets are expected to reduce by £249k and £42k respectively reflecting the continuing reductions in the national quantum of funding allocated to local authorities. This reduction is partially offset by additional new burdens funding of £86k which is anticipated from the DWP during 2019/20 to compensate local authorities for additional workstreams. In addition, the provisional government contribution for Discretionary Housing Payments indicates a reduction for Leeds of £338k to £1,847k, although expenditure incurred under the scheme will be reduced accordingly, meaning there will be no impact on the budget.

3.7 **Other budget pressures – £2,392k**

3.7.1 In recent years there has been a decline in the average value of Housing Benefit overpayments which the Council can recover and this is expected to be further impacted upon by the introduction of Universal Credit which is now live in Leeds. The net impact on the 2019/20 budget is estimated to be £0.4m.

3.7.2 An additional £210k has been provided for the Managed Approach area in Holbeck. This will fund additional resources from West Yorkshire Police, who will match fund (50/50) with the Council, provide for all street cleansing requirements in the Managed Approach area and resources for enhanced intelligence and safeguarding.

3.7.3 Provision of £90k has been made for the implementation of a Single Point of Contact in respect of the Council's surveillance cameras to ensure that all CCTV systems across the Council are managed in line with the Surveillance Camera Commissioner recommendations and that the risk of data breaches is minimised.

3.7.4 Following a review of security arrangements at the Central Library and Community Hubs, an additional £100k has been provided to ensure there is adequate security at these sites.

3.7.5 The budget for the West Indian Carnival and Black Music Festival has been increased by £250k to reflect the actual spend on this event which has grown significantly in recent years and is now the city's largest participatory event attracting some 200,000+ people every year. As recommended following a recent audit report, there is also a need to enhance the Council's event management arrangements to ensure that the event is appropriately planned and resourced and managed in a safe way.

3.7.6 Funding for Immigration Advice at Chapletown CAB has previously been funded through the Local Welfare Support Scheme but since this scheme is now targeted solely on emergency related support for vulnerable people, the continuation of this advice for the more complex cases requires a contribution of £60k.

3.7.7 Provision of £40k has been made for the net impact on the directorate's revenue budget for borrowing costs relating to previous capital expenditure. An increase of £250k in respect of the cost of developing e-forms for the Contact Centre, which has enabled revenue savings to be made in recent years through the implementation of the Council's Channel Shift

programme, has been offset by savings of £210k within Waste Management, mainly as a result of previous capital expenditure now having been repaid.

- 3.7.8 The 2018/19 budget provided for potential savings of £170k to reflect a review of the basis on which the Council should be collecting clinical waste from domestic householders who are in the care of the NHS or other medical providers. Following a change in relevant regulations, legal advice is that it is unlikely that the Council will be able to recover costs from the NHS as had been expected.
- 3.7.9 Income trends experienced in 2018/19 within the Registrars service are expected to continue in 2019/20 with an estimated reduction in income of £100k being provided. This is largely as a result of the decision at a national level to roll out online forms for the Nationality Checking Service which has impacted on income received by the Council from providing the previous face to face service.
- 3.7.10 There is also an anticipated shortfall in Property Search income of £100k, which reflects recent trends in the number of searches undertaken.
- 3.7.11 An increase in Business Rates of £240k is largely due to the initial assessment of the Rateable Value of The Arium, although the valuation determined by the Valuation Office is subject to finalisation.
- 3.7.12 In previous years, the Financial Inclusion Team has been funded from Social Inclusion Fund income. Provision has been made within the budget to allow £200k of this income to be used instead to provide grant funding to the Leeds Credit Union to ensure it can operate from a stable base from which it can grow its business.
- 3.7.13 The 2018/19 budgeted contribution of £350k from the Wellbeing and Youth Activity Fund Reserve will not re-occur in 2019/20, which will create a budget pressure of £350k in 2019/20.
- 3.7.14 Other variations totalling £83k mainly reflect a £50k net increase in printing and postage costs, with an increase within Registration of Electors partly offset by a reduction within Welfare & Benefits.

3.8 **Savings**

3.9 **Efficiencies – £675k**

- 3.9.1 A targeted 10% reduction on the Third Sector Infrastructure Fund within the Communities budget is anticipated to save £30k.
- 3.9.2 A reduction of £100k in the net cost of Community Centres is anticipated reflecting running cost savings following the transfer of assets to the community, general efficiencies within the service and consideration of a price increase to take account of inflationary pressures.
- 3.9.3 Within the Community Safety service, efficiencies of £60k are anticipated through reviewing commissioning plans and maximising the availability of external funding. A further £10k saving reflects the inclusion of a vacancy factor in the budgeted contribution to the payment made to the West Yorkshire Police and Crime Commissioner (WYPCC) for the provision of Police and Community Safety Officers (PCSOs) in the Leeds district, which will be maintained at 239 in 19/20. In addition, the planned replacement of the Council's CCTV infrastructure will allow savings to be made on the current line rental costs and on the maintenance budget required, with the net saving estimated at £50k.

3.9.4 Staffing efficiencies of £425k have been identified within the directorate, with £200k savings estimated to be generated from a planned restructure of the Libraries & Information service, £150k from the Welfare & Benefits service to partially offset the reduction in Housing Benefit Administration Subsidy grant referred to in paragraph 3.6.1 and further savings of £75k anticipated from within the Communities Team.

3.10 **Service Changes - £40k**

3.10.1 A review of the provision of publications in libraries aimed at ensuring a more consistent approach across the city is anticipated to generate savings of £40k in 2019/20.

3.11 **Income – Fees and Charges £350k**

3.11.1 It is intended to increase the charge for commuter parking at Woodhouse Lane Multi Storey car park by 50p to £8.00 for a full day, which is anticipated to generate additional income of £110k in 2019/20. In addition, a planned 10% increase in Sunday and Evening parking charges is expected to generate an additional £60k of income. This would mean Sunday charges (up to 4 hours) would increase from £2 to £2.20, Sundays (up to 8 hours) would increase from £5 to £5.50 and Evening charges would increase from £3 to £3.30. The proposal to implement charging at District Car Parks is now no longer in the budget submission.

3.11.2 The budget provides for an additional £50k of commercial income to be generated from across the Parks & Countryside service's portfolio of income generating Attractions. It is further proposed to review and standardise the level of discounts available to LeedsCard holders at Attractions which is anticipated to generate an additional £30k of income in 2019/20.

3.11.3 A fee review in respect of charges made within the Registrars service is expected to generate an additional £100k income in 2019/20.

3.12 **Income – Traded Services and Other £855k**

3.12.1 The Council's Local Welfare Support Scheme exists to assist vulnerable citizens in receipt of Housing benefit or Universal Credit in the city with crisis payments for food and fuel and basic households goods, including carpets. As around 90% of all carpet awards are to Council tenants, the budget provides for the estimated cost of £100k to be more appropriately charged to Housing Leeds which will allow the scheme to remain at £600k with a reduction in the cost to the general fund of £100k.

3.12.2 The cost of holding local elections in 2019/20 is expected to reduce by around £100k as the Parish elections will be held at the same time which will allow some of the costs of holding the elections to be shared.

3.12.3 Planning obligations, also known as Section 106 agreements (based on that section of the 1990 Town & Country Planning Act) are private agreements made between Local Authorities and developers and can be attached to a planning permission. Subject to satisfying any legal requirements contained in the Section 106 agreement, it is proposed that a further £0.5m of balances held in respect of Greenspace are utilised to support the 2019/20 revenue budget. This creates an obligation in future years as the Council will be required to meet the expenditure commitments that would previously have been funded through the Section 106 balances.

- 3.12.4 Within Waste Management, additional income of £50k has been provided for to reflect the trends experienced in 2018/19 in respect of the sale of recycled materials and income from the disposal of trade waste at the Council's weighbridge sites.
- 3.12.5 Staff working on the development of capital schemes within the directorate is expected to increase the cost of staff time appropriately charged to capital schemes by £110k which will result in a corresponding reduction in the revenue budget.

4 Risk Assessment

- 4.1 In determining the 2019/20 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 which therefore require careful and regular monitoring has been prepared. The key risks in the 2019/20 budget for Communities & Environment are:
- 4.2 There are further delays in the implementation of the redesigned refuse collection routes, which will impact upon the level of savings assumed in the base budget.
- 4.3 Assumptions in respect of waste volumes and the level of recycling across the city are not realised, impacting on disposal costs and levels of income achieved.
- 4.4 The level of budgeted car parking income receivable from on-street and off-street parking is not realised.
- 4.5 Assumptions in respect of income receivable from Bus Lane and Car Parking Enforcement are impacted upon by a reduction in the number of offences.
- 4.6 The level of demand is less than anticipated for income generating activities within Parks and Countryside.
- 4.7 The budgeted level of income in respect of the recovery of Housing Benefit overpayments is not achieved. The roll out of Universal Credit is expected to increase the pressure in this area in future years.
- 4.8 Staff turnover and the number of vacant posts across the Directorate are less than assumed in the budget.

Briefing note prepared by: Michael Everitt (Head of Finance)
Telephone: 87817

Directorate - Communities & Environment

	2019/20 £m	FTEs
Net managed budget 2018/19	74.88	
Adjustments		
Transfers of function	0.04	
Other adjustments	(0.66)	
Adjusted net managed budget	74.26	
Budget Pressures:		
Inflation		
Pay	2.46	
Price	0.97	
Income	(0.37)	
Employers Pension	0.19	
Demographic and demand pressures		
Additional refuse collection route	0.23	5.40
Increased black bin waste disposal volumes	0.16	
Grant Funding Changes		
Reduction in Housing Benefits/Local Council Tax Support Admin grants	0.21	
Other		
Housing Benefits Overpayment income	0.40	
Managed Approach area	0.21	4.00
CCTV Single Point of Contact	0.09	3.00
Security at Central Library & Community Hubs	0.10	
Support to West Indian Carnival	0.25	2.00
Immigration advice	0.06	
Capital financing costs - net impact of previous capital expenditure	0.04	
Medi Waste - non achievement of saving	0.17	
Registrars income trends	0.10	
Property Search income trends	0.10	
Business Rates	0.24	
Financial Inclusion Team	0.20	
Non re-occurrence of contribution from Wellbeing & Youth Activity Fund reserve	0.35	
Other variations	0.08	
Total Pressures	6.23	14.40
Savings Proposals:		
Efficiencies		
Communities - 10% reduction in Third Sector Infrastructure Fund	(0.03)	
Community Centres - Asset transfer savings and general efficiencies	(0.10)	
Community Safety - efficiency savings	(0.06)	
Community Safety - PCSOs vacancy factor	(0.01)	
Community Safety - CCTV Infrastructure efficiencies	(0.05)	
Staffing efficiencies - Communities, Welfare & Benefits and Libraries	(0.43)	(14.50)
Service Changes		
Review and reduce provision of publications in Libraries	(0.04)	
Income - Fees & Charges		
Increase commuter fee at Woodhouse Lane car park by 50p for a full day	(0.11)	
Increase Sunday/Evening parking charges by 10%	(0.06)	
Parks & Countryside - further commercial income generating opportunities	(0.05)	
Review and standardise Leeds card discounts at Attractions	(0.03)	
Registrars - review of fee structure	(0.10)	
Income - Traded Services, Partner Income		
Passport cost of carpets/flooring awarded via LWSS scheme to Housing Leeds	(0.10)	
Shared cost of local elections in 19/20	(0.10)	
Other Income		
Utilisation of Greenspace S106 balances	(0.50)	
Weighbridge/Recycling income trends	(0.05)	
Charges to capital schemes	(0.11)	
Total Savings	(1.92)	(14.50)
Net Managed Budget 2019/20	78.57	(0.10)

LEEDS CITY COUNCIL

2019/20 BUDGET REPORT

Directorate: Resources and Housing

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2019/20 financial year.

2 Service Context

- 2.1 The Directorate contains the Council's key professional support services; Finance, Procurement, HR, Digital Information Services, Legal Services, Shared Services, Democratic Services and Strategy and Improvement and Intelligence. These services support the strategic direction of the Council and provide essential support to Members and managers to improve outcomes and deliver change.
- 2.2 The Directorate is also responsible for delivering Catering and Cleaning, Corporate Property Management and Leeds Building Services, Fleet Services, Facilities Management, Passenger Transport. Some of these services are provided on a trading basis to Council Directorates and schools as well as external customers and suppliers.
- 2.3 The Directorate, beyond its universal duties, also serves some of the most vulnerable in the city. As well as providing advice to the many thousands in housing need, the Directorate supports many others to sustain their tenancies. The Directorate intervenes in the private sector to tackle some of the worst housing conditions in the city.
- 2.4 The Directorate is also responsible for the provision of council housing across the city. This is dealt with separately within the HRA budget report.
- 2.5 The Directorate is actively engaged in leading the delivery of the Council's breakthrough projects in respect of cutting carbon in Leeds and preventing homelessness, both of which are key priorities in the Best Council Plan.

3 Budget Proposals

- 3.1 This 2019/20 budget has been set at £82,216k representing a net increase of £3,370k (4.28%) when compared to the adjusted budget for 2018/19. This net increase comprises a number of pressures totalling £8,578k offset by savings / use of balances of £5,201k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of service transfers and other budget adjustments totalling (£3,186k) which are reflected in the 2019/20 budget.
- 3.2.2 The responsibility for the management of Porters in the Central Library has transferred from Communities and Environment to ensure a consistent approach across Council Buildings, with a corresponding budget adjustment of £159k.

- 3.2.3 The International relations team has transferred to City Development with a corresponding budget adjustment of (£99k).
- 3.2.4 There have been a number of other adjustments regarding the movement of individual posts between Directorates totalling a net £233k.
- 3.2.5 All other adjustments totalling (£3,479k) reflect a number of other budget adjustments which have been made to negate the requirement for recharges to be made between directorates.
- 3.3 **Changes in prices – pressure of £4,950k**
- 3.3.1 The budget includes provision of £4,174k reflecting the National Employers' two year pay offer made in December 2017. For 2019/20 this offer increased pay above 2% for spinal column points (SCP) 1 to 22 and 2% increases for SCP 23 and above. As a result of this pay offer, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.18 per hour which is 18p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9 per hour for the first year only.
- 3.3.2 The provision for price inflation is £1,414k which includes £570k for Leeds Building Services, £440k for Civic Enterprise Leeds (CEL), £138k for Housing and Property and £266k for the remainder of the services in the directorate.
- 3.3.3 In addition and specifically in respect of energy costs, the budget provides a total of £422k for a 24.4% increase in electricity and a 14.8% increase in gas costs.
- 3.3.4 Inflationary increases in the level of fees, charges and income from other organisations, are estimated to generate £1,300k. Most of this increase, £1,053k, relates to price uplifts within Leeds Building Services.
- 3.4 **Actuarial Review – pressure of £264k**
- 3.5 A review of the West Yorkshire Pension Fund has been undertaken in the Autumn of 2017. The actuary has confirmed that the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.9% to 16.2% in 2019/20. This increase is estimated to cost £264k
- 3.6 **Capitalised Pension Costs**
- 3.6.1 The fall out of capitalised pension costs associated with staff who have previously left the Council under the Early Leaver's initiative will save an estimated £128k.
- 3.6.2 There will be additional capitalised pension costs to be incurred in 2019/20 in those services where ELIs may be used as a mechanism to deliver staffing savings that are assumed in the 2019/20 budget. The staffing savings identified in 3.10 of this report are net of an estimated allowance for these new capitalised pensions amounting to £178k
- 3.7 **Specific Grant Funding Changes**
- 3.7.1 The Flexible Homelessness support grant will reduce by £664k from £1,794k to £1,129k in 2019/20. The Council will continue to use the £1.1m of grant to achieve homeless prevention outcomes, further reductions in temporary accommodation placements and to best assist entrenched rough sleepers with drug and alcohol dependency issues. In addition

the grant will be used to support organisations such as St Anne's advice centre, the Street Outreach service and St George's Crypt. The reduction in the level of grant income will be funded in 2019/20 from reserves held on the balance sheet.

3.7.2 The Sustainable Energy and Air Quality team has been partly funded by an earmarked reserve in 2018/19. This one off source of funding, £178k will fall out in 2019/20 and the base revenue budget in this priority area is therefore increased by this amount.

3.8 Other budget pressures –£1,538k

3.8.1 **Microsoft Cloud** - The Microsoft Enterprise Agreement is renewed every 3 years, it was last signed in September 2016 and this fixed all Microsoft product license prices for 3 years – over this period of time Microsoft have been applying annual price increases ranging from 15% to 22% to their licence price list - which Leeds has been exempt from – however these price increases all impact on the 2019/20 budget as the Council will have to renegotiate renewal pricing effective from September 2019. Microsoft are encouraging organisations to move to cloud based services and this is reflected in the price model as they increase the cost of on premise services. In addition, the Council took a payment holiday on Microsoft Office which removed the costs of Office product software maintenance. Whilst this has delivered revenue savings in excess of £1m, the next renewal will require an upgrade of Office software versions thus re-introducing this cost into the base budget. In total a sum of £850k has been added to the DIS revenue budget to reflect these pressures.

3.8.2 The Corporate Property Management function (CPM) is responsible for the management of and maintenance of the council's buildings. Recognising the level of backlog maintenance associated with these assets, the budget provides for an additional investment of £195k which will contribute towards addressing these issues and a further £100k is provided for as part of the inflation figures referred to in para 3.3.2. This total of £295k is in addition to the £500k added to the 2018/19 budget and recognises the commitment to invest in Council assets to ensure they are maintained to an appropriate standard.

3.8.3 Clean Air Zone (CAZ) – The Council are under instruction from Government to formulate a plan to achieve compliance with air quality standards within the shortest possible timescales. Following a public consultation process, proposals for implementing a charging CAZ were approved at the Council's Executive Board in October 2018. The commencement date of the CAZ go-live is the 6th January 2020. From this date the Council will be able to introduce a charge for any buses, coaches, HGVs and taxi and private hire vehicles that operate within the CAZ boundary and which do not meet pre-determined emission standards. Any year-end surplus (or deficit) which arises as a result of the CAZ will be transferred to an earmarked reserve. Balances held in this reserve are to be used to improve air quality and support the delivery and ambitions of the zone. As such there is not expected to be any net impact on the 2019/20 budget.

3.8.4 The HR service centrally manages the Council's occupational health budget and HELP contract. There are spend pressures of £160k in this area particularly arising from spend in referrals to occupational health practitioners. Recognising the commitment to maintaining a healthy workforce, the budget will be increased to reflect current demand.

3.8.5 A sum of £75k is provided in the Finance budget to reflect the additional maintenance costs required for the move to Civica Pay from the existing income management system. This new system will be fully PCI compliant.

3.8.6 A net additional sum of £85k has been included in the legal services budget which reflects an approach to reduce the existing vacancy factor in the service to improve service delivery.

3.8.7 Other minor variations across the Directorate total £168k and include provision for the borrowing costs of replacement mobile devices council wide as some older devices in use will no longer be supported and in time will not meet more up to date security requirements.

3.8.8 Income Pressures - £1,107k

3.8.9 There are income pressures within the HR budget of around £837k. Most of this relates to traded income from schools. In this highly competitive market, this pressure has arisen from a combination of loss of schools from academy conversions, reduced demand from schools for HR services and additionally some schools who do buy back HR services have been buying in lower level packages of support and paying for adhoc HR services when required. The reduction in the income budget is correcting a trend seen over the past couple of years as income has declined to around £460k. This issue has been reported in the monthly financial health monitoring reports.

3.8.10 The budget submission reflects variations associated with both the shortfall in court fee income, £150k and a projected net loss of income receivable from schools for the provision of catering services due to academisation and downward trends in school meal numbers. £100k. Other minor variations are 20k

3.9 Savings

3.10 Efficiencies – £2,643k.

3.10.1 A review of the Council's support services functions which took effect in 2017/18 saw most business administration staff transfer into the council's Shared Service. Through both the consolidation of this function under one professional lead and a review of business processes significant savings in excess of £3m have already been realised. In 2019/20, a further £942k of savings are proposed.

3.10.2 Across the remaining professional services in the Resources area, a sum of £640k is proposed to be saved in the following areas.

Financial Services	£295k
HR	£90k
Strategy & Improvement	£255k

These savings are to be delivered through a combination of ELI proposals, service reviews and controlled management of vacancies.

3.10.3 Savings of £100k within Housing Services will be realised through the management of staff vacancies

3.10.4 Within Civic Enterprise Leeds savings of £255k will be realised through management efficiencies (£75k), operational efficiencies within both Facilities Management (£70k) and Fleet Management (£50k). In addition, the service will be looking to insource contracts to deliver target savings of around (£60k).

3.10.5 The Digital Information Service are estimated to deliver cost savings of around £546k across of range of support and maintenance contracts including telephony, printing and

security.

3.10.6 A review of line by line spend across the Directorate has identified savings of £160k across all budget heads.

3.11 **Income – Fees and Charges £170k**

3.11.1 The budget assumes £110k of income within HR to be generated from the apprentice levy for the provision of training.

3.11.2 It is proposed to examine the possibility of establishing a salary sacrifice scheme to provide loans to staff for Ultra Low Emission Vehicles. A sum of £60k has been included in the budget for this.

3.12 **Income – Traded Services and Other £1,728k**

3.12.1 Leeds Building Services will increase their contribution by £1,400k in 2019/20 through a combination of additional turnover, improved productivity following the implementation of additional modules in the Total Mobile system and a review of overhead costs in the service. This additional turnover will result from work that previously would have been rendered to private sector contractors will instead be delivered through the internal service provider.

3.12.2 A further net £328k of income is to be raised from additional charges to capital and internal income of £219k, income from the Leeds City Business Rates Pool (£35k) and a target of £74k of additional income across CEL.

4 **Risk Assessment**

4.1 In determining the 2019/20 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2019/20 budget for Resources and Housing are:

4.2 Further reduction in support services may reduce the capacity to support managers within the council and it is vital to ensure that these planned reductions do not impact upon the delivery of services city wide and the achievement of the 2019/20 budget proposals.

4.3 That assumptions in respect of both staff turnover and staff exiting the Authority through the Early Leaver's Initiative are not realised. Any variation could have implications for the delivery of the budgeted level of savings.

4.4 The assumptions around the additional contribution from Leeds Building Services are not deliverable due to operational capacity within the service, i.e. if the service are unable to recruit to the desired number of staff, then the ability to deliver the budgeted turnover level may be compromised.

4.5 The assumptions around the level of traded income and contributions within CEL are adversely affected by any future loss of schools through academisation or loss of service to other providers.

Briefing note prepared by: Kevin Mulvaney (Head of Finance)
Telephone: x89390

Directorate - Resources & Housing

	2019/20 £m	FTEs
Net managed budget 2018/19	82.03	
Adjustments		
Transfers of function	0.29	
Other adjustments	(3.48)	
Adjusted net managed budget	78.85	
Budget Pressures:		
Inflation		
Pay	4.17	
Price	2.08	
Income	(1.30)	
Employers Pension	0.26	
Capitalised Pensions	(0.13)	
Grant Fall Out		
Flexible Homelessness Support Grant	0.66	
Pressures		
Corporate Property Management -additional maintenance	0.20	
Microsoft Cloud	0.85	
Fall out Air Quality Earmarked reserve	0.18	
Finance Civica Pay PCI compliance	0.08	
HR Occupational Health spend and HELP contract - trend	0.17	
Legal Staffing	0.09	
Other Pressures	0.17	
Income Pressures		
HR Income	0.84	
Catering income	0.10	
Finance income - mainly Court Fees	0.17	
Total Pressures	8.58	0.00
Savings Proposals:		
Efficiencies		
Staffing efficiencies		
Finance	(0.30)	(8.53)
Strategy and Improvement	(0.26)	(3.86)
HR	(0.09)	1.99
DIS	0.01	(0.33)
Shared Services	(0.94)	(32.17)
Housing Services	(0.10)	(3.00)
CEL	(0.08)	(1.00)
Democratic	(0.01)	
Procurement Efficiencies		
DIS Contract Savings	(0.55)	
CEL - Contract Savings	(0.06)	
CEL - energy savings	(0.03)	
Other Efficiencies		
CEL - Fleet Operations	(0.05)	
CEL - Facilities Management - entry systems	(0.04)	(2.00)
Line by Line spend	(0.16)	
Income - Fees & Charges		
Ultra Low Emissions Vehicle Scheme	(0.06)	
Apprentice Levy Income	(0.11)	
Income - Traded Services, Partner Income		
LBS increased net return from additional work	(1.40)	
CEL increased income	(0.07)	8.05
DIS - external income from LCR business rates pool	(0.04)	
DIS - additional income chargeable to capital schemes (net)	(0.16)	
Procurement Income	(0.06)	
Grants and Other Income		
Housing - use of balances to fund fall out of grant	(0.66)	
Total Savings	(5.21)	(40.85)
Net Managed Budget 2019/20	82.22	(40.85)

LEEDS CITY COUNCIL

2019/20 BUDGET REPORT

Directorate: Resources and Housing

Housing Revenue Account

1. Introduction

- 1.1 The purpose of this report is to inform members of the main variations and factors influencing the 2019/20 Housing Revenue Account (HRA) budget.
- 1.2 The 2019/20 budget has been prepared at outturn prices. This means that allowances for inflation have been included in the budget submission.
- 1.3 The appendix below sets out a summary of the HRA Estimate for 2019/20.

2. HRA Strategy 2018/19 – 2019/20

- 2.1 As outlined in 3.1 below the 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17 to 2019/20. The 2019/20 budget will therefore be the fourth and final year of the policy requiring the reduction.
- 2.2 Implementing this policy, when compared to the level of resources assumed in the original 2016/17 Financial Plan, has equated to a loss of £18.5m in cash terms over the 4 year period and a loss of £283m of rental income over the 10 year period (2016/17 to 2024/25).
- 2.3 Despite this reduction in income the Council remains committed to maintaining the amount provided to maintain homes, funding the investment strategy agreed by Executive Board in November 2017 and to replacing homes lost through Right To Buy (RTB) by the planned investment in new homes, buying up empty homes and exercising the Right of First Refusal which the Council has to buy back former local authority homes sold under RtB legislation.
- 2.4 The reduction in resources will need to be managed in addition to other service, pay and price pressures. This will be achieved through a combination of efficiencies and improved targeting of resources together with the use of reserves, RTB receipts and borrowing to fund the capital programme.
- 2.5 Consideration will be given each year to increasing charges where appropriate to reflect more closely the costs associated with providing services. This will generate additional income which will contribute towards offsetting the reduction in rental income.

3. Key Issues - 2019/20

3.1 Rent Policy

The 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17 to 2019/20. This change in Government policy was effectively a 4% pa reduction from that assumed within the Council's HRA Financial Plan for each of these 4 years. In October 2017 the government announced a return to a Consumer Price Index (CPI) plus 1% rent rise for five years after 2020.

The wider implementation of the rollout of Universal Credit may impact on rent collection levels and hence available funding in future years.

In line with the Government's requirement it is proposed that rents are reduced by an average of 1% in 2019/20 for the majority of dwellings. See 4.1 for more details.

Whilst the 2016 Act requires that social rents have to reduce by 1% per annum until 2019/20, properties funded through PFI can be exempt from this requirement. An increase in accordance with the Government's rent formula of CPI (2.4% as at Sept 18) + 1% is allowable. This 3.4% increase equates to approximately £0.4m.

3.2. Services Charges

Tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and only pay a notional charge towards the cost of these services meaning other tenants are in effect subsidising the additional services received. It is proposed that an additional £0.75p per week increase on multi storey flats with an increase of RPI on low/medium rise flats in 2019/20 Further details are set out in 4.3.2.

3.3 Charges for Sheltered Support

Tenants living in sheltered housing schemes across Leeds receive housing related support provided by Sheltered Support Officers and are charged £13 per week for this service. As this charge fully recovers the costs it will not be increased in 2019/20. This charge is eligible for Housing Benefit. In 2016/17 a nominal charge of £2 per week was introduced for those tenants who benefited from the service but did not pay. This was increased to £4 in 2017/18 and £6 in 2018/19. It is proposed to increase this charge by a further £2 per week in 2019/20 meaning the subsidy will be £5 per week. See 4.3.3 for further details.

3.4 Capital investment and Council House Growth Programme

The Council remains committed to funding the investment strategy agreed by Executive Board in November 2017 and to replacing homes lost through RTB by the planned investment in new homes and buying empty homes despite the change in the Government's rent policy. Further details are set out in 5.12.

4. Key movements 2018/19 to 2019/20 - Income

4.1 Dwelling Rents

As detailed in 3.1, the fourth year of the Government's social rent policy will result in a reduction in income to the Council's HRA.

Reducing average rents by 1% equates to a reduction of 72p per week/£38 per year as shown in the table below, however, the impact of this on individual tenants will vary.

It should be noted that had rents been increased by 4% in line with Government's previous policy and in line with assumptions in the Council's HRA Financial Plan, based on the average rent for 2018/19, tenants would have received an average rent increase of £2.88 per week in 2019/20.

Average rent	2018/19	2019/20	Reduction
£ per week non-PFI	72.11	71.39	0.72
£ per year non-PFI	3,760	3,722	38

The budget for 2019/20 assumes that 530 properties will be sold under Right to Buy which is based upon the continuation of activity levels for the past year. A void level of 0.85% has been assumed. The policy of re-letting properties at target rent (the rent which under Government policy should be charged for a property taking into account a number of factors such as the valuation of the property and the number of bedrooms) continues.

The budget also factors in additional income from new homes built or acquired during the year.

The impact of all these assumptions is a net reduction in income from dwelling rents of £2,723k in 2019/20.

4.2 Other rents

There is a proposed 3.3% rental income increase from shops, garages and miscellaneous properties in line with RPI.

4.3 Service Charges

Net income from service charges is budgeted to increase by £202k in 2019/20. The main movements are detailed below.

- 4.3.1 **Heat Lease** - income from heat lease charges is budgeted to reduce by £45k in 2019/20 due to a number of lease agreements coming to an end.
- 4.3.2 **Service charges for MSFs, medium and low rise properties** - As stated in 3.2 tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and only pay a notional charge towards the cost of these services meaning other tenants are in effect subsidising the additional services received. It is proposed that an additional £0.75 per week increase on multi storey flats with an increase of RPI per week on low/medium rise flats in 2019/20. This will generate an additional £254k compared to 2018/19. The additional charge in multi storeys is now the maximum planned charge, other than inflationary increases which will be reviewed each year.
- 4.3.3 **Charges for Sheltered Support** - Tenants living in sheltered housing schemes across Leeds are supported by Sheltered Support Officers who provide housing related support. This support includes completing needs and risk assessments, developing and reviewing support plans, making referrals to other agencies and carrying out regular visits to enable tenants to live independently in a safe environment. Currently tenants in sheltered accommodation receiving such a service are charged £13 per week for this service. This charge is eligible for Housing Benefit. In 2016/17 a nominal charge of £2 per week was introduced for those tenants who benefited from the service but did not pay. This was increased to £4 in 2017/18 and to £6 in 2018/19. It is proposed to increase this charge by a further £2 per week in 2019/20 meaning the subsidy will be £5 per week. The proposed decrease in the subsidy will generate an additional £81k compared to 2018/19.
- 4.3.4 **District Heating charges** - Housing Leeds manages a number of district heating schemes. The District Heating Account cumulatively operates in an overall deficit position with the deficit being met from the HRA which means tenants not benefiting from the schemes are subsidising the operating costs. It is proposed to increase charges by 3.3% for 2019/20 in order to reduce subsidisation. This will generate a small increase of £16k over 2018/19 levels.
- 4.3.5 **Contributions from leaseholders to capital works** - The 2019/20 budget reflects the requirement to budget for contributions from leaseholders where their properties have benefited from capital investment. The 2019/20 budget assumes income of £911k. This is an increase of £29k against the 2018/19 budget and reflects RPI.
- 4.3.6 **Extra Care**- The income from service charges for authority's Wharfedale View facility in 2019/20 is budgeted at an increase of £13k to reflect the pattern of income in 2018/19 plus RPI.

4.3.7 **Community Links Furniture** scheme has now ended. The income budget of £142k has therefore been removed, along with associated expenditure budgets.

4.4 **Impact on tenants of increased rents and charges**

An analysis of the impact on tenants of the above charging proposals together with the 1% reduction in rents (see 4.1) has been undertaken. This shows that 80.5% of tenants will pay less overall than in 2018/19. 12.1% of tenants will pay the same amount as an overall freeze has been applied to any tenant who would have seen a weekly overall increase of less than £1 per week. 2.9% of tenants will pay £2.90 per week more. The remaining 4.5% will pay additional amounts ranging between £1.29 and £3.50.

Where people are affected by multiple increases it is proposed to cap the increase any individual tenant will be charged at £3.50 per week.

These increases will be funded through Housing Benefit for eligible tenants. Approximately 59% of tenants are in receipt of Housing Benefits.

The proposals in relation to service charges and charges for sheltered support (4.3.2 & 4.3.3 above) have been shared with the Voice of Involved Tenants Across Leeds (VITAL). VITAL's comments are included as an Appendix to this report.

4.5 **PFI Grant**

The 2019/20 budget assumes full year PFI grant of £6,097k for Swarcliffe PFI and £15,288k for Little London Beeston Hill & Holbeck (LLBH&H) PFI. This is the same as 2018/19.

4.6 **Internal Income**

The 2019/20 budget for internal income is £2,102k higher than 2018/19. This is largely due to a review of staff related charges which can be charged to various capital projects.

4.7 **External Income**

The increase of £942k from 2018/19 to 2019/20 largely due to the income expected from the Leeds PIPES scheme. £521k of income is budgeted which partly offsets the expenditure on this scheme under Supplies and Services below. The remaining increase is for a £250k expected share of repairs contract savings and inflationary increases on other external income.

5. **Key movements 2018/19 to 2019/20 - Expenditure**

5.1 **Employees**

The 2019/20 budget for employees has increased by £2,823k when compared to the base budget 2018/19.

The budget within Property and Contracts (P&C) has increased by £2,185k. This is mostly due to the transfer of the former PPPU staff and funded from the offset of internal recharges and increased charge to the capital programme.

The remaining increase reflects the pay offer plus 3 additional safety officer posts, 5 posts on the disrepair team and 3 posts on the repair team to tackle disrepair preventative works. There was a reduction in the Technical budget for employees which was transferred to the P&C budget as part of the PPPU transfer.

The budget for the Housing Management function has increased by £698k from the 2018/19 Original Estimate. This reflects the pay offer, an additional post in Extra Care, an additional post in the Enhanced Income Team (funded from reserves) and additional staff for the ICT project (funded through the capital programme).

5.2 Repairs to dwellings

Contract negotiations for the commissioning of planned maintenance programmes has resulted in a £250k saving. A realignment of overheads between capital and revenue of £1,493k has been necessary due to a reduction in externally contracted services. This has resulted in a technical accounting adjustment offset by a reduction in Revenue Contribution to Capital Outlay (RCCO below). The result of these changes is an increase in Repairs and Maintenance budget of £1,243k in 19/20. The proposed repairs to dwellings budget for 2019/20 is therefore £44,791k.

5.3 Premises

The premises budget reflects a net increase of £802k. The increase is primarily due to an extension of the additional concierge service provided by CEL at a cost of £400k. This will fund; additional daily fire safety inspections, the removal of bulky items identified in those inspections, a bookable service for bulky items, an evening/night time concierge service and a fly tipping removals service. The increased cost of utilities of £300k have also led to an increase in the premises budget.

5.4 Supplies & Services- Payments to PFI contractor

The increase in payments to the PFI contractors of £210k between 2018/19 and 2019/20 is consistent with the final model for the PFI programme that was agreed and received at Executive Board.

5.5 Supplies & Services - Other

The budget reflects a net increase of £238k. This is largely as a result of the contribution to the Leeds PIPES energy scheme of £579k, referred to above with regard to External Income. There has been a reduction of £138k in the cost of banking charges as a result of contract changes. The Community Links furniture scheme has come to an end resulting in savings within this category and associated loss of external income.

5.6 Charges for the majority of internal services have increased by the pay award of 2%. These cover; Horticultural Maintenance, Community Safety, Housing Services, Customer Access and Support Services. £150k has been included for the investment in Community Hubs.

Corporate Governance/Other Services – the decrease of £939k largely reflects the transfer of procurement and project management support to deliver housing related priorities directly from the HRA rather than through recharge, plus costs of the pay offer.

5.7 **Payments to Belle Isle Tenant Management Organisation (BITMO), Housing Area Panels (HAPs) and other Organisations**

It is proposed that the Management Fee paid to BITMO in 2019/20 for the management and maintenance of the housing stock should continue to be based on the principles of driving efficiencies and redirecting resources to maintaining the housing stock. The management element of the payment reflects an increase of 2% in line with the agreed pay offer. The maintenance element has been kept to 2018/19 levels. The total fee payable to BITMO for 2019/20 is £3,215k which is an increase of £27k from 2018/19.

The budget includes £450k for Housing Advisory Panels (HAPs) to enable the continuation of funding of projects which benefit tenants and residents in the community they represent. This is the same level as 2018/19. An earmarked reserve was first made available for HAPs projects in 2017/18. Any uncommitted funds from this reserve at the end of the financial year will be available in 2019/20. Community Partnership funding has increased by pay award assumptions to £102k.

Payments to Leeds Credit Union and the Leeds Tenants Federation have remained in line with 2018/19.

5.8 **Provisions**

(a) **Disrepair**

Work has been continuing to streamline the case management process and provide a robust legal challenge to Disrepair cases. This budget has seen considerable pressure during 2018/19. It is therefore proposed to maintain the contribution to the disrepair provision at £1400k.

(b) **Bad debts**

The budgeted contribution to the bad debt provision will decrease by £634k to reflect the trend over the past few years. An increase of £130k has then been applied to reflect potential consequences of Universal Credit. The budget will therefore be £1,414k for 2019/20.

5.9 **Council Tax on Empty Homes**

A provision of £715k has been included in the 2019/20 HRA budget to fund the requirement to pay council tax on empty homes. This reflects the proposed level of Council Tax increase.

5.10 **Discretionary Housing Payments**

The Ministry of Housing, Communities and Local Government (MHCLG) 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 2019/20 is £500k. This is to fund tenants with severe disabilities living in adapted properties who have been subject to a reduction in Housing Benefit. This is consistent with the amount provided in 2018/19.

5.11 Capital charges

There has been a net increase in capital charges of £298k which reflects an increase in the costs of the borrowing requirement.

5.12 Revenue Contribution to Capital

The 2019/20 budget includes £62,065k to fund the housing capital programme/investment plan. This is £1,944k lower than the amount provided in 2018/19 and is due to less resource available from rental income. The technical accounting adjustment outlined in 5.2 above has also been reflected here. However, despite pressures in the HRA, the use of Right to Buy receipts and increased borrowing will mean that the overall capital programme will be approximately £80.0m in 2019/20.

5.13 Appropriation

The appropriation account reflects the budgeted contributions to/from the Swarcliffe & LLBH&H PFI sinking funds.

The sinking fund smoothes out the effect of the incidence of the payments to the PFI contractor so using these reserves will require additional resources to be identified in future financial years to fund the unitary charge payments. In 2019/20 the contribution to the Sinking Fund will decrease by £593k over 2018/19.

6. HRA Reserves

6.1 The HRA Reserves Statement which is attached at Appendix 2 reflects the projected movement in reserves between April 2019 and March 2020. The Capital Reserve is used to resource the HRA Capital programme which is subject to a separate report on this agenda.

6.2 The HRA General Reserve is projected to be £6,495k at the end of 2019/20

6.3 £696k of the £1,132k Welfare Change earmarked reserve is planned. This will continue to fund staff to enhance the service to tenants, supporting them through the change from the current system to a system of universal credit.

6.4 Any balance at the end of 2018/19 on the Housing Advisory Panels earmarked reserve will be carried forward to 2019/20 to be used for the funding of projects which benefit tenants and residents in the community they represent.

6.5 The PFI Reserves will be used to fund the Swarcliffe and LLBH&H PFI schemes over the life of the contracts. In 2019/20 it is budgeted to use £2,345k of reserves for the two schemes.

6.6 Forecast Level of HRA Reserves

Projected Financial Position on Reserves	Reserves b/f 1st April 2019 £000	Projected use of Reserves £000	Projected cbn to Reserves £000	Projected Closing Reserves 31st March 2020 £000
HRA General Reserve	(6,495)	0	0	(6,495)
Earmarked Reserves				
Welfare Change	(1,132)	696	0	(436)
Housing Advisory Panels	(541)	0	0	(541)
Changing The Workplace	(210)	0	0	(210)
ERDMS	(262)	0	0	(262)
Wharfedale View	(10)	0	0	(10)
Sheltered Housing	(3,238)	0	0	(3,238)
Holdsworth Place - land purchase	(64)	64	0	0
Early Leavers' Initiative	(408)	0	0	(408)
Sub-total Earmarked Reserves	(5,865)	760	0	(5,105)
Total	(12,360)	760	0	(11,600)
PFI Reserves				
Swarcliffe PFI sinking Fund	(4,898)	3,902	0	(996)
LLBH&H PFI Sinking Fund	(4,694)	0	(1,557)	(6,251)
Total PFI Reserves	(9,592)	3,902	(1,557)	(7,247)
Capital Reserve				
MRR (General)	(27,812)			(27,812)
MRR (New Build)	(1,386)			(1,386)
Total Capital Reserve	(29,198)	0	0	(29,198)
Grand Total	(51,150)	4,662	(1,557)	(48,045)

7. Risks

There are a number of risks which, should they materialise would have a significant impact upon the 2019/20 HRA budget. These risks are reviewed throughout the year and action taken to mitigate any impact wherever possible. The HRA maintains a level of reserves in order to meet the impacts of such risks should they occur. Key risks identified are as follows:

- The impact of the Government's Welfare Change Agenda may increase arrears more than anticipated depending on the impact and rollout of Universal Credit.
- Property numbers during the year may vary significantly from estimates due to fluctuations in the number of RTB sales and delivery of new homes.
- The number of disrepair claims against the Council may start to increase requiring additional contribution to the provision.

HRA 2019/20 Budget

Budget Heads	Original Estimate 2018/19 £000s	Original Estimate 2019/20 £000s	Variance £000s
Income			
Dwelling Rents Income	(208,758)	(206,036)	2,723
Other Rents (Shops & Garages)	(3,200)	(3,253)	(54)
Service Charges	(7,774)	(7,976)	(202)
PFI grant	(21,385)	(21,385)	0
Internal Income	(7,081)	(9,546)	(2,465)
External Income	(1,678)	(2,619)	(942)
Total Income	(249,876)	(250,817)	(940)
Expenditure			
Employees	27,402	30,225	2,823
Repairs to dwellings	43,548	44,791	1,243
Premises	7,879	8,682	802
Supplies & Services - Payments to PFI contractor	9,476	9,686	210
Supplies & Services - Other	3,930	4,169	238
Transport	414	400	(14)
Horticultural Maintenance	4,317	4,404	86
Environmental Services	4,447	4,610	163
Community Safety	3,559	3,630	71
Supporting People in their own homes	3,617	3,566	(52)
Services to families with Council tenancies	1,236	1,261	25
Housing Services	4,220	4,442	222
Customer Access	5,618	5,800	182
Support Services	8,961	8,804	(157)
Welfare Advice & Support	300	400	100
Community Hubs		150	150
Legal Services	922	1,045	122
Corporate Governance & Other Services	4,160	3,221	(939)
Payments to BITMO, Area Panels & Credit Union	3,747	3,770	23
Provisions			
- Disrepair	1,400	1,400	0
- Bad debts	1,959	1,414	(545)
Council Tax on Empty Homes	687	715	28
Discretionary Housing Payments	500	500	0
Capital charges	44,476	44,774	298
Revenue Contribution to Capital (Investment)	65,502	62,065	(3,437)
Total Expenditure	252,279	253,923	1,643
Appropriations			
General Reserve			
Sinking Funds			
LLBH&H PFI	779	1,557	778
Swarcliffe PFI	(2,531)	(3,902)	(1,371)
Earmarked Reserves			
Welfare Change	(650)	(696)	(46)
Holdsworth Place	0	(64)	(64)
Net (surplus)/deficit	0	0	0

LEEDS CITY COUNCIL

2019/20 BUDGET REPORT

Directorate: Strategic Central Accounts

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Central Accounts budget for the 2019/20 financial year.

2 Service Context

- 2.1 Central accounts holds a variety of corporate budgets which do not relate directly to individual services, as well as council-wide budgets which largely for timing reasons have not been allocated to individual services. Generally these council-wide budgets will be allocated to services in year, once their impact is known. Corporate budgets include the Council's capital financing costs and associated entries relating to the complexities of the capital accounting requirements. In addition, in accordance with accounting requirements, Central accounts includes those costs which are defined as the Corporate and Democratic Core. Other budgets within Central accounts include contributions to joint committees and levies.

3 Budget Proposals

- 3.1 This 2019/20 budget has been set at £8,274k Cr representing a net decrease of £5,287k when compared to the adjusted budget for 2018/19. This net decrease comprises a number of pressures totalling £8,986k offset by savings of £15,115k and an increase of £843k in contributions to reserves, which are explained below.

3.2 Budget Adjustments and Transfers - £6,049k Dr

- 3.2.1 There has been one transfer of £6,049k which is reflected in the 2019/20 budget. This relates to the allocation to directorates of budgets for recharges and for the transfer of income relating to the former PPPU unit. This amount was budgeted for centrally in the 2018/19 budget pending a review, and has been allocated to directorates during 2018/19.

3.3 Specific Grant Funding Reductions - £1,331k

- 3.3.1 There has been a reduction of £1,322k in the expected level of New Homes Bonus grant to be received in 2019/20. This is due to the ongoing effect of structural changes to the grant which were introduced by the government from 2016/17, which reduced the number of years over which the grant was paid and introduced a growth baseline to be met before any grant is paid.
- 3.3.2 A reduction of £9k has been recognised in the level of grant due to reimburse the council for debt costs from the former West Yorkshire Magistrates Court joint committee, for which the council was the lead authority. The value of this grant naturally reduces over time, as the level of outstanding debt is reduced.

3.4 Increase in Debt costs - £3,090k and funding of PFI Lifecycle costs – £9,078kCr

- 3.4.1 The budget for debt costs included a net £5,127 increase in external debt costs, reflecting new borrowing to fund the capital programme and expected rises in interest rates. This has been partly offset by an increase of £2,037k in prudential borrowing charges made to directorates, reflecting the level of invest-to-save schemes included in the capital programme.
- 3.4.2 In addition, there has been a budgeted increase of £9,078k in the savings to revenue as a result of the way in which capital costs relating to PFI schemes are funded. This largely relates to PFI lifecycle costs, which are capital expenditure and had previously been funded by PFI grant. From 2018/19 these costs will be funded by borrowing and will therefore give rise to an MRP liability. For 2018/19 and 2019/20, it is intended that this PFI liability will be funded by capital receipts. The Council's MRP policy will be amended to reflect this change in approach.
- 3.5 **Other budget pressures – £3,959k**
- 3.5.1 Other budget pressures include a budget of £1,500k towards preparations for the planned City of Culture event, and the establishing of a £760k corporate contingency budget, which includes £105k of grant funded expenditure to combat the impact of Brexit.
- 3.5.2 There has also been a reduction of £400k in the forecast level of S278 income which the council will be able to recognise in revenue as a result of developer funding of highways schemes, and a reduction of £400k in the target for the capitalisation of expenditure which would otherwise be charged to revenue budgets. There is a further reduction of £539k in the extent to which the cost of staff time can be charged to capital, relating to the break-up of the former PPPU unit.
- 3.6 **Changes to levies and other contributions – decrease of £1,019k**
- 3.6.1 Contributions to joint committees and other bodies have decreased by a net £1,019k. Within this figure, the contribution to the West Yorkshire Combined Authority has decreased by £1,016k, reflecting continued efficiencies. This decrease is partially offset by an increase of £7k in the council's contribution to the West Yorkshire Coroners Service, largely reflecting staffing changes. There has been no change in the contribution to the West Yorkshire Joint Services Committee.
- 3.6.2 The following table gives details of the contributions and levies. In approving these contributions, Members will note that they are not approving the individual budgets of the Joint Committees, but the estimated effect on the Council's budget.

	Leeds' contribution			
	2018/19 £m	2019/20 £m	Variation £m %	
Joint Committees				
Joint Services	1.395	1.395	0	0%
Other Bodies				
Flood Defence Levy	0.39	0.38	-0.01	-3%
Combined Authority and Transport Fund	33.756	32.74	-1.016	-3%
Coroners	1.366	1.373	0.007	1%
Probation Service (Debt only)	0.006	0.002	-0.004	-67%

3.7 Income – Impact of Business Rates pooling arrangements £4,270k Cr

3.7.1 Following the success of North and West Yorkshire in being chosen to pilot 75% business rates retention, there are a number of changes to budgets to reflect the new business rates pool arrangements for 2019/20.

3.7.2 The council has budgeted for a reduction of £5,331k in its contributions to the new pool. This has been partially offset by an increase of £1,593k in contributions to other authorities within the pool.

3.7.3 There has also been an increase of £511k in the grant income which the council has budgeted to receive for reimbursement of the costs of various business rate reliefs, and an increase of £20k of retained income relating to business rates from renewable energy schemes.

3.8 Income – Grant Funding Increases £105k Cr

3.8.1 The budget for 2019/20 includes £105k of grant income which has been announced to support councils in dealing with the impact of Brexit.

3.9 Other efficiencies - £650k Cr

3.9.1 The budget for 2019/20 includes a budget of £500k for the use of capital receipts flexibility

3.9.2 There is projected to be a reduction of £58k in the level of historic unfunded pension costs for 2019/20 and other minor savings totalling £91k.

3.10 Contributions to Reserves - £849k Dr increase

3.10.1 The budget for 2019/20 includes an increase in the planned contribution to the General Fund reserve of £3,479k. This includes a figure of £1,700k representing a repayment from the Children and Families directorate of their temporary use of reserves in 2018/19 to cover a delay in receiving expected grant funding.

3.10.2 The planned use of earmarked reserves for 2019/20 has increased by a net £2,630k in comparison to 2018/19. This includes a new budget to use £2,000k of the ELI reserve in 2019/20, and the removal of a one-off budget for a contribution of £750k of the Invest to

Save reserve in 2018/19. The budgeted contribution to the capital reserve has been increased by £120k.

4 Risk Assessment

- 4.1 In determining the 2019/20 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2019/20 budget for the Central Accounts are:
- 4.2 The budgeted position on MRP relies on the availability of £19.5m of capital receipts as an alternative source of funding to repay debt. If the forecast level of capital receipts is not achieved, either as a result of worsening conditions in the property market or because of specific issues, then these savings in the revenue budget may not be achieved.
- 4.3 The budgeted capital financing costs are based on assumptions about market interest rates during 2019/20. If rates are greater than forecast then the actual borrowing costs incurred could be greater.
- 4.4 There is a budget of £3.5m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers, and the related capital works being progressed on schedule.

Briefing note prepared by: Mary Hasnip (Principal Finance Manager)
Telephone: 3789384

Directorate - Strategic Central Accounts

	2019/20 £m	FTEs
Net managed budget 2018/19	(9.04)	
Adjustments		
Transfers of function	6.05	
Other adjustments	0.00	
Adjusted net managed budget	(2.99)	
Budget Pressures:		
Inflation		
Grant Fallout		
New Homes Bonus	1.32	
Other	0.01	
Debt costs		
Increases in external Debt costs	5.13	
Increases in prudential borrowing recharges to directorates	(2.04)	
Other		
Projected reduction in Section 278 income to revenue	0.40	
Funding for City of Culture	1.50	
Reduction in capitalisation target	0.40	
Reduction in staff activity chargeable to capital	0.54	
Contingency budget	0.76	
Other pressures	0.96	
Total Pressures	8.98	0.00
Savings Proposals:		
Efficiencies		
Use of capital receipts to fund PFI lifecycle costs	(9.08)	
Use of capital receipts flexibility	(0.50)	
Reduction in unfunded pension costs	(0.06)	
Other savings	(0.09)	
Levies and other contributions	(1.01)	
Grant Income		
Brexit grant	(0.10)	
Income - Impact of Business Rates changes		
Contributions relating to new pooling arrangements	(3.74)	
Increases in grants to fund reliefs	(0.51)	
Retained income from renewable energy	(0.02)	
Changes in use of reserves		
General reserve	3.48	
Change in use of earmarked reserves	(2.63)	
Total Savings	(14.26)	0.00
Net Managed Budget 2019/20	(8.27)	0.00

Strategy for the flexible use of capital receipts

1. Background

- 1.1 Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure, and the use of capital receipts to support revenue expenditure is not permitted by the regulations.
- 1.2 The Secretary of State is empowered to issue directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
- 1.3 The Secretary of State for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts could be utilised. This Direction allows for the following expenditure to be treated as capital;

“expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”
- 1.4 In order to take advantage of this freedom, the Council must act in accordance with the Statutory Guidance issued by the Secretary of State. This Guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy, with the initial strategy being effective from 1st April 2016 with future Strategies included within future Annual Budget documents. The Local Government Finance Settlement for 2018/19 extended these capital receipts flexibilities for a further three years.
- 1.5 There is no prescribed format for the Strategy, but the underlying principle is to support the delivery of more efficient and sustainable services by extending the use of capital receipts to finance costs of efficiency initiatives that deliver significant savings. A list of each project should be incorporated in the strategy along with the expected savings each project is expected to realise.
- 1.6 The Strategy should also include the impact of this flexibility on the affordability of borrowing by including updated Prudential Indicators.
- 1.7 The proposed Flexible Use of Capital Receipts Strategy is set out below

2. Flexible Use of Capital Receipts Strategy

- 2.1 Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

- 2.2 The Council intends to the use of capital receipts to fund the severance/redundancy costs associated with the transformation of the council implemented through the policy and service programme. The budget proposals do not assume that any specific level of additional capital receipts are set aside to resource similar transformational expenditure but if required they will be applied to fund ELI payments in 2019/2020.
- 2.3 In addition the Council proposes to fund expenditure associated with the delivery of digital projects, which will realise cashable efficiencies, through the flexible use of capital receipts. Specifically £0.2m will fund the continued roll out of Total Mobile within Leeds Building Services and further developments will contribute towards the delivery of £0.3m of recurring savings from 2019/20. In addition £0.2m will fund supporting the anticipated developments of replacing the existing passenger transport solution with targeted savings to be realised beyond 2019/20. Estimated total combined expenditure of £0.1m in respect of developments relating to moving to electronic remittance advice for foster carer payments, reducing mail and postage, increased use of electronic payments and a replacement for the existing Libraries replacement system will generate £0.2m of savings in 2019/2020 with further savings in future years. This is consistent with the Government’s guidance which identifies that capital receipts can be used to “drive a digital approach to the delivery of more efficient public services.”

Project Description	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Restructure costs associated with staff leaving through ELI	2.7	1.8	1.3	1.0
Driving a digital approach				0.5
Total	2.7	1.8	1.3	1.5

2.3 The savings generated directly through both the reduction in staffing and digital efficiencies are estimated to be:

Project Description	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Staff savings realised through ELI	(6.4)	(2.4)	(0.9)	
Savings from a digital approach				(0.5)
Less: Financing costs	0.6	0.5	0.3	0.3
Total	(5.8)	(1.9)	0.6	(0.2)

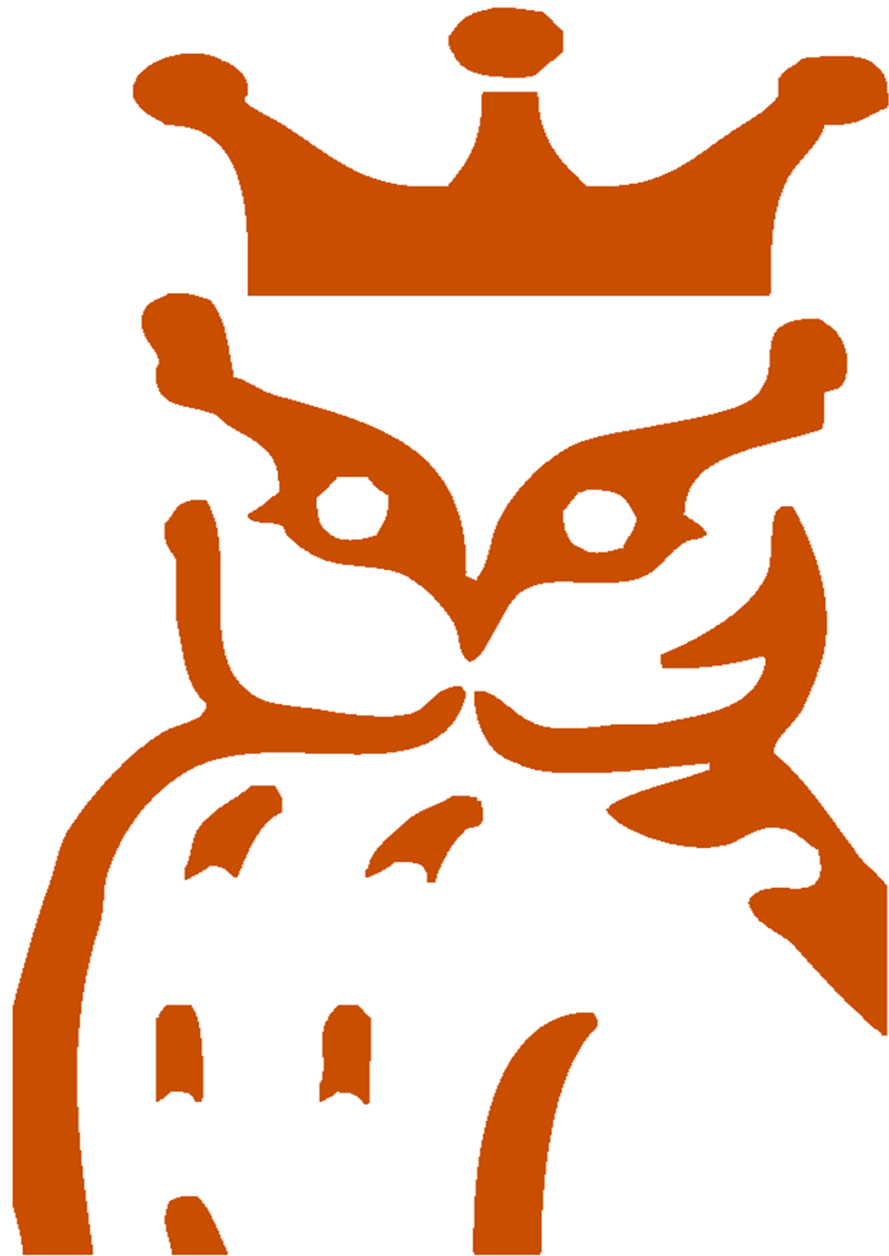
2.4 The indicators that will be impacted by this strategy are set out below;

- The original capital scheme provided £5.8m between 2016/17 to 2018/19 is as set out above.
- The capital financing requirement has increased by £3m from 2019/20 onwards as these capital receipts were intended to support schemes within the existing capital programme that will now be financed by prudential borrowing.
- Financing costs as a percentage of net revenue stream (%), noting that the savings generated from the transformation program will meet the debt financing costs arising from the additional borrowing.
- Incremental Impact on Council Tax/Housing Rents of Capital Investment Decisions – not relevant as savings will meet the additional debt financing costs.

2.5 The prudential indicators show that the impact from this strategy marginal, is affordable and will not impact on the council's operational and authorised borrowing limits.

Revenue Budget

2019/20



Financial Management

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Budget Book 2019/20

Full Council 27th February 2019

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We prepare, balance and approve all budgets to the nearest £10. This document shows them to the nearest £1,000 so that they are easier to read. Any apparent arithmetical errors are due to this automatic rounding, and any budget elements smaller than £500 will appear as nil.

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Statement of 2018/19 and 2019/20 budgets

Directorate/Service	2018/19	2019/20	Movement
	Net managed budget £000s	Net managed budget £000s	
Adults and Health			
Health Partnerships	355	499	144
Access and Care	194,900	205,927	11,027
Service Transformation Team	1,301	1,493	192
Strategic Commissioning	(12,089)	(26,104)	(14,015)
Resources & Strategy	4,302	4,866	564
Provider services	18,427	19,273	846
Leeds Safeguarding Adults Board	184	226	42
Public Health	382	343	(39)
	207,762	206,523	(1,239)
Children and Families			
Partnership and Health	18,022	18,253	231
Learning	3,437	4,894	1,457
Social Care	94,947	93,654	(1,293)
Resources and Strategy	5,121	4,948	(173)
	121,527	121,749	222
City Development			
Planning and Sustainable Development	1,851	1,945	94
Economic Development	1,537	1,643	106
Asset Management & Regeneration	(1,423)	(3,242)	(1,819)
Employment & Skills	1,715	1,694	(21)
Highways and Transportation	14,859	17,115	2,256
Arts and Heritage	10,286	10,863	577
Sport and Active Recreation	4,573	5,139	566
Resources and Strategy	1,126	1,026	(100)
Markets and City Centre	(703)	(292)	411
	33,821	35,891	2,070
Resources and Housing			
Strategy and Improvement	4,962	4,973	11
Finance	6,676	7,138	462
Human Resources	5,563	6,088	525
Digital and Information Services	19,590	20,328	738
Procurement & Commercial Services	1,522	1,324	(198)
Legal Services	2,759	2,895	136
Democratic Services	4,910	4,989	79
Leeds Building Services	(9,611)	(11,009)	(1,398)
Special Contracts & Secc	6,083	6,083	0
Strategic Housing Partnership	2,445	1,091	(1,354)
Corporate Property Management	5,831	6,170	339
Shared Services	19,384	19,189	(195)
Commercial Services	3,202	4,381	1,179
Facilities Management	7,570	8,244	674
Sustainable Energy and Air Quality	1,046	332	(714)
	81,932	82,216	284
Communities and Environment			
Communities	4,979	5,356	377
Customer Access	19,477	20,012	535
Elections, Licensing and Registration	753	820	67
Welfare and Benefits	3,874	4,527	653
Car Parking Services	(8,232)	(8,280)	(48)
Community Safety	2,170	2,392	222
Waste Management	33,801	35,044	1,243
Parks & Countryside	7,034	7,268	234
Environmental Action - City Centre	1,584	1,652	68
Environmental Health	1,492	1,594	102
Cleaner Neighbourhood Team	7,946	8,186	240
	74,878	78,571	3,693
Strategic and Central Accounts			
Strategic and Central accounts	(10,042)	(12,758)	(2,716)
	(10,042)	(12,758)	(2,716)
NET COST OF CITY COUNCIL SERVICES	509,878	512,192	2,314
Contribution to/(from) General Fund Reserves	1,006	4,485	3,479
NET REVENUE CHARGE	510,884	516,677	5,793

Summary of 2019/20 budget by type of spending and income

	General Fund excluding Schools £000	Per Band D Property £	Schools £000	HRA £000	Total Budget £000	% of total
Expenditure						
Employees	521,987	2,287	333,350	33,197	888,534	43
Premises	58,723	257	32,098	54,187	145,008	7
Supplies and services	18,501	81	69,738	95,654	183,893	9
Transport	49,046	215	1,549	401	50,996	2
Capital costs	19,875	87	17,658	61,458	98,991	5
Transfer payments	275,214	1,206	0	0	275,214	13
Payments to external service providers	408,669	1,791	0	105	408,774	20
	1,352,015	5,924	454,393	245,002	2,051,410	100
Income						
Grants	(515,030)	(2,257)	(421,348)	(21,385)	(957,763)	65
Rents	(16,439)	(72)	0	(210,020)	(226,459)	15
Fees, charges & other income	(243,290)	(1,066)	(32,645)	(9,863)	(285,798)	19
	(774,759)	(3,395)	(453,993)	(241,268)	(1,470,020)	100
Net budget	577,256	2,530	400	3,734	581,390	100
Contribution to/(from) IAS19 Pensions reserve	(59,451)	(261)		(2,974)	(62,425)	
Contribution to/(from) other earmarked reserves	(5,613)	(25)	(400)	(760)	(6,773)	
Contribution to/(from) General reserves	4,485	20		0	4,485	
	(60,579)	(265)	(400)	(3,734)	(64,713)	
Net revenue charge	516,677	2,264	(0)	0	516,677	

Notes: The number of Band D equivalent properties is

228,209

The total Individual Schools Budget (ISB) has been analysed at a subjective level in the above table. This provisional spend is based on previous expenditure and income patterns but will be subject to final determination by individual schools.

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Adults and Health

Summary of budget by service (£000)

Budget Manager	Service	Total 2018/19	Managed by the Service			Managed Outside the Service	Total 2019/20
			Spending	Income	Net		
Chief Officer Health Partnerships	Health Partnerships	444	1,405	(906)	499	91	590
Deputy Director Social Work and Social Care Services	Access and Care	196,693	240,698	(34,772)	205,927	1,948	207,875
Chief Officer Transformation & Innovation	Service Transformation Team	1,424	1,508	(15)	1,493	161	1,654
Deputy Director Integrated Commissioning	Strategic Commissioning	(10,633)	28,660	(54,764)	(26,104)	1,426	(24,678)
Chief Officer Resources and Strategy	Resources & Strategy	5,460	5,621	(755)	4,866	1,125	5,991
Deputy Director Social Work and Social Care Services	Provider Services	20,829	31,064	(11,791)	19,273	2,981	22,254
Deputy Director Social Work and Social Care Services	Leeds Safeguarding Adults Board	205	418	(193)	226	26	251
Director of Public Health	Public Health (Grant Funded)	438	43,743	(43,400)	344	102	446
Net Cost of Service		214,860	353,118	(146,595)	206,523	7,859	214,382
	Transfers to and from earmarked reserves	(3,850)	0	0	0	(4,635)	(4,635)
Net Revenue Charge		211,010	353,118	(146,595)	206,523	3,225	209,748

Adults and Health

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Employees		
Direct Pay Costs	39,549	42,093
Agency And Temporary Staff	517	809
National Insurance Contributions	3,734	3,935
Superannuation Costs	5,581	6,115
Other Pension Costs	1,088	937
Other Employee Related Costs	74	65
Training And Development	418	369
	50,961	54,324
Premises		
Buildings Maintenance	62	52
Grounds Maintenance	25	25
Building Security	29	28
Cleaning And Workplace Refuse	120	104
Gas	189	216
Electricity	231	294
Other Utilities	201	158
Rents	143	129
NNDR	247	282
Accommodation Charges	7	9
Premises Related Insurance	33	32
	1,286	1,329
Supplies & Services		
Materials and Equipment	1,080	602
Stationery and Postage	81	62
Advertising	4	4
IT and telecommunications	548	428
Insurance	86	67
Professional Services and Subscriptions	160	243
Grants and Contributions	295	302
Catering Service	27	27
Waste Disposal and Landfill Tax	12	12
Allowances	28	25
Consultancy Services	80	70
Commissioned Services	10,468	3,999
Other Hired and Contracted Services	473	526
Licences	48	44
Publication and Promotion	55	30
PFI Unitary Charges	5,138	5,207
Miscellaneous	161	145
	18,743	11,792
Transport		
Vehicles And Plant Related Expenditure	28	28
Travel Allowances	949	931
Fuel	47	33
Private Hire	2	2
Transport Related Insurance	6	29
	1,032	1,024
Internal Charges		
Managed Recharges Fm Other Directorates	8,975	9,599
	8,975	9,599

Adults and Health

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Agency Payments		
Services provided by other organisations	520	544
Services provided by Voluntary Sector	24,298	25,982
Carers Fees and Allowances	715	715
Services provided by Health Authorities	2,120	2,150
Public Health Commissioned Services	29,289	28,304
Contributions to Partnerships	90,445	95,529
Fees to Carers	578	473
Day Care	1,008	293
Home Care	24,871	29,605
Sheltered Accommodation	2,794	3,662
Residential and Nursing Placements	77,726	76,697
	254,365	263,954
Transfer Payments		
Direct Payments	12,554	12,542
	12,554	12,542
Appropriations		
Transfers to/from Earmarked Reserves	(664)	(1,446)
	(664)	(1,446)
Managed Expenditure	347,251	353,118
Internal Income		
Income from other Directorates	(3,102)	(3,307)
Recharge Income from Capital	(265)	(313)
Charges to / from HRA	(693)	(698)
	(4,061)	(4,319)
Income - Grants		
Government Grants	(46,175)	(47,814)
DCLG Grants	(28,770)	(32,119)
	(74,945)	(79,932)
Income - Sales		
Sale of Goods and Services	(916)	(916)
	(916)	(916)
Income - Charges		
Fees and charges	(721)	(316)
Contributions	(58,073)	(60,134)
Other income	(608)	(656)
Rents	(165)	(321)
	(59,567)	(61,428)
Managed Income	(139,489)	(146,595)
Net Managed Budget	207,762	206,523
Accounting Adjustments		
IAS 19 Pensions Costs	3,850	4,635
Transfers to/from Statutory Reserves	(3,850)	(4,635)
Capital Charges	3,480	3,467
	3,480	3,467
Central Recharges		
Corporate & Democratic Core Income	(233)	(242)
	(233)	(242)

Adults and Health

Summary of budget by type of spending or income

	£000	Budget 2018/19	Budget 2019/20
Managed Outside the Service		3,248	3,225
Net Cost of Service		211,010	209,748

Adults and Health

Budget Manager : Chief Officer Health Partnerships

Health Partnerships	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		662	851
National Insurance Contributions		71	92
Superannuation Costs		105	138
Other Pension Costs		0	29
		838	1,110
Supplies & Services			
Materials and Equipment		1	1
Stationery and Postage		1	1
IT and telecommunications		2	2
Professional Services and Subscriptions		2	2
Other Hired and Contracted Services		18	98
Publication and Promotion		2	2
		26	106
Transport			
Travel Allowances		4	4
		4	4
Internal Charges			
Managed Recharges Frm Other Directorates		46	0
		46	0
Agency Payments			
Services provided by other organisations		102	117
Contributions to Partnerships		0	69
		102	186
Managed Expenditure		1,015	1,405
Internal Income			
Income from other Directorates		(272)	(212)
		(272)	(212)
Income - Charges			
Fees and charges		(30)	(17)
Contributions		(358)	(678)
		(388)	(695)
Managed Income		(660)	(906)
Net Managed Budget		355	499
Accounting Adjustments			
IAS 19 Pensions Costs		89	91
		89	91
Managed Outside the Service		89	91
Net Cost of Service		444	590

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Access and Care	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		11,026	11,584
Agency And Temporary Staff		312	312
National Insurance Contributions		1,118	1,165
Superannuation Costs		1,655	1,765
Other Pension Costs		104	116
Other Employee Related Costs		2	2
Training And Development		19	19
		14,236	14,963
Premises			
Grounds Maintenance		7	7
Building Security		5	4
Cleaning And Workplace Refuse		5	5
Gas		13	31
Electricity		25	51
Other Utilities		34	49
Rents		42	44
NNDR		28	27
		160	219
Supplies & Services			
Materials and Equipment		12	10
Stationery and Postage		13	14
IT and telecommunications		50	49
Professional Services and Subscriptions		16	15
Waste Disposal and Landfill Tax		0	0
Allowances		1	1
Other Hired and Contracted Services		84	92
Licences		1	1
PFI Unitary Charges		3,488	3,437
		3,665	3,618
Transport			
Vehicles And Plant Related Expenditure		5	5
Travel Allowances		380	377
Private Hire		2	2
		387	385
Internal Charges			
Managed Recharges Frm Other Directorates		5,133	5,729
		5,133	5,729
Agency Payments			
Services provided by Voluntary Sector		423	1,297
Carers Fees and Allowances		715	715
Services provided by Health Authorities		181	181
Contributions to Partnerships		88,083	92,998
Day Care		1,008	293
Home Care		23,592	28,144
Sheltered Accommodation		2,794	3,662
Residential and Nursing Placements		76,425	75,952
		193,220	203,242
Transfer Payments			
Direct Payments		12,554	12,542

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Access and Care	£000	Budget 2018/19	Budget 2019/20
Transfer Payments		12,554	12,542
Managed Expenditure		229,353	240,698
Internal Income			
Income from other Directorates		(749)	(649)
		(749)	(649)
Income - Grants			
Government Grants		(694)	(663)
DCLG Grants		(3,131)	(3,131)
		(3,825)	(3,794)
Income - Charges			
Fees and charges		(575)	(157)
Contributions		(28,884)	(29,585)
Other income		(420)	(430)
Rents		0	(157)
		(29,880)	(30,329)
Managed Income		(34,453)	(34,772)
Net Managed Budget		194,900	205,927
Accounting Adjustments			
IAS 19 Pensions Costs		1,291	1,431
Capital Charges		502	517
		1,793	1,948
Managed Outside the Service		1,793	1,948
Net Cost of Service		196,693	207,875

Adults and Health

Budget Manager : Chief Officer Transformation & Innovation

Service Transformation Team	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		997	1,165
National Insurance Contributions		110	123
Superannuation Costs		152	185
Other Pension Costs		6	2
		1,266	1,475
Supplies & Services			
Stationery and Postage		1	1
Professional Services and Subscriptions		12	9
Consultancy Services		6	6
Commissioned Services		7	7
Other Hired and Contracted Services		6	6
		31	29
Transport			
Travel Allowances		4	4
		4	4
Managed Expenditure		1,301	1,508
Internal Income			
Income from other Directorates		0	0
		0	0
Income - Charges			
Other income		0	(15)
		0	(15)
Managed Income		0	(15)
Net Managed Budget		1,301	1,493
Accounting Adjustments			
IAS 19 Pensions Costs		122	161
		122	161
Managed Outside the Service		122	161
Net Cost of Service		1,424	1,654

Adults and Health

Budget Manager : Deputy Director Integrated Commissioning

Strategic Commissioning	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		2,956	3,138
National Insurance Contributions		310	334
Superannuation Costs		457	501
Other Pension Costs		72	66
Other Employee Related Costs		2	0
Training And Development		150	0
		3,948	4,038
Premises			
Building Security		1	1
Gas		6	6
Electricity		3	5
Other Utilities		3	2
Rents		85	85
NNDR		8	8
		106	107
Supplies & Services			
Materials and Equipment		3	3
Stationery and Postage		2	2
IT and telecommunications		55	56
Insurance		5	0
Professional Services and Subscriptions		22	34
Grants and Contributions		295	301
Waste Disposal and Landfill Tax		12	12
Allowances		0	0
Commissioned Services		10,461	3,992
Other Hired and Contracted Services		56	66
		10,911	4,465
Transport			
Travel Allowances		15	17
		15	17
Internal Charges			
Managed Recharges Fm Other Directorates		1,611	1,748
		1,611	1,748
Agency Payments			
Services provided by other organisations		368	377
Services provided by Voluntary Sector		12,761	13,128
Services provided by Health Authorities		225	235
Contributions to Partnerships		2,362	2,462
Home Care		1,279	1,461
Residential and Nursing Placements		1,301	744
		18,298	18,408
Appropriations			
Transfers to/from Earmarked Reserves		213	(123)
		213	(123)
Managed Expenditure		35,100	28,660
Internal Income			
Income from other Directorates		(1,657)	(1,777)
Charges to / from HRA		(266)	(271)

Adults and Health

Budget Manager : Deputy Director Integrated Commissioning

Strategic Commissioning	£000	Budget 2018/19	Budget 2019/20
Internal Income		(1,923)	(2,048)
Income - Grants			
Government Grants		(1,170)	(4,010)
DCLG Grants		(24,099)	(27,378)
		(25,269)	(31,387)
Income - Sales			
Sale of Goods and Services		(842)	(842)
		(842)	(842)
Income - Charges			
Contributions		(18,985)	(20,316)
Other income		(10)	(10)
Rents		(160)	(160)
		(19,155)	(20,486)
Managed Income		(47,189)	(54,764)
Net Managed Budget		(12,089)	(26,104)
Accounting Adjustments			
IAS 19 Pensions Costs		313	373
Capital Charges		1,143	1,052
		1,457	1,426
Managed Outside the Service		1,457	1,426
Net Cost of Service		(10,633)	(24,678)

Adults and Health

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		2,713	3,281
National Insurance Contributions		264	323
Superannuation Costs		394	500
Other Pension Costs		142	132
Other Employee Related Costs		51	48
Training And Development		225	317
		3,789	4,601
Premises			
Cleaning And Workplace Refuse		1	1
Premises Related Insurance		33	32
		34	33
Supplies & Services			
Materials and Equipment		83	19
Stationery and Postage		27	27
Advertising		1	1
IT and telecommunications		157	107
Insurance		75	63
Professional Services and Subscriptions		69	109
Allowances		0	0
Consultancy Services		75	65
Other Hired and Contracted Services		214	201
Licences		0	0
Publication and Promotion		30	20
Miscellaneous		0	0
		732	612
Transport			
Travel Allowances		28	28
Transport Related Insurance		6	29
		34	57
Internal Charges			
Managed Recharges Frm Other Directorates		216	267
		216	267
Agency Payments			
Services provided by other organisations		50	50
		50	50
Managed Expenditure		4,855	5,621
Internal Income			
Income from other Directorates		0	(38)
Recharge Income from Capital		(65)	(113)
		(65)	(151)
Income - Sales			
Sale of Goods and Services		(30)	(30)
		(30)	(30)
Income - Charges			
Fees and charges		(90)	(124)
Contributions		(255)	(287)
Other income		(113)	(163)
		(458)	(574)

Adults and Health

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy			
	£000	Budget 2018/19	Budget 2019/20
Managed Income		(553)	(755)
Net Managed Budget		4,302	4,866
Accounting Adjustments			
IAS 19 Pensions Costs		190	306
Capital Charges		1,115	959
		1,304	1,266
Central Recharges			
Corporate & Democratic Core Income		(146)	(141)
		(146)	(141)
Managed Outside the Service		1,158	1,125
Net Cost of Service		5,460	5,991

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Provider Services	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		17,896	18,796
Agency And Temporary Staff		205	497
National Insurance Contributions		1,501	1,541
Superannuation Costs		2,623	2,794
Other Pension Costs		529	380
Other Employee Related Costs		4	4
Training And Development		5	5
		22,763	24,018
Premises			
Buildings Maintenance		62	52
Grounds Maintenance		18	18
Building Security		22	22
Cleaning And Workplace Refuse		113	97
Gas		170	178
Electricity		203	238
Other Utilities		164	108
Rents		16	0
NNDR		211	247
Accommodation Charges		2	2
		982	962
Supplies & Services			
Materials and Equipment		943	535
Stationery and Postage		33	13
Advertising		1	1
IT and telecommunications		196	169
Professional Services and Subscriptions		0	0
Catering Service		27	27
Allowances		26	24
Other Hired and Contracted Services		45	7
Licences		46	43
Publication and Promotion		3	3
PFI Unitary Charges		1,650	1,770
Miscellaneous		161	145
		3,130	2,736
Transport			
Vehicles And Plant Related Expenditure		24	24
Travel Allowances		485	481
Fuel		47	33
		555	537
Internal Charges			
Managed Recharges Frm Other Directorates		537	602
		537	602
Agency Payments			
Services provided by Health Authorities		1,715	1,735
Fees to Carers		578	473
		2,293	2,208
Managed Expenditure		30,260	31,064
Internal Income			

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Provider Services	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Income from other Directorates		(415)	(415)
Recharge Income from Capital		(200)	(200)
Charges to / from HRA		(427)	(427)
		(1,042)	(1,042)
Income - Grants			
DCLG Grants		(1,540)	(1,610)
		(1,540)	(1,610)
Income - Sales			
Sale of Goods and Services		(44)	(44)
		(44)	(44)
Income - Charges			
Fees and charges		(26)	(19)
Contributions		(9,137)	(9,033)
Other income		(39)	(38)
Rents		(5)	(4)
		(9,206)	(9,095)
Managed Income		(11,833)	(11,791)
Net Managed Budget		18,427	19,273
Accounting Adjustments			
IAS 19 Pensions Costs		1,681	2,069
Capital Charges		720	912
		2,401	2,981
Managed Outside the Service		2,401	2,981
Net Cost of Service		20,829	22,254

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Leeds Safeguarding Adults Board			
	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		267	260
National Insurance Contributions		28	27
Superannuation Costs		25	29
Training And Development		3	3
		323	319
Supplies & Services			
Materials and Equipment		2	2
Stationery and Postage		1	1
Advertising		2	2
IT and telecommunications		5	6
Professional Services and Subscriptions		2	42
Allowances		0	0
Other Hired and Contracted Services		40	45
		51	97
Transport			
Travel Allowances		2	2
		2	2
Managed Expenditure		377	418
Income - Charges			
Contributions		(167)	(193)
Other income		(26)	0
		(193)	(193)
Managed Income		(193)	(193)
Net Managed Budget		184	226
Accounting Adjustments			
IAS 19 Pensions Costs		21	26
		21	26
Managed Outside the Service		21	26
Net Cost of Service		205	251

Adults and Health

Budget Manager : Director of Public Health

Public Health (Grant Funded)	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		3,032	3,019
National Insurance Contributions		333	331
Superannuation Costs		169	202
Other Pension Costs		235	212
Other Employee Related Costs		15	11
Training And Development		15	25
		3,798	3,800
Premises			
Buildings Maintenance		0	0
Accommodation Charges		5	7
		5	7
Supplies & Services			
Materials and Equipment		36	33
Stationery and Postage		4	3
IT and telecommunications		83	40
Insurance		6	4
Professional Services and Subscriptions		37	32
Grants and Contributions		0	1
Allowances		1	0
Other Hired and Contracted Services		11	11
Publication and Promotion		21	6
		197	129
Transport			
Travel Allowances		30	18
		30	18
Internal Charges			
Managed Recharges Fm Other Directorates		1,433	1,253
		1,433	1,253
Agency Payments			
Services provided by Voluntary Sector		11,114	11,556
Public Health Commissioned Services		29,289	28,304
		40,403	39,860
Appropriations			
Transfers to/from Earmarked Reserves		(877)	(1,323)
		(877)	(1,323)
Managed Expenditure		44,989	43,743
Internal Income			
Income from other Directorates		(9)	(216)
		(9)	(216)
Income - Grants			
Government Grants		(44,311)	(43,141)
		(44,311)	(43,141)
Income - Charges			
Contributions		(287)	(43)
		(287)	(43)
Managed Income		(44,607)	(43,400)
Net Managed Budget		382	344

Adults and Health

Budget Manager : Director of Public Health

Public Health (Grant Funded)			
	£000	Budget 2018/19	Budget 2019/20
Accounting Adjustments			
IAS 19 Pensions Costs		143	177
Capital Charges		0	25
		143	203
Central Recharges			
Corporate & Democratic Core Income		(86)	(101)
		(86)	(101)
Managed Outside the Service		56	102
Net Cost of Service		438	446

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Children and Families

Summary of budget by service (£000)

Budget Manager	Service	Total 2018/19	Managed by the Service			Managed Outside the Service	Total 2019/20
			Spending	Income	Net		
Chief Officer Partnerships and Health	Partnerships & Health	32,396	20,212	(1,959)	18,253	16,230	34,483
Deputy Director Learning	Learning	4,329	31,600	(26,706)	4,894	1,081	5,975
Deputy Director Social Care	Social Care	101,472	177,063	(83,409)	93,654	7,398	101,052
Chief Officer Resources and Strategy	Resources & Strategy	(842)	65,161	(60,214)	4,947	(5,582)	(635)
Net Cost of Service		137,355	294,036	(172,287)	121,749	19,126	140,875
	Transfers to and from earmarked reserves	(1,120)	0	0	0	(2,591)	(2,591)
Net Revenue Charge		136,235	294,036	(172,287)	121,749	16,535	138,284

Children and Families

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Employees		
Direct Pay Costs	64,757	68,004
Agency And Temporary Staff	730	811
National Insurance Contributions	6,375	6,959
Superannuation Costs	10,464	11,658
Other Pension Costs	7,398	7,179
Other Employee Related Costs	87	76
Training And Development	395	365
	90,207	95,053
Premises		
Buildings Maintenance	100	94
Grounds Maintenance	23	23
Building Security	51	63
Cleaning And Workplace Refuse	96	163
Gas	196	1,209
Electricity	362	373
Other Utilities	184	120
Rents	220	132
NNDR	785	683
Accommodation Charges	76	47
Premises Related Insurance	19	32
	2,112	2,939
Supplies & Services		
Materials and Equipment	1,253	1,321
Stationery and Postage	121	110
Advertising	105	106
IT and telecommunications	872	876
Insurance	243	347
Professional Services and Subscriptions	1,039	749
Grants and Contributions	14	37
Catering Service	1,000	1,009
Waste Disposal and Landfill Tax	0	0
Allowances	219	184
Consultancy Services	100	90
Security Services	105	95
Commissioned Services	100	88
Other Hired and Contracted Services	2,233	2,305
Licences	815	882
Publication and Promotion	35	29
PFI Unitary Charges	52,581	52,782
Miscellaneous	1	0
	60,834	61,009
Transport		
Vehicles And Plant Related Expenditure	98	104
Travel Allowances	1,774	1,753
Fuel	29	29
Private Hire	10,374	10,724
Transport Related Insurance	12	21
	12,287	12,631
Internal Charges		
Managed Recharges Fm Other Directorates	22,772	23,472

Children and Families

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Internal Charges		
Distributed Grants	4,995	4,107
	27,766	27,578
Agency Payments		
Services provided by other organisations	27,714	30,695
Services provided by Voluntary Sector	7,543	6,418
General External Residential Placements	11,769	12,763
Independent Fostering Agencies	7,486	7,586
Carers Fees and Allowances	24,459	24,926
Services provided by Health Authorities	0	305
Public Health Commissioned Services	36	150
Supported Living	3,325	3,475
Former joint committee residual costs	2,947	3,297
Contributions to Partnerships	220	220
Day Care	45	45
Special Educational Needs Placements	4,062	3,917
	89,605	93,796
Transfer Payments		
Young People's Allowances	1,882	1,882
Direct Payments	1,200	1,200
	3,082	3,082
Appropriations		
Transfers to/from Earmarked Reserves	(1,522)	(2,051)
	(1,522)	(2,051)
Managed Expenditure	284,372	294,036
Internal Income		
Income from other Directorates	(25,570)	(25,734)
Recharge Income from Capital	(360)	(265)
Charges to / from HRA	(1,249)	(1,293)
Redistribution of grants income	(6,353)	(5,359)
	(33,532)	(32,651)
Income - Grants		
Government Grants	(69,461)	(70,278)
DCLG Grants	(34,039)	(39,642)
	(103,500)	(109,920)
Income - Sales		
Sale of Goods and Services	(310)	(283)
	(310)	(283)
Income - Charges		
Fees and charges	(18,350)	(20,537)
Contributions	(5,614)	(6,136)
Other income	(1,161)	(2,385)
Rents	(377)	(375)
	(25,502)	(29,432)
Income - Other		
Interest and Dividends	(2)	(3)
	(2)	(3)
Managed Income	(162,845)	(172,287)
Net Managed Budget	121,527	121,749

Children and Families

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Accounting Adjustments		
IAS 19 Pensions Costs	1,120	2,591
Transfers to/from Statutory Reserves	(1,120)	(2,591)
Capital Charges	14,932	16,788
	14,932	16,788
Central Recharges		
Corporate & Democratic Core Income	(224)	(252)
	(224)	(252)
Managed Outside the Service	14,708	16,535
Net Cost of Service	136,235	138,284

Children and Families

Budget Manager : Chief Officer Partnerships and Health

Partnerships & Health	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		2,515	2,689
National Insurance Contributions		322	300
Superannuation Costs		466	429
Other Pension Costs		164	154
Other Employee Related Costs		4	8
Training And Development		235	235
		3,707	3,815
Premises			
Cleaning And Workplace Refuse		0	0
		0	0
Supplies & Services			
Materials and Equipment		6	6
Stationery and Postage		27	17
IT and telecommunications		625	606
Insurance		12	6
Professional Services and Subscriptions		23	25
Catering Service		0	6
Consultancy Services		30	40
Commissioned Services		100	88
Other Hired and Contracted Services		821	815
Licences		3	3
Publication and Promotion		22	22
		1,669	1,635
Transport			
Travel Allowances		28	30
Private Hire		10,370	10,720
		10,398	10,750
Internal Charges			
Managed Recharges Frm Other Directorates		4,526	4,359
		4,526	4,359
Agency Payments			
Services provided by other organisations		3	3
Public Health Commissioned Services		0	150
		3	153
Appropriations			
Transfers to/from Earmarked Reserves		(500)	(500)
		(500)	(500)
Managed Expenditure		19,803	20,212
Internal Income			
Income from other Directorates		(1,171)	(1,171)
		(1,171)	(1,171)
Income - Grants			
Government Grants		(398)	(577)
		(398)	(577)
Income - Charges			
Fees and charges		(192)	(192)
Contributions		(15)	(15)
Other income		(5)	(5)

Children and Families

Budget Manager : Chief Officer Partnerships and Health

Partnerships & Health			
	£000	Budget 2018/19	Budget 2019/20
Income - Charges		(212)	(212)
Managed Income		(1,780)	(1,959)
Net Managed Budget		18,022	18,253
Accounting Adjustments			
IAS 19 Pensions Costs		229	222
Capital Charges		14,145	16,008
		14,374	16,230
Managed Outside the Service		14,374	16,230
Net Cost of Service		32,396	34,483

Children and Families

Budget Manager : Deputy Director Learning

Learning	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		11,700	12,066
National Insurance Contributions		1,240	1,299
Superannuation Costs		2,163	2,563
Other Pension Costs		297	242
Other Employee Related Costs		4	8
Training And Development		22	23
		15,426	16,200
Premises			
Cleaning And Workplace Refuse		1	1
Gas		3	3
Electricity		5	5
Other Utilities		1	1
Rents		81	35
NNDR		18	18
Premises Related Insurance		13	21
		121	85
Supplies & Services			
Materials and Equipment		138	147
Stationery and Postage		3	2
IT and telecommunications		50	45
Insurance		23	35
Professional Services and Subscriptions		289	203
Grants and Contributions		10	33
Other Hired and Contracted Services		467	568
Licences		536	570
Publication and Promotion		1	3
Miscellaneous		1	0
		1,518	1,606
Transport			
Vehicles And Plant Related Expenditure		4	4
Travel Allowances		226	223
Fuel		22	22
Transport Related Insurance		1	1
		253	249
Internal Charges			
Managed Recharges Frm Other Directorates		9,054	8,985
		9,054	8,985
Agency Payments			
Services provided by other organisations		425	345
Services provided by Voluntary Sector		213	213
Special Educational Needs Placements		4,062	3,917
		4,699	4,475
Transfer Payments			
Young People's Allowances		1	1
		1	1
Managed Expenditure		31,072	31,600
Internal Income			
Income from other Directorates		(4,379)	(4,046)

Children and Families

Budget Manager : Deputy Director Learning

Learning			
	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Redistribution of grants income		(600)	(780)
		(4,979)	(4,826)
Income - Grants			
Government Grants		(20,154)	(19,223)
		(20,154)	(19,223)
Income - Sales			
Sale of Goods and Services		(3)	(3)
		(3)	(3)
Income - Charges			
Fees and charges		(1,364)	(1,493)
Contributions		(1,130)	(1,156)
Other income		(4)	(5)
		(2,499)	(2,654)
Managed Income		(27,635)	(26,706)
Net Managed Budget		3,437	4,894
Accounting Adjustments			
IAS 19 Pensions Costs		890	1,080
Capital Charges		1	1
		892	1,081
Managed Outside the Service		892	1,081
Net Cost of Service		4,329	5,975

Children and Families

Budget Manager : Deputy Director Social Care

Social Care	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		48,280	50,864
Agency And Temporary Staff		730	751
National Insurance Contributions		4,611	5,136
Superannuation Costs		7,529	8,319
Other Pension Costs		540	513
Other Employee Related Costs		79	61
Training And Development		136	102
		61,905	65,746
Premises			
Buildings Maintenance		98	92
Grounds Maintenance		16	16
Building Security		50	62
Cleaning And Workplace Refuse		94	161
Gas		193	178
Electricity		357	368
Other Utilities		184	120
Rents		139	97
NNDR		767	664
Accommodation Charges		76	47
Premises Related Insurance		7	11
		1,981	1,816
Supplies & Services			
Materials and Equipment		963	1,023
Stationery and Postage		63	63
Advertising		90	91
IT and telecommunications		178	187
Insurance		208	307
Professional Services and Subscriptions		690	485
Grants and Contributions		4	4
Catering Service		1,000	1,003
Waste Disposal and Landfill Tax		0	0
Allowances		217	182
Consultancy Services		70	50
Security Services		105	95
Other Hired and Contracted Services		808	804
Licences		247	281
Publication and Promotion		5	3
PFI Unitary Charges		512	512
Miscellaneous		0	0
		5,159	5,088
Transport			
Vehicles And Plant Related Expenditure		94	100
Travel Allowances		1,498	1,475
Fuel		7	7
Private Hire		4	4
Transport Related Insurance		11	21
		1,615	1,607
Internal Charges			
Managed Recharges Frm Other Directorates		6,867	7,239

Children and Families

Budget Manager : Deputy Director Social Care

Social Care	£000	Budget 2018/19	Budget 2019/20
Internal Charges			
Distributed Grants		4,995	4,107
		11,862	11,346
Agency Payments			
Services provided by other organisations		27,096	30,346
Services provided by Voluntary Sector		7,330	6,205
General External Residential Placements		11,769	12,763
Independent Fostering Agencies		7,486	7,586
Carers Fees and Allowances		24,459	24,926
Services provided by Health Authorities		0	305
Public Health Commissioned Services		36	0
Supported Living		3,325	3,475
Former joint committee residual costs		2,947	3,297
Contributions to Partnerships		220	220
Day Care		45	45
		84,713	89,168
Transfer Payments			
Young People's Allowances		1,881	1,881
Direct Payments		1,200	1,200
		3,081	3,081
Appropriations			
Transfers to/from Earmarked Reserves		(1,270)	(790)
		(1,270)	(790)
Managed Expenditure		169,044	177,063
Internal Income			
Income from other Directorates		(4,948)	(6,498)
Charges to / from HRA		(1,249)	(1,293)
Redistribution of grants income		(4,995)	(4,107)
		(11,192)	(11,897)
Income - Grants			
Government Grants		(43,679)	(45,629)
DCLG Grants		(3,080)	(8,683)
		(46,759)	(54,312)
Income - Charges			
Fees and charges		(10,317)	(10,213)
Contributions		(4,300)	(4,766)
Other income		(1,152)	(1,868)
Rents		(377)	(352)
		(16,147)	(17,199)
Managed Income		(74,098)	(83,409)
Net Managed Budget		94,947	93,654
Accounting Adjustments			
IAS 19 Pensions Costs		5,740	6,619
Capital Charges		785	779
		6,525	7,398
Managed Outside the Service		6,525	7,398

Children and Families

Budget Manager : Deputy Director Social Care

Social Care			
	£000	Budget 2018/19	Budget 2019/20
Net Cost of Service		101,472	101,052

Children and Families

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		2,262	2,385
Agency And Temporary Staff		0	60
National Insurance Contributions		202	225
Superannuation Costs		306	346
Other Pension Costs		6,397	6,270
Training And Development		3	6
		9,169	9,291
Premises			
Buildings Maintenance		2	2
Grounds Maintenance		7	7
Building Security		1	1
Gas		0	1,028
		10	1,038
Supplies & Services			
Materials and Equipment		147	146
Stationery and Postage		28	28
Advertising		15	15
IT and telecommunications		19	38
Professional Services and Subscriptions		37	36
Allowances		2	2
Other Hired and Contracted Services		137	118
Licences		29	28
Publication and Promotion		6	0
PFI Unitary Charges		52,069	52,270
		52,489	52,681
Transport			
Travel Allowances		22	25
		22	25
Internal Charges			
Managed Recharges Frm Other Directorates		2,324	2,888
		2,324	2,888
Agency Payments			
Services provided by other organisations		190	0
		190	0
Appropriations			
Transfers to/from Earmarked Reserves		248	(761)
		248	(761)
Managed Expenditure		64,453	65,161
Internal Income			
Income from other Directorates		(15,072)	(14,020)
Recharge Income from Capital		(360)	(265)
Redistribution of grants income		(758)	(472)
		(16,190)	(14,757)
Income - Grants			
Government Grants		(5,230)	(4,849)
DCLG Grants		(30,959)	(30,959)
		(36,189)	(35,808)
Income - Sales			

Children and Families

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy	£000	Budget 2018/19	Budget 2019/20
Income - Sales			
Sale of Goods and Services		(307)	(280)
		(307)	(280)
Income - Charges			
Fees and charges		(6,476)	(8,639)
Contributions		(168)	(198)
Other income		0	(507)
Rents		0	(23)
		(6,645)	(9,367)
Income - Other			
Interest and Dividends		(2)	(3)
		(2)	(3)
Managed Income		(59,332)	(60,214)
Net Managed Budget		5,121	4,947
Accounting Adjustments			
IAS 19 Pensions Costs		(5,739)	(5,330)
		(5,739)	(5,330)
Central Recharges			
Corporate & Democratic Core Income		(224)	(252)
		(224)	(252)
Managed Outside the Service		(5,962)	(5,582)
Net Cost of Service		(842)	(635)

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City Development

Summary of budget by service (£000)

Budget Manager	Service	Total 2018/19	Managed by the Service			Managed Outside the Service	Total 2019/20
			Spending	Income	Net		
Chief Planning Officer	Planning And Sustainable Development	2,453	9,436	(7,490)	1,946	671	2,617
Chief Officer Economic Development	Economic Development	2,670	2,073	(431)	1,643	862	2,505
Chief Officer for Asset Management & Regeneration	Asset Management & Regeneration	4,095	16,915	(20,157)	(3,242)	6,384	3,142
Chief Officer Employment and Skills	Employment and Skills	1,742	6,669	(4,975)	1,694	172	1,867
Chief Officer Highways	Highways And Transportation	53,244	65,548	(48,434)	17,115	41,950	59,065
Chief Officer for Culture and Sport	Arts And Heritage	11,832	19,147	(8,284)	10,864	7,026	17,890
Chief Officer for Culture and Sport	Sport And Active Recreation	8,553	25,518	(20,380)	5,139	4,062	9,201
Chief Officer Resources and Strategy	Resources and Strategy	608	1,026	0	1,026	(332)	694
Chief Officer Resources and Strategy	Markets and City Centre	(578)	3,410	(3,702)	(292)	124	(169)
Net Cost of Service		84,621	149,743	(113,852)	35,891	60,920	96,811
	Transfers to and from earmarked reserves	(5,405)	0	0	0	(6,277)	(6,277)
Net Revenue Charge		79,216	149,743	(113,852)	35,891	54,643	90,534

City Development

Summary of budget by type of spending or income

	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		46,033	49,163
National Insurance Contributions		4,376	4,673
Superannuation Costs		6,948	7,674
Other Pension Costs		476	406
Other Employee Related Costs		219	91
Training And Development		306	312
		58,358	62,319
Premises			
Buildings Maintenance		1,100	1,092
Grounds Maintenance		126	202
Building Security		293	513
Cleaning And Workplace Refuse		680	702
Gas		706	1,103
Electricity		6,819	8,926
Other Utilities		848	349
Rents		4,028	3,655
NNDR		3,466	3,473
Highways Maintenance		7,079	7,272
Accommodation Charges		0	0
Premises Related Insurance		559	711
		25,705	27,998
Supplies & Services			
Materials and Equipment		6,672	7,266
Stationery and Postage		139	123
Advertising		197	239
IT and telecommunications		869	866
Insurance		1,292	1,038
Professional Services and Subscriptions		2,932	4,019
Grants and Contributions		2,230	2,155
Catering Service		10	2
Recycling and Reuse		24	20
Waste Disposal and Landfill Tax		61	61
Allowances		21	29
Consultancy Services		120	221
External Audit Fees		4	5
Security Services		332	330
Commissioned Services		60	60
Other Hired and Contracted Services		6,217	7,876
Licences		147	167
Publication and Promotion		401	494
PFI Unitary Charges		19,489	19,515
Miscellaneous		81	82
		41,297	44,566
Transport			
Vehicles And Plant Related Expenditure		4,180	5,099
Travel Allowances		313	328
Fuel		343	355
Private Hire		0	0
Transport Related Insurance		69	49
		4,905	5,831

City Development

Summary of budget by type of spending or income

	£000	Budget 2018/19	Budget 2019/20
Internal Charges			
Managed Recharges Frm Other Directorates		7,617	8,836
		7,617	8,836
Agency Payments			
Services provided by other organisations		145	150
Services provided by Voluntary Sector		1	1
Contributions to Partnerships		192	238
		337	388
Transfer Payments			
Disrepair Provision		(116)	(139)
		(116)	(139)
Appropriations			
Transfers to/from Earmarked Reserves		0	(56)
		0	(56)
Managed Expenditure		138,102	149,743
Internal Income			
Income from other Directorates		(18,275)	(19,722)
Recharge Income from Capital		(15,645)	(19,122)
Charges to / from HRA		(1,015)	(1,039)
Redistribution of grants income		(793)	(809)
		(35,728)	(40,692)
Income - Grants			
Government Grants		(11,772)	(13,484)
DCLG Grants		(4,439)	(4,439)
		(16,211)	(17,922)
Income - Sales			
Sale of Goods and Services		(6,867)	(6,673)
		(6,867)	(6,673)
Income - Charges			
Fees and charges		(25,415)	(26,767)
Contributions		(755)	(1,396)
Other income		(5,611)	(5,098)
Rents		(13,694)	(14,203)
		(45,476)	(47,465)
Income - Other			
Interest and Dividends		0	(1,100)
		0	(1,100)
Managed Income		(104,281)	(113,852)
Net Managed Budget		33,821	35,891
Accounting Adjustments			
IAS 19 Pensions Costs		5,405	6,277
Transfers to/from Statutory Reserves		(5,405)	(6,277)
Capital Charges		45,967	55,304
		45,967	55,304
Central Recharges			
Corporate & Democratic Core Income		(572)	(661)
		(572)	(661)

City Development

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Other Internal Adjustments		
Internal Reallocations Charges	3,080	3,080
Internal Reallocations Income	(3,080)	(3,080)
	0	0
Managed Outside the Service	45,395	54,643
Net Cost of Service	79,216	90,534

City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		6,352	6,534
National Insurance Contributions		665	689
Superannuation Costs		1,011	1,060
Other Pension Costs		107	114
Other Employee Related Costs		3	3
Training And Development		9	9
		8,147	8,409
Premises			
Buildings Maintenance		70	70
		70	70
Supplies & Services			
Materials and Equipment		6	6
Stationery and Postage		16	14
Advertising		68	68
IT and telecommunications		119	119
Insurance		26	34
Professional Services and Subscriptions		22	22
Grants and Contributions		6	6
Allowances		1	1
Consultancy Services		41	41
Other Hired and Contracted Services		256	205
		560	514
Transport			
Vehicles And Plant Related Expenditure		27	27
Travel Allowances		78	78
		105	105
Internal Charges			
Managed Recharges Frm Other Directorates		337	337
		337	337
Managed Expenditure		9,219	9,436
Internal Income			
Income from other Directorates		(608)	(482)
		(608)	(482)
Income - Grants			
DCLG Grants		(107)	(107)
		(107)	(107)
Income - Sales			
Sale of Goods and Services		(388)	(388)
		(388)	(388)
Income - Charges			
Fees and charges		(6,055)	(6,303)
Other income		(210)	(210)
		(6,265)	(6,513)
Managed Income		(7,368)	(7,490)
Net Managed Budget		1,851	1,946

City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development			
	£000	Budget 2018/19	Budget 2019/20
Accounting Adjustments			
IAS 19 Pensions Costs		745	815
		745	815
Other Internal Adjustments			
Internal Reallocations Charges		137	137
Internal Reallocations Income		(281)	(281)
		(143)	(143)
Managed Outside the Service		601	671
Net Cost of Service		2,453	2,617

City Development

Budget Manager : Chief Officer Economic Development

Economic Development			
	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		1,109	1,148
National Insurance Contributions		122	126
Superannuation Costs		176	186
Other Pension Costs		37	8
Other Employee Related Costs		1	1
Training And Development		5	5
		1,450	1,473
Supplies & Services			
Materials and Equipment		2	0
Stationery and Postage		2	0
IT and telecommunications		1	0
Professional Services and Subscriptions		28	20
Allowances		0	10
Other Hired and Contracted Services		575	546
Publication and Promotion		1	1
		608	576
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		18	24
		18	24
Managed Expenditure		2,075	2,073
Internal Income			
Income from other Directorates		(63)	(15)
		(63)	(15)
Income - Grants			
Government Grants		(204)	(204)
		(204)	(204)
Income - Charges			
Fees and charges		0	0
Other income		(270)	(211)
		(270)	(211)
Managed Income		(538)	(431)
Net Managed Budget		1,537	1,643
Accounting Adjustments			
IAS 19 Pensions Costs		101	154
Capital Charges		1,130	842
		1,231	997
Central Recharges			
Corporate & Democratic Core Income		(8)	(44)
		(8)	(44)
Other Internal Adjustments			
Internal Reallocations Charges		89	89
Internal Reallocations Income		(180)	(180)
		(90)	(90)
Managed Outside the Service		1,133	862

City Development

Budget Manager : Chief Officer Economic Development

Economic Development			
	£000	Budget 2018/19	Budget 2019/20
Net Cost of Service		2,670	2,505

City Development

Budget Manager : Chief Officer for Asset Management & Regeneration

Asset Management & Regeneration			
	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		4,008	4,720
National Insurance Contributions		444	517
Superannuation Costs		640	763
Other Pension Costs		42	34
Other Employee Related Costs		116	7
Training And Development		23	19
		5,274	6,060
Premises			
Buildings Maintenance		173	158
Grounds Maintenance		8	84
Building Security		17	13
Cleaning And Workplace Refuse		41	15
Gas		15	15
Electricity		98	145
Other Utilities		42	32
Rents		4,026	3,653
NNDR		143	125
Accommodation Charges		0	0
Premises Related Insurance		147	164
		4,712	4,404
Supplies & Services			
Materials and Equipment		15	3
Stationery and Postage		13	0
Advertising		18	15
IT and telecommunications		86	56
Insurance		88	64
Professional Services and Subscriptions		522	274
Grants and Contributions		75	0
Recycling and Reuse		4	0
Consultancy Services		52	160
Security Services		4	4
Other Hired and Contracted Services		356	544
Publication and Promotion		9	0
		1,242	1,120
Transport			
Vehicles And Plant Related Expenditure		14	14
Travel Allowances		18	10
		31	24
Internal Charges			
Managed Recharges Frm Other Directorates		4,095	5,447
		4,095	5,447
Transfer Payments			
Disrepair Provision		(116)	(139)
		(116)	(139)
Managed Expenditure		15,237	16,915
Internal Income			
Income from other Directorates		(405)	49 (530)
Recharge Income from Capital		(187)	(3,042)

City Development

Budget Manager : Chief Officer for Asset Management & Regeneration

Asset Management & Regeneration			
	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Charges to / from HRA		(1,015)	(1,039)
		(1,607)	(4,611)
Income - Sales			
Sale of Goods and Services		(1,150)	(600)
		(1,150)	(600)
Income - Charges			
Fees and charges		(448)	(503)
Contributions		(26)	(28)
Other income		(1,941)	(1,529)
Rents		(11,489)	(11,786)
		(13,904)	(13,846)
Income - Other			
Interest and Dividends		0	(1,100)
		0	(1,100)
Managed Income		(16,661)	(20,157)
Net Managed Budget		(1,424)	(3,242)
Accounting Adjustments			
IAS 19 Pensions Costs		520	592
Capital Charges		5,056	5,849
		5,576	6,440
Other Internal Adjustments			
Internal Reallocations Charges		85	85
Internal Reallocations Income		(142)	(142)
		(57)	(57)
Managed Outside the Service		5,519	6,384
Net Cost of Service		4,095	3,142

City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		1,204	1,920
National Insurance Contributions		130	205
Superannuation Costs		191	311
Other Pension Costs		136	100
Other Employee Related Costs		1	1
		1,661	2,536
Premises			
Electricity		2	3
Other Utilities		1	1
NNDR		7	7
		10	11
Supplies & Services			
Materials and Equipment		7	7
Stationery and Postage		1	1
IT and telecommunications		11	11
Insurance		2	2
Professional Services and Subscriptions		1,792	3,178
Commissioned Services		60	60
Other Hired and Contracted Services		237	727
Publication and Promotion		0	100
		2,109	4,086
Transport			
Vehicles And Plant Related Expenditure		0	1
Travel Allowances		13	8
		13	9
Internal Charges			
Managed Recharges Frm Other Directorates		87	83
		87	83
Appropriations			
Transfers to/from Earmarked Reserves		0	(56)
		0	(56)
Managed Expenditure		3,881	6,669
Income - Grants			
Government Grants		(2,166)	(3,800)
		(2,166)	(3,800)
Income - Charges			
Fees and charges		0	(585)
Contributions		0	(589)
		0	(1,175)
Managed Income		(2,166)	(4,975)
Net Managed Budget		1,715	1,694
Accounting Adjustments			
IAS 19 Pensions Costs		26	172
Capital Charges		2	0
		27	172

City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills			
	£000	Budget 2018/19	Budget 2019/20
Managed Outside the Service		27	172
Net Cost of Service		1,742	1,867

City Development

Budget Manager : Chief Officer Highways

Highways And Transportation			
	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		15,614	16,528
National Insurance Contributions		1,527	1,626
Superannuation Costs		2,473	2,667
Other Pension Costs		24	21
Other Employee Related Costs		59	43
Training And Development		134	134
		19,832	21,019
Premises			
Buildings Maintenance		606	606
Grounds Maintenance		78	78
Building Security		117	137
Cleaning And Workplace Refuse		7	12
Gas		12	16
Electricity		5,447	6,864
Other Utilities		360	47
Rents		0	0
NNDR		201	203
Highways Maintenance		7,079	7,272
Premises Related Insurance		4	4
		13,911	15,238
Supplies & Services			
Materials and Equipment		4,833	5,525
Stationery and Postage		7	7
Advertising		88	128
IT and telecommunications		341	361
Insurance		1,019	754
Professional Services and Subscriptions		122	95
Recycling and Reuse		20	20
Waste Disposal and Landfill Tax		61	61
Allowances		3	3
Consultancy Services		18	18
Other Hired and Contracted Services		1,300	1,299
Publication and Promotion		14	17
PFI Unitary Charges		13,315	13,715
		21,141	22,002
Transport			
Vehicles And Plant Related Expenditure		4,030	4,962
Travel Allowances		127	147
Fuel		332	345
Transport Related Insurance		68	46
		4,557	5,500
Internal Charges			
Managed Recharges Frm Other Directorates		1,870	1,789
		1,870	1,789
Managed Expenditure		61,311	65,548
Internal Income			
Income from other Directorates		(15,429)	⁵³ (17,143)
Recharge Income from Capital		(15,458)	(16,080)

City Development

Budget Manager : Chief Officer Highways

Highways And Transportation			
	£000	Budget 2018/19	Budget 2019/20
Internal Income		(30,887)	(33,223)
Income - Grants			
Government Grants		(7,676)	(7,676)
		(7,676)	(7,676)
Income - Sales			
Sale of Goods and Services		(3,469)	(3,788)
		(3,469)	(3,788)
Income - Charges			
Fees and charges		(1,126)	(1,185)
Contributions		(598)	(648)
Other income		(2,696)	(1,914)
		(4,420)	(3,748)
Managed Income		(46,452)	(48,434)
Net Managed Budget		14,859	17,115
Accounting Adjustments			
IAS 19 Pensions Costs		2,055	2,316
Capital Charges		36,170	39,472
		38,224	41,789
Other Internal Adjustments			
Internal Reallocations Charges		934	934
Internal Reallocations Income		(773)	(773)
		161	161
Managed Outside the Service		38,386	41,950
Net Cost of Service		53,244	59,065

City Development

Budget Manager : Chief Officer for Culture and Sport

Arts And Heritage			
	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		6,217	6,426
National Insurance Contributions		547	584
Superannuation Costs		974	1,023
Other Pension Costs		60	54
Other Employee Related Costs		21	16
Training And Development		37	37
		7,855	8,140
Premises			
Buildings Maintenance		19	29
Grounds Maintenance		6	6
Building Security		68	68
Cleaning And Workplace Refuse		78	98
Gas		177	199
Electricity		393	511
Other Utilities		92	47
Rents		1	1
NNDR		1,010	1,034
Premises Related Insurance		344	449
		2,189	2,444
Supplies & Services			
Materials and Equipment		971	855
Stationery and Postage		37	37
Advertising		21	21
IT and telecommunications		101	101
Insurance		79	72
Professional Services and Subscriptions		233	216
Grants and Contributions		2,140	2,140
Catering Service		10	2
Allowances		13	13
Consultancy Services		9	2
External Audit Fees		2	2
Security Services		221	219
Other Hired and Contracted Services		3,162	4,168
Licences		47	47
Publication and Promotion		109	109
Miscellaneous		1	1
		7,156	8,006
Transport			
Vehicles And Plant Related Expenditure		98	85
Travel Allowances		24	23
Fuel		9	9
Private Hire		0	0
Transport Related Insurance		0	1
		131	118
Internal Charges			
Managed Recharges Frm Other Directorates		283	287
		283	287
Agency Payments			
Services provided by Voluntary Sector		1	1

City Development

Budget Manager : Chief Officer for Culture and Sport

Arts And Heritage	£000	Budget 2018/19	Budget 2019/20
Agency Payments			
Contributions to Partnerships		152	152
		152	152
Managed Expenditure		17,766	19,147
Internal Income			
Income from other Directorates		(684)	(680)
		(684)	(680)
Income - Grants			
Government Grants		(1,590)	(1,590)
		(1,590)	(1,590)
Income - Sales			
Sale of Goods and Services		(1,563)	(1,597)
		(1,563)	(1,597)
Income - Charges			
Fees and charges		(3,072)	(2,976)
Contributions		(71)	(71)
Other income		(270)	(1,020)
Rents		(230)	(349)
		(3,642)	(4,416)
Managed Income		(7,480)	(8,284)
Net Managed Budget		10,286	10,864
Accounting Adjustments			
IAS 19 Pensions Costs		761	843
Capital Charges		627	6,025
		1,387	6,868
Other Internal Adjustments			
Internal Reallocations Charges		158	158
		158	158
Managed Outside the Service		1,546	7,026
Net Cost of Service		11,832	17,890

City Development

Budget Manager : Chief Officer for Culture and Sport

Sport And Active Recreation	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		10,165	10,529
National Insurance Contributions		821	805
Superannuation Costs		1,307	1,486
Other Pension Costs		25	12
Other Employee Related Costs		9	10
Training And Development		55	65
		12,382	12,907
Premises			
Buildings Maintenance		46	43
Grounds Maintenance		35	35
Building Security		22	22
Cleaning And Workplace Refuse		105	118
Gas		502	873
Electricity		683	1,156
Other Utilities		331	208
NNDR		1,866	1,861
Premises Related Insurance		53	69
		3,641	4,384
Supplies & Services			
Materials and Equipment		819	852
Stationery and Postage		3	3
Advertising		3	7
IT and telecommunications		120	128
Insurance		38	45
Professional Services and Subscriptions		156	156
Grants and Contributions		10	10
Allowances		1	1
External Audit Fees		2	3
Security Services		34	34
Other Hired and Contracted Services		249	304
Licences		100	120
Publication and Promotion		116	120
PFI Unitary Charges		6,174	5,800
Miscellaneous		0	1
		7,824	7,583
Transport			
Vehicles And Plant Related Expenditure		9	9
Travel Allowances		24	29
Fuel		2	2
		35	40
Internal Charges			
Managed Recharges Frm Other Directorates		415	368
		415	368
Agency Payments			
Services provided by other organisations		145	150
Contributions to Partnerships		40	86
		185	236
		57	236
Managed Expenditure		24,482	25,518

City Development

Budget Manager : Chief Officer for Culture and Sport

Sport And Active Recreation	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Income from other Directorates		(971)	(852)
Redistribution of grants income		(793)	(809)
		(1,763)	(1,661)
Income - Grants			
Government Grants		(136)	(213)
DCLG Grants		(4,331)	(4,331)
		(4,467)	(4,544)
Income - Sales			
Sale of Goods and Services		(297)	(301)
		(297)	(301)
Income - Charges			
Fees and charges		(12,987)	(13,486)
Contributions		(60)	(60)
Other income		(34)	(24)
Rents		(300)	(303)
		(13,381)	(13,873)
Managed Income		(19,909)	(20,380)
Net Managed Budget		4,573	5,139
Accounting Adjustments			
IAS 19 Pensions Costs		1,094	1,291
Capital Charges		2,674	2,559
		3,768	3,850
Other Internal Adjustments			
Internal Reallocations Charges		254	254
Internal Reallocations Income		(42)	(42)
		212	212
Managed Outside the Service		3,980	4,062
Net Cost of Service		8,553	9,201

City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		623	543
National Insurance Contributions		45	39
Superannuation Costs		62	51
Other Pension Costs		44	44
Other Employee Related Costs		9	9
Training And Development		42	42
		825	729
Supplies & Services			
Materials and Equipment		9	9
Stationery and Postage		61	61
IT and telecommunications		90	90
Insurance		2	2
Professional Services and Subscriptions		56	56
Allowances		4	2
Other Hired and Contracted Services		72	72
		292	291
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		3	1
Transport Related Insurance		1	1
		5	3
Internal Charges			
Managed Recharges Frm Other Directorates		3	3
		3	3
Managed Expenditure		1,126	1,026
Net Managed Budget		1,126	1,026
Accounting Adjustments			
IAS 19 Pensions Costs		8	1
Capital Charges		280	526
		288	527
Central Recharges			
Corporate & Democratic Core Income		(564)	(617)
		(564)	(617)
Other Internal Adjustments			
Internal Reallocations Charges		837	837
Internal Reallocations Income		(1,079)	(1,079)
		(242)	(242)
Managed Outside the Service		(518)	(332)
Net Cost of Service		608	694

City Development

Budget Manager : Chief Officer Resources and Strategy

Markets and City Centre	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		741	816
National Insurance Contributions		75	82
Superannuation Costs		114	127
Other Pension Costs		0	19
Other Employee Related Costs		1	1
		931	1,046
Premises			
Buildings Maintenance		187	187
Building Security		68	273
Cleaning And Workplace Refuse		449	460
Electricity		196	247
Other Utilities		22	14
NNDR		239	242
Premises Related Insurance		12	25
		1,172	1,447
Supplies & Services			
Materials and Equipment		9	9
Stationery and Postage		0	0
Insurance		39	66
Professional Services and Subscriptions		1	1
Allowances		0	0
Security Services		73	73
Other Hired and Contracted Services		11	11
Publication and Promotion		152	147
Miscellaneous		80	80
		366	387
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		8	8
		8	8
Internal Charges			
Managed Recharges Frm Other Directorates		527	522
		527	522
Managed Expenditure		3,004	3,410
Internal Income			
Income from other Directorates		(114)	(19)
		(114)	(19)
Income - Charges			
Fees and charges		(1,728)	(1,728)
Other income		(190)	(190)
Rents		(1,676)	(1,766)
		(3,593)	(3,683)
Managed Income		(3,708)	(3,702)
Net Managed Budget		(703)	(292)

City Development

Budget Manager : Chief Officer Resources and Strategy

Markets and City Centre			
	£000	Budget 2018/19	Budget 2019/20
Accounting Adjustments			
IAS 19 Pensions Costs		96	93
Capital Charges		29	31
		125	124
Other Internal Adjustments			
Internal Reallocations Charges		584	584
Internal Reallocations Income		(584)	(584)
		0	0
Managed Outside the Service		125	124
Net Cost of Service		(578)	(169)

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Resources and Housing

Summary of budget by service (£000)

Budget Manager	Service	Total 2018/19	Managed by the Service			Managed Outside the Service	Total 2019/20
			Spending	Income	Net		
Chief Officer Strategy and Improvement	Strategy and Improvement	5,526	6,067	(1,095)	4,973	72	5,045
Chief Officer Financial Services	Finance	6,122	12,825	(5,688)	7,138	(465)	6,672
Chief Officer HR	Human Resources	5,935	7,073	(985)	6,089	394	6,483
Chief Digital & Information Officer	Digital and Information Service	26,498	30,801	(10,473)	20,328	7,662	27,990
Chief Officer Financial Services	Procurement and Commercial Services	1,540	2,227	(903)	1,324	66	1,390
City Solicitor	Legal Services	3,018	5,418	(2,523)	2,895	339	3,234
City Solicitor	Democratic Services	94	4,996	(7)	4,989	(4,998)	(10)
Director of Resources and Housing	General Fund Support Services	0	0	0	0	0	0
Chief Officer Property and Contracts	Leeds Building Services	(6,527)	55,566	(66,575)	(11,009)	3,323	(7,687)
Director of Resources and Housing	Supporting People Contracts	6,125	9,984	(3,901)	6,083	44	6,127
Chief Officer Housing Management	Strategic Housing Partnership & Support	11,645	8,885	(7,793)	1,091	1,406	2,497
Chief Officer Property and Contracts	Corporate Property Management	6,088	6,716	(546)	6,170	404	6,574
Chief Officer Shared Services	Shared Services	21,380	26,655	(7,466)	19,189	2,097	21,286
Chief Officer Civic Enterprise Leeds	Commercial Services	6,802	68,332	(63,951)	4,382	5,692	10,073
Chief Officer Civic Enterprise Leeds	Facilities Management	8,483	12,076	(3,832)	8,244	1,845	10,089
Director of Resources and Housing	Sustainable Energy & Air Quality	1,178	1,820	(1,487)	332	459	791
Net Cost of Service		103,906	259,440	(177,224)	82,216	18,338	100,554
	Transfers to and from earmarked reserves	(11,919)	0	0	0	(13,379)	(13,379)
Net Revenue Charge		91,987	259,440	(177,224)	82,216	4,958	87,174

Resources and Housing

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Employees		
Direct Pay Costs	119,208	123,334
Agency And Temporary Staff	471	761
National Insurance Contributions	10,433	10,557
Superannuation Costs	17,285	18,305
Other Pension Costs	2,518	2,572
Other Employee Related Costs	1,175	1,066
Training And Development	490	644
	151,581	157,239
Premises		
Buildings Maintenance	5,553	6,010
Grounds Maintenance	130	130
Building Security	431	424
Cleaning And Workplace Refuse	1,352	1,301
Gas	573	671
Electricity	1,220	1,705
Other Utilities	425	267
Rents	1,394	1,528
NNDR	3,638	3,652
Accommodation Charges	4	(6)
Premises Related Insurance	167	219
	14,888	15,901
Supplies & Services		
Materials and Equipment	18,564	18,883
Stationery and Postage	1,358	1,409
Advertising	49	71
IT and telecommunications	7,858	8,992
Insurance	108	171
Professional Services and Subscriptions	1,104	1,167
Grants and Contributions	239	239
Catering Service	0	0
Recycling and Reuse	0	0
Waste Disposal and Landfill Tax	6	280
Allowances	12	16
Consultancy Services	20	20
External Audit Fees	181	179
Security Services	327	332
Other Hired and Contracted Services	19,757	20,078
Licences	9	9
Publication and Promotion	22	22
Miscellaneous	24	25
	49,640	51,893
Transport		
Vehicles And Plant Related Expenditure	5,858	6,713
Travel Allowances	525	516
Fuel	5,295	4,998
Private Hire	7,817	7,820
Transport Related Insurance	212	303
	19,706	20,350
Internal Charges		
Managed Recharges Fm Other Directorates	3,366	4,026

Resources and Housing

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Internal Charges		
Charges To/From HRA	739	748
	4,105	4,774
Agency Payments		
Services provided by other organisations	9,972	9,972
Services provided by Voluntary Sector	28	28
Contributions to Partnerships	19	19
	10,020	10,020
Transfer Payments		
Civic Allowances	57	57
	57	57
Appropriations		
Transfers to/from Earmarked Reserves	(40)	(793)
	(40)	(793)
Managed Expenditure	249,958	259,440
Internal Income		
Income from other Directorates	(136,679)	(139,971)
Recharge Income from Capital	(6,421)	(9,306)
Charges to / from HRA	(7,613)	(8,455)
Redistribution of grants income	(268)	(268)
	(150,981)	(157,999)
Income - Grants		
Government Grants	(1,114)	(1,532)
DCLG Grants	(3,167)	(2,940)
	(4,281)	(4,473)
Income - Sales		
Sale of Goods and Services	(2,663)	(2,990)
	(2,663)	(2,990)
Income - Charges		
Fees and charges	(5,020)	(6,562)
Contributions	(786)	(738)
Other income	(3,769)	(3,895)
Rents	(504)	(554)
Income Received From ALMOs/BITMO	(21)	(12)
	(10,100)	(11,761)
Income - Other		
Interest and Dividends	(2)	(2)
	(2)	(2)
Managed Income	(168,026)	(177,224)
Net Managed Budget	81,932	82,216
Accounting Adjustments		
IAS 19 Pensions Costs	11,919	13,379
Transfers to/from Statutory Reserves	(11,919)	(13,379)
Capital Charges	18,300	13,593
	18,300	13,593
Central Recharges		
Corporate & Democratic Core Income	(8,245)	(8,635)
	(8,245)	(8,635)

Resources and Housing

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Other Internal Adjustments		
Internal Reallocations Charges	1,272	1,272
Internal Reallocations Income	(1,272)	(1,272)
	0	0
Managed Outside the Service	10,055	4,958
Net Cost of Service	91,987	87,174

Resources and Housing

Budget Manager : Chief Officer Strategy and Improvement

Strategy and Improvement	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		3,761	4,129
National Insurance Contributions		512	418
Superannuation Costs		683	626
Other Pension Costs		208	127
Other Employee Related Costs		7	7
Training And Development		14	14
		5,184	5,322
Premises			
Cleaning And Workplace Refuse		0	0
Accommodation Charges		0	0
		1	1
Supplies & Services			
Materials and Equipment		36	32
Stationery and Postage		5	5
Advertising		25	25
IT and telecommunications		67	91
Insurance		3	3
Professional Services and Subscriptions		369	383
Allowances		2	2
Other Hired and Contracted Services		162	123
		669	664
Transport			
Vehicles And Plant Related Expenditure		2	2
Travel Allowances		13	13
Fuel		0	0
Transport Related Insurance		0	0
		16	16
Internal Charges			
Managed Recharges Frm Other Directorates		63	64
		63	64
Managed Expenditure		5,932	6,067
Internal Income			
Income from other Directorates		(424)	(496)
Charges to / from HRA		(492)	(564)
		(916)	(1,060)
Income - Charges			
Fees and charges		(54)	(35)
		(54)	(35)
Managed Income		(970)	(1,095)
Net Managed Budget		4,962	4,973
Accounting Adjustments			
IAS 19 Pensions Costs		312	422
Capital Charges		2,076	1,730
		2,388	2,152

Resources and Housing

Budget Manager : Chief Officer Strategy and Improvement

Strategy and Improvement			
	£000	Budget 2018/19	Budget 2019/20
Central Recharges			
Corporate & Democratic Core Income		(1,825)	(2,080)
		(1,825)	(2,080)
Managed Outside the Service		563	72
Net Cost of Service		5,526	5,045

Resources and Housing

Budget Manager : Chief Officer Financial Services

Finance	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		8,547	8,466
National Insurance Contributions		870	855
Superannuation Costs		1,349	1,349
Other Pension Costs		684	763
Other Employee Related Costs		4	5
Training And Development		46	31
		11,499	11,469
Premises			
Cleaning And Workplace Refuse		0	0
Rents		5	0
NDR		0	0
		5	0
Supplies & Services			
Materials and Equipment		9	8
Stationery and Postage		60	103
Advertising		3	3
IT and telecommunications		223	354
Insurance		10	12
Professional Services and Subscriptions		557	560
Allowances		0	0
External Audit Fees		181	179
Other Hired and Contracted Services		15	67
Licences		0	0
		1,059	1,285
Transport			
Vehicles And Plant Related Expenditure		1	0
Travel Allowances		51	25
Private Hire		0	4
		52	29
Internal Charges			
Managed Recharges Frm Other Directorates		42	42
		42	42
Managed Expenditure		12,656	12,825
Internal Income			
Income from other Directorates		(1,460)	(1,480)
Recharge Income from Capital		(586)	(575)
		(2,045)	(2,055)
Income - Grants			
DCLG Grants		(1,205)	(1,217)
		(1,205)	(1,217)
Income - Sales			
Sale of Goods and Services		(108)	(108)
		(108)	(108)
Income - Charges			
Fees and charges		(2,357)	(2,081)
Other income		(249)	(221)
Income Received From ALMOs/BITMO		(15)	(6)
		(2,621)	(2,307)

Resources and Housing

Budget Manager : Chief Officer Financial Services

Finance	£000	Budget 2018/19	Budget 2019/20
Managed Income		(5,980)	(5,688)
Net Managed Budget		6,676	7,138
Accounting Adjustments			
IAS 19 Pensions Costs		453	419
Capital Charges		147	205
		599	625
Central Recharges			
Corporate & Democratic Core Income		(1,154)	(1,090)
		(1,154)	(1,090)
Managed Outside the Service		(555)	(465)
Net Cost of Service		6,122	6,672

Resources and Housing

Budget Manager : Chief Officer HR

Human Resources	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		4,747	4,791
Agency And Temporary Staff		71	62
National Insurance Contributions		490	486
Superannuation Costs		783	769
Other Pension Costs		239	236
Other Employee Related Costs		140	172
Training And Development		100	166
		6,570	6,681
Premises			
Cleaning And Workplace Refuse		1	0
Accommodation Charges		3	2
		4	2
Supplies & Services			
Materials and Equipment		15	5
Stationery and Postage		7	6
IT and telecommunications		217	9
Insurance		5	6
Professional Services and Subscriptions		14	39
Other Hired and Contracted Services		137	251
		395	316
Transport			
Vehicles And Plant Related Expenditure		1	2
Travel Allowances		29	24
Private Hire		0	0
		31	26
Internal Charges			
Managed Recharges Frm Other Directorates		165	48
		165	48
Managed Expenditure		7,164	7,073
Internal Income			
Income from other Directorates		(1,327)	(637)
		(1,327)	(637)
Income - Sales			
Sale of Goods and Services		(121)	(271)
		(121)	(271)
Income - Charges			
Fees and charges		(146)	(74)
Other income		(8)	(3)
		(154)	(77)
Managed Income		(1,601)	(985)
Net Managed Budget		5,563	6,089
Accounting Adjustments			
IAS 19 Pensions Costs		421	439
Capital Charges		1	5
		422	443

Resources and Housing

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2018/19	Budget 2019/20
Central Recharges			
Corporate & Democratic Core Income		(50)	(50)
		(50)	(50)
Managed Outside the Service		372	394
Net Cost of Service		5,935	6,483

Resources and Housing

Budget Manager : Chief Digital & Information Officer

Digital and Information Service	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		16,615	17,247
Agency And Temporary Staff		202	202
National Insurance Contributions		1,683	1,768
Superannuation Costs		2,499	2,650
Other Pension Costs		369	395
Other Employee Related Costs		4	9
Training And Development		56	56
		21,427	22,327
Premises			
Cleaning And Workplace Refuse		1	1
		1	1
Supplies & Services			
Materials and Equipment		3	3
Stationery and Postage		4	1
IT and telecommunications		6,312	7,953
Insurance		15	29
Professional Services and Subscriptions		6	5
Other Hired and Contracted Services		228	308
		6,568	8,298
Transport			
Vehicles And Plant Related Expenditure		15	15
Travel Allowances		28	38
Fuel		4	4
Transport Related Insurance		5	8
		53	65
Internal Charges			
Managed Recharges Fm Other Directorates		1	110
		1	110
Managed Expenditure		28,049	30,801
Internal Income			
Income from other Directorates		(2,043)	(1,800)
Recharge Income from Capital		(3,594)	(5,921)
Charges to / from HRA		(962)	(962)
		(6,599)	(8,683)
Income - Sales			
Sale of Goods and Services		(145)	(145)
		(145)	(145)
Income - Charges			
Fees and charges		(36)	(391)
Contributions		(414)	(85)
Other income		(1,264)	(1,169)
		(1,715)	(1,645)
Managed Income		(8,459)	(10,473)
Net Managed Budget		19,590	20,328

Resources and Housing

Budget Manager : Chief Digital & Information Officer

Digital and Information Service			
	£000	Budget 2018/19	Budget 2019/20
Accounting Adjustments			
IAS 19 Pensions Costs		1,731	1,929
Capital Charges		5,200	5,783
		6,931	7,712
Central Recharges			
Corporate & Democratic Core Income		(23)	(50)
		(23)	(50)
Managed Outside the Service		6,908	7,662
Net Cost of Service		26,498	27,990

Resources and Housing

Budget Manager : Chief Officer Financial Services

Procurement and Commercial Services	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		1,549	1,575
National Insurance Contributions		155	171
Superannuation Costs		232	255
Other Pension Costs		129	142
Other Employee Related Costs		4	6
Training And Development		15	15
		2,085	2,164
Premises			
Cleaning And Workplace Refuse		0	0
		0	0
Supplies & Services			
Materials and Equipment		1	1
Stationery and Postage		0	0
IT and telecommunications		4	6
Insurance		1	6
Professional Services and Subscriptions		0	3
Allowances		0	0
Other Hired and Contracted Services		2	40
		8	56
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		3	4
		4	5
Internal Charges			
Managed Recharges Frm Other Directorates		1	1
		1	1
Managed Expenditure		2,098	2,227
Internal Income			
Income from other Directorates		(100)	0
Recharge Income from Capital		(16)	(131)
Charges to / from HRA		0	(74)
		(116)	(205)
Income - Charges			
Fees and charges		(51)	(55)
Other income		(409)	(642)
		(460)	(697)
Managed Income		(576)	(903)
Net Managed Budget		1,522	1,324
Accounting Adjustments			
IAS 19 Pensions Costs		67	82
Capital Charges		3	0
		69	82
Central Recharges			
Corporate & Democratic Core Income		(52)	(16)
		(52)	(16)

Resources and Housing

Budget Manager : Chief Officer Financial Services

Procurement and Commercial Services			
	£000	Budget 2018/19	Budget 2019/20
Managed Outside the Service		17	66
Net Cost of Service		1,540	1,390

Resources and Housing

Budget Manager : City Solicitor

Legal Services	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		3,166	3,965
National Insurance Contributions		316	440
Superannuation Costs		479	635
Other Pension Costs		46	119
Other Employee Related Costs		72	71
Training And Development		30	30
		4,110	5,262
Premises			
Cleaning And Workplace Refuse		2	2
		2	2
Supplies & Services			
Materials and Equipment		68	69
Stationery and Postage		5	5
IT and telecommunications		37	10
Insurance		3	4
Professional Services and Subscriptions		4	0
Allowances		1	1
Other Hired and Contracted Services		17	5
		136	95
Transport			
Travel Allowances		27	8
Transport Related Insurance		0	1
		27	9
Internal Charges			
Managed Recharges Frm Other Directorates		307	49
		307	49
Managed Expenditure		4,583	5,418
Internal Income			
Income from other Directorates		(1,396)	(1,852)
		(1,396)	(1,852)
Income - Sales			
Sale of Goods and Services		(52)	(52)
		(52)	(52)
Income - Charges			
Fees and charges		(93)	(120)
Contributions		0	(206)
Other income		(283)	(293)
		(376)	(619)
Managed Income		(1,824)	(2,523)
Net Managed Budget		2,759	2,895
Accounting Adjustments			
IAS 19 Pensions Costs		358	438
Capital Charges		0	0
		358	438

Resources and Housing

Budget Manager : City Solicitor

Legal Services	£000	Budget 2018/19	Budget 2019/20
Central Recharges			
Corporate & Democratic Core Income		(98)	(99)
		(98)	(99)
Managed Outside the Service		259	339
Net Cost of Service		3,018	3,234

Resources and Housing

Budget Manager : City Solicitor

Democratic Services	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		3,940	3,976
National Insurance Contributions		359	372
Superannuation Costs		241	273
Other Pension Costs		52	50
Other Employee Related Costs		2	3
Training And Development		10	10
		4,603	4,684
Premises			
Grounds Maintenance		1	1
Building Security		1	1
Cleaning And Workplace Refuse		0	0
		2	2
Supplies & Services			
Materials and Equipment		11	6
Stationery and Postage		30	42
Advertising		4	4
IT and telecommunications		119	97
Insurance		4	5
Professional Services and Subscriptions		18	13
Allowances		7	7
Other Hired and Contracted Services		26	42
Publication and Promotion		14	14
		233	230
Transport			
Vehicles And Plant Related Expenditure		3	3
Travel Allowances		13	13
Fuel		5	5
Transport Related Insurance		0	0
		22	22
Internal Charges			
Managed Recharges Frm Other Directorates		0	0
		0	0
Transfer Payments			
Civic Allowances		57	57
		57	57
Managed Expenditure		4,917	4,996
Income - Charges			
Fees and charges		(2)	(2)
Other income		(5)	(5)
		(7)	(7)
Managed Income		(7)	(7)
Net Managed Budget		4,910	4,989
Accounting Adjustments			
IAS 19 Pensions Costs		152	189
Capital Charges		7	0
		159	189

Resources and Housing

Budget Manager : City Solicitor

Democratic Services	£000	Budget 2018/19	Budget 2019/20
Central Recharges Corporate & Democratic Core Income		(4,975)	(5,188)
		(4,975)	(5,188)
Managed Outside the Service		(4,816)	(4,998)
Net Cost of Service		94	(10)

Resources and Housing

Budget Manager : Chief Officer Property and Contracts

Leeds Building Services	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		19,791	19,784
National Insurance Contributions		1,940	1,938
Superannuation Costs		3,133	3,145
Other Pension Costs		41	30
Other Employee Related Costs		91	44
Training And Development		85	85
		25,080	25,026
Premises			
Buildings Maintenance		105	105
Building Security		17	17
Cleaning And Workplace Refuse		294	294
Gas		6	6
Electricity		24	31
Other Utilities		12	12
NNDR		61	60
		518	526
Supplies & Services			
Materials and Equipment		10,997	11,217
Stationery and Postage		54	54
IT and telecommunications		207	205
Insurance		15	21
Professional Services and Subscriptions		17	17
Allowances		0	0
Other Hired and Contracted Services		17,072	16,420
Licences		3	3
		28,366	27,937
Transport			
Vehicles And Plant Related Expenditure		607	620
Travel Allowances		109	112
Fuel		436	460
Transport Related Insurance		91	146
		1,244	1,338
Internal Charges			
Managed Recharges Frm Other Directorates		452	739
		452	739
Managed Expenditure		55,660	55,566
Internal Income			
Income from other Directorates		(65,201)	(66,505)
		(65,201)	(66,505)
Income - Charges			
Other income		(70)	(70)
		(70)	(70)
Managed Income		(65,271)	(66,575)
Net Managed Budget		(9,611)	(11,009)

Resources and Housing

Budget Manager : Chief Officer Property and Contracts

Leeds Building Services	£000	Budget 2018/19	Budget 2019/20
Accounting Adjustments			
IAS 19 Pensions Costs		2,599	2,727
Capital Charges		489	596
		3,088	3,323
Central Recharges			
Corporate & Democratic Core Income		(4)	0
		(4)	0
Managed Outside the Service		3,084	3,323
Net Cost of Service		(6,527)	(7,687)

Resources and Housing

Budget Manager : Director of Resources and Housing

Supporting People Contracts	£000	Budget 2018/19	Budget 2019/20
Supplies & Services			
Grants and Contributions		12	12
		12	12
Agency Payments			
Services provided by other organisations		9,972	9,972
		9,972	9,972
Managed Expenditure		9,984	9,984
Internal Income			
Income from other Directorates		(899)	(899)
Recharge Income from Capital		(198)	(198)
Charges to / from HRA		(2,804)	(2,804)
		(3,901)	(3,901)
Managed Income		(3,901)	(3,901)
Net Managed Budget		6,083	6,083
Accounting Adjustments			
Capital Charges		42	44
		42	44
Managed Outside the Service		42	44
Net Cost of Service		6,125	6,127

Resources and Housing

Budget Manager : Chief Officer Housing Management

Strategic Housing Partnership & Support	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		5,846	5,010
National Insurance Contributions		586	503
Superannuation Costs		886	822
Other Pension Costs		12	6
Other Employee Related Costs		2	2
Training And Development		3	3
		7,334	6,346
Premises			
Buildings Maintenance		113	133
Cleaning And Workplace Refuse		0	0
Other Utilities		2	1
Rents		40	37
NNDR		12	13
Premises Related Insurance		1	2
		169	187
Supplies & Services			
Materials and Equipment		10	8
Stationery and Postage		12	11
Advertising		3	3
IT and telecommunications		7	8
Insurance		4	6
Professional Services and Subscriptions		80	79
Grants and Contributions		167	167
Allowances		0	0
Security Services		2	2
Other Hired and Contracted Services		431	416
Miscellaneous		0	0
		718	699
Transport			
Vehicles And Plant Related Expenditure		19	20
Travel Allowances		88	100
Fuel		4	4
Transport Related Insurance		1	1
		111	125
Internal Charges			
Managed Recharges Frm Other Directorates		1,313	1,848
Charges To/From HRA		432	441
		1,744	2,288
Agency Payments			
Contributions to Partnerships		19	19
		19	19
Appropriations			
Transfers to/from Earmarked Reserves		(40)	(779)
		(40)	(779)
Managed Expenditure		10,056	8,885
Internal Income			
Income from other Directorates		(82)	(62)
Recharge Income from Capital		(1,510)	(1,811)

Resources and Housing

Budget Manager : Chief Officer Housing Management

Strategic Housing Partnership & Support			
	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Charges to / from HRA		(2,930)	(3,015)
Redistribution of grants income		(268)	(268)
		(4,789)	(5,155)
Income - Grants			
DCLG Grants		(1,962)	(1,723)
		(1,962)	(1,723)
Income - Sales			
Sale of Goods and Services		(15)	(15)
		(15)	(15)
Income - Charges			
Fees and charges		(433)	(436)
Other income		(103)	(104)
Rents		(303)	(352)
Income Received From ALMOs/BITMO		(6)	(6)
		(844)	(899)
Income - Other			
Interest and Dividends		(2)	(2)
		(2)	(2)
Managed Income		(7,612)	(7,793)
Net Managed Budget		2,445	1,091
Accounting Adjustments			
IAS 19 Pensions Costs		735	714
Capital Charges		8,482	709
		9,218	1,424
Central Recharges			
Corporate & Democratic Core Income		(18)	(18)
		(18)	(18)
Managed Outside the Service		9,200	1,406
Net Cost of Service		11,645	2,497

Resources and Housing

Budget Manager : Chief Officer Property and Contracts

Corporate Property Management	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		682	708
National Insurance Contributions		90	75
Superannuation Costs		104	116
Other Pension Costs		26	26
Other Employee Related Costs		0	0
Training And Development		4	4
		907	930
Premises			
Buildings Maintenance		4,865	5,158
Grounds Maintenance		5	5
Building Security		25	25
Gas		32	37
Electricity		47	60
Other Utilities		39	33
NNDR		246	285
Premises Related Insurance		7	6
		5,266	5,610
Supplies & Services			
Materials and Equipment		4	4
IT and telecommunications		17	17
Insurance		2	2
		23	23
Transport			
Vehicles And Plant Related Expenditure		2	2
Travel Allowances		31	32
Fuel		1	1
		34	34
Internal Charges			
Managed Recharges Frm Other Directorates		146	119
		146	119
Managed Expenditure		6,377	6,716
Internal Income			
Recharge Income from Capital		(450)	(450)
		(450)	(450)
Income - Charges			
Other income		(96)	(96)
		(96)	(96)
Managed Income		(546)	(546)
Net Managed Budget		5,831	6,170
Accounting Adjustments			
IAS 19 Pensions Costs		62	75
Capital Charges		195	328
		257	404
Managed Outside the Service		257	404
Net Cost of Service		6,088	6,574

Resources and Housing

Budget Manager : Chief Officer Shared Services

Shared Services	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		18,493	18,574
Agency And Temporary Staff		5	0
National Insurance Contributions		1,648	1,650
Superannuation Costs		2,778	2,855
Other Pension Costs		493	394
Other Employee Related Costs		758	655
Training And Development		15	25
		24,189	24,152
Premises			
Buildings Maintenance		1	1
Building Security		4	4
Cleaning And Workplace Refuse		6	5
Gas		10	9
Electricity		17	15
Other Utilities		6	4
Rents		99	151
NDR		32	33
		175	222
Supplies & Services			
Materials and Equipment		371	447
Stationery and Postage		1,167	1,169
Advertising		1	0
IT and telecommunications		414	83
Insurance		9	25
Professional Services and Subscriptions		14	2
Allowances		0	0
Other Hired and Contracted Services		504	393
Publication and Promotion		1	0
		2,481	2,118
Transport			
Vehicles And Plant Related Expenditure		25	23
Travel Allowances		9	7
Fuel		12	13
Transport Related Insurance		1	1
		47	44
Internal Charges			
Managed Recharges Frm Other Directorates		52	119
		52	119
Managed Expenditure		26,943	26,655
Internal Income			
Income from other Directorates		(6,331)	(6,284)
Recharge Income from Capital		(67)	(67)
		(6,398)	(6,351)
Income - Sales			
Sale of Goods and Services		(357)	(264)
		(357)	(264)
Income - Charges			
Fees and charges		(419)	(489)

Resources and Housing

Budget Manager : Chief Officer Shared Services

Shared Services			
	£000	Budget 2018/19	Budget 2019/20
Income - Charges			
Other income		(385)	(361)
		(804)	(851)
Managed Income		(7,559)	(7,466)
Net Managed Budget		19,384	19,189
Accounting Adjustments			
IAS 19 Pensions Costs		1,860	2,073
Capital Charges		140	32
		2,000	2,104
Central Recharges			
Corporate & Democratic Core Income		(4)	(7)
		(4)	(7)
Managed Outside the Service		1,996	2,097
Net Cost of Service		21,380	21,286

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Commercial Services	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		29,751	32,634
Agency And Temporary Staff		193	498
National Insurance Contributions		1,606	1,678
Superannuation Costs		3,784	4,440
Other Pension Costs		174	210
Other Employee Related Costs		83	85
Training And Development		102	194
		35,692	39,739
Premises			
Buildings Maintenance		64	59
Grounds Maintenance		1	1
Building Security		14	7
Cleaning And Workplace Refuse		226	224
Gas		52	56
Electricity		55	59
Other Utilities		29	12
NDR		129	129
Accommodation Charges		1	(9)
Premises Related Insurance		4	5
		575	543
Supplies & Services			
Materials and Equipment		6,717	6,774
Stationery and Postage		12	13
Advertising		1	21
IT and telecommunications		203	127
Insurance		31	37
Professional Services and Subscriptions		12	56
Catering Service		0	0
Recycling and Reuse		0	0
Waste Disposal and Landfill Tax		6	280
Allowances		1	6
Other Hired and Contracted Services		1,071	1,467
Licences		0	0
Publication and Promotion		8	8
Miscellaneous		24	25
		8,087	8,815
Transport			
Vehicles And Plant Related Expenditure		5,174	6,016
Travel Allowances		95	111
Fuel		4,828	4,508
Private Hire		7,816	7,816
Transport Related Insurance		113	136
		18,026	18,588
Internal Charges			
Managed Recharges Frm Other Directorates		344	374
Charges To/From HRA		245	245
		589	619
Agency Payments			
Services provided by Voluntary Sector		28	28

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Commercial Services	£000	Budget 2018/19	Budget 2019/20
Agency Payments		28	28
Managed Expenditure		62,997	68,332
Internal Income			
Income from other Directorates		(55,851)	(58,249)
Charges to / from HRA		(307)	(307)
		(56,159)	(58,556)
Income - Grants			
Government Grants		(178)	(178)
		(178)	(178)
Income - Sales			
Sale of Goods and Services		(1,864)	(2,070)
		(1,864)	(2,070)
Income - Charges			
Fees and charges		(705)	(2,145)
Contributions		(372)	(447)
Other income		(517)	(555)
		(1,594)	(3,147)
Managed Income		(59,795)	(63,951)
Net Managed Budget		3,202	4,382
Accounting Adjustments			
IAS 19 Pensions Costs		2,935	3,624
Capital Charges		688	2,068
		3,623	5,692
Central Recharges			
Corporate & Democratic Core Income		(22)	0
		(22)	0
Other Internal Adjustments			
Internal Reallocations Charges		1,272	1,272
Internal Reallocations Income		(1,272)	(1,272)
		0	0
Managed Outside the Service		3,600	5,692
Net Cost of Service		6,802	10,073

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Facilities Management	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		1,546	1,619
National Insurance Contributions		101	106
Superannuation Costs		216	229
Other Pension Costs		46	73
Other Employee Related Costs		5	4
Training And Development		6	6
		1,920	2,036
Premises			
Buildings Maintenance		406	555
Grounds Maintenance		123	123
Building Security		369	369
Cleaning And Workplace Refuse		821	774
Gas		475	563
Electricity		1,077	1,539
Other Utilities		329	198
Rents		1,250	1,340
NNDR		3,158	2,978
Premises Related Insurance		154	205
		8,163	8,644
Supplies & Services			
Materials and Equipment		322	310
Stationery and Postage		1	1
IT and telecommunications		28	28
Insurance		7	14
Professional Services and Subscriptions		10	10
Security Services		325	330
Other Hired and Contracted Services		75	115
Licences		6	6
		773	814
Transport			
Vehicles And Plant Related Expenditure		8	8
Travel Allowances		22	22
Fuel		4	4
Private Hire		0	0
Transport Related Insurance		1	11
		34	44
Internal Charges			
Managed Recharges Frm Other Directorates		481	475
Charges To/From HRA		63	63
		543	538
Managed Expenditure		11,433	12,076
Internal Income			
Income from other Directorates		(1,566)	(1,596)
Charges to / from HRA		(76)	(76)
		(1,641)	(1,671)
Income - Grants			
Government Grants		(936)	(936)
		(936)	(936)

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Facilities Management			
	£000	Budget 2018/19	Budget 2019/20
Income - Sales			
Sale of Goods and Services		(1)	(1)
		(1)	(1)
Income - Charges			
Fees and charges		(704)	(704)
Other income		(380)	(319)
Rents		(201)	(201)
		(1,285)	(1,224)
Managed Income		(3,863)	(3,832)
Net Managed Budget		7,570	8,244
Accounting Adjustments			
IAS 19 Pensions Costs		136	127
Capital Charges		780	1,743
		916	1,871
Central Recharges			
Corporate & Democratic Core Income		(3)	(26)
		(3)	(26)
Managed Outside the Service		913	1,845
Net Cost of Service		8,483	10,089

Resources and Housing

Budget Manager : Director of Resources and Housing

Sustainable Energy & Air Quality	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		777	857
National Insurance Contributions		78	94
Superannuation Costs		118	139
Other Pension Costs		0	0
Other Employee Related Costs		3	3
Training And Development		6	6
		982	1,099
Premises			
Other Utilities		7	7
NNDR		0	154
		7	161
Supplies & Services			
Materials and Equipment		0	0
Stationery and Postage		0	0
Advertising		12	14
IT and telecommunications		3	3
Insurance		1	0
Professional Services and Subscriptions		0	0
Grants and Contributions		60	60
Consultancy Services		20	20
Other Hired and Contracted Services		15	431
		112	529
Transport			
Travel Allowances		6	6
		6	6
Internal Charges			
Managed Recharges Fm Other Directorates		0	39
		0	39
Appropriations			
Transfers to/from Earmarked Reserves		0	(14)
		0	(14)
Managed Expenditure		1,108	1,820
Internal Income			
Income from other Directorates		0	(110)
Recharge Income from Capital		0	(152)
Charges to / from HRA		(42)	(654)
		(42)	(916)
Income - Grants			
Government Grants		0	(419)
		0	(419)
Income - Sales			
Sale of Goods and Services		0	(65)
		0	(65)
Income - Charges			
Fees and charges		(20)	(31)
Other income		0	(57)
		(20)	(88)

Resources and Housing

Budget Manager : Director of Resources and Housing

Sustainable Energy & Air Quality	£000	Budget 2018/19	Budget 2019/20
Managed Income		(62)	(1,487)
Net Managed Budget		1,046	332
Accounting Adjustments			
IAS 19 Pensions Costs		99	121
Capital Charges		50	350
		149	471
Central Recharges			
Corporate & Democratic Core Income		(17)	(12)
		(17)	(12)
Managed Outside the Service		133	459
Net Cost of Service		1,178	791

Communities and Environment

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Communities and Environment

Summary of budget by service (£000)

Budget Manager	Service	Total 2018/19	Managed by the Service			Managed Outside the Service	Total 2019/20
			Spending	Income	Net		
Chief Officer Communities	Communities	5,273	17,328	(11,972)	5,356	1,202	6,558
Chief Officer Customer Access & Welfare	Customer Access	21,781	23,945	(3,933)	20,012	2,389	22,402
Chief Officer Elections & Regulatory	Elections, Licensing and Registration	1,044	6,170	(5,350)	820	387	1,207
Chief Officer Customer Access & Welfare	Welfare and Benefits	4,416	265,394	(260,867)	4,527	547	5,074
Chief Officer Environmental Services	Car Parking Services	(7,360)	4,874	(13,155)	(8,280)	885	(7,395)
Chief Officer Safer Leeds	Community Safety	2,688	8,892	(6,499)	2,392	641	3,033
Chief Officer Environmental Services	Waste Management	35,675	42,737	(7,693)	35,044	1,306	36,350
Chief Officer Parks & Countryside	Parks And Countryside	10,717	33,164	(25,896)	7,268	3,894	11,162
Chief Officer Environmental Services	Environmental Action (City Centre)	1,734	2,079	(427)	1,652	167	1,819
Chief Officer Elections & Regulatory	Environmental Health	1,570	2,157	(563)	1,594	43	1,636
Chief Officer Environmental Services	Cleaner Neighbourhood Teams	10,831	12,722	(4,535)	8,186	2,995	11,181
Net Cost of Service		88,370	419,462	(340,891)	78,571	14,456	93,027
	Transfers to and from earmarked reserves	(6,945)	0	0	0	(7,810)	(7,810)
Net Revenue Charge		81,425	419,462	(340,891)	78,571	6,646	85,217

Communities and Environment

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Employees		
Direct Pay Costs	66,984	69,799
Agency And Temporary Staff	282	314
National Insurance Contributions	6,394	6,704
Superannuation Costs	9,584	10,235
Other Pension Costs	1,155	1,161
Other Employee Related Costs	237	189
Training And Development	224	237
	84,860	88,639
Premises		
Buildings Maintenance	162	149
Grounds Maintenance	3,267	3,385
Building Security	312	413
Cleaning And Workplace Refuse	761	755
Gas	507	582
Electricity	766	948
Other Utilities	381	281
Rents	206	210
NNDR	2,248	2,524
Accommodation Charges	1,110	1,051
Premises Related Insurance	67	81
	9,787	10,380
Supplies & Services		
Materials and Equipment	5,960	5,761
Stationery and Postage	931	1,049
Advertising	43	85
IT and telecommunications	2,522	2,654
Insurance	361	301
Professional Services and Subscriptions	1,304	1,650
Grants and Contributions	6,028	5,897
Catering Service	3	3
Recycling and Reuse	2,678	2,938
Waste Disposal and Landfill Tax	2,774	2,653
Allowances	9	9
Consultancy Services	10	55
External Audit Fees	42	45
Security Services	99	96
Commissioned Services	(12)	(12)
Other Hired and Contracted Services	7,148	6,606
Licences	95	91
Publication and Promotion	290	338
PFI Unitary Charges	11,335	11,852
Miscellaneous	34	1,613
	41,655	43,683
Transport		
Vehicles And Plant Related Expenditure	5,842	5,925
Travel Allowances	338	343
Fuel	2,587	2,653
Private Hire	6	5
Transport Related Insurance	250	284
	9,022	9,210

Communities and Environment

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Internal Charges		
Managed Recharges Frm Other Directorates	8,396	8,827
Charges To/From HRA	48	0
Distributed Grants	978	829
	9,423	9,656
Agency Payments		
Services provided by other organisations	3,814	3,864
Contributions to Partnerships	0	273
Miscellaneous	0	90
	3,814	4,226
Transfer Payments		
Compensation Payments	1	1
Housing Benefit Payments	243,811	253,667
	243,812	253,668
Appropriations		
Transfers to/from Earmarked Reserves	(350)	0
	(350)	0
Managed Expenditure	402,022	419,462
Internal Income		
Income from other Directorates	(8,855)	(9,519)
Recharge Income from Capital	(701)	(900)
Charges to / from HRA	(14,126)	(14,401)
Redistribution of grants income	(1,284)	(487)
	(24,966)	(25,307)
Income - Grants		
Government Grants	(253,423)	(265,139)
DCLG Grants	(1,363)	(1,362)
	(254,785)	(266,501)
Income - Sales		
Sale of Goods and Services	(5,203)	(5,306)
	(5,203)	(5,306)
Income - Charges		
Fees and charges	(28,748)	(28,995)
Contributions	(2,994)	(3,275)
Other income	(9,506)	(10,512)
Rents	(935)	(986)
Income Received From ALMOs/BITMO	(7)	(9)
	(42,189)	(43,777)
Managed Income	(327,144)	(340,891)
Net Managed Budget	74,878	78,571
Accounting Adjustments		
IAS 19 Pensions Costs	6,945	7,810
Transfers to/from Statutory Reserves	(6,945)	(7,810)
Capital Charges	7,527	7,093
	7,527	7,093
Central Recharges		
Corporate & Democratic Core Income	(980)	(447)
	(980)	(447)

Communities and Environment

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Other Internal Adjustments		
Internal Reallocations Charges	2,059	2,059
Internal Reallocations Income	(2,059)	(2,059)
	0	0
Managed Outside the Service	6,546	6,646
Net Cost of Service	81,425	85,217

Communities and Environment

Budget Manager : Chief Officer Communities

Communities	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		3,173	3,788
National Insurance Contributions		327	385
Superannuation Costs		467	571
Other Pension Costs		60	73
Other Employee Related Costs		3	1
Training And Development		0	0
		4,030	4,818
Premises			
Cleaning And Workplace Refuse		0	0
Gas		5	6
Electricity		1	2
Rents		7	7
NNDR		208	205
Accommodation Charges		1,102	1,037
Premises Related Insurance		15	20
		1,339	1,277
Supplies & Services			
Materials and Equipment		9	9
Stationery and Postage		12	15
IT and telecommunications		67	67
Insurance		11	13
Professional Services and Subscriptions		39	93
Grants and Contributions		3,137	3,107
Catering Service		3	3
Allowances		1	1
Other Hired and Contracted Services		2,692	2,027
Licences		4	4
Publication and Promotion		11	56
		5,986	5,396
Transport			
Travel Allowances		25	34
Private Hire		6	0
Transport Related Insurance		0	12
		30	45
Internal Charges			
Managed Recharges Frm Other Directorates		744	1,100
Distributed Grants		978	829
		1,723	1,928
Agency Payments			
Services provided by other organisations		3,814	3,864
		3,814	3,864
Appropriations			
Transfers to/from Earmarked Reserves		(350)	0
		(350)	0
Managed Expenditure		16,573	17,328
Internal Income			
Income from other Directorates		(798)	(1,113)
Charges to / from HRA		(511)	(511)

Communities and Environment

Budget Manager : Chief Officer Communities

Communities	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Redistribution of grants income		(1,284)	(487)
		(2,592)	(2,110)
Income - Grants			
Government Grants		(6,897)	(7,750)
DCLG Grants		(271)	(313)
		(7,169)	(8,063)
Income - Charges			
Fees and charges		(332)	(292)
Contributions		(1,395)	(1,399)
Other income		(106)	(108)
Rents		(1)	(1)
		(1,833)	(1,798)
Managed Income		(11,594)	(11,972)
Net Managed Budget		4,979	5,356
Accounting Adjustments			
IAS 19 Pensions Costs		366	428
Capital Charges		622	1,004
		988	1,432
Central Recharges			
Corporate & Democratic Core Income		(694)	(230)
		(694)	(230)
Managed Outside the Service		294	1,202
Net Cost of Service		5,273	6,558

Communities and Environment

Budget Manager : Chief Officer Customer Access & Welfare

Customer Access	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		14,553	14,863
Agency And Temporary Staff		27	27
National Insurance Contributions		1,538	1,591
Superannuation Costs		1,800	1,886
Other Pension Costs		410	451
Other Employee Related Costs		10	16
Training And Development		27	27
		18,365	18,860
Premises			
Buildings Maintenance		20	20
Grounds Maintenance		4	4
Building Security		224	324
Cleaning And Workplace Refuse		17	17
Gas		88	101
Electricity		141	176
Other Utilities		20	10
Rents		1	1
NNDR		552	522
Accommodation Charges		8	8
Premises Related Insurance		25	19
		1,101	1,203
Supplies & Services			
Materials and Equipment		979	939
Stationery and Postage		64	64
Advertising		3	3
IT and telecommunications		802	810
Insurance		19	27
Professional Services and Subscriptions		119	119
Allowances		5	5
Security Services		2	2
Commissioned Services		(12)	(12)
Other Hired and Contracted Services		778	778
Licences		2	2
Publication and Promotion		4	4
Miscellaneous		0	0
		2,764	2,740
Transport			
Vehicles And Plant Related Expenditure		76	76
Travel Allowances		52	52
Fuel		34	34
Transport Related Insurance		0	4
		162	166
Internal Charges			
Managed Recharges Fm Other Directorates		1,037	977
		1,037	977
Managed Expenditure		23,429	23,945
Internal Income			
Income from other Directorates		(947)	(980)

Communities and Environment

Budget Manager : Chief Officer Customer Access & Welfare

Customer Access	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Recharge Income from Capital		(700)	(899)
Charges to / from HRA		(490)	(490)
		(2,137)	(2,368)
Income - Sales			
Sale of Goods and Services		(462)	(462)
		(462)	(462)
Income - Charges			
Fees and charges		(673)	(673)
Contributions		(265)	(15)
Other income		(414)	(414)
Rents		0	0
		(1,352)	(1,102)
Managed Income		(3,952)	(3,933)
Net Managed Budget		19,477	20,012
Accounting Adjustments			
IAS 19 Pensions Costs		1,097	1,201
Capital Charges		1,240	1,222
		2,338	2,423
Central Recharges			
Corporate & Democratic Core Income		(33)	(33)
		(33)	(33)
Managed Outside the Service		2,305	2,389
Net Cost of Service		21,781	22,402

Communities and Environment

Budget Manager : Chief Officer Elections & Regulatory

Elections, Licensing and Registration	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		3,455	3,392
Agency And Temporary Staff		0	5
National Insurance Contributions		273	265
Superannuation Costs		421	474
Other Pension Costs		28	17
Other Employee Related Costs		8	3
Training And Development		45	53
		4,230	4,210
Premises			
Buildings Maintenance		6	6
Grounds Maintenance		2	3
Building Security		7	7
Cleaning And Workplace Refuse		6	7
Gas		7	8
Electricity		27	35
Other Utilities		4	2
Rents		160	164
NNDR		31	33
Premises Related Insurance		0	0
		249	263
Supplies & Services			
Materials and Equipment		134	120
Stationery and Postage		379	453
Advertising		12	17
IT and telecommunications		371	425
Insurance		10	10
Professional Services and Subscriptions		9	25
Allowances		1	1
Security Services		7	2
Other Hired and Contracted Services		234	184
Licences		1	1
		1,158	1,237
Transport			
Vehicles And Plant Related Expenditure		6	6
Travel Allowances		31	29
Fuel		2	2
Transport Related Insurance		0	0
		40	37
Internal Charges			
Managed Recharges Frm Other Directorates		563	424
		563	424
Managed Expenditure		6,239	6,170
Internal Income			
Income from other Directorates		(51)	(6)
		(51)	(6)
Income - Sales			
Sale of Goods and Services		(39)	(39)
		(39)	(39)

Communities and Environment

Budget Manager : Chief Officer Elections & Regulatory

Elections, Licensing and Registration			
	£000	Budget 2018/19	Budget 2019/20
Income - Charges			
Fees and charges		(4,351)	(4,261)
Contributions		(935)	(935)
Other income		(109)	(109)
		(5,395)	(5,305)
Managed Income		(5,485)	(5,350)
Net Managed Budget		753	820
Accounting Adjustments			
IAS 19 Pensions Costs		327	398
Capital Charges		9	9
		336	407
Central Recharges			
Corporate & Democratic Core Income		(45)	(20)
		(45)	(20)
Managed Outside the Service		291	387
Net Cost of Service		1,044	1,207

Communities and Environment

Budget Manager : Chief Officer Customer Access & Welfare

Welfare and Benefits	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		4,960	4,834
National Insurance Contributions		456	428
Superannuation Costs		762	752
Other Pension Costs		92	108
Other Employee Related Costs		4	4
Training And Development		9	9
		6,284	6,135
Premises			
Cleaning And Workplace Refuse		0	8
Electricity		0	0
Rents		5	5
Accommodation Charges		0	6
		5	19
Supplies & Services			
Materials and Equipment		1	5
Stationery and Postage		431	461
Advertising		0	43
IT and telecommunications		638	543
Insurance		5	7
Professional Services and Subscriptions		115	108
Grants and Contributions		2,360	2,259
Allowances		1	1
Consultancy Services		0	45
External Audit Fees		42	45
Other Hired and Contracted Services		230	278
Publication and Promotion		1	8
Miscellaneous		33	1,612
		3,857	5,414
Transport			
Travel Allowances		24	29
Private Hire		0	5
		24	34
Internal Charges			
Managed Recharges Frm Other Directorates		8	123
		8	123
Transfer Payments			
Compensation Payments		1	1
Housing Benefit Payments		243,811	253,667
		243,812	253,668
Managed Expenditure		253,990	265,394
Internal Income			
Income from other Directorates		(520)	(540)
Charges to / from HRA		(800)	(900)
		(1,320)	(1,440)
Income - Grants			
Government Grants		(241,177)	(251,422)
DCLG Grants		(1,091)	(1,049)
		(242,268)	(252,471)

Communities and Environment

Budget Manager : Chief Officer Customer Access & Welfare

Welfare and Benefits	£000	Budget 2018/19	Budget 2019/20
Income - Charges			
Fees and charges		(20)	(20)
Other income		(6,508)	(6,936)
		(6,528)	(6,956)
Managed Income		(250,116)	(260,867)
Net Managed Budget		3,874	4,527
Accounting Adjustments			
IAS 19 Pensions Costs		550	551
Capital Charges		2	1
		553	552
Central Recharges			
Corporate & Democratic Core Income		(10)	(5)
		(10)	(5)
Managed Outside the Service		543	547
Net Cost of Service		4,416	5,074

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Car Parking Services	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		1,995	2,038
National Insurance Contributions		176	183
Superannuation Costs		296	308
Other Pension Costs		11	3
Other Employee Related Costs		1	2
Training And Development		2	2
		2,481	2,535
Premises			
Buildings Maintenance		10	1
Grounds Maintenance		29	30
Building Security		18	18
Cleaning And Workplace Refuse		42	19
Electricity		50	62
Other Utilities		21	10
NNDR		787	812
Premises Related Insurance		7	11
		963	964
Supplies & Services			
Materials and Equipment		294	148
Stationery and Postage		6	21
Advertising		6	0
IT and telecommunications		155	285
Insurance		3	4
Professional Services and Subscriptions		202	190
Other Hired and Contracted Services		561	422
Publication and Promotion		4	0
		1,230	1,070
Transport			
Vehicles And Plant Related Expenditure		41	40
Travel Allowances		2	1
Fuel		21	10
Transport Related Insurance		1	2
		65	53
Internal Charges			
Managed Recharges Frm Other Directorates		197	252
		197	252
Managed Expenditure		4,936	4,874
Internal Income			
Income from other Directorates		(57)	(57)
		(57)	(57)
Income - Charges			
Fees and charges		(13,088)	(13,073)
Other income		(9)	(9)
Rents		(14)	(15)
		(13,111)	(13,098)
Managed Income		(13,168)	(13,155)
Net Managed Budget		(8,232)	(8,280)

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Car Parking Services	£000	Budget 2018/19	Budget 2019/20
Accounting Adjustments			
IAS 19 Pensions Costs		238	267
Capital Charges		633	618
		872	885
Managed Outside the Service		872	885
Net Cost of Service		(7,360)	(7,395)

Communities and Environment

Budget Manager : Chief Officer Safer Leeds

Community Safety	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		4,311	4,918
National Insurance Contributions		449	518
Superannuation Costs		657	764
Other Pension Costs		43	35
Other Employee Related Costs		6	5
Training And Development		6	2
		5,473	6,241
Premises			
Cleaning And Workplace Refuse		0	0
Electricity		11	14
Other Utilities		1	0
Rents		8	8
NNDR		6	0
		26	22
Supplies & Services			
Materials and Equipment		14	13
Stationery and Postage		9	9
IT and telecommunications		287	286
Insurance		5	6
Professional Services and Subscriptions		59	318
Grants and Contributions		130	130
Allowances		1	1
Security Services		18	18
Other Hired and Contracted Services		886	922
Licences		4	4
		1,411	1,706
Transport			
Vehicles And Plant Related Expenditure		58	59
Travel Allowances		54	54
Fuel		37	34
Transport Related Insurance		3	2
		152	149
Internal Charges			
Managed Recharges Frm Other Directorates		140	411
		140	411
Agency Payments			
Contributions to Partnerships		0	273
Miscellaneous		0	90
		0	363
Managed Expenditure		7,203	8,892
Internal Income			
Income from other Directorates		(1,096)	(1,375)
Charges to / from HRA		(3,555)	(3,697)
		(4,651)	(5,073)
Income - Grants			
Government Grants		(40)	(658)
		(40)	(658)
Income - Charges			

Communities and Environment

Budget Manager : Chief Officer Safer Leeds

Community Safety	£000	Budget 2018/19	Budget 2019/20
Income - Charges			
Contributions		(68)	(563)
Other income		(274)	(206)
		(342)	(769)
Managed Income		(5,033)	(6,499)
Net Managed Budget		2,170	2,392
Accounting Adjustments			
IAS 19 Pensions Costs		511	634
Capital Charges		56	38
		567	672
Central Recharges			
Corporate & Democratic Core Income		(49)	(31)
		(49)	(31)
Managed Outside the Service		518	641
Net Cost of Service		2,688	3,033

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Waste Management	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		11,820	12,285
Agency And Temporary Staff		255	283
National Insurance Contributions		1,181	1,246
Superannuation Costs		1,764	1,862
Other Pension Costs		280	253
Other Employee Related Costs		101	46
Training And Development		42	42
		15,445	16,017
Premises			
Buildings Maintenance		91	88
Building Security		5	5
Cleaning And Workplace Refuse		5	5
Gas		3	4
Electricity		114	140
Other Utilities		31	25
Rents		5	5
NDR		240	250
Premises Related Insurance		2	3
		495	524
Supplies & Services			
Materials and Equipment		309	309
Stationery and Postage		6	6
IT and telecommunications		98	100
Insurance		26	27
Professional Services and Subscriptions		3	3
Recycling and Reuse		2,678	2,938
Waste Disposal and Landfill Tax		2,773	2,652
Allowances		0	0
Consultancy Services		8	8
Security Services		46	47
Other Hired and Contracted Services		336	168
Licences		54	48
Publication and Promotion		215	215
PFI Unitary Charges		11,335	11,852
		17,887	18,372
Transport			
Vehicles And Plant Related Expenditure		2,775	2,831
Travel Allowances		13	10
Fuel		1,486	1,536
Transport Related Insurance		109	129
		4,383	4,506
Internal Charges			
Managed Recharges Frm Other Directorates		3,451	3,317
		3,451	3,317
Managed Expenditure		41,662	42,737
Internal Income			
Income from other Directorates		(461)	(461)
Charges to / from HRA		(225)	(268)

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Waste Management	£000	Budget 2018/19	Budget 2019/20
Internal Income		(686)	(729)
Income - Grants			
Government Grants		(5,269)	(5,269)
		(5,269)	(5,269)
Income - Sales			
Sale of Goods and Services		(589)	(600)
		(589)	(600)
Income - Charges			
Fees and charges		(377)	(427)
Other income		(940)	(668)
		(1,317)	(1,095)
Managed Income		(7,861)	(7,693)
Net Managed Budget		33,801	35,044
Accounting Adjustments			
IAS 19 Pensions Costs		1,207	1,379
Capital Charges		2,771	2,029
		3,977	3,409
Central Recharges			
Corporate & Democratic Core Income		(45)	(44)
		(45)	(44)
Other Internal Adjustments			
Internal Reallocations Income		(2,059)	(2,059)
		(2,059)	(2,059)
Managed Outside the Service		1,873	1,306
Net Cost of Service		35,675	36,350

Communities and Environment

Budget Manager : Chief Officer Parks & Countryside

Parks And Countryside	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		13,114	13,822
National Insurance Contributions		1,120	1,184
Superannuation Costs		1,980	2,123
Other Pension Costs		54	32
Other Employee Related Costs		64	59
Training And Development		65	65
		16,397	17,284
Premises			
Buildings Maintenance		13	13
Grounds Maintenance		3,231	3,349
Building Security		58	59
Cleaning And Workplace Refuse		346	349
Gas		401	460
Electricity		413	513
Other Utilities		256	188
Rents		17	17
NNDR		412	693
Premises Related Insurance		18	27
		5,165	5,668
Supplies & Services			
Materials and Equipment		3,906	3,941
Stationery and Postage		10	10
Advertising		22	22
IT and telecommunications		81	83
Insurance		256	192
Professional Services and Subscriptions		235	268
Grants and Contributions		341	341
Waste Disposal and Landfill Tax		1	1
Allowances		0	0
Consultancy Services		2	2
Security Services		26	26
Other Hired and Contracted Services		921	1,310
Licences		31	32
Publication and Promotion		52	52
Miscellaneous		1	1
		5,887	6,284
Transport			
Vehicles And Plant Related Expenditure		1,256	1,266
Travel Allowances		20	20
Fuel		486	505
Transport Related Insurance		58	54
		1,820	1,846
Internal Charges			
Managed Recharges Fm Other Directorates		2,152	2,082
		2,152	2,082
Managed Expenditure		31,420	33,164
Internal Income			
Income from other Directorates		(4,625)	(4,690)

Communities and Environment

Budget Manager : Chief Officer Parks & Countryside

Parks And Countryside	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Charges to / from HRA		(4,196)	(4,206)
		(8,821)	(8,896)
Income - Grants			
Government Grants		(40)	(40)
		(40)	(40)
Income - Sales			
Sale of Goods and Services		(4,000)	(4,094)
		(4,000)	(4,094)
Income - Charges			
Fees and charges		(9,670)	(10,012)
Contributions		(296)	(329)
Other income		(639)	(1,556)
Rents		(920)	(970)
		(11,525)	(12,866)
Managed Income		(24,386)	(25,896)
Net Managed Budget		7,034	7,268
Accounting Adjustments			
IAS 19 Pensions Costs		1,615	1,829
Capital Charges		2,096	2,087
		3,711	3,916
Central Recharges			
Corporate & Democratic Core Income		(27)	(22)
		(27)	(22)
Managed Outside the Service		3,683	3,894
Net Cost of Service		10,717	11,162

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Environmental Action (City Centre)	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		1,207	1,259
National Insurance Contributions		112	119
Superannuation Costs		191	202
Other Pension Costs		28	28
Other Employee Related Costs		0	1
Training And Development		4	4
		1,543	1,613
Premises			
Buildings Maintenance		1	1
Electricity		2	2
Other Utilities		4	4
NNDR		2	2
		9	10
Supplies & Services			
Materials and Equipment		31	28
IT and telecommunications		5	6
Insurance		1	2
Professional Services and Subscriptions		141	142
Other Hired and Contracted Services		31	27
		211	204
Transport			
Vehicles And Plant Related Expenditure		170	174
Travel Allowances		2	2
Fuel		50	51
Transport Related Insurance		0	0
		223	227
Internal Charges			
Managed Recharges Fm Other Directorates		25	25
		25	25
Managed Expenditure		2,011	2,079
Internal Income			
Income from other Directorates		(167)	(167)
Recharge Income from Capital		(1)	(1)
		(168)	(168)
Income - Charges			
Fees and charges		(214)	(214)
Other income		(45)	(45)
		(259)	(259)
Managed Income		(427)	(427)
Net Managed Budget		1,583	1,652
Accounting Adjustments			
IAS 19 Pensions Costs		133	149
Capital Charges		18	18
		151	167
Managed Outside the Service		151	167

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Environmental Action (City Centre)			
	£000	Budget 2018/19	Budget 2019/20
Net Cost of Service		1,734	1,819

Communities and Environment

Budget Manager : Chief Officer Elections & Regulatory

Environmental Health	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		1,097	1,136
National Insurance Contributions		113	108
Superannuation Costs		174	179
Other Pension Costs		114	110
Other Employee Related Costs		1	1
Training And Development		7	15
		1,506	1,549
Premises			
Buildings Maintenance		2	0
Electricity		5	1
Other Utilities		0	0
		7	1
Supplies & Services			
Materials and Equipment		55	26
Stationery and Postage		10	8
Advertising		0	0
IT and telecommunications		7	40
Insurance		4	2
Professional Services and Subscriptions		300	300
Other Hired and Contracted Services		87	99
Publication and Promotion		4	4
		467	479
Transport			
Vehicles And Plant Related Expenditure		13	13
Travel Allowances		51	49
Fuel		7	7
Transport Related Insurance		0	0
		71	69
Internal Charges			
Managed Recharges Frm Other Directorates		19	60
Charges To/From HRA		48	0
		67	60
Managed Expenditure		2,118	2,157
Internal Income			
Income from other Directorates		(116)	(114)
Charges to / from HRA		(49)	(49)
		(165)	(163)
Income - Sales			
Sale of Goods and Services		(93)	(91)
		(93)	(91)
Income - Charges			
Fees and charges		(24)	(24)
Contributions		(34)	(34)
Other income		(243)	(243)
Income Received From ALMOs/BITMO		(7)	(9)
		(308)	(310)
Managed Income		(565)	(563)

Communities and Environment

Budget Manager : Chief Officer Elections & Regulatory

Environmental Health	£000	Budget 2018/19	Budget 2019/20
Net Managed Budget		1,553	1,594
Accounting Adjustments			
IAS 19 Pensions Costs		33	46
Capital Charges		20	3
		52	50
Central Recharges			
Corporate & Democratic Core Income		(35)	(7)
		(35)	(7)
Managed Outside the Service		17	43
Net Cost of Service		1,570	1,636

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Cleaner Neighbourhood Teams	£000	Budget 2018/19	Budget 2019/20
Employees			
Direct Pay Costs		7,297	7,464
National Insurance Contributions		649	678
Superannuation Costs		1,072	1,116
Other Pension Costs		35	50
Other Employee Related Costs		37	50
Training And Development		17	17
		9,107	9,375
Premises			
Buildings Maintenance		20	20
Cleaning And Workplace Refuse		345	349
Gas		3	4
Electricity		3	4
Other Utilities		43	43
Rents		3	3
NNDR		10	8
		427	430
Supplies & Services			
Materials and Equipment		228	222
Stationery and Postage		4	4
IT and telecommunications		9	10
Insurance		22	12
Professional Services and Subscriptions		82	83
Grants and Contributions		60	60
Allowances		0	0
Other Hired and Contracted Services		391	391
		796	782
Transport			
Vehicles And Plant Related Expenditure		1,447	1,461
Travel Allowances		63	63
Fuel		464	473
Transport Related Insurance		78	80
		2,052	2,078
Internal Charges			
Managed Recharges Frm Other Directorates		60	57
		60	57
Managed Expenditure		12,441	12,722
Internal Income			
Income from other Directorates		(17)	(17)
Charges to / from HRA		(4,301)	(4,280)
		(4,317)	(4,297)
Income - Sales			
Sale of Goods and Services		(20)	(20)
		(20)	(20)
Income - Charges			
Other income		(218)	(218)
		(218)	(218)
Managed Income		(4,556)	(4,535)

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Cleaner Neighbourhood Teams	£000	Budget 2018/19	Budget 2019/20
Net Managed Budget		7,885	8,186
Accounting Adjustments			
IAS 19 Pensions Costs		869	928
Capital Charges		58	64
		927	992
Central Recharges			
Corporate & Democratic Core Income		(41)	(56)
		(41)	(56)
Other Internal Adjustments			
Internal Reallocations Charges		2,059	2,059
		2,059	2,059
Managed Outside the Service		2,945	2,995
Net Cost of Service		10,831	11,181

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Strategic and Central Accounts

Summary of budget by service (£000)

Budget Manager	Service	Total 2018/19	Managed by the Service			Managed Outside the Service	Total 2019/20
			Spending	Income	Net		
Chief Officer Financial Services	Strategic Accounts	(22,902)	(3,748)	(18,814)	(22,562)	23,712	1,150
Chief Officer Financial Services	Debt Financing Costs	23,105	20,859	(17,376)	3,483	(500)	2,983
Chief Officer Financial Services	Corporate & Democratic Core	10,991	0	117	117	10,838	10,954
Chief Officer Financial Services	Non-Distributable Costs	6,487	0	0	0	6,122	6,122
Chief Officer Financial Services	Government Grants And Parish Precepts	(27,155)	6,001	(36,209)	(30,208)	0	(30,208)
Chief Officer Financial Services	Joint Committees And Other Bodies	36,913	35,902	(8)	35,894	0	35,894
Chief Officer Financial Services	Miscellaneous	602	5,836	(833)	5,003	(5,086)	(83)
Chief Officer Financial Services	Capital Accounting Appropriations	(91,049)	0	0	0	(96,333)	(96,333)
Chief Officer Financial Services	Corporate Insurance	0	10,543	(10,543)	0	0	0
Net Cost of Service		(63,008)	75,393	(83,666)	(8,273)	(61,248)	(69,521)
	Transfers to and from earmarked reserves	(25,981)	0	0	0	(24,759)	(24,759)
Net Revenue Charge		(88,989)	75,393	(83,666)	(8,273)	(86,007)	(94,280)

Strategic and Central Accounts

Summary of budget by type of spending or income

	£000	Budget 2018/19	Budget 2019/20
Employees			
Other Pension Costs		5,131	5,053
Training And Development		(90)	(90)
		5,041	4,963
Premises			
NNDR		0	177
		0	177
Supplies & Services			
IT and telecommunications		40	35
Insurance		5,202	4,788
Professional Services and Subscriptions		575	600
Grants and Contributions		368	362
General Capitalisation		(8,482)	(8,082)
Contingency		0	760
Corporate Initiatives & Savings Targets		(600)	800
Other Hired and Contracted Services		673	478
		(2,224)	(259)
Internal Charges			
Managed Recharges Frm Other Directorates		4,383	4,646
		4,383	4,646
Agency Payments			
Former joint committee residual costs		103	378
WY Joint Committees		1,396	1,396
WY Probation Service		6	9
WY Combined Authority (formerly WY PTE)		34,046	32,740
Flood Defence Levy		390	384
Coroners Service		1,366	1,373
		37,306	36,279
Transfer Payments			
Business Rates Pool		9,740	6,001
Land Drainage Levies		7	8
		9,747	6,009
Capital			
Capital Financing Charge		(725)	(10,316)
External Interest Charge		69,689	75,254
Statutory capital charge to HRA		(27,662)	(28,062)
Use of capital receipts to fund PFI		(18,030)	(17,517)
Minimum Revenue Provision		1,000	1,000
		24,272	20,359
Appropriations			
Transfer to/from General Fund Reserves		1,006	4,485
Transfers to/from Earmarked Reserves		750	(1,400)
Transfers to/from Capital Reserve		12	133
		1,768	3,218
Managed Expenditure		80,294	75,393
Internal Income			
Income from other Directorates		(31,895)	(27,245)
Charges to / from HRA		(12,743)	(12,803)
Corporate & Democratic Core Chge to HRA		(1,355)	(1,355)
		(45,993)	(41,403)

Strategic and Central Accounts

Summary of budget by type of spending or income

£000	Budget 2018/19	Budget 2019/20
Income - Grants		
Government Grants	(372)	(383)
DCLG Grants	(36,605)	(35,899)
	(36,977)	(36,282)
Income - Charges		
Fees and charges	(775)	(782)
Contributions	(764)	(754)
Other income	(4,271)	(3,732)
	(5,810)	(5,269)
Income - Other		
Interest and Dividends	(551)	(713)
	(551)	(713)
Managed Income	(89,330)	(83,666)
Net Managed Budget	(9,037)	(8,273)
Accounting Adjustments		
IAS 19 Pensions Costs	25,981	24,759
Transfers to/from Statutory Reserves	(25,981)	(24,759)
Capital Charges	(90,206)	(96,245)
	(90,206)	(96,245)
Central Recharges		
Corporate & Democratic Core Income	10,254	10,238
	10,254	10,238
Managed Outside the Service	(79,952)	(86,007)
Net Cost of Service	(88,989)	(94,280)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Strategic Accounts			
	£000	Budget 2018/19	Budget 2019/20
Employees			
Training And Development		(90)	(90)
		(90)	(90)
Premises			
NNDR		0	177
		0	177
Supplies & Services			
Grants and Contributions		70	65
General Capitalisation		(8,482)	(8,082)
Contingency		0	760
Corporate Initiatives & Savings Targets		(600)	800
Other Hired and Contracted Services		4	4
		(9,008)	(6,453)
Appropriations			
Transfer to/from General Fund Reserves		1,006	4,485
Transfers to/from Earmarked Reserves		750	(2,000)
Transfers to/from Capital Reserve		12	133
		1,768	2,618
Managed Expenditure		(7,330)	(3,748)
Internal Income			
Income from other Directorates		(21,647)	(562)
Charges to / from HRA		(12,743)	(12,803)
Corporate & Democratic Core Chge to HRA		(1,517)	(1,471)
		(35,907)	(14,836)
Income - Charges			
Fees and charges		(459)	(459)
Other income		(3,919)	(3,519)
		(4,378)	(3,978)
Managed Income		(40,285)	(18,814)
Net Managed Budget		(47,614)	(22,562)
Accounting Adjustments			
IAS 19 Pensions Costs		24,712	23,712
		24,712	23,712
Managed Outside the Service		24,712	23,712
Net Cost of Service		(22,902)	1,150

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Debt Financing Costs			
	£000	Budget 2018/19	Budget 2019/20
Supplies & Services			
Professional Services and Subscriptions		475	500
		475	500
Capital			
Capital Financing Charge		(725)	(10,316)
External Interest Charge		69,689	75,254
Statutory capital charge to HRA		(27,662)	(28,062)
Use of capital receipts to fund PFI		(18,030)	(17,517)
Minimum Revenue Provision		1,000	1,000
		24,272	20,359
Managed Expenditure		24,747	20,859
Internal Income			
Income from other Directorates		0	(16,147)
		0	(16,147)
Income - Charges			
Fees and charges		(316)	(316)
Other income		(300)	(200)
		(616)	(516)
Income - Other			
Interest and Dividends		(551)	(713)
		(551)	(713)
Managed Income		(1,167)	(17,376)
Net Managed Budget		23,580	3,483
Central Recharges			
Corporate & Democratic Core Income		(475)	(500)
		(475)	(500)
Managed Outside the Service		(475)	(500)
Net Cost of Service		23,105	2,983

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Corporate & Democratic Core			
	£000	Budget 2018/19	Budget 2019/20
Internal Income			
Corporate & Democratic Core Chge to HRA		162	117
		162	117
Managed Income		162	117
Net Managed Budget		162	117
Central Recharges			
Corporate & Democratic Core Income		10,829	10,838
		10,829	10,838
Managed Outside the Service		10,829	10,838
Net Cost of Service		10,991	10,954

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Government Grants And Parish Precepts			
	£000	Budget 2018/19	Budget 2019/20
Transfer Payments			
Business Rates Pool		9,740	6,001
		9,740	6,001
Managed Expenditure		9,740	6,001
Income - Grants			
Government Grants		(290)	(310)
DCLG Grants		(36,605)	(35,899)
		(36,895)	(36,209)
Managed Income		(36,895)	(36,209)
Net Managed Budget		(27,155)	(30,208)
Net Cost of Service		(27,155)	(30,208)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Joint Committees And Other Bodies			
	£000	Budget 2018/19	Budget 2019/20
Agency Payments			
Former joint committee residual costs		(290)	0
WY Joint Committees		1,396	1,396
WY Probation Service		6	9
WY Combined Authority (formerly WY PTE)		34,046	32,740
Flood Defence Levy		390	384
Coroners Service		1,366	1,373
		36,913	35,902
Managed Expenditure		36,913	35,902
Income - Charges			
Fees and charges		0	(8)
		0	(8)
Managed Income		0	(8)
Net Managed Budget		36,913	35,894
Net Cost of Service		36,913	35,894

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Miscellaneous	£000	Budget 2018/19	Budget 2019/20
Employees			
Other Pension Costs		5,131	5,053
		5,131	5,053
Supplies & Services			
Professional Services and Subscriptions		100	100
Grants and Contributions		298	298
		398	398
Agency Payments			
Former joint committee residual costs		393	378
		393	378
Transfer Payments			
Land Drainage Levies		7	8
		7	8
Managed Expenditure		5,930	5,836
Income - Grants			
Government Grants		(82)	(73)
		(82)	(73)
Income - Charges			
Contributions		(764)	(754)
Other income		(6)	(6)
		(770)	(760)
Managed Income		(852)	(833)
Net Managed Budget		5,078	5,003
Accounting Adjustments			
IAS 19 Pensions Costs		(5,131)	(5,053)
Capital Charges		756	67
		(4,375)	(4,986)
Central Recharges			
Corporate & Democratic Core Income		(100)	(100)
		(100)	(100)
Managed Outside the Service		(4,475)	(5,086)
Net Cost of Service		602	(83)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Corporate Insurance	£000	Budget 2018/19	Budget 2019/20
Supplies & Services			
IT and telecommunications		40	35
Insurance		5,202	4,788
Other Hired and Contracted Services		669	474
		5,911	5,297
Internal Charges			
Managed Recharges Frm Other Directorates		4,383	4,646
		4,383	4,646
Appropriations			
Transfers to/from Earmarked Reserves		0	600
		0	600
Managed Expenditure		10,294	10,543
Internal Income			
Income from other Directorates		(10,248)	(10,536)
		(10,248)	(10,536)
Income - Charges			
Other income		(46)	(7)
		(46)	(7)
Managed Income		(10,294)	(10,543)
Net Managed Budget		0	0
Net Cost of Service		0	0

Report of the Chief Officer – Financial Services

Report to Council

Date: 27th February 2019

Subject: Council Tax 2019/20

**Agenda Item
6(ii)**

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

Summary of main issues

1. Section 30 of the Local Government Act 1992 imposes on the City Council a duty to set council taxes within its area. This report sets out the background to the calculations, the various steps in the process and the proposed council taxes for 2019/20 including the precepts issued by the Police and Crime Commissioner for West Yorkshire, the West Yorkshire Fire & Rescue Authority and the parish and town councils within the Leeds area.
2. It is proposed that Leeds City Council's element of the Band D council tax charge be increased by 3.99% to £1,393.36, an increase of 2.99% to the Leeds element plus a 1% increase for the Adult Social Care precept.

Recommendations

3. Council is requested to adopt the resolutions set out in **Section 6**.

1 Introduction

- 1.1 This report sets out how the council tax is calculated and makes recommendations regarding Leeds' council tax requirement, the calculation of Leeds' and parish elements of council tax and the setting of the overall level of council tax for Leeds for 2019/20.

2 Context

- 2.1 Section 30 of the Local Government Finance Act 1992 requires the City Council to set the council tax within its area. The amounts paid are based upon the capital values of each dwelling and are calculated by reference to their values at 1st April 1991 prices.
- 2.2 Properties are placed in one of eight valuation bands by the Listing Officer of the Valuation Office Agency as follows:

Table 1: Valuation Bands

Value at 1st April 1991	
Band A	Not exceeding £40,000
Band B	Over £ 40,000 but not exceeding £ 52,000
Band C	Over £ 52,000 but not exceeding £ 68,000
Band D	Over £ 68,000 but not exceeding £ 88,000
Band E	Over £ 88,000 but not exceeding £120,000
Band F	Over £120,000 but not exceeding £160,000
Band G	Over £160,000 but not exceeding £320,000
Band H	Exceeding £320,000

- 2.3 When the consultation paper relating to council tax was first issued by the Government in April 1991, it was estimated that the average property value in England was about £80,000. Such a property would be in Band D and as a result, many of the calculations are carried out by reference to Band D. For example, when the level of council tax is calculated, a Band D Tax is calculated initially and the taxes for the other bands are then calculated as proportions of that. Amounts of council tax are calculated in the first instance for households with two or more adults; single adult households receive a 25% discount.

3. Main issues

3.1 Council Taxes and the Collection Fund

- 3.1.1 The City Council's net budget is funded through a combination of business rates income, council tax income and government grant. Council tax income comes via the Leeds Collection Fund, a separate account from the City Council's General Fund, set up in accordance with Section 89 of the Local Government Finance Act 1988. The Collection Fund collects council tax income and pays out the demands

and precepts made upon it by the City Council, the Police and Crime Commissioner for West Yorkshire and the West Yorkshire Fire & Rescue Authority.

- 3.1.2 Leeds City Council is both a precepting and a billing authority. This means that the Council is responsible for maintaining the Collection Fund, setting the council tax, sending out council tax bills and collecting council tax. Leeds City Council, the Police and Crime Commissioner and the Fire & Rescue Authority each calculate their own element of council tax and Leeds as the billing authority then formally sets the overall tax by adding these elements together.
- 3.1.3 The 2015 Spending Review and Autumn Statement announced the introduction of a new power for local authorities with social care responsibilities to increase council tax by up to and including a further 2% per year until 2019-20, with a requirement that the extra money raised will be spent exclusively on adult social care. In the 2017/18 Provisional Local Government Finance Settlement, the Secretary of State announced additional flexibility, permitting local authorities to increase council tax between 2017/18 and 2019/20 specifically to fund adult social care services, with the maximum total increase in these three years not exceeding 6% but no more than 3% in any one year.
- 3.1.4 For 2019/20 the Secretary of State for Communities and Local Government has again determined “principles” that will require local authorities that wish to increase their council taxes beyond set limits to hold local referendums. The limit this year for Leeds is up to 4%, comprising of up to 3% for the Leeds element of the tax plus the Adult Social Care precept of 1%. The referendum limit for the Police and Crime Commissioner is £24 per Band D property and the limit for the Fire & Rescue Authority is up to 3%.
- 3.1.5 The proposed council taxes (including Police and Fire elements) for a two-adult household in Leeds are shown below. A 2.99% council tax increase is proposed to the Leeds element of the tax plus an additional 1% increase in council tax for the Adult Social Care precept. The Police and Crime Commissioner has approved an increase of £24.00 per Band D property and **the Fire & Rescue Authority are expected to approve a precept increase of 2.98% at their meeting on 21st February 2019.**

Table 2: 2019/20 Council Tax by Band

	2018/19 £	2019/20 £	Increase %
Band A	1043.70	1096.60	5.07%
Band B	1,217.66	1,279.37	5.07%
Band C	1,391.60	1,462.13	5.07%
Band D	1,565.56	1,644.90	5.07%
Band E	1,913.45	2,010.43	5.07%
Band F	2,261.36	2,375.97	5.07%
Band G	2,609.26	2,741.50	5.07%
Band H	3,131.11	3,289.80	5.07%

3.1.6 Council will be assured that the council taxes proposed for the Leeds area, as set out in **Table 2**, will not exceed the referendum limits set by the Secretary of State.

3.2 Calculation and Setting of Council Tax

3.2.1 The process of calculating and setting council tax is as follows:

- i) Calculate the “council tax requirement” following the steps set out in Section 31A of the Local Government Finance Act 1992. This takes the Council’s gross budget and gross income as a starting point and is shown in abbreviated form in **Table 3**.
- ii) Divide the council tax requirement by the tax base (as agreed by Council on 16th January 2019) to give a Band D Tax that includes amounts for parishes.
- iii) Calculate separately the Band D Taxes for non-parished areas (by removing parish precepts) and for each parish.
- iv) Calculate the taxes for each property band for non-parished areas and for parishes.

3.2.2 **Table 3** includes the precepts and Band D amounts for the Police and Crime Commissioner and for the Fire & Rescue Authority.

3.2.3 **Table 3** includes the total of parish precepts, which is not yet finalised. **Following the approval of the Council Tax base on 16th January, the Parish tax base for Horsforth has required further review. Whilst we await final confirmation from the Parish, we propose to anticipate the precept for Horsforth. We have been provided with an indicative precept value for Kippax Parish Council and are awaiting formal notification. No precept request has yet been received from Ledston Parish Council. As such we have anticipated a precept for this parish.**

Table 3: Council Tax Requirement 2019/20

	2018/19		2019/20	
	TOTAL £	Per Band D Equivalent £ p	TOTAL £	Per Band D Equivalent £ p
Leeds City Council				
Gross Expenditure (inc. trans. to reserves)	2,021,618,231		2,055,895,423	
Less:				
Gross Income (inc. trans. from reserves)	1,510,734,231		1,539,218,423	
Net Budget	510,884,000	2,270.04	516,677,000	2,264.05
Add:				
Parish Precepts	1,922,982	8.54	1,992,385	8.73
	512,806,982	2,278.58	518,669,385	2,272.78
Less:				
Leeds RSG	0	0.00	0	0.00
Leeds Business Rates	359,378,600	1,596.85	273,547,642	1,198.67
	153,428,382	681.73	245,121,743	1,074.11
Add:				
Tariff to Central Government	136,934,781	608.45	73,113,461	320.38
Basic amount needed from Council Tax	290,363,163	1,290.18	318,235,204	1,394.49
Adjust for:				
Business Rates Collection Fund (Surplus)/Deficit	13,335,036	59.25	606,694	2.66
Council Tax Collection Fund (Surplus)/Deficit	-226,000	-1.00	1,127,906	4.94
COUNCIL TAX REQUIREMENT (Including Parishes)	303,472,199	1,348.43	319,969,804	1,402.09
Less:				
Parish Precepts	1,922,982	8.54	1,992,385	8.73
COUNCIL TAX REQUIREMENT (Excluding Parishes)	301,549,217	1,339.89	317,977,419	1,393.36
Add:				
Police Precept	36,672,587	162.95	42,663,531	186.95
Fire Precept	14,114,553	62.72	14,740,302	64.59
TOTAL BAND D TAX (Non Parished Areas)	352,336,357	1,565.56	375,381,252	1,644.90
Total including parishes	354,259,339	1,574.10	377,373,637	1,653.63

Notes:

- a) The council tax base for 2019/20 as agreed by Council on 16th January 2019 and expressed as the number of Band D equivalent properties is 228,209.1.
- b) The precepts for individual parish and town councils and their parish Band D council taxes are set out in **Appendix I. The total of parish precepts is not yet finalised.**
- c) "Per Band D equivalents" shown in the table may not add due to rounding.
- d) **The Fire precept is subject to final approval by the Fire and Rescue Authority at their meeting on 21st February 2019.**

3.3 Local Council Tax Support Scheme

- 3.3.1 The Council Tax Support Scheme operates as a discount on the same basis as other discounts currently in place, with protected groups currently receiving a 100% discount. At its December 2016 meeting, Executive Board agreed to recommend to Full Council the replacement of the previous Council Tax Support scheme with a scheme aligned with Universal Credit. Full Council supported the adoption of the proposed scheme at its January 2017 meeting, with it taking effect from 1 April 2017. Customers now move on to this new scheme when they transfer to Universal Credit, at which time eligible customers will move off the scheme of automatic protections. Non-protected recipients of council tax benefit continue to be required to pay 25% of their council tax bills.
- 3.3.2 No changes are proposed to the current scheme, detailed in 3.3.1 above, in 2019/20.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The setting of council taxes is the final step in a budget setting process which has been underway for a number of months. Leeds City Council's initial budget proposals have been the subject of consultation with key stakeholders as set out in **section 14** of the 2019/20 Revenue Budget and Council Tax report.

4.2 Equality and Diversity/Cohesion and Integration

- 4.2.1 The Council is fully committed to assessing and understanding the impact of its decisions on equality and diversity issues. In order to achieve this, the Council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes.
- 4.2.2 A specific Equality Impact Assessment of the budget at a strategic level has been carried out and this is attached to the 2019/20 Revenue Budget and Council Tax report included in the pack of papers available at this meeting. Separate equality impact assessments will be undertaken in respect to specific actions included in the budget where appropriate.

4.3 Council policies and Best Council Plan

- 4.3.1 The council tax recommendations detailed in this report have been developed to ensure that appropriate financial resources are provided to support Council policies and the Best Council Plan, as set out in the 2019/20 Revenue Budget and Council Tax report referred to earlier.

4.4 Resources and value for money

- 4.4.1 This is a financial report and the financial implications are outlined in the main body of the report and set out in detail in the 2019/20 Revenue Budget and Council Tax report.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 In accordance with the Council's Budget and Policy Framework decisions as to the Council's budget and council tax are reserved to Council. Agreement of the recommendations contained in this report implies the Council's agreement to the actions necessary to deliver the budget described in the 2019/20 Revenue Budget and Council Tax report.

4.6 Risk Management

- 4.6.1 A full assessment of budget risks both at directorate level and corporately has been made and is explained in **paragraph 11** of the 2019/20 Revenue Budget and Council Tax report.

5. Conclusions

- 5.1 This report explains how the council tax is calculated and makes recommendations regarding Leeds' council tax requirement, the calculation of Leeds' and parish elements of council tax and the setting of the overall level of council tax for Leeds for 2019/20.

6. Recommendations

- 6.1 Council is asked to adopt the following resolutions.
- 6.2 That it be noted that at the meeting on 16th January 2019, Council agreed the following amounts for the year 2019/20, in accordance with regulations made under Sections 31B(3) and 34(4) of the Local Government Finance Act 1992:-
- a) 228,209.1 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) as its council tax base for the year.

b) **Table 4: Taxbase Numbers 2019/20**

PARISH OF	Taxbase Numbers 2018/19	Taxbase Numbers 2019/20
Aberford and District	773.8	778.8
Allerton Bywater	1,429.3	1,479.7
Alwoodley	3,650.9	3,658.6
Arthington	284.7	291.0
Austhorpe	25.4	25.4
Bardsey cum Rigton	1,126.5	1,133.6
Barwick in Elmet and Scholes	1,985.4	1,996.8
Boston Spa	2,015.4	2,054.2
Bramham cum Oglethorpe	732.6	738.6
Bramhope and Carlton	1,815.3	1,827.1
Clifford	742.9	765.2
Collingham with Linton	1,704.1	1,722.2
Drighlington	1,865.4	1,868.3
East Keswick	585.3	586.6
Gildersome	1,832.7	1,863.0
Great and Little Preston	603.3	609.0
Harewood	1,833.2	1,836.2
Horsforth	7,239.2	7,203.3
Kippax	2,884.6	2,927.4
Ledsham	96.1	95.8
Ledston	159.2	159.9
Micklefield	510.2	515.5
Morley	10,642.8	10,795.5
Otley	4,979.0	5,003.3
Pool in Wharfedale	955.7	960.3
Rawdon	2,750.0	2,753.3
Scarcroft	811.5	819.8
Shadwell	970.9	971.4
Swillington	954.5	958.6
Thorner	754.1	758.3
Thorp Arch	375.5	374.7
Walton	116.9	114.8
Wetherby	4,707.4	4,881.4
Wothersome	8.2	9.0

To be confirmed

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

6.3 That the following amounts be now calculated by the Council for the year 2019/20 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:-

- a) **£2,132,735,869** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act.
- b) **£1,812,766,065** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act.
- c) **£319,969,804** being the amount by which the aggregate at 6.3(a) above exceeds the aggregate at 6.3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **council tax requirement** for the year.
- d) **£1,402.090468** being the amount at 6.3(c) above, divided by the amount at 6.2(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, as **the basic amount of its council tax for the year**.
- e) **£1,992,385.00** being the aggregate amount of all special items referred to in Section 34(1) of the Act.
- f) **£1,393.36** being the amount at 6.3(d) above, less the result given by dividing the amount at 6.3(e) above by the amount at 6.2(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the **basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates**.

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

g) Table 5: Band D Precept by Parish

Parish	Band D £ p	
Aberford and District	1,420.32	
Allerton Bywater	1,419.87	
Alwoodley	1,407.36	
Arthington	1,401.95	
Bardsey cum Rigton	1,423.35	
Barwick in Elmet and Scholes	1,411.96	
Boston Spa	1,418.27	
Bramham cum Oglethorpe	1,427.37	
Bramhope and Carlton	1,424.17	
Clifford	1,427.34	
Collingham with Linton	1,446.20	
Drighlington	1,419.59	
East Keswick	1,425.75	
Gildersome	1,405.92	
Great and Little Preston	1,430.31	
Harewood	1,402.07	
Horsforth	1,409.99	To be confirmed
Kippax	1,426.44	To be confirmed
Ledsham	1,447.30	
Ledston	1,413.97	To be confirmed
Micklefield	1,499.34	
Morley	1,412.29	
Otley	1,480.46	
Pool in Wharfedale	1,438.32	
Rawdon	1,408.68	
Scarcroft	1,425.08	
Shadwell	1,432.35	
Swillington	1,425.18	
Thorner	1,432.26	
Thorp Arch	1,453.41	
Walton	1,445.76	
Wetherby	1,448.70	

being the amounts given by adding to the amount at 6.3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 6.2(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

h) Table 6: Leeds and Parish Precepts Excluding Police and Fire 2019/20

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p	
LEEDS EXCEPT PARTS BELOW:	928.91	1,083.72	1,238.54	1,393.36	1,703.00	2,012.63	2,322.27	2,786.72	
Parish of:									
Aberford and District	946.88	1,104.69	1,262.51	1,420.32	1,735.95	2,051.57	2,367.20	2,840.64	
Allerton Bywater	946.58	1,104.34	1,262.11	1,419.87	1,735.40	2,050.92	2,366.45	2,839.74	
Alwoodley	938.24	1,094.61	1,250.99	1,407.36	1,720.11	2,032.85	2,345.60	2,814.72	
Arthington	934.63	1,090.41	1,246.18	1,401.95	1,713.49	2,025.04	2,336.58	2,803.90	
Bardsey cum Rigton	948.90	1,107.05	1,265.20	1,423.35	1,739.65	2,055.95	2,372.25	2,846.70	
Barwick in Elmet and Scholes	941.31	1,098.19	1,255.08	1,411.96	1,725.73	2,039.50	2,353.27	2,823.92	
Boston Spa	945.51	1,103.10	1,260.68	1,418.27	1,733.44	2,048.61	2,363.78	2,836.54	
Bramham cum Oglethorpe	951.58	1,110.18	1,268.77	1,427.37	1,744.56	2,061.76	2,378.95	2,854.74	
Bramhope and Carlton	949.45	1,107.69	1,265.93	1,424.17	1,740.65	2,057.13	2,373.62	2,848.34	
Clifford	951.56	1,110.15	1,268.75	1,427.34	1,744.53	2,061.71	2,378.90	2,854.68	
Collingham with Linton	964.13	1,124.82	1,285.51	1,446.20	1,767.58	2,088.96	2,410.33	2,892.40	
Drighlington	946.39	1,104.13	1,261.86	1,419.59	1,735.05	2,050.52	2,365.98	2,839.18	
East Keswick	950.50	1,108.92	1,267.33	1,425.75	1,742.58	2,059.42	2,376.25	2,851.50	
Gildersome	937.28	1,093.49	1,249.71	1,405.92	1,718.35	2,030.77	2,343.20	2,811.84	
Great and Little Preston	953.54	1,112.46	1,271.39	1,430.31	1,748.16	2,066.00	2,383.85	2,860.62	
Harewood	934.71	1,090.50	1,246.28	1,402.07	1,713.64	2,025.21	2,336.78	2,804.14	
Horsforth	939.99	1,096.66	1,253.32	1,409.99	1,723.32	2,036.65	2,349.98	2,819.98	TBC
Kippax	950.96	1,109.45	1,267.95	1,426.44	1,743.43	2,060.41	2,377.40	2,852.88	TBC
Ledsham	964.87	1,125.68	1,286.49	1,447.30	1,768.92	2,090.54	2,412.17	2,894.60	
Ledston	942.65	1,099.75	1,256.86	1,413.97	1,728.19	2,042.40	2,356.62	2,827.94	TBC
Micklefield	999.56	1,166.15	1,332.75	1,499.34	1,832.53	2,165.71	2,498.90	2,998.68	
Morley	941.53	1,098.45	1,255.37	1,412.29	1,726.13	2,039.97	2,353.82	2,824.58	
Otley	986.97	1,151.47	1,315.96	1,480.46	1,809.45	2,138.44	2,467.43	2,960.92	
Pool in Wharfedale	958.88	1,118.69	1,278.51	1,438.32	1,757.95	2,077.57	2,397.20	2,876.64	
Rawdon	939.12	1,095.64	1,252.16	1,408.68	1,721.72	2,034.76	2,347.80	2,817.36	
Scarcroft	950.05	1,108.40	1,266.74	1,425.08	1,741.76	2,058.45	2,375.13	2,850.16	
Shadwell	954.90	1,114.05	1,273.20	1,432.35	1,750.65	2,068.95	2,387.25	2,864.70	
Swillington	950.12	1,108.47	1,266.83	1,425.18	1,741.89	2,058.59	2,375.30	2,850.36	
Thorner	954.84	1,113.98	1,273.12	1,432.26	1,750.54	2,068.82	2,387.10	2,864.52	
Thorp Arch	968.94	1,130.43	1,291.92	1,453.41	1,776.39	2,099.37	2,422.35	2,906.82	
Walton	963.84	1,124.48	1,285.12	1,445.76	1,767.04	2,088.32	2,409.60	2,891.52	
Wetherby	965.80	1,126.77	1,287.73	1,448.70	1,770.63	2,092.57	2,414.50	2,897.40	

being the amounts given by multiplying the amounts at 6.3(f) and 6.3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 6.4 That it be noted for the year 2019/20 that the Police and Crime Commissioner has issued the following precept and the **Fire & Rescue Authority are expected to issue the following precept** to the Council in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below.

Table 7: Police and Fire Precepts 2019/20

Precepting Authority	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
Police & Crime Commissioner West Yorkshire	124.6329	145.4050	166.1772	186.9493	228.4936	270.0379	311.5822	373.8986
West Yorkshire Fire and Rescue Authority	43.060806	50.237606	57.414408	64.591209	78.944809	93.298411	107.652013	129.182417

6.5 That, having calculated the aggregate in each case of the amounts at 6.3(h) and 6.4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, and subject to the confirmation of the Fire and Rescue Authority precept, hereby sets the following amounts as the amounts of council tax for the year 2019/20 for each of the categories of dwellings shown below:

Table 8: Leeds and Parish Precepts Including Police and Fire 2019/20

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
LEEDS EXCEPT PARTS BELOW:	1,096.60	1,279.37	1,462.13	1,644.90	2,010.43	2,375.97	2,741.50	3,289.80
Parish of:								
Aberford and District	1,114.57	1,300.34	1,486.10	1,671.86	2,043.38	2,414.91	2,786.43	3,343.72
Allerton Bywater	1,114.27	1,299.99	1,485.70	1,671.41	2,042.83	2,414.26	2,785.68	3,342.82
Alwoodley	1,105.93	1,290.26	1,474.58	1,658.90	2,027.54	2,396.19	2,764.83	3,317.80
Arthington	1,102.32	1,286.06	1,469.77	1,653.49	2,020.92	2,388.38	2,755.81	3,306.98
Bardsey cum Rigton	1,116.59	1,302.70	1,488.79	1,674.89	2,047.08	2,419.29	2,791.48	3,349.78
Barwick in Elmet and Scholes	1,109.00	1,293.84	1,478.67	1,663.50	2,033.16	2,402.84	2,772.50	3,327.00
Boston Spa	1,113.20	1,298.75	1,484.27	1,669.81	2,040.87	2,411.95	2,783.01	3,339.62
Bramham cum Oglethorpe	1,119.27	1,305.83	1,492.36	1,678.91	2,051.99	2,425.10	2,798.18	3,357.82
Bramhope and Carlton	1,117.14	1,303.34	1,489.52	1,675.71	2,048.08	2,420.47	2,792.85	3,351.42
Clifford	1,119.25	1,305.80	1,492.34	1,678.88	2,051.96	2,425.05	2,798.13	3,357.76
Collingham with Linton	1,131.82	1,320.47	1,509.10	1,697.74	2,075.01	2,452.30	2,829.56	3,395.48
Drighlington	1,114.08	1,299.78	1,485.45	1,671.13	2,042.48	2,413.86	2,785.21	3,342.26
East Keswick	1,118.19	1,304.57	1,490.92	1,677.29	2,050.01	2,422.76	2,795.48	3,354.58
Gildersome	1,104.97	1,289.14	1,473.30	1,657.46	2,025.78	2,394.11	2,762.43	3,314.92
Great and Little Preston	1,121.23	1,308.11	1,494.98	1,681.85	2,055.59	2,429.34	2,803.08	3,363.70
Harewood	1,102.40	1,286.15	1,469.87	1,653.61	2,021.07	2,388.55	2,756.01	3,307.22
Horsforth	1,107.68	1,292.31	1,476.91	1,661.53	2,030.75	2,399.99	2,769.21	3,323.06 TBC
Kippax	1,118.65	1,305.10	1,491.54	1,677.98	2,050.86	2,423.75	2,796.63	3,355.96 TBC
Ledsham	1,132.56	1,321.33	1,510.08	1,698.84	2,076.35	2,453.88	2,831.40	3,397.68
Ledston	1,110.34	1,295.40	1,480.45	1,665.51	2,035.62	2,405.74	2,775.85	3,331.02 TBC
Micklefield	1,167.25	1,361.80	1,556.34	1,750.88	2,139.96	2,529.05	2,918.13	3,501.76
Morley	1,109.22	1,294.10	1,478.96	1,663.83	2,033.56	2,403.31	2,773.05	3,327.66
Otley	1,154.66	1,347.12	1,539.55	1,732.00	2,116.88	2,501.78	2,886.66	3,464.00
Pool in Wharfedale	1,126.57	1,314.34	1,502.10	1,689.86	2,065.38	2,440.91	2,816.43	3,379.72
Rawdon	1,106.81	1,291.29	1,475.75	1,660.22	2,029.15	2,398.10	2,767.03	3,320.44
Scarcroft	1,117.74	1,304.05	1,490.33	1,676.62	2,049.19	2,421.79	2,794.36	3,353.24
Shadwell	1,122.59	1,309.70	1,496.79	1,683.89	2,058.08	2,432.29	2,806.48	3,367.78
Swillington	1,117.81	1,304.12	1,490.42	1,676.72	2,049.32	2,421.93	2,794.53	3,353.44
Thornor	1,122.53	1,309.63	1,496.71	1,683.80	2,057.97	2,432.16	2,806.33	3,367.60
Thorp Arch	1,136.63	1,326.08	1,515.51	1,704.95	2,083.82	2,462.71	2,841.58	3,409.90
Walton	1,131.53	1,320.13	1,508.71	1,697.30	2,074.47	2,451.66	2,828.83	3,394.60
Wetherby	1,133.49	1,322.42	1,511.32	1,700.24	2,078.06	2,455.91	2,833.73	3,400.48

6.6 That, in accordance with section 52ZB of the Local Government Finance Act 1992, following the principles set out by the Secretary of State and in the Referendums

Relating to Council Tax Increases (Principles) (England) Report 2019/20, it be determined that Leeds City Council's relevant basic amount of council tax for the year 2019/20 is not excessive.

- 6.7 That the schedule of instalments for 2019/20 for transfers to Leeds City Council and payments to the Police and Crime Commissioner and the Fire & Rescue Authority out of the Collection Fund be determined as set out in **Appendix II** of this report.

7. Background documents

- 7.1 There are no background documents associated with this report.

PARISH PRECEPTS & COUNCIL TAX BAND D CHARGES 2019/20

Parish	2018/19		2019/20		
	Parish Precept	Parish Band D Council Tax	Parish Precept	Parish Band D Council Tax	
	£	£ p	£	£ p	
Aberford and District	16,550.00	21.39	21,000.00	26.96	
Allerton Bywater	37,000.00	25.89	39,220.00	26.51	
Alwoodley	51,113.00	14.00	51,220.00	14.00	
Arthington	2,250.00	7.90	2,500.00	8.59	
Austhorpe	0.00	0.00	0.00	0.00	
Bardsey cum Rigton	33,250.00	29.52	34,000.00	29.99	
Barwick in Elmet and Scholes	37,148.00	18.71	37,148.00	18.60	
Boston Spa	39,320.00	19.51	51,160.00	24.91	
Bramham cum Oglethorpe	24,350.00	33.24	25,120.00	34.01	
Bramhope and Carlton	55,921.00	30.81	56,300.00	30.81	
Clifford	24,000.00	32.31	26,000.00	33.98	
Collingham with Linton	91,000.00	53.40	91,000.00	52.84	
Drighlington	49,000.00	26.27	49,000.00	26.23	
East Keswick	18,500.00	31.61	19,000.00	32.39	
Gildersome	22,504.00	12.28	23,404.00	12.56	
Great and Little Preston	18,000.00	29.84	22,500.00	36.95	
Harewood	16,000.00	8.73	16,000.00	8.71	
Horsforth	114,710.00	15.85	119,800.00	16.63	TBC
Kippax	93,120.00	32.28	96,845.00	33.08	TBC
Ledsham	5,100.00	53.07	5,167.00	53.94	
Ledston	3,296.00	20.70	3,296.00	20.61	TBC
Micklefield	54,070.00	105.98	54,632.00	105.98	
Morley	204,379.00	19.20	204,379.00	18.93	
Otley	423,850.00	85.13	435,788.00	87.10	
Pool in Wharfedale	40,732.00	42.62	43,176.00	44.96	
Rawdon	42,150.00	15.33	42,190.00	15.32	
Scarcroft	26,000.00	32.04	26,000.00	31.72	
Shadwell	36,771.00	37.87	37,874.00	38.99	
Swillington	29,500.00	30.91	30,500.00	31.82	
Thornier	29,500.00	39.12	29,500.00	38.90	
Thorp Arch	22,500.00	59.92	22,500.00	60.05	
Walton	5,950.00	50.90	6,016.00	52.40	
Wetherby	255,448.00	54.27	270,150.00	55.34	
Wothersome	0.00	0.00	0.00	0.00	
TOTAL	1,922,982.00		1,992,385.00		

LEEDS COLLECTION FUND

SCHEDULE OF INSTALMENTS OF PAYMENTS OR TRANSFERS 2019/20

15th April 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th May 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
17th June 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th July 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th August 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
16th September 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th October 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th November 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
16th December 2019	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th January 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
17th February 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
16th March 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority

The amount of each instalment will be the amount of the billing authority's undischarged liability, divided by the number of instalments remaining to be paid or transferred.

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Report of the Chief Officer Financial Services

Report to Executive Board

Agenda Item 6 (iii)

Date: 13th February 2019

Subject: Capital Programme Update 2019-2022

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In? Except 6.1 (a to c)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report sets out the updated capital programme for 2019-2022 and includes an updated forecast of resources available over that period together with the current 2018/19 position. The Council continues to deliver significant capital investment across the city which will provide improved facilities and infrastructure and supports the Leeds economy, whilst ensuring the impact on debt costs within the revenue budget is managed.
2. In the period from 2018-2022, the council is seeking to deliver capital investment of £1,699.7m, of which £1,201.9m relates to the General Fund and £497.8m in the Housing Revenue Account (HRA). The Council will be injecting an additional £264.7m of its own funding over the four year period bringing the total investment to £805.4m, including 2018/19, to deliver the Council's priorities and objectives. The council's borrowing includes £647.3m of capital expenditure that is funded by additional income, generates revenue savings or ensures that our assets are maintained to an acceptable standard. The remaining £158.1m supports the Best Council Plan objectives. The council is also reducing its borrowing by making debt repayments of £139.8m over the period.
3. Whilst the capital programme remains affordable in 2019/20, ongoing reviews will need to consider the continued affordability of debt costs in future years in the context of: planned expenditure and the Best Council Plan priorities; projections on interest rates; and the strength of the Council's balance sheet to fund capital spend. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

4. There are a number of significant capital pressures and £464.2m is being injected as part of this programme, these are detailed in **Appendix A(iii)**. These pressures have been contained within the existing funding envelope in 2019/20, with their future cost being an additional pressure upon the council's medium term financial strategy. There remains, however, a number of future pressures that will be addressed as business cases for capital investment are brought forward.
5. An update to the 2018/19 position shows projected spend of £352.9m. **Appendix A** outlines the objective analysis of this spend for the period 2018-2022, along with the capital resources required to finance this.
6. The HRA programme remains affordable over the next 3 years.
7. The report also includes a Capital and Investment strategy for approval reflecting changes made as a result of the update CIPFA codes and MHCLG guidance.
8. The Council's Minimum Revenue Provision (MRP) for 2018/19 and 2019/20 are included at 3.5 and set out in detail at **Appendix D(i)** and **D(ii)**.

Recommendations

9. Executive Board is asked to recommend to Council:
 - a) the capital programme for 2019-2022 totalling £1,699.7m, including the revised projected position for 2018/19, as presented in **Appendix G**;
 - b) the MRP policy statements for 2018/19 and 2019/20 as set out in **Appendix D(i)** and **D(ii)**; and
 - c) The new Capital and Investment Strategy as set out in **Appendix E**.
10. Executive Board are asked to approve:
 - a) that the list of land and property sites shown in **Appendix B** will be disposed of to generate capital receipts for use in accordance with the MRP policy
 - b) the following injections into the capital programme:
 - £194.0m, of annual programmes as set out in **Appendix A(iii)** funded by £90.5m LCC borrowing, £77.5m of HRA specific resources and £26.0m of general fund specific resources;
 - £90.9m, of Council Housing Growth Programme Phase 2 as set out in **Appendix A(iii)** funded by £67.8m of HRA borrowing supported by revenue, £23.1m of HRA specific resources;
 - £51.7m, of bid pressures as set out in **Appendix A(iii)** and listed at **Appendix A(iv)** funded by LCC borrowing; and
 - £127.6m, of other priority pressures as set out in **Appendix A(iii)** funded by £54.8m of LCC borrowing and £72.8m of general fund specific resources.

The above decision to inject funding within this report of £464.2m will be implemented by the Chief Officer Financial Services.

1. Purpose of this report

- 1.1. This report sets out the updated capital programme for 2019-2022 and includes details of forecast resources for that period. It also includes an update of the 2018/19 programme.
- 1.2. In accordance with the Council's Budget and Policy Framework, decisions as to the Council's capital programme are reserved to Council. In addition, statutory guidance requires that policies on Minimum Revenue Provision (see 3.5) are approved by Council. As such, the recommendations at 6.1 (a-c) are not subject to call in.

2. Background information

- 2.1. In preparing the capital programme update, ongoing reviews of the phasing of expenditure on existing capital schemes has been undertaken together with an updated projection of capital resources. Where appropriate, scheme estimates have been revised.
- 2.2. This update of the capital programme has been prepared in the context of the overall resources available to the Council. The Government's spending review combined with the Autumn Statement, the provisional local government settlement in December and final in January set out the revenue funding local authorities can expect over the coming years and this capital programme is therefore constrained by these funding reductions and in line with the Medium Term Financial Strategy.
- 2.3. The capital programme outlined at **Appendix A**, is split between General Fund and HRA with **Appendix A(i), A(ii) and A(iii)** providing the details across the annual and major programmes and injections since the quarter 2 report. Appendix **F** provides a full list of schemes by objective analysis.

3. Capital Programme Update

3.1. Capital Programme Update 2018/19

- 3.1.1. The latest projected expenditure for 2018/19 is £352.9m and it is forecast that resources will be available to fund this level of expenditure both within the General Fund and HRA programmes. **Table 1** shows the latest position against previous updates to Executive Board.

Table 1 - Capital Resources Position

	February 2018 Capital Programme £m	Qtr 2 Nov 18 EB report £m	This report £m	Variance this report to Qtr 2 Nov 2018 £m
Forecast Expenditure	406.2	355.3	352.9	(2.4)
Funded By				
Government Grants	136.1	105.2	112.7	7.5
Other Grants and Contributions	17.6	21.1	11.6	(9.5)
Borrowing	166.9	153.1	142.5	(10.6)
HRA Self Financing	71.8	63.8	71.2	7.4
HRA Right to buy Receipts	13.8	12.1	14.9	2.8
Total Forecast Resources	406.2	355.3	352.9	(2.4)

- 3.1.2. A review of all capital schemes within the programme takes place on a monthly basis, with two quarterly reviews reported to Executive Board in July and November. These reviews ensure that where schemes are funded from borrowing, they are still an essential priority for the Council in supporting the delivery of the Council Plan. Table 1 shows that since the February 2018 capital programme, borrowing decreased by £13.8m between February 18 and Q2 and a further £10.6m between Q2 and this report, a net £24.4m which mainly relates to re-phasing on a number of LCC funded schemes. Further individual major scheme updates are provided in **Appendix C(i)**.
- 3.1.3. Members are asked to note that there are other capital related reports elsewhere on the agenda. These include reports on – Learning Places Expansion of Moor Allerton Hall PS, Fleet Improvement Plan, Proposed New Gym at Middleton Leisure Centre, Full Fibre Network Programme, Leeds Public Transport Investment Programme – Bradford to Leeds A647 Bus Priority Corridor, Heads of Term for Joint Venture Arrangements between London and Continental Railways (LCR) and LCC, Phase 2 Leeds (River Aire) Flood Alleviation Scheme, Local Flood Risk Management Strategy, Leeds City Region Enterprise Zone Update and Infrastructure Delivery and Leeds Living: Housing Infrastructure Fund Bid. Reports with capital funding implications are included within this capital programme update.

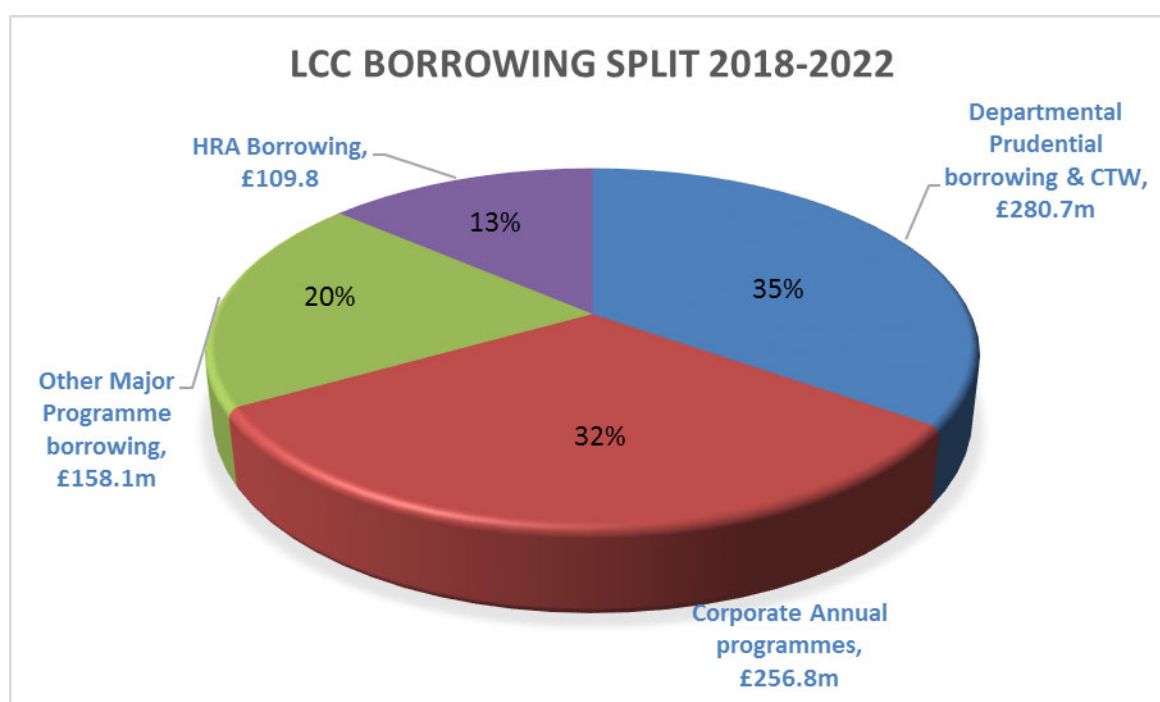
3.2. Capital Programme Resources 2018/19 onwards

- 3.2.1. **General Fund** - The Council's revenue funding envelope over the medium term places constraints on the level of debt that Council can afford. As such only those schemes supported by a robust business case and that meet the Council's priorities will progress. However, the strategy allows for an additional increase in debt where the additional debt cost is met from schemes that generate greater savings, or avoid revenue costs, or provide income streams. The council will continue to explore and take advantage of investment opportunities as they arise and these will also be subject to robust business case review and Executive Board approval in line with financial procedure rules. Table 2 below shows the Council's level of annual programmes, corporate borrowing and borrowing supported by income streams and or cost savings.
- 3.2.2. The programme results in a borrowing requirement of £805.4m over the four year period, including 2018/19, to deliver the Council's priorities and objectives. The council's borrowing includes £647.3m of capital expenditure that is funded by additional income, generates revenue savings or ensures that our assets are maintained to an acceptable standard. The remaining £158.1m supports the Best Council Plan objectives. The council will reduce its borrowing by making debt repayments of £139.8m.

Table 2 - Capital Programme Net Borrowing Requirement 2018/19 -2021/22

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Corporate Borrowing					
Annual Programmes in Year	60.0	73.7	65.7	57.5	256.8
Corporate Borrowing Gen Fund	16.4	19.7	55.8	66.2	158.1
Corporate Borrowing HRA	0.6	24.3	32.7	52.2	109.8
Total Corporate Borrowing	77.0	117.7	154.1	175.9	524.7
Borrowing supported by revenue	65.6	103.7	69.5	41.9	280.7
Total LCC Borrowing	142.6	221.4	223.6	217.8	805.4
Repayment of Debt (MRP)	17.4	14.8	47.4	60.2	139.8
Net Borrowing requirement	125.2	206.5	176.2	157.6	665.6

3.2.3. Overall the level of borrowing required to fund the full 2018-22 capital programme is £805.4m. Of this, £647.3m or 80% relates to capital expenditure that is funded by additional income or generates revenue savings or ensures that our assets are maintained to an acceptable standard. The remaining £158.1m or 20% supports the Best Council Plan objectives. The split of LCC borrowing for the full programme is shown in the pie chart below.



3.2.4. Resources of £1,699.7m are required to fund the City Council’s capital programme from 2018/19 to 2021/22. These are summarised in **Appendix A**, divided into General Fund resources and HRA resources. **Appendix A(i) and (ii)** provides the details across the annual and major programmes. **Table 3** below shows the overall resources position including 2018/19;

Table 3: Total Capital Resources 2018/19 - 2021/22

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Specific Resources General Fund	120.9	170.6	167.1	47.7	506.3
Specific Resources HRA	89.5	98.2	98.0	102.3	388.0
* Corporate Borrowing Resources	142.5	221.4	223.6	217.9	805.4
Total Resources	352.9	490.2	488.7	367.9	1699.7

* Includes £109.8m of borrowing for the HRA programme. £97.8m for Council House Growth Programme and £12m for Housing Leeds.

3.2.5. **Specific Resources General Fund £506.3m** – This includes funding which has been secured for specific schemes in the form of government grants such as Learning Places (Basic Need), Capital Maintenance in Schools, Section 31 transport grant, Leeds Public Transport Programme, East Leeds Orbital Road, Flood Alleviation, Local Transport Plan, Other government departments and other contributions from external bodies including the Heritage Lottery Fund and private developers which is then passported to the relevant directorate programmes.

3.2.6. **Specific Resources HRA £388.0m** - In accordance with the HRA budget, HRA capital expenditure has been set assuming a 1% rent reduction for 2019/20. Despite a general reduction of 1%, the HRA capital programme has been prioritised to deliver investment of £328.6m for the Council House refurbishment programme and £59.4m for the Council Housing Growth Programme.

3.2.7. **Corporate Resources £805.4m, Gen Fund £695.6m & HRA £109.8m** - These represent resources which the Council has more freedom to allocate to its own policy priorities. The main sources are borrowing and capital receipts. Capital receipts are allocated firstly to fund the liabilities to be written down for the year in relation to PFI schemes and finance leases then the Council's statutory requirement to repay debt (MRP). In financing the overall capital programme, the Chief Finance Officer will use the optimum mix of funding sources available to achieve the best financial position for the Council.

3.2.8. In terms of forecast capital receipts, a list of land and property sites for disposal during the period is included in **Appendix B**.

3.3. Capital Expenditure 2018/19 onwards

3.3.1. A summary of the forecast capital programme by capital objective is set out below and the updated capital programme by individual scheme within these objectives is attached at **Appendix F**.

Table 4 - Capital Resources 2018/19 - 2021/22

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Improving Our Assets	197.8	246.7	235.3	238.6	918.4
Investing In Major Infrastructure	53.0	123.5	140.2	66.7	383.4
Supporting Service Provision	51.8	48.1	64.5	13.7	178.1
Investing in New Technology	10.1	15.3	12.0	10.9	48.3
Supporting the Leeds Economy	18.3	23.6	9.8	6.3	58.0
Central and Operational Expenditure	22.0	32.9	26.9	31.7	113.5
Total Resources	352.9	490.2	488.7	367.8	1,699.7

- 3.3.2. As can be seen from table 4 above, investment of £352.9m is taking place during 2018/19 with further investment of £1,346.8m planned from 2019/20 to 2021/22 onwards.
- 3.3.3. **Appendix A(iii)** details the injections that this report seeks which have taken place between the Quarter 2 update report and this report. This report seeks to inject £464.2m of which £194.0m relates to annual programmes and £270.2m of other priority pressures.
- 3.3.4. Annual programme injections of £194.0m include £77.5m HRA funding for the Housing Leeds and BITMO refurbishment programmes, £75.2m for General Fund programmes maintaining our existing assets, £20m for vehicle replacement, £13.1m of Local Transport Plan grant, £6.7m School Condition grant and £1.5m of devolved formula capital grant.
- 3.3.5. The other injections totalling £270.2m relate to priority pressures including £90.9m for Council Housing Growth phase 2, £61.9m Flood Alleviation measures, £51.7m of Capital Pressure bids listed at **Appendix A(iv)**, £36.3m to address PFI Lifecycle Capitalisations, £10.9m for a Strategic Investment Acquisition and £18.5m for various other priority injections listed in **Appendix A(iii)**.
- 3.3.6. The overall investment will deliver a number of council priorities and objectives. **Appendix C** lists the major schemes contained within each objective and **Appendix C(i)** provides a narrative update on the major schemes appearing in 2019-2022.
- 3.3.7. The Council recovers VAT on expenditure (capital and revenue) relating to the council's statutory functions and on activities which are charged for at the standard rate of VAT. VAT incurred on expenditure relating to activities which are charged for and which are exempt from VAT is only recoverable if the amount of such VAT does not exceed 5% of the council's total VAT on expenditure in any one year. Examples of exempt activities are sport, culture, land & property transactions, and crematoria. To ensure that the current programme stays within the 5% limit for 2019/20, some schemes only include feasibility works. The programme references £54m of spend that has the potential to affect the partial VAT calculation to some degree. These schemes are identified in **Appendix A(i), (ii), (iii)** and **(iv)** and will only be allowed to progress once the full impact of the VAT implication has been assessed. If the Council's VAT on expenditure relating to its exempt activities exceeds the 5% limit, all VAT on expenditure attributable to exempt activities is irrecoverable. This would create an additional cost to the Council of at least £7m. In addition, the Council would also have to bring into account a proportion of any VAT incurred in the prior 10 years which was attributable to exempt activities and recovered in full at the time.
- 3.3.8. CIPFA has issued a revised prudential code that has been adopted and a new capital and investment strategy is included at Appendix E. The other changes as a result of the revised CIPFA code and Guidance and additional MHCLG guidance are reflected in the Treasury Management Report elsewhere on the agenda.

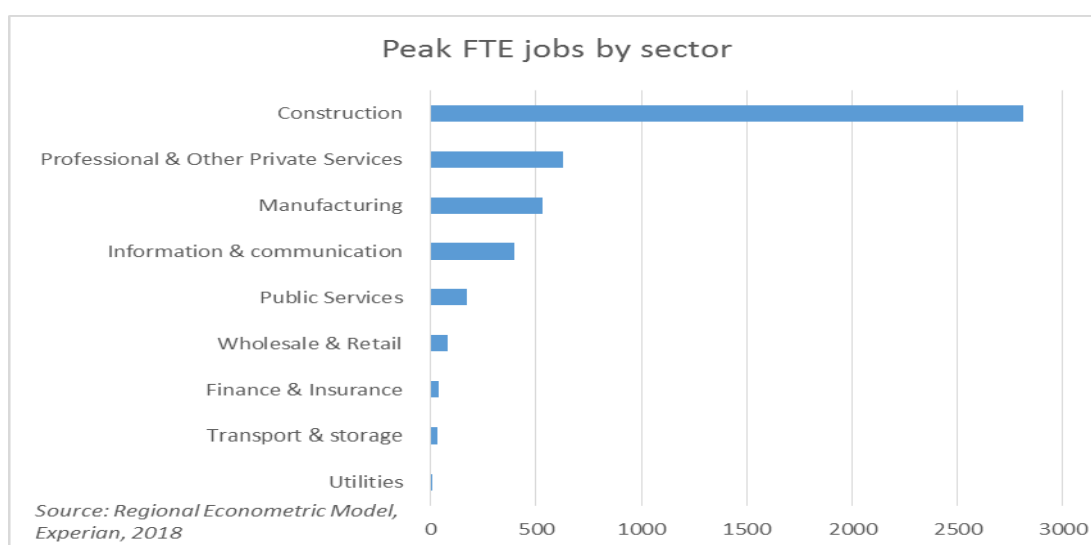
3.4. **Economic Impact Analysis**

- 3.4.1 An assessment of the economic impact of the Council's capital programme investment has been undertaken which makes use of the Capital Expenditure (CAPEX) to model construction employment generated through Capital Expenditure and the Regional Econometric Model (REM) which can estimate the wider

economic impact of the capital programme through multiplier effects. The key points below estimate the economic impact for Leeds and the Leeds City Region from 2019-2022:

- An estimated peak of 4,700 net additional FTE job roles in Leeds will be created over the four years through Leeds City Council capital expenditure generating over £1.189bn Gross Value Added (GVA) for the Leeds economy.
- In addition a further net additional 390 jobs and £74m GVA will be created in the wider Leeds City Region by our capital expenditure
- In total, it is therefore estimated that Leeds City Council capital expenditure between 2019-2022 will create a peak of 5,090 FTE jobs and generate £1.236bn GVA in the Leeds City Region.

3.4.2 The industry employment sector breakdown is set out below



3.4.3 In addition to the use of the Regional Econometric Model (REM) to determine the effect on the economy, further analysis is ongoing to assess the impact employment and skills obligations within Council contracts have on jobs and apprenticeships.

3.4.1. In deciding on the application of capital funding it is proposed that:

- Capital receipts are allocated firstly to the liabilities to be funded for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- For any remaining capital receipts, the Responsible Financial Officer (the Section 151 Officer) will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.
- Any other general capital income will be allocated to those capital schemes which relate to the shortest lived assets.

3.4.2. The proposed MRP amendments to the Council's Minimum Revenue Provision (MRP) for 2018/19 and 2019/20 are included at 3.5 below and set out in detail at **Appendix D(i)** and **D(ii)** .

3.5. Capital Strategy - MRP

- 3.5.1. The MRP is an annual revenue charge for the repayment of borrowing and other capital financing liabilities. Local authorities are required by statute to determine each financial year what they consider to be a prudent amount of MRP, and are required by statutory guidance to approve an annual statement setting out their MRP policy. The policy should be approved by full council, and any subsequent revisions which are proposed to the approved policy should also be approved by full council.
- 3.5.2. In determining the level of a prudent MRP, local authorities are required to 'have regard' to statutory guidance issued by the government. This means that local authorities should not take a substantially different course from that set out in the guidance, but may deviate from its detailed requirements where they determine there is good reason to do so. The statutory guidance sets out that the broad aims of a prudent MRP policy should be to ensure that borrowing is repaid either over the life of the asset which the capital expenditure related to or, for supported borrowing, the period assumed in the grant determination. The guidance identifies four options for calculating MRP which would result in a prudent provision, but states that other approaches are not ruled out. Local authorities therefore have a level of freedom in determining their MRP policies, provided that they are in line with the broad aims set out in the statutory guidance.
- 3.5.3. It is proposed to make a minor change to its MRP policy for 2019/20, to cover the MRP approach for capitalised lifecycle costs of PFI schemes, and to make the same change to its 2018/19 policy. This change is needed as PFI lifecycle costs had been funded by an element of PFI grant rather than by borrowing in earlier years. The same broad approach of charging MRP via an annuity based asset life calculation will be applied. However as there is limited information to determine specific asset lives for lifecycle costs for the majority of PFI schemes, it is proposed to use an average asset life of 10 years.
- 3.5.4. Changes were made to the 2017/18 MRP policy, to recalculate the MRP on the tranche of debt which originated in 2007/08 and earlier on the basis of an annuity asset life calculation applied from 2008/09. This will mean that this element of debt will be repaid seven years earlier than previously planned, but also meant that more MRP had been set aside between 2008/19 and 2016/17 than the minimum required. Under the 2017/18 MRP policy, this overprovision is being applied firstly over a three year period in a way which limits the impact of any timing variations in the availability of capital receipts and reduces the MRP charge to revenue to £1.0m.
- 3.5.5. It is proposed that the Council's 2019/20 MRP policy should be :
- If capital receipts have been used to repay borrowing or to fund PFI liabilities for the year then the value of the MRP which would otherwise have been set aside will be reduced by the amounts which have instead been repaid from capital receipts.
 - MRP for borrowing on capital expenditure incurred between 2007/08 and 2018/19 will be calculated on an annuity basis over the expected useful life of the assets (option 3 in the statutory guidance). For expenditure capitalised under statute where there is no identifiable asset, the lifetimes used for calculating the MRP will be as recommended in the statutory guidance.

- For earlier borrowing, MRP will be calculated on an asset life annuity basis. As data is not available to identify the individual assets which this borrowing related to, an average asset life relating to more recent borrowing will be used. It is considered that this is prudent as prior to 2008/09, the Council's capital spend, being largely determined by Government approval, was more dominated by spend on long term assets, whilst since 2008/09, greater flexibility has allowed borrowing to support investment in assets with a shorter life. The annuity calculation will be based on the position which would have been reached if this approach had been in place since 2008/09.
- For all outstanding borrowing (both pre and post 2007/08), the MRP charged to revenue will be adjusted by offsetting an element of the cumulative overprovision on pre 2007/08 borrowing, until this overprovision has been fully utilised. For 2018/19, the calculated MRP will be reduced by the allocation of approximately £22.4m of the overprovision on pre 2007/08 borrowing.
- For PFI liabilities, an MRP charge will be calculated on the basis of the expected life of the asset which has been acquired, using the same annuity basis as is used for borrowing.
- For PFI lifecycle costs, an MRP charge will be calculated on a 10 year asset life annuity basis, unless a more specific asset life is given in the contractor's financial model.
- For finance lease liabilities, an MRP charge will be made to match the value of any liabilities written down during the year.

3.6. Prudential Indicators

- 3.6.1. Under the current self-regulatory financial framework, CIPFA's prudential code for capital finance¹, each authority is required to set a number of prudential indicators and limits for its capital plans which will include affordability, the impact of capital investment plans on council tax and housing rents, capital expenditure levels, external debt and treasury management indicators. A number of these indicators relate specifically to treasury management operations and for 2019/20 to 2021/22 these are included in the treasury management strategy report elsewhere on the agenda. In relation to capital expenditure, and in accordance with the prudential code, this report indicates future levels of capital expenditure, forecast resources and the resulting borrowing requirement (before providing for the statutory charge to revenue for past capital expenditure, known as minimum revenue provision). Details are set out in Appendix A of the Treasury Management Strategy Report elsewhere on the February agenda.
- 3.6.2. Any unsupported borrowing carried out must be affordable within the revenue budget (i.e. the cost of interest and debt repayments). For 2019/20, the debt cost of all schemes funded through borrowing have been provided for in the revenue budget, approval for which is contained within the revenue budget report elsewhere on this agenda.

¹ CIPFA – The Prudential Code for Capital Finance in Local Authorities (amended 2017)

4. Corporate Considerations

4.1. Consultation and Engagement

- 4.1.1. The Council's initial budget proposals, including capital programme, were set out in a report to Executive Board in December 2018.
- 4.1.2. The report was also used for wider consultation with the public through the Leeds City Council web-site, the results of this consultation are contained in the revenue budget report which is elsewhere on the agenda.
- 4.1.3. Members are asked to note that the Council is reviewing both revenue and capital financial decision making thresholds to meet legislative requirements, support the democratic mandate, provide appropriate check and challenge around the use of public money and secure openness and engagement with Members and the public whilst remaining agile and responsive. The outcome of this review will be brought back to Members for approval.

4.2. Equality, Diversity, Cohesion and Integration Screening

- 4.2.1. The capital programme sets out a plan of capital expenditure over future years and further spending decisions are taken, in accordance with capital approval processes, as projects are developed. This is when more detailed information will be available as to where in the city capital spending will be incurred and the impact on services, buildings and people. Service Directorates will include equality considerations as part of the rationale in determining specific projects from capital budgets.
- 4.2.2. In terms of the content of this report, an Equality Screening document has been prepared and is attached at **Appendix F**.

4.3. Council Policies and Best Council Plan

- 4.3.1. Capital objectives were set out and agreed in the initial budget proposals report considered by Executive Board in December 2013. The capital programme attached to this report is structured to show schemes under these objectives.

4.4. Resources and value for money

- 4.4.1. The resource implications of this report are detailed in section 3 above. For the capital programme to be sustainable, the Chief Finance Officer must be satisfied that spend in each year of the programme can be afforded. For 2019/20 the forecast of borrowing costs resulting from capital expenditure are budgeted for within the revenue budget. In the year following capital expenditure, as well as budgeting for interest costs, the revenue budget must make provision for the minimum revenue provision on borrowings which is accounted for over the life of the asset.
- 4.4.2. Forecasts for the debt budget beyond 2019/20 are dependent upon the interest rate assumptions, the likely level of capital spend and the Council's cash balances. The debt budget is currently forecast to increase by £2.1m in 2019/20. The interest rate assumptions and the borrowing requirement arising from the capital programme will be kept under review throughout 2019/20, before establishing the 2020/21 debt budget. The affordability of the capital programme is considered in more detail in

the Treasury Management Strategy 2019/20 report elsewhere on the agenda. Beyond 2019/20 capital pressures of £168m have been identified but not yet injected into the programme and will be considered as business cases and firmer costs against priorities and affordability through the year.

4.4.3. In order to ensure that schemes meet Council priorities and are value for money, the Chief Finance Officer will continue to ensure:

- the introduction of new schemes into the capital programme will only take place after completion and approval of a full business case and identification of the required resources; and
- the use of prudential borrowing by directorates is based on individual business cases and that revenue resources to meet the borrowing costs are identified.

4.5. Legal Implications, Access to Information and Call In

4.5.1. In accordance with the Council's Budget and Policy Framework, decisions as to the Council's capital programme are reserved to Council. In addition, statutory guidance requires that policies on Minimum Revenue Provision (see 3.5 and **Appendix D(i)** and **D(ii)**) are approved by Council. As such, the recommendations at 6.1 (a to c) are not subject to call in.

4.5.2. In accordance with the Budget and Policy Framework Rules, the Executive Board is required to make proposals to Council regarding the degree of in year changes which may be undertaken by the Executive. There are no proposed changes to these rules.

4.6. Risk Management

4.6.1. One of the main risks in developing and managing the capital programme is that insufficient resources are available to fund the programme. A number of measures are in place to ensure that this risk can be managed effectively:

- Monthly updates of capital receipt forecasts prepared, using a risk based approach, by the Director of City Development;
- Monthly monitoring of overall capital expenditure and resources forecasts alongside actual contractual commitments;
- Quarterly monitoring of the council's VAT partial exemption position to ensure that full eligibility to VAT reclaimed can be maintained;
- Ensuring written confirmation of external funding is received prior to contractual commitments being entered into;
- The capital programme includes a central contingency of £10m to cater for any unforeseen circumstances; £1m of this is allocated for specific emergencies. In addition individual programmes and schemes contain a risk provision for unexpected circumstances;
- Compliance with Financial Procedure rules, Financial Regulations and Contract Procedure Rules to ensure the Council's position is protected.

4.6.2. The Chief Finance Officer will continue to work with service directors to ensure that capital schemes are properly developed and that a rigorous business case process is operated to demonstrate investment is aligned to capital objectives, meets the needs of the public and will deliver best value.

- 4.6.3. In managing the overall funding for the programme particular emphasis is placed on ensuring that contractual commitments are only made when there is reasonable certainty that the appropriate resources are available.
- 4.6.4. The Council recognises a number of pressures and development schemes that bring economic and wider benefits that have implications for the level of debt. The Council will look to manage these pressures and limit the impact on debt costs by ensuring where possible that new schemes are fully funded (either by external resources or departmental prudential borrowing), or are essential (under health and safety grounds or in order to ensure Council assets are maintained for continued service provision). A revised approach to ensuring that new capital schemes are prioritise and injected at two points in the year has been implemented. This strategy does however allow for spend to save schemes or those of an immediate health and safety nature to be injected throughout the year.
- 4.6.5. The Chief Finance Officer shall co-ordinate scheme reviews and the approval of schemes to ensure that they are brought forward in a timely way and can be afforded. Update reports on the overall capital programme will continue to be reported to Executive Board 3 times each year.

5. Conclusions

- 5.1. Over the four year period to 2021/22 the Council is seeking to deliver a total of £1,699.7m capital investment within the city.
- 5.2. This is funded through £894.3m specific or external funding and £805.4m of corporate resources.
- 5.3. Resources have been reprioritised and directed to pressures that have arisen and a number of schemes have been injected as set out in Appendix A(iii) and further detailed at Appendix A(iv). These pressures have been contained within the existing funding envelope for 2019/20. There remain, however, a number of pressures in 2019/20 and beyond that will be addressed as the business cases for capital investment are developed.
- 5.4. Forecasts for the general fund debt budget beyond 2019/20 are dependent upon the interest rate assumptions, the likely level of capital spend and the Councils cash balances. These will be kept under review throughout 2019/20, before establishing the 2020/21 debt budget. Funding is available to meet the level of HRA investment.
- 5.5. The Chief Finance Officer will continue to ensure adequate resources are available to meet the planned level of investment through continued and regular review of profiling, priorities and resources within the programme.

6. Recommendations

- 6.1. Executive Board is asked to recommend to Council:

- a) the capital programme for 2019-2022 totalling £1,699.7m including the revised projected position for 2018/19, as presented in **Appendix G**;
- b) the MRP policy statements for 2018/19 and 2019/20 as set out in **Appendix D(i)** and **D(ii)**; and
- c) The new Capital and Investment Strategy as set out in **Appendix E**.

6.2. Executive Board are asked to approve:

- a) that the list of land and property sites shown in **Appendix B** will be disposed of to generate capital receipts for use in accordance with the MRP policy
- b) the following injections into the capital programme:
 - £194.0m, of annual programmes as set out in **Appendix A(iii)** funded by £90.5m LCC borrowing, £77.5m of HRA specific resources and £26.0m of general fund specific resources ;
 - £90.9m, of Council Housing Growth Programme Phase 2 as set out in **Appendix A(iii)** funded by £67.8m of HRA borrowing supported by revenue, £23.1m of HRA specific resources ;
 - £51.7m, of bid pressures as set out in **Appendix A(iii)** and listed at **Appendix A(iv)** funded by LCC borrowing.
 - £127.6m, of other priority pressures as set out in **Appendix A(iii)** funded by £54.8m of LCC borrowing and £72.8m of general fund specific resources.

The above decision to inject funding within this report of £464.2m will be implemented by the Chief Officer (Financial Services).

Appendices

A – Capital Programme Statement 2018/19-2021/22

A(i) & A(ii) – Annual Programmes & Major Programmes & other schemes

A(iii) & A(iv) – Net Injections since Q2 and Capital Bid Pressures

B – Capital Receipts - Sites scheduled for disposal 2018/19 to 2022/on

C – Annual & Major Schemes by Objective 2019/20 – 2021/2022 (Pie Chart)

C(i) – Annual & Major schemes within each objective 2019/20–2021/2022 (narrative)

D(i) & D(ii) – Statement of Policy on the Minimum Revenue Provision 18/19 & 19/20

E – Capital and Investment Strategy

F – Equality, Diversity, Cohesion and Integration Screening Document

G – Capital Programme – Scheme Details (Organised by Expenditure Objective)

7. Background documents² - None

² The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	Total £000s
EXPENDITURE					
GENERAL FUND (GF)					
IMPROVING OUR ASSETS	107,699	125,182	106,614	87,119	426,614
INVESTING IN MAJOR INFRASTRUCTURE	52,999	123,513	140,229	66,705	383,445
SUPPORTING SERVICE PROVISION	51,809	47,144	62,456	10,666	172,075
INVESTING IN NEW TECHNOLOGY	10,055	15,328	12,035	10,902	48,320
SUPPORTING THE LEEDS ECONOMY	18,303	23,596	9,834	6,272	58,005.3
CENTRAL & OPERATIONAL EXPENDITURE	21,999	32,936	26,869	31,687	113,491
TOTAL ESTIMATED SPEND ON GF	262,865	367,700	358,036	213,350	1,201,950
HOUSING REVENUE ACCOUNT (HRA)					
IMPROVING OUR ASSETS - COUNCIL HOUSING	90,066	122,511	130,710	154,495	497,782
TOTAL ESTIMATED SPEND ON HRA	90,066	122,511	130,710	154,495	497,782
TOTAL ESTIMATED SPEND	352,931	490,210	488,746	367,845	1,699,732
RESOURCES					
GENERAL FUND (GF)	2018/19	2019/20	2020/21	2021/22	Total
Specific Resources	£000s	£000s	£000s	£000s	£000s
GOVERNMENT GRANTS	112,224	156,442	164,141	43,817	476,623
OTHER GRANTS/CONTRIBUTIONS	8,684	14,162	2,954	3,893	29,693
Corporate Resources					
BORROWING - Corporate	105,475	145,967	151,272	146,606	549,319
BORROWING - Departmental	36,483	51,129	39,669	19,035	146,316
CAP. RESOURCES REQD FOR GF	262,865	367,700	358,036	213,350	1,201,950
HOUSING REVENUE ACCOUNT (HRA)					
Specific Resources					
HRA SELF FINANCING	71,211	67,551	74,468	76,028	289,257
R.T.B. CAPITAL RECEIPTS	14,884	22,346	18,108	23,227	78,565
GOVERNMENT GRANTS	436	0	5,308	3,000	8,744
OTHER GRANTS/CONTRIBUTIONS	2,203	8,294	178	35	10,710
RCCO / RESERVES	750	0	0	0	750
BORROWING - Departmental	583	24,319	32,648	52,205	109,756
CAP. RESOURCES REQD FOR HRA	90,066	122,511	130,710	154,495	497,782
TOTAL CAP. RESOURCES REQD	352,931	490,210	488,746	367,845	1,699,732
BORROWING REQUIRED TO FUND THIS PROGRAMME	142,541	221,415	223,589	217,846	805,391
Average Interest rate (subject to change)	0.50%	0.85%	1.00%	1.25%	

Appendix A(i) - Annual Programmes

VAT	Best Council Plan Objectives for the Capital Programme	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
	Improving Our Assets					
	Highways Maintenance	9,420	14,457	13,000	13,000	49,877
	Highways Maintenance Capitalisations	4,600	4,600	4,600	4,600	18,400
	Highways Bridges and Structures	2,300	2,300	2,300	2,300	9,200
	Schools Capital expenditure	3,500	3,500	3,500	3,500	14,000
*	Heritage Assets	2,330	3,000	2,000	2,000	9,330
*	Corporate Property Maintenance	6,978	5,000	5,000	0	16,978
	C&F Priority Maintenance Injection	0	1,000	2,000	3,000	6,000
*	Demolition	1,651	1,000	1,000	1,000	4,651
*	Fire Risk Assessments - Remedial Works	1,873	1,400	0	0	3,273
	General Refurbishment Schools	505	1,021	1,000	1,000	3,526
	Library Books	700	700	700	700	2,800
*	Sports Maintenance	895	600	500	500	2,495
*	Sports Maintenance Note 1	500	0	0	0	500
	Traffic Management Programme	128	211	200	200	739
	Civic Hall Backlog Maintenance	499	250	0	0	749
	Additional Grant and External Income Support Note	6,136	105	0	0	6,241
	Improving our Assets adjustments	0	0	0	50	50
		42,015	39,144	35,800	31,850	148,809
	Supporting Service Provision					
	Adaptations - DFG LCC Funding	2,869	2,869	2,869	2,869	11,476
	Adaptations - Grant & External Note 1	6,163	4,649	4,649	4,649	20,110
	Telecare (ASC)	506	400	0	0	906
	Telecare (ASC) Injection		200	600	600	1,400
	Adaptation to Private Homes	400	400	400	0	1,200
	Adaptation to Private Homes Injection	0	70	70	470	610
	Childrens Centres	0	50	50	50	150
	Supporting Service provision adjustments	0.0	0	0	149	149
		9,937	8,638	8,638	8,787	36,000
	Investing In New Technology					
	Essential Services Programme	6,178	4,203	4,100	36	14,517
	Essential Services Programme Injection	0	2,060	1,040	4,210	7,310
	Digital Developments inc Applications refresh	1,900	4,000	4,000	0	9,900
	Digital Developments injection	0	1,000	1,000	5,000	7,000
		8,078	11,263	10,140	9,246	38,727
	Supporting The Leeds Economy					
	Project Support Fund - Groundwork	70	70	70	70	280
		70	70	70	70	280
	Central & Operational Expenditure					
	General Capitalisation	3,500	4,500	3,512	2,500	14,012
	General Capitalisation Injection	0	0	988	2,000	2,988
	Vehicle Programme	8,183	6,557	2,542	1,222	18,505
	Vehicle Programme Injection	0	7,137	7,537	5,302	19,976
	Capital Programme Management	600	600	600	600.0	2,400
	Capitalisation Interest	404	500	500	147	1,552
	Capitalisation Interest Injection				448	448.3
		12,688	19,294	15,679	12,220	59,881
	Total Annual Programmes	72,788	78,409	70,327	62,172	283,697
	Total Annual Programme Injections this report	0	16,517	20,585	58,068	95,170

Note 1 - These lines are made up of additional grant funding £26,850.0k.

Appendix A(ii) - Major Programmes & Other Directorate Schemes

VAT		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
	Improving our assets - Council Housing					
	HRA Housing Leeds Refurbishment & BITMO	81,790	81,735	81,735	95,373	340,633
	HRA Council Housing Growth Phase 1 and 2	8,276	40,776	48,975	59,122	157,149
	Improving our assets - General Fund					
	Childrens - Capital Maintenance	6,723.6	9,557.9	17,474.1	16,353.0	50,109
	Highways Maintenance & Transport Package Local Transport Plan	8,082.0	8,050.0	8,050.0	8,050.0	32,232
	Strategic Investment Fund	19,129.5	10,418.1	2,200.0	0.0	31,748
	Streetlighting Replacement	50.0	7,930.0	8,250.0	14,210.0	30,440
	Section 278 and Section 106 Highways schemes	2,683.1	3,958.3	3,959.8	3,750.0	14,351
	Bridges and Structures	3,953.0	3,767.5	2,900.0	2,700.0	13,321
	Changing the Workplace	2,071.6	9,909.1	0.0	0.0	11,981
	Highways Network Junction Improvements	2,228.5	7,820.4	720.0	0.0	10,769
	Challenge Fund Bids Highways	700.0	2,960.0	6,500.0	0.0	10,160
	Town Hall Refurbishment	0.0	250.0	5,000.0	4,750.0	10,000
*	Community Hubs Phase 2&3	2,105.5	4,640.0	2,000.0	0.0	8,746
*	Whinmoor Nursery & Parks and Countryside	4,564.6	2,532.5	1,000.0	400.0	8,497
	Childrens Devolved Formula Capital	1,529.6	1,505.2	1,505.2	3,010.4	7,550
	Assisted Living Leeds	0.0	875.0	4,000.0	725.0	5,600
	Vehicle Access Restrictions	1,271.1	1,220.0	1,100.0	0.0	3,591
	Conversion of Refuse Collection Vehicles	0.0	1,000.0	1,584.0	0.0	2,584
	Adoption of Highways & Beckhills Estate	936.8	1,000.0	500.0	0.0	2,437
*	Aireborough Leisure Ctre Ph2	338.0	225.0	1,583.0	0.0	2,146
	Other smaller schemes within the objective	9,317	8,420	2,488	1,320	21,544
		155,750	208,549	201,524	209,763	775,587
	Investing in Major Infrastructure					
	East Leeds Orbital Ringroad Highways works	14,936	28,398	45,095	40,022	128,451
	Leeds Transport Public Investment Programme	6,321	44,600	55,883	0	106,803
	Flood Alleviation	7,689	22,511	27,751	22,925	80,876
	Clean Air Zone	2,046	14,680	11,237	0	27,963
	District Heating Network & Energy Efficiency	13,260	6,496	100	358	20,214
	Cycle City Ambition	8,243	4,207	0	0	12,450
	Leeds Station Masterplan & HS2 Fees	0	600	1,400	1,400	3,400
	Leeds Station Joint Venture	0	0	0	2,000	2,000
	Other smaller schemes within the objective	504	784	0	0	1,288
		52,999	122,276	141,466	66,705	383,445
	Supporting Service Provision					
	Childrens - Learning Places (Basic Need)	28,911	23,560	31,852	6	84,328
	Childrens - Social Emotional Mental Health (LCC borrowing)	5,186	192	0	0	5,378
	Social Care and Health Fund	1,751	4,172	18,189	413	24,524
	Private sector Renewal - Equity Loans	2,947	2,386	828	1,033	7,193
	Waste Depot	100	3,810	0	0	3,910
	Other smaller schemes within the objective	2,976	4,387	2,950	428	10,741
		41,872	38,506	53,818	1,880	136,075
	Investing in New Technology					
	Digital Information Service - Full Fibre Network	0	1,600	1,000	1,000	3,600
	Customer Access Phase 1 & 2	980	810	528	0	2,318
	ASC Care Act Implementation	333	995	0	0	1,328
	Other smaller schemes within the objective	664	660	367	656	2,348
		1,977	4,065	1,895	1,656	9,593
	Supporting the Leeds Economy					
*	West Yorkshire Playhouse	7,378	6,575	890	0	14,843
	Kirkgate Market Strategy	1,102	3,100	3,565	2,000	9,767
	Local Centres Programme and Townscape Heritage Initiative (THI)	585	4,551	2,772	1,574	9,481
	City Development Public Realm	2,106	2,509	610	500	5,726
	Southbank Regeneration	456	3,825	850	0	5,131
	Ward Based Initiative, ACW & CRIS	485	919	877	878	3,159
	Temple Works & Housing Infrastructure Fund	550	695	200	0	1,445
	Holbeck Group Repair	1,034	325	0	0	1,360
	Supporting Growth in Creative Sector	776	1,000	500	500	2,776
	Other smaller schemes within the objective	3,762	27	-500	750	4,038
		18,233	23,526	9,764	6,202	57,725
	Central & Operational Expenditure					
	PFI Lifecycle	7,937	10,316	9,389	8,678	36,320
	Contingency General	36	300	300	10,289	10,926
	Transformational Change	1,339	1,526	1,000	500	4,365
	Electric Vehicle Trial	0	1,500	500	0	2,000
		9,312	13,642	11,189	19,467	53,610
	Annual Programmes (See Appendix A(i))	72,788	78,409	70,327	62,172	283,697
	Total Annual & Major Programmes	352,931	488,973	489,983	367,845	1,699,732

Appendix A (iii) – Net Injections since Q2 Capital Programme Update

VAT	Net Injections since Q2 Capital Programme Update Report				
		Borrowing Supported		Total	
		Corporate	by	Specific	
		Borrowing	Revenue	Resources	
	£000	£000	£000	Resources	
	£000	£000	£000	£000	
	Annual Programme Injections Note 1	90,521		4,649	95,170
	HRA Council House Growth Phase 2 Programme Injections		67,756	23,103	90,860
	2021/22 HRA Housing Leeds / BITMO Programme Injection Note 1			77,507	77,507
	Leeds Flood Alleviation Scheme Phase 2 Injections			61,883	61,883
	Capital Pressure Bid Injections. See appendix (Aiv)	49,982	1,764		51,746
	PFI Lifecycle Capitalisation	36,320			36,320
	2021/22 LTP Grant Injection Note 1			13,123	13,123
	Strategic Investment Fund Acquisition		10,922		10,922
	2021/22 School Condition Allocation (SCA) Injection Note 1			6,677	6,677
	DFT additional in year Highways Maintenance Injection			3,857	3,857
	Flexible Use of Capital Receipts / ELI Transformational Change Injection	3,000			3,000
	Future S278 Developer Funding Injection	2,500			2,500
	WYCA Grant re City Connect Injection			2,204	2,204
	Leeds Station Joint Venture Injection	2,000			2,000
	Electric Vehicle Trial			2,000	2,000
	2021/22 Devolved Formula Capital (DFC) Grant Injection Note 1			1,505	1,505
	Additional Disabled Facilities Grant			845	845
*	Fire Insurance Receipt & Grant Roundhay Park Changing Room			800	800
	ERDF Grant Injection re External Wall insulation to Shakespeares MSFs			508	508
	Killingbeck Meadows Flood Mitigation			470	470
	Sovereign Square Greenspace Ph3 Access Rd			256	256
	Net Injections sought as part of this report	184,323	80,441	199,388	464,151
	Net Injections with approvals in place	-24,070	20,085	1,239	-2,745
	Total Net Injections since Q2 Report	160,253	100,526	200,627	461,406

Note 1 - These lines are the annual programme injections which total £194.0m as referred to in recommendation 10b) & 6.2 (b)

Appendix A (iv) - Capital Bid Pressures

VAT	Capital Pressure Bid Injections				
		Corporate Borrowing	Borrowing Supported by Revenue	Specific Resources	Total Resources
		£000	£000	£000	£000
*	Leeds Town Hall Restoration & Refurbishment	10,000.0			10,000.0
*	Markets - Refurbishment of block shops & 1875 roof	5,800.0			5,800.0
	Assisted Living Leeds	5,600.0			5,600.0
	Community Hubs Phase 3 year 2	4,840.0			4,840.0
	Asset Mgmt - HS2/LISM Staff Capitalisation	3,400.0			3,400.0
	General Contingencies	3,000.0			3,000.0
	Benton Park	3,000.0			3,000.0
	Active Leeds - Aireborough Phase II	1,808.0			1,808.0
	Vehicle Mitigation Ph2	1,755.0			1,755.0
	Telecare from analog to digital	1,600.0			1,600.0
*	Closed Church Yards	1,200.0			1,200.0
	Smartphone & Tablet replacement		1,163.6		1,163.6
*	Active Leeds - Middleton new gym	1,146.0			1,146.0
	Supporting Growth in Creative Sector	1,000.0			1,000.0
	Burley Park Childrens Centre	750.0			750.0
	Care Leaver Hub	750.0			750.0
	City Centre Enhancements	750.0			750.0
	CEL Equipment		600.0		600.0
	Transformational Public Realm Strategy	500.0			500.0
	Feasibility New Secondary Schools	500.0			500.0
*	Roundhay Park Changing Room	400.0			400.0
	Road Safety Play Temple Newsam	350.0			350.0
*	Markets - 1981 Hall Container Concept	330.0			330.0
	Seacroft Link Road	245.0			245.0
*	Active Leeds - Self Service reception refurb	200.0			200.0
	Southbank Animation & Connectivity & Digital Platform	200.0			200.0
	Burmantofts Health Centre Redevelopment	200.0			200.0
	Dementia Intensive Therapy Unit (Feasibility)	150.0			150.0
*	Markets - Units on balcony/studios	100.0			100.0
	Kitchen Facilities Refurb	85.0			85.0
*	Kirkstall Abbey Car Park	80.0			80.0
*	Active Leeds Pudsey reception refurb	63.0			63.0
*	Active Leeds John Charles Complex 4 sites	60.0			60.0
*	Active Leeds Leisure centres CCTV 4 sites	60.0			60.0
	Env Imps Woodlesford Cycle Track & Footpath	60.0			60.0
		49,982.0	1,763.6	0.0	51,745.6

Appendix B

Capital Receipts - Sites Scheduled for Disposal

Capital Receipts - Sites Scheduled for Disposal

Completion 2018/2019

Acre Mount
Acre Terrace 17, Middleton
Ash Tree Primary School, Kippax
Cherry Tree PH, Former, Cherry Row, Lincoln Green
Easel Site 6 , Gipton-Overage Payments
Elland Road (Land for Planet Ice)
Ellar Ghyll 1, Cottage at, Bradford Road, Otley
Hedley Chase, New Wortley, Former Liberal Club site
Hume House, Land adjacent
Hunslet Mill, land at
Kentmere Avenue, Land off, Seacroft, LS14
Low Fold, South Accommodation Road, Leeds LS9
Potternewton Lane 114B
Primrose Hill HOP, Boston Spa
West Leeds Family Centre, Former, Whingate Road, Leeds
Wykebeck Avenue- Mount West, Osmondthorpe DPP, Seacroft DPP
Yew Tree Farm, Colton Road East

Still to complete 2018/19

Bodmin Road, Land at No. 2 & 4. Middleton
Cardigan Road Library
Kippax Kabin, Cross Hills, Kippax
Leonardo/Thoresby/2 Great George Street Disposals
Lisbon Street, 34
Low Whitehouse Row & Glasshouse Street, Lane, Hunslet
Micklefield House Annexe & Caretakers Lodge
Quarry Hill (Plot 6)
Richmond Hill Leisure Centre
Roseville Enterprises Building
Roundhay Road Area Office, (Chaco)
Roundhay Road Area Office, (Unity)
Sissons Drive, Acre Road, Land at, Middleton LS10
Sovereign Street/Plot C, Overage Payment(final Payment)
St Francis Of Assisi Catholic Primary School - Caretakers House

2019/20 Disposals

Ashfield Works, Otley
Asket Hill Primary, Seacroft DPP
Bishop's Way, Seacroft DPP
Bramham House, Bramham, Freely Lane, Phase 1
Brooklands Avenue, Site B, Seacroft , DPP
Buckingham House
Clarence Road, Land at

Grafton Centre, Craven Road
Grange Farm (Land)
Green Road 74, Leeds LS6 4LD
Harehills Park Cottages & Development site.
Hark to Rover PH, former, Spen Lane
Hill Crest 32, land adj, Swillington (self build)
Holdforth Place, Wortley
Holt Park District Centre, ASDA
Kirkland House, Queensway, Yeadon
Kirkstall District Centre K54
Land at Elland Road, Land at (disposal)
Lea Farm Road, Lea Park Road, Kirkstall (Self Build)
Micklefield House , New Rd Side, Rawdon
Micklefield School, Former, Micklefield
Middleton Park Avenue, Middleton
Middleton Park Complex
Miles Hill Primary School & The Beckhill Approach, Phase
Otley Civic Centre
Oulton Golf Course Disposal
Park Court
Park Farm, Colton, Leeds, LS15 9AJ
Rosemont Flats, Bramhope, Breary Lane
Seacroft Hospital
Sovereign Street/Plot B
Stanks Gardens, Land at, Swarcliffe, St Gregorys School
Swarcliffe Avenue
Thornes Farm co-ordination (Surrender & Regrant Gregory
Well Lane, Land at, Yeadon
Wortley High School former, land at Swallow Crescent

2020/21 Disposals

Abbey Mills, Kirkstall Road, LEEDS 4
Armley Grange
Burley road Shops & Car Park
Carr Manor Cottages 1 & 2
Clarence Road, Land at, Second payment
Colton Road East
Eastmoor School (Former)
Kendall Drive, Halton Moor DPP
Park Lees site, St Anthony's Road, Beeston, LS11
Pinfold Childrens Home - disposal
Quarry Hill Car Parking Payment
Rathmell Road, Halton Moor, LS15, DPP
Redhall
Rothwell One Stop Area Office, Marsh Street
Sissons Farm, Middleton

2021 onwards Financial Year

All Saints Road, Rothwell (Self Build)
Arena Development Site
Bath Road (site D)
Bath Road/Derwent Place (Site B)

Bramley Grange Farm
Brooklands Drive, Seacroft DPP
Burley Willows Care Home
Clarence Road Industrial Units
Copperfields College
Easel Site 3
Eastgate & Harewood
Elland Road (Site B Car Park), Leeds
Healey Croft Hostel, Westerton Road, Tingley
Holt Park District centre (residential sites)
Kenneth Street, Land at Holbeck
Leeds Bradford Airport (Site 3)
Leeds International Pool
Main Street, Carlton
Manor Farm Rise, Middleton
Manor Street Industrial Estate
Matthew Murray High School
Middle Quadrant East Leeds Extension
Middleton Marauders Clubhouse
Mistress Lane, Armley
Otley LIDO, Farnley Lane
Parkway Close, Seacroft DPP
Peckfield Colliery, Plots 4, 5 and 6
Seacroft Crescent North, Seacroft DPP
Seacroft Crescent South BLP
Southern Quadrant East Leeds Extension
St Ann's Mills
Summerfield Gardens, Rodley (Self Build)
Sweet Street 38/47 Marshall Street
Thornes Farm, Land at, (Mercado)
Throstle Mout, Middleton (Wades)
Western Flatts Park, Cliff Cottage off Fawcett Lane

Appendix C

Major Schemes (over £3m) by Objective Future 3 year programme 2019/20-2021/22

Central and Operational £91m

Vehicle Replacement Prog	30m
PFI Lifecycle capitalisations	28m
General Capitalisations	17m
Contingency	10m
Transformational Change	4m
Electric Vehicle Trial	2m

Investing in New Technology £38m

Digital Dev/ment & App refresh	15m
Essential Services Programme	16m
Full Fibre Network	4m
Other smaller schemes	3m

Improving Our Assets

HRA - Refurbishment p	
Highways Annual & M	
HRA - Council House P	
Schools Capital Mainte	
CPM, Demos and Fire	
Strategic Investment F	
Changing the workplac	
Town Hall Refurbishm	
Community Hubs	
Childrens Devolved Ca	
Assisted Living Leeds	
Various other small	

Supporting the Leeds Economy £40m

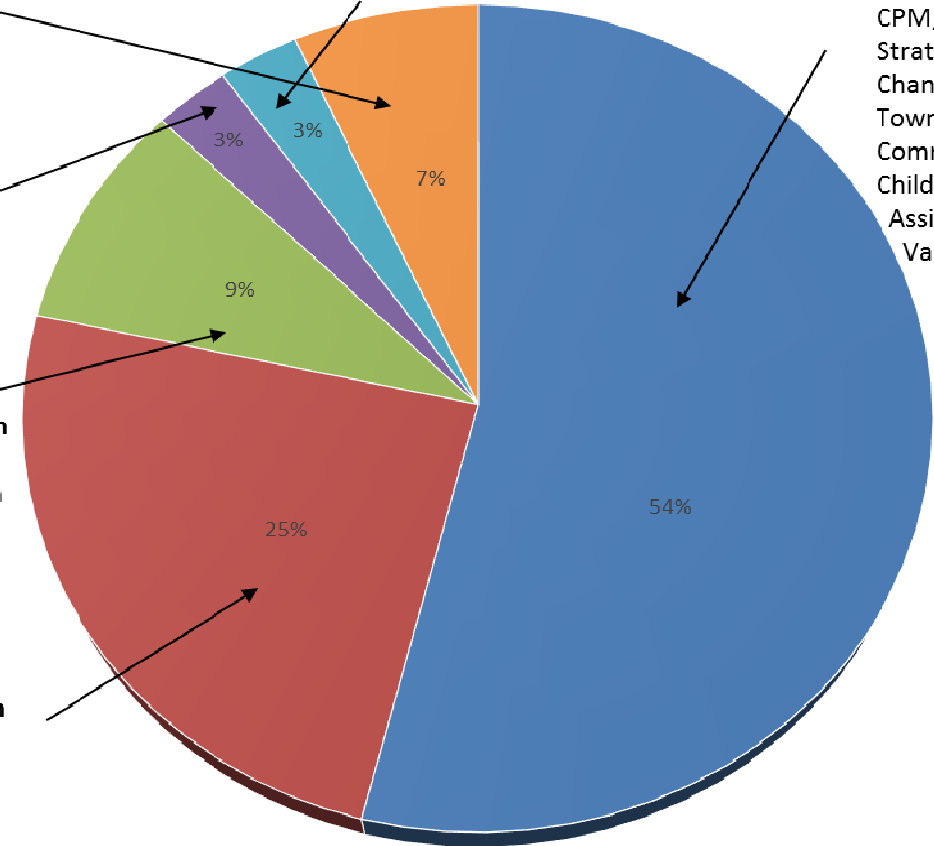
Kirkgate Market Strategy	9m
Local Centres Prog & THI	9m
West Yorkshire Playhouse	7m
Southbank Regeneration	5m
Public Realm	4m
Other smaller schemes	6m

Supporting Service Provision £120m

Learning Places (Basic Need)	55m
Social Care & Health Fund	23m
Adaptations DFGs	23m
Affordable Housing Support & Loans	4m
Waste Depot Development	4m
Various other smaller schemes	11m

Investing in major infrastructure £330m

East Leeds Orbital Road	114m
Leeds Public Transport	100m
Flood Alleviation	73m
Clean Air Zoone	26m
District Heating Network	7m
Leeds Station JV, Fees & HS2 Fees	5m
Various other smaller schemes	5m



Major schemes contained within each objective 2019/20 - 2021/2022

1. Improving our Assets

Housing Revenue Account (HRA)

Council Housing Growth Programme – On 30th October 2018, the Government abolished the cap on borrowing within the HRA. This means that local authorities are now able to borrow for housebuilding in accordance with the Prudential Code, and can therefore build their future generations of council homes at a scale and pace which would not have previously been possible.

We currently have 87 units in development, including the authority's first modern methods of construction scheme. The programme also secured Executive Board approval for its 2019-22 programme of new build general needs council housing on 21st November 2018 – which will deliver ~358 units over 7 sites by the end of December 2021. The homes will all be built to very high standards in terms of space quality and design and will offered at below mark affordable rents.

As well as this general needs housing the programme will also deliver around 440 extra care homes across the City over the same period. 4 of these are being delivered via partnerships with private developers, 3 will be built, owned and managed by the council.

Beyond this, the programme has committed to delivering a minimum of 300 new council homes a year going forward on an ongoing basis as part of our direct contribution to an overall affordable housing target of 1,230 homes p.a. from 2019. This will be achieved via a combination of both new build and property acquisition, utilising both privately owned and council land where available.

With a capital investment of around ~£50m per annum the programme represents an opportunity to drive regeneration in some of the city's most deprived wards over the coming years, providing employment and skills opportunities and also helping to address derelict / problem sites and potentially supporting the re-configuration of existing /problematic stock holdings.

Council Housing Refurbishment Programme – Housing Leeds and BITMO are projecting to spend £259m over the coming 3 year period 2019-22. This investment will fulfil a number of LCCs key priorities; Fire Safety and compliance making additional funding available to fund further sprinkler installations in our high rise blocks, improving health and affordable warmth, low carbon and energy efficiency including completing District heating network programme, improvements to the environment through reduced carbon emissions and supporting more people to live safely in their own homes.

New capital investment proposals will be prioritised according to the following, with works that contribute to legislative requirements, the health, safety or wellbeing of residents taking precedence over others:

- Top priority – legislative requirements, health, safety and wellbeing (e.g. fire

- safety, asbestos, DDA, heating and insulation, lifts, aids and adaptations etc.);
- High priority – Maintain the decency standard of our stock, structural works and key building components (e.g. structural, remedials, concrete repairs, roofs, chimneys, pointing, damp proof courses, windows and doors etc.); and
 - Medium Priority – Prioritise investment to support the High Rise Strategy, internal works and non-key building components (e.g. kitchens, bathrooms internal communal areas in blocks, environmental and estate improvements (e.g. garages, fencing, paths etc.).

The HRA Investment Plan is reviewed by Executive Board annually, alongside the HRA Business Plan. This will allow scrutiny of newly arising investment needs and proposals at the same time as making decisions around the resources made available to fund it.

General Fund

Highways Annual Maintenance Programme – The Highways annual maintenance programmes over the next 3 years provides for £160m to address backlog maintenance on district roads/streets.

Schools Capital Maintenance and Devolved Formula Capital – These Programmes currently include estimated future grant allocations up to 2021/22 of £6.7m and £1.5m respectively based on 2018/19 funding allocations. The next schools capital funding announcement is expected in March 2019 at the earliest, and funding estimates that are already included in the programme will be updated as necessary.

The Capital Maintenance Programme has been enhanced by the addition of an annual programme funded from Leeds resources to address backlog maintenance across the schools estate (£1m 19/20, £2m 20/21, £3m 21/22). It also includes provision for a £20-25m major rebuild at Benton Park HS. This scheme will provide an additional 55 learning places for September 2021 (see separate report included within this Executive Boards agenda on the outcome of the statutory notice) whilst addressing the significant existing condition issues of the school. Discussions continue with the Education & Skills Funding Agency (ESFA) to seek additional central government funding.

CTW & Workspace Rationalisation programme – New Ways of Working is the programme through which Leeds City Council has delivered asset rationalisation across its city centre estate whilst modernising the way we work, delivering transformational service change and improved service provision. We have reduced our city centre office accommodation from 17 buildings to the 4 we have today.

The programme of workspace rationalisations needs to be defined for the period 2019-2022, all of which will require affected staff to adopt new or different ways of working. Stage 1 moves are being driven forward through Strategic Asset Management and include the Middleton Complex and Micklefield House, both are due to be vacated in 2019.

Stage 2 of the rationalisation programme is still to be determined, and moves will be programmed on a phased basis.

Town Hall Refurbishment - As a significant heritage asset the Leeds Town Hall is in need of essential restoration and upgrading. There are a number of issues that need addressing including wind and weather tight repairs, heating system renewal, access issues, organ repairs and upgrades to ancillary services to ensure that the Town Hall remains a premier event destination. The programme allows for the Council to address some of these issues whilst it undertakes more detailed feasibility works.

Community Hubs – This programme is fully funded by Leeds Resources. Community Hubs have brought together all existing community based one stop centres, libraries and housing management offices to be managed as a single set of front-of-house services, whilst providing integration with other partners including police, health, credit union and the third sector. It has addressed essential backlog maintenance, provided new ICT infrastructure and equipment to enable new ways of working, whilst facilitating asset rationalisation. Phase 3 Year 1 schemes, a £3.03m phase of schemes approved by Executive Board in February 2018, continue to progress. The programme now includes a new injection of £4.84m for Phase 3 Year 2 schemes which will deliver Community Hubs at Crossgates, Beeston, Farsley and Wetherby (and will be the subject of a future report to Executive Board

Assisted Living Leeds & Dementia Intensive Therapy Unit - The Council's plans for the development of the South Bank of the city requires that an alternative location and property be found for the Assisted Living Service currently located in Clarence Road. The move also provides a significant opportunity for the Assisted Living Service to pursue further development of the service including the creation of a Smart House and a Retail offer, supporting a greater number and range of people with equipment to assist with daily living and quality of life.

The City currently has a shortage of dementia care and the demand for dementia services is continuing to increase. The Council has agreed to undertake a feasibility study to evaluate a proposal to develop an intensive therapy based approach to supporting individuals with dementia. The proposal will draw upon learning from elsewhere, including the Community based recovery facilities recently provided for elderly people in partnership with Leeds Community Healthcare under contract with the Clinical Commissioning Group.

2. Investing in Major Infrastructure

East Leeds Orbital Road - East Leeds Orbital Road - The Council has made good progress in bringing forward the package of transport measures that will be essential to support the development of the East Leeds Extension strategic growth area. The 7km road would unlock the potential to build up to 5000 new homes in the East Leeds Extension and support the wider housing and economic growth of East Leeds. The scheme has 2 distinct phases with Phase 1 the improvements to the Outer Ring road junctions having receiving full approval and is now on site with an expected completion date of November 2019. Work continues towards Phase 2, the procurement, build of the main ELOR route and the Outer ring road enhancements and is on target for start date in mid 2019. A business case for part funding of the scheme through the West Yorkshire Transport Fund has received approval from WYCA for the Phase 1 ORR. For Phase 2, a full Business Case is to be submitted and approved by WYCA by the mid 2019, seeking support to move through to the tender stage and procurement. The Council is continuing to assume prudential

borrowing to meet the initial gap between the available funding and capital cost of the scheme, to be eventually reimbursed through contributions from house builders as dwellings are completed.

Leeds Public Transport Investment programme – The programme comprises of a package of public transport improvements that, taken together, will deliver a major step change in the quality and effectiveness of our transport network. Headline proposals include:

- A new Leeds High Frequency Bus Network – over 90% of core bus services will run every 10 minutes between 7am and 8pm.
- Additional investment of £71m by First group to provide 284 brand new, Comfortable and environmentally clean buses with free wi-fi and contact-less payments which will achieve close to a 90% reduction in NOx emissions by 2020.
- Development of three new rail stations for key development and economic hubs serving Leeds Bradford Airport, Thorpe Park and White Rose. 2000 additional park and ride spaces with the first new site opening at Stourton.
- A 1000 more bus stops with real time information.
- Making three more rail stations accessible at Cross Gates, Morley and Horsforth.
- Creating 21st Century interchanges around Vicar Lane, the Headrow and Infirmary Street and improved facilities in our district centres.

Funding from Leeds and the West Yorkshire Combined Authority (WYCA) of £8.8m and £1m respectively will increase the funding to £183.3m. In addition Private Sector finance including expenditure on more environmentally friendly buses by bus operators could bring the total investment to over £270m.

Flood Alleviation – Capital programme funding primarily relates to Phase 2 of the Leeds Flood Alleviation Scheme, which is the subject of a separate report included within this Executive Boards agenda. The scheme will deliver of a 1 in 200 year level of protection and makes use of a range of flood defence measures including natural flood management, conveyance improvements, flood attenuation and linear defences. The scheme would better protect 1,048 residential properties and 370 businesses, unlock housing land for 1,613 new homes and help create an additional 1,669 jobs. The capital programme currently includes £76.9m of funding to progress the scheme but this is insufficient to deliver it in its entirety. Therefore a two-step approach is proposed; the first step will be the delivery of a scheme which provides a 1 in 100 year standard of protection to the area upstream of the train station through the promotion of all the defences identified with the exception of a flood attenuation area at Calverley. Then subject to available funding, the second step will be the attenuation work required to provide a 1 in 200 year standard to all areas of Leeds along the River Aire. Detailed design and build tenders and planning applications are now progressing with an anticipated start on site date of summer 2019.

Clean Air Zone – The council has received confirmation that its air quality proposal for a Clean Air Zone, category B (requiring buses, coaches, HGVs, taxi and private hire vehicles to meet pre-determined emission standards) has been approved by government. It has also secured over £29 million in grant funding to deliver the Clean Air Zone. This funding is split between £6.3 million to deliver the required

infrastructure and the balance will be used to provide grants/ loans to the impacted sectors.

District Heating Network – Construction is now well underway on both projects all underground pipes installed, works in communal areas within the blocks 75% complete and both energy centres commencing fit-out. We remain on track for heat on in April 2019.

The project team is now focussing on customer acquisition and is making good progress with 3 additional sizable connections. The project team is also exploring the business case for a phase 2 extension into the city centre, to link into planned LPTIP works on the Headrow, and utilising HNIP grant funding. HNIP has now been launched and the project team aims to submit an application in March, with a report to Executive Board in April. If successful, construction would start summer 2019 and complete by summer 2020.

Leeds Station JV & Fees – The Council seeks to support the redevelopment of Leeds railway station, which is the busiest in the north of England, to meet the projected increase in capacity of 49% by 2023 and 135% by 2043. To do this it is working in partnership with Network Rail, Northern Powerhouse Rail (NPR), HS2, West Yorkshire Combined Authority (WYCA) and London & Continental Railways (LCR). This redevelopment is critical to supporting the Inclusive Strategy call for 21st century infrastructure to support the growth of the city and region. The proposed Joint Venture Arrangements between the Council and LCR would provide the structure to enable regeneration and station redevelopment investment opportunities to be progressed

3. Supporting Service Provision

Learning Places (Basic Need) – Basic Need Grant allocations for 2019/20 and 2020/21 have previously been confirmed at £28.7m and £130k respectively, along with Special Educational Needs and Disability (SEND) Special Provision Fund allocations for 19/20 and 20/21 of £1.45m pa. The next schools capital funding announcement is expected in March 2019 at the earliest, and a funding injection for 2021/22 Basic Need Grant together with any adjustments to previously announced allocations will be updated as necessary.

The funding deficit is currently estimated at £74.8m, with the deficit projected to first arise in 2020/21. This takes into account the injection of £25m of LCC Borrowing and Community Infrastructure Levy funding that was injected as part of the 2018/19 Capital Programme approved by Executive Board in February 2018. Discussions continue with the Education & Skills Funding Agency (ESFA) to seek additional central government funding. This funding gap is the largest significant pressure that the capital programme faces. Strategic Investment Board is being regularly updated on this position and Executive Board will be kept updated via future Learning Places Programme and Capital Programme update reports.

Adaptations – The adaptations programme has funding of £23m across the next 3 years. This supports in the region of 800+ grants for adaptations per year. A further £400k is provided as an annual programme for adaptations to private homes to support more people to remain independently in their own homes.

Affordable Housing & Loan Support – The Council is considering an innovative, collaborative approach between the Council, St George's Crypt and LATCH (Leeds

Action to Create Homes) to seek loan funding of £3.03m from the Council for the provision and development of new supply affordable, supported housing. Housing related support services are integral to the Council's aims to help support vulnerable individuals and families maintain their accommodation and to help those at risk of and threatened by homelessness to access suitable accommodation.

4. Investing in New Technology

Digital Development and Applications refresh - The Applications Portfolio Programme is focussed on ensuring that the council's application estate is compliant with GDPR, PSN and PCI requirements. The programme scope also includes the removal of Access Databases (due to compliance issues) and the development of a long-term plan for the rationalisation, replacement and management of the Council's 500+ systems.

The Application Portfolio Programme in DIS is working across the Council's 500+ applications on the estate. We are working to ensure we are safe, secure and compliant by meeting statutory and regulatory requirements, driving savings and efficiencies by standardising, simplifying and modernising our portfolio of applications.

Full Fibre Network Programme for Leeds - LCC has set out an ambition for all premises across the district both residential and commercial, to be able to access gigabit capable services. The scheme will provide full fibre connectivity to schools, council flats and CCTV point from which fibre providers will expand their networks into localities. It also has the potential to provide Leeds with the largest full scale fibre gigabit network in the UK outside of London and will assist in attracting new business to the area, increasing regional GDP, reducing the City's carbon footprint and helping to address issues of digital and social exclusion. The next stage of the process is to seek approval for a new procurement process for a partner to build and deliver full fibre connectivity to ensure the provision of the greatest amount of coverage, coupled with the opportunity to extend connectivity further with commercial investment.

5. Supporting the Leeds Economy

Kirkgate Markets Strategy - The market is currently building three new units in the popular market kitchen area, two are pre let as part of a current tenants business expansion, the other to support the relocation of a business as part of the George Street development. Plans are being developed for a short stay car park on the rear of the outdoor market to help support market tenants following the loss of a surface level car park to Victoria Gate, this is due to go to planning early 2019. Initial roof surveys will be taking place in 2019 which will involve stripping back two block shop structures to enable a plan of works to be developed moving forward to stop the water ingress into this historic part of the market and to ensure the structures are of sound construction. A concept is being developed to utilise the balcony space storage units and an area that will sit in front of the finished hotel scheme to the lower end of the market. This is looking at the need for incubation space for office/creative businesses within the city that could sit alongside retail.

Local Centres & Townscape Heritage Initiative (THI) Programmes - The £5m Local Centres Programme (LCP) aims to help create viable local centres that are accessible, safe, resilient and fit for the 21st century. On 21 March 2018 Executive

Board approved capital projects to support these aspirations in 12 town and local centres. A total of £1,125,500 was allocated from LCP, with £2,057,000 from other sources, including HRA – albeit prices are subject to refinement during project development. The projects are in development and the first schemes are expected on site in Spring 2019. In addition to the initial 12 centres, officers have been engaging with ward members, local businesses and communities across the city to support and refine emerging project ideas.

West Yorkshire Playhouse - Executive Board at its meeting in July 2017 authorised a Stage 2 grant application to Arts Council England (ACE) for the refurbishment and reconfiguration of the West Yorkshire Playhouse and approved an injection and authority to spend of £13.04m subject to the Stage 2 bid being successful. The Stage 2 Grant Application was submitted to (ACE) on 16 August 2017 and it is anticipated that ACE will make their decision in mid-December 2017. On the assumption that the Council is successful in its application to ACE, the works will commence on site at the end of March 2018.

Southbank Regeneration - LCC are scoping further projects and will look to utilise some of the funding for project feasibility/ some detailed design.

The City Centre Public Realm Strategy – Our Spaces - Engaging and quality public realm is critical to the continued success and robustness of the city centre; creating a welcoming city which has the wow factor. To achieve this there is multi-layered approach, delivering immediately on punchy high visibility pop-up projects whilst working on the longer-term larger schemes. In terms of the larger schemes, feasibility work will commence mid-late 2018 following stakeholder engagement on City Square and the funding for Quarry Hill works have been agreed with an anticipated start on site late 2018, for completion in September 2019. Work to improve the public realm around Merrion House is ongoing and will complete in May 2018.

The summer of 2017 saw a range of temporary/pop-up initiatives such as Cookridge Street pop-up Park, Park Here & Play, Town Hall Forecourt Park. These were well received by the public and consideration is being given to how to develop these schemes and locations in future years. Family Friendliness is high on the agenda, with the Child Friendly Leeds competition drawing hundreds of entries, a new playscape being developed at Queens Square and a range of projects being devised based on the competition winners' suggestions. The parklet initiative supports 'the best city to grow old in' with the placement of seating and rest points in previously 'impractical' locations. Largely these schemes are delivered through the £100k 'Public Realm' and 'Enhancement' pots in the capital programme.

6. Central and Operational

Fleet Replacement and Improvement Plan – The council's fleet replacement and improvement plan places us at the forefront of new technology and shows that as a council we are prepared to show environmental leadership.

The electric vehicle scheme and all the planned electric vehicle infrastructure present an exciting opportunity for the city to establish itself at the forefront of electric vehicle growth, helping local businesses to adopt to the latest technologies whilst supporting further improvements in air quality.

PFI Lifecycle Costs – Prior to 2018/19 the council chose to fund its capital expenditure on lifecycle costs by applying an element of PFI grant to capital to fund them rather than treating them as funded by borrowing. From 2018/19, instead of applying PFI grant to capital, the Council will fund its PFI lifecycle costs by borrowing and will apply appropriate MRP charges, based on useful life of capital spend. In 2019/20 the benefit to the Council will be £8.1m. Full details are explained within the revenue report elsewhere on this agenda.

Appendix D (i)

Revised Statement of Policy on the Minimum Revenue Provision for 2018/19

1. Introduction

- 1.1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
- 1.2. Since 2008/09, the legislation has simply required local authorities to make a prudent level of MRP provision, and the government has issued statutory guidance, which local authorities are should 'have regard to' when setting a prudent level of MRP. The guidance says that the broad aim of a prudent MRP policy should be to ensure that debt is repaid over the life of the asset which the capital expenditure related to (or, for supported borrowing, the period assumed in the original grant determination). Within this overall aim, the guidance gives local authorities considerable freedom to determine what would be a prudent level of MRP.
- 1.3. The statutory guidance recommends that local authorities draw up a statement of their policy on the MRP, for approval by full council in advance of the year to which it applies.

2. Details of MHCLG Guidance on MRP

- 2.1. The statutory guidance identifies four options for calculating MRP and recommends the circumstances in which each option should be used, but states that other approaches are not ruled out.
- 2.2. The first two options are based on the old statutory method of a 4% reducing balance, and the third and fourth options are based on asset lives. For capital schemes acquiring new assets which take more than one year to complete, application of Options 3 and 4 allows councils to delay charging MRP until the year after the new asset becomes operational. Under the statutory guidance, it is recommended that local authorities do not use Options 1 or 2 for prudential borrowing, or for borrowing to fund capitalised expenditure (such as capital grants to other bodies and capital expenditure on IT developments).
- 2.3. For balance sheet liabilities relating to finance leases and PFI schemes, the guidance recommends that one prudent approach would be for local authorities to make an MRP charge equal to the element of the annual rental which goes to write down the balance sheet liability. This would have the effect that the total impact on the bottom line would be equal to the actual rentals paid for the year. However the guidance also states that Option 3 could be used for this type of debt.

3. Implications for the application of capital receipts

- 3.1. One of the implications of the more flexible arrangements for MRP is that it is now necessary to identify which individual schemes have been funded by borrowing and which have been funded by non-specific capital income (e.g. capital receipts and grants), rather than treating the balance of the capital funding requirement after

specific capital funding has been applied as being met from a general receipts and borrowing pool.

- 3.2. In the case of capital receipts, statute gives local authorities the option to apply these to fund the payment of any liabilities relating to finance leases and PFI schemes. This is a reflection of the fact that such schemes are being treated in accounting terms as the acquisition of fixed assets, and the liability represents the amount being paid towards the purchase of the asset itself, rather than interest or service charges payable.
- 3.3. Local authorities may also use capital receipts to repay any borrowing that was incurred to fund capital expenditure in previous years. Applying capital receipts to redeem borrowing would reduce the level of MRP which the council needs to set aside from revenue as a prudent provision.
- 3.4. The general principle adopted will be to allocate capital receipts firstly to fund the liabilities to be written down for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- 3.5. For any remaining capital receipts, the options are for these to be retained in the Usable Capital Receipts Reserve, used to redeem debt, or used to fund capital expenditure on short life assets. The Responsible Financial Officer (the Section 151 Officer) will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.

4. 2018/19 MRP Policy

- 4.1. In its 2018/19 MRP policy, the Council is required to decide how MRP will be calculated for borrowing undertaken for the 2017/18 capital programme and earlier years. It is proposed that Leeds adopts the following MRP policies for 2018/19. This proposal contains an addition to the policy originally approved in February 2018 to cover the MRP approach for PFI lifecycle costs which are funded by borrowing :
 - If capital receipts have been used to repay borrowing or to fund PFI liabilities for the year then the value of the MRP which would otherwise have been set aside will be reduced by the amounts which have instead been repaid from capital receipts.
 - MRP for borrowing on capital expenditure incurred between 2007/08 and 2017/18 will be calculated on an annuity basis over the expected useful life of the assets (option 3 in the statutory guidance). For expenditure capitalised under statute where there is no identifiable asset, the lifetimes used for calculating the MRP will be as recommended in the statutory Guidance.
 - For earlier borrowing, MRP will be calculated on an asset life annuity basis. As data is not available to identify the individual assets which this borrowing related to, an average asset life relating to more recent borrowing will be used. The annuity calculation will be based on the position which would have been reached if this approach had been in place since 2008/09.
 - For all outstanding borrowing (both pre and post 2007/08), the MRP charged to revenue will be adjusted by offsetting an element of the cumulative overprovision on pre 2007/08 debt, until this overprovision has been fully utilised.

- For PFI liabilities, an MRP charge will be calculated on the basis of the expected life of the asset which has been acquired, using the same annuity basis as is used for borrowing.
- For PFI lifecycle costs, an MRP charge will be calculated on a 10 year asset life annuity basis, unless a more specific asset life is given in the contractor's financial model.
- For finance lease liabilities, an MRP charge will be made to match the value of any liabilities written down during the year.

4.2 These policies will ensure that the Council satisfies the requirement to set aside a prudent level of MRP. The arrangements for allocating capital funding set out in paragraphs 3.3 to 3.5 above will help to ensure that the level of MRP is not excessive.

Appendix D (ii)

Statement of Policy on the Minimum Revenue Provision for 2019/20

3. Introduction

- 3.1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
- 3.2. Since 2008/09, the legislation has simply required local authorities to make a prudent level of MRP provision, and the government has issued statutory guidance, which local authorities are should 'have regard to' when setting a prudent level of MRP. The guidance says that the broad aim of a prudent MRP policy should be to ensure that debt is repaid over the life of the asset which the capital expenditure related to (or, for supported borrowing, the period assumed in the original grant determination). Within this overall aim, the guidance gives local authorities considerable freedom to determine what would be a prudent level of MRP.
- 3.3. The statutory guidance recommends that local authorities draw up a statement of their policy on the MRP, for approval by full council in advance of the year to which it applies.

4. Details of MHCLG Guidance on MRP

- 4.1. The statutory guidance identifies four options for calculating MRP and recommends the circumstances in which each option should be used, but states that other approaches are not ruled out.
- 4.2. The first two options are based on the old statutory method of a 4% reducing balance, and the third and fourth options are based on asset lives. For capital schemes acquiring new assets which take more than one year to complete, application of Options 3 and 4 allows councils to delay charging MRP until the year after the new asset becomes operational. Under the statutory guidance, it is recommended that local authorities do not use Options 1 or 2 for prudential borrowing, or for borrowing to fund capitalised expenditure (such as capital grants to other bodies and capital expenditure on IT developments).
- 4.3. For balance sheet liabilities relating to finance leases and PFI schemes, the guidance recommends that one prudent approach would be for local authorities to make an MRP charge equal to the element of the annual rental which goes to write down the balance sheet liability. This would have the effect that the total impact on the bottom line would be equal to the actual rentals paid for the year. However the guidance also states that Option 3 could be used for this type of debt.

4. Implications for the application of capital receipts

- 4.1. One of the implications of the more flexible arrangements for MRP is that it is now necessary to identify which individual schemes have been funded by borrowing and which have been funded by non-specific capital income (e.g. capital receipts and grants), rather than treating the balance of the capital funding requirement after

specific capital funding has been applied as being met from a general receipts and borrowing pool.

- 4.2. In the case of capital receipts, statute gives local authorities the option to apply these to fund the payment of any liabilities relating to finance leases and PFI schemes. This is a reflection of the fact that such schemes are being treated in accounting terms as the acquisition of fixed assets, and the liability represents the amount being paid towards the purchase of the asset itself, rather than interest or service charges payable.
- 4.3. Local authorities may also use capital receipts to repay any borrowing that was incurred to fund capital expenditure in previous years. Applying capital receipts to redeem borrowing would reduce the level of MRP which the council needs to set aside from revenue as a prudent provision.
- 4.4. The general principle adopted will be to allocate capital receipts firstly to fund the liabilities to be written down for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- 4.5. For any remaining capital receipts, the options are for these to be retained in the Usable Capital Receipts Reserve, used to redeem debt, or used to fund capital expenditure on short life assets. The Responsible Financial Officer (the Section 151 Officer) will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.

5. 2019/20 MRP Policy

- 5.1. In its 2019/20 MRP policy, the Council is required to decide how MRP will be calculated for borrowing undertaken for the 2018/19 capital programme and earlier years. It is proposed that Leeds adopts the following MRP policies for 2019/20 :
 - If capital receipts have been used to repay borrowing or to fund PFI liabilities for the year then the value of the MRP which would otherwise have been set aside will be reduced by the amounts which have instead been repaid from capital receipts.
 - MRP for borrowing on capital expenditure incurred between 2007/08 and 2018/19 will be calculated on an annuity basis over the expected useful life of the assets (option 3 in the statutory guidance). For expenditure capitalised under statute where there is no identifiable asset, the lifetimes used for calculating the MRP will be as recommended in the statutory Guidance.
 - For earlier borrowing, MRP will be calculated on an asset life annuity basis. As data is not available to identify the individual assets which this borrowing related to, an average asset life relating to more recent borrowing will be used. The annuity calculation will be based on the position which would have been reached if this approach had been in place since 2008/09.
 - For all outstanding borrowing (both pre and post 2007/08), the MRP charged to revenue will be adjusted by offsetting an element of the cumulative overprovision on pre 2007/08 debt, until this overprovision has been fully utilised.

- For PFI liabilities, an MRP charge will be calculated on the basis of the expected life of the asset which has been acquired, using the same annuity basis as is used for borrowing.
- For PFI lifecycle costs, an MRP charge will be calculated on a 10 year asset life annuity basis, unless a more specific asset life is given in the contractor's financial model.
- For finance lease liabilities, an MRP charge will be made to match the value of any liabilities written down during the year.

These policies will ensure that the council satisfies the requirement to set aside a prudent level of MRP. The arrangements for allocating capital funding set out in paragraphs 3.3 to 3.5 above will help to ensure that the level of MRP is not excessive.

Capital and Investment Strategy

1. Introduction and Requirements

- 1.1 This report sets out the Council's Capital and Investment strategy. From 2018/19 there are new requirements for local authorities to have both a Capital Strategy and an Investment Strategy, with the option to produce one strategy document covering both of these areas. The council has opted to produce an overall Capital and Investment Strategy, given that there is a significant overlap between the two areas.
- 1.2 The requirement for a Capital Strategy is included in the revised Prudential Code for Capital Finance in Local Authorities 2017. The Prudential Code was developed by CIPFA (Chartered Institute of public Finance and Accountancy) as a professional Code to support Councils in taking their decisions. Councils are required by regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local government Act 2003.
- 1.3 In financing capital expenditure Councils also have to have regard to CIPFA's Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes.
- 1.4 The capital strategy sets out the principles that support the Councils 3 year capital programme and as such how it supports corporate priorities and objectives.
- 1.5 The requirement for councils to publish an annual Investment Strategy is included in the latest edition of the government's Statutory Guidance on Local Government Investments.

2. Objectives

- 2.1 The Capital Strategy sets the framework for all aspects of the Council's capital expenditure and capital investment decisions. It will support: strategic planning, asset management and proper option appraisal.
- 2.2 The capital strategy is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 2.3 The keys aims of the strategy are to:
- To ensure that decisions are made within the framework, CIPFA codes and statutory legislation;
 - Prioritise and deploy capital resources in line with corporate priorities;
 - Support service plans;
 - Address major infrastructure investment;
 - Support the review of the Council's estate and provide investment to ensure that it is fit for purpose;
 - Enable investment on a spend to save basis;
 - Create sustainable income streams through capital investment;
 - Support the revenue budget and assist in the delivery of budget decisions;
 - Support economic growth and outcomes; and

- Attract investment in the City through third party, grants or private matched funding.

2.4 Capital investment decisions should be undertaken with regard to:

- Service objectives;
- Proper stewardship of assets;
- Value for money – through option appraisal;
- Prudence and sustainability;
- Affordability; and
- Practicality – achievability of the forward plan.

2.5 The Investment Strategy brings together information on all of the council's investment activities, covering its Treasury Management investments, other service related loans and investments and non-financial investment activity such as the acquisition of investment properties.

2.6 The aim of the strategy is to enhance transparency and accountability by presenting a clear picture of all of the council's investment activity, including the contribution made by investments to the council's objectives, the decision-making process for entering into investments, the exposure to risk, and the risk management arrangements in place.

3. Governance of the Capital Programme

3.1 The 3 year capital programme is established in February of each year together with the Treasury Management strategy and the revenue budget. Quarterly capital update reports are provided to Executive Board.

3.2 The affordability of the capital programme is considered within the Treasury Management report and the funding requirements are set within the revenue budget planning process and with the framework of the medium term financial strategy.

3.3 The Council has a process to ensure that effective decision making takes place that includes:

Democratic decision-making and political approval:

- The Council set the corporate priorities;
- The Council approves the Capital programme, the Treasury Management Strategy and the revenue budget together;
- The Council has an approved scheme of delegation to effect and support efficient decision making (See Annex XX);
- The scheme of delegation enables Executive Board to approve subsequent scheme injections and authority to spend and changes to the capital programme;
- Directors and the Council Chief Officer Financial Services also have delegated powers to inject and provide authority to spend on schemes;
- All schemes progress subject to the Council's constitution, scheme of consultation, financial regulations and procurement requirements;
- The Chief Officer Financial services will report on the affordability and sustainability and risk of capital investment decisions;

- Audit and Governance provide scrutiny on the treasury management framework; and
- The Chief Officer – Financial Service provide assurance on the sustainability and affordability of the Councils financial affairs

Officer Groups:

- Officers, through the Council's Asset Management Board (AMB), Strategic Investment Board (SIB) and Corporate Leadership Team (CLT) are able to influence any investment decision before political approval is sought at Cabinet and Executive Board;
- SIB has the overall responsibility for the strategic development of the capital programme.
- Directorate management teams consider the scheme business cases before submission to SIB and CLT
- Directorate teams manage the monthly forecast spend of their schemes
- Specific project boards are represented by appropriate skilled officers from within the Council and with external specialist engagement as appropriate;
- Monthly reporting of the capital programme to Directorates and the Council's Financial Reporting Group (FRG).
- Monthly reporting of the updated projection of treasury management cost of debt covering the reporting MTFP period is made to the FRG

4. Project Initiation

- 4.1 In previous years capital schemes could be injected at any point through the year with the cost of additional borrowing managed within treasury management. The strategy adopted for 2019/20 onwards has sought to ensure that the revenue impact of capital investment decisions are taken at the same time that the revenue budget is set for the following year.
- 4.2 Directorates now submit their capital programme proposals in advance of the new financial year. Scheme proposals must be underpinned by a clear business case with robust costings and projections of income, where appropriate, that will stand up to scrutiny. The Business case and report must be prepared in accordance with corporate guidelines.
- 4.3 These submissions are ranked in terms of:
- Priority 1 - essential health and safety, protecting revenue budgets and business critical/corporate priority;
 - Priority 2 - departmental priority; and
 - Priority 3 - further business case development required
- 4.4 In addition to the prioritisation of individual proposals and programmes the whole programme will be assessed for:
- Achievability – Does the Council have the resources and technical expertise to deliver within the timescales?
 - Prudence & Affordability – To ensure that the revenue cost of debt remains affordable within the Medium Term Financial Plan;
 - Non-monetary benefits – Social well-being, health and environmental benefits; and

- Impact upon the Council's 5% partial VAT calculation.

4.5 These new investment programmes are appraised in conjunction with a review of the priorities within the existing programme. This process allows for check and challenge with peer review of scheme proposals before the overall affordability of the programme is considered. This review is overseen by the Council Strategic Investment Board, a report that receives themed investment proposals throughout the year.

4.6 In the appraisals of schemes the Council will make use of internal officer experience together with support as required from external professional advisors to ensure that investment decisions are robust and will stand up to subsequent scrutiny.

5. Project Monitoring

5.1 Where appropriate project boards are established comprising suitably experienced and qualified staff with relevant expertise to assist decision making. Board representation would normally consist of: the project sponsor, programme managers, finance, legal, property, support staff and if appropriate HR, communication and external specialist expertise.

5.2 Monitoring of individual schemes and programmes takes place on a monthly basis with financial status reports of actual spend against forecast reports prepared and reported to Directorates. A monthly summary position is taken to the Council's Financial Performance Group.

5.3 Quarterly monitoring reports are taken to the Council's Executive Board. These highlight actuals spend against forecast, progress on schemes, injections, deletions and the impact on future years.

5.4 As required by the CIPFA code of practice on Treasury Management the Council reports on the strategy for the forthcoming year before the start of the year (usually in February to Executive board and full Council. Additionally a half year update report is submitted to Executive board in November during the year with a final report on the previous year being submitted in June/July following the close of the financial year.

6. Capital and Capital Investment Priorities

6.1 The Council has a significant estate to maintain but is also undertaking and facilitating large scale infrastructure development that will underpin the Council's best plan objectives. It remains focused on delivering these ambitions but recognises the financial pressures that the Council is facing. The Council will continue to seek to secure funding for the major infrastructure needs of the city.

6.2 The Council's capital investment objectives are centred on the Council's best plan ambition to be a strong economy and a compassionate City. The priorities cover:

- Addressing housing inequalities;
- Health and wellbeing;
- Creating 21st century infrastructure;
- Creating a child friendly city;
- Having safe and strong communities;
- Ensuring inclusive growth; and

- Increasing the Cultural offer.

Housing

- 6.3 Significant investment in the Council's housing estate ensuring that it meets decency standards, fire safety compliance, improving health and affordable warmth, low carbon and energy efficiency including a District heating network programme, improvements to the environment through reduced carbon emissions and supporting more people to live safely in their own homes.
- 6.4 New capital investment proposals will be prioritised according to the following, with works that contribute to legislative requirements, the health, safety or wellbeing of residents taking precedence over others:
- Top priority – legislative requirements, health, safety and wellbeing (e.g. fire safety, asbestos, DDA, heating and insulation, lifts, aids and adaptations etc.);
 - High priority – structural works and key building components (e.g. structural remedials, concrete repairs, roofs, chimneys, pointing, damp proof courses, windows and doors etc.).
 - Medium Priority – internal works and non-key building components (e.g. kitchens, bathrooms, internal communal areas in blocks etc.).
 - Low priority – environmental and estate improvements (e.g. garages, fencing, paths etc.)
- 6.5 The Council is targeting council housing growth funding from within the overall programme to support the delivery of extra care housing. In addition the empty homes programme continues to bring empty homes back into use and is delivering Council owned extra care apartments with the intention that this investment acts as catalyst to promote the wider development of extra care across the city.

Health and Wellbeing

- 6.6 Demographic factors form a key element of the strategic context; people are living longer and with a higher level of needs. As a result of these increased demands the way care is delivered needs to change and there is a move towards more people being supported to live at home. There is a changing focus from providing help to helping people help themselves. In terms of capital investment needs the main issues are:
- Investment in opportunities for vulnerable adults to access universally provided services;
 - Investment in changing analogue telecare to digital, equipment and adaptations to support people living at home; and
 - Investment in appropriate technology and business systems to enable the personalisation and direct access by people to health and social care support leading to improved outcomes including adaptation to homes and assisted living initiatives.
- 6.7 In contrast there will be a significant reduction in directly provided residential and day care provision in response to reducing demands for these services. This move could release assets for disposal but there is also a need to ensure that the remaining facilities, required for more specialised and re-abling services, are fit for purpose. Initiatives include Health centre redevelopment and dementia intensive therapy unit.

6.8 Work continues with colleagues from the Health sector the city to bring forward schemes designed to fulfil requirements and £25m has been set aside to further develop initiatives at the local level.

Creating 21st century infrastructure

6.9 **Public Realm Strategy** - Engaging and quality public realm is critical to the continued success and robustness of the city centre; creating a welcoming city which has the wow factor.

6.10 **HS2/Southbank** – The Council is taking a lead with partners in delivering HS2 and Southbank infrastructure. The aim is to double the size of the city Centre.

6.11 **Major highways and bridge** works including LTP and developer contributions to address backlog maintenance on district roads/streets. The Leeds Public Transport Investment programme comprises a package of public transport improvements that, taken together, will deliver a major step change in the quality and effectiveness of our transport network. In addition the Council has made good progress in bringing forward the package of transport measures that will be essential to support the development of the East Leeds Extension strategic growth area. Central to these is the East Leeds Orbital Route.

6.12 **Essential Information and Technology Infrastructure** – There are a number of major essential IT investments and associated programmes of work that are required over the next few years. These include upgrades to Windows 10, continuing the rollout of the new collaboration and telephony, replacement of hundreds of old PC's and laptops, investment in a range of cyber security measures, refresh and future proofing our server and storage estate and provide services across the city, upgrade, replace or consolidate applications to be compliant with external Public Service Network (PSN) and General Data Protection Regulations (GDPR).

6.13 **Full Fibre Network Bids** – Commitment to full fibre connectivity to all schools, council flats and CCTV point from which fibre providers will expand their networks into localities. Depending on the outcome of the bid a more detailed report will come to Executive Board relating to the implementation of the scheme.

6.14 Major projects include enhancing flood alleviation resilience continuing to build a cycling network, establishing a **District Heating Network**, creating a compressed Natural Gas Station and the conversion of the Council's fleet to the latest emission standards including Conversion of Refuse collection vehicles to compressed gas. The Council is also introducing a congestion zone and will provide support to licenced taxis to convert to greener vehicles.

Children's Services

6.15 Demographic change also places a significant pressure on Children's Services in the need to provide additional primary school places to meet the demand resulting from rising birth rates. The focus is now moving the provision of secondary places. There is a significant funding gap that the Council will look to the government to fund but provide shortfall solutions through the use of CIL, provision of free schools and borrowing. In addition there are significant backlog maintenance requirements within the estate that will use **Capital Maintenance and Devolved Formula Capital** plus local resources.

Communities

- 6.16 The next phase of Community Hubs will allow the continued roll out of the Community Hubs with fully integrated services across the city including, asset rationalisation, co-location of housing back offices, essential backlog maintenance and new ICT infrastructure and equipment to enable new ways of working over the next 3 years.
- 6.17 The Local Centres Programme (LCP) through engagement with ward members, local businesses and communities create viable local centres that are accessible, safe, resilient and fit for the 21st century. The town heritage initiative will provide further investment key heritage assets in the City.

Growth

- 6.18 There are a number of initiatives aimed at supporting business growth in the city. These include: the Digital Business Incubator (Leeds Tech Hub) - The Leeds Tech Hub Fund was introduced as a catalyst for growth and expansion in the city's fast-growing digital sector; Workspace Development and Investment Fund - This fund is designed to support providers of affordable specialist space to small start-up business particularly in the creative and manufacturing sectors that have found difficulty in finding premises as the Leeds property market continues to boom; and Innovation District - This collaboration with Leeds Teaching Hospitals NHS Trust and the University of Leeds seeks to develop a Leeds Innovation District to the north of the city centre. Initial work has scoped out potential development sites. This fund will contribute to public realm and early stage development activities.

Culture

- 6.19 The Council will continue to support the Channel 4's relocation to Leeds and work with the creative and digital sectors and other to provide to expand the film and television talent and expertise within the region.
- 6.20 The Council continues to expand the cultural offer within the city and is providing together with the Arts Council and the Leeds Playhouse significant investment in the redevelopment of the Leeds Playhouse.

Other initiatives

- 6.21 There are a number of other significant initiatives that are based upon sustainable business plans:
- Rationalisation of the Council's estate;
 - Reduction in backlog property maintenance;
 - Measures to maintain income and reduce costs through spend to save business cases;
 - Investment in sporting facilities;
 - Invest in heritage assets on a sustainable basis; and
 - Invest in initiatives that support the revenue budget

7. Capital Programme Priority and Corporate Links

- 7.1 The capital programme links into wider processes and plans across the Council and should not stand alone. In setting, monitoring and reviewing individual

schemes/programmes and the overall capital programme consideration should be given to:

- Council best plan;
- Asset management plan;
- Medium term financial strategy;
- Treasury management strategy including prudential indicators; and
- Internal and External audit.

8. Revenue implications

8.1 The revenue implication of capital investment should be considered alongside revenue budgets. Capital investment decisions should consider:

- The costs of borrowing (interest and Minimum revenue provision);
- Future whole life asset planning including capital (future capital maintenance requirements and revenue implications (running costs and maintenance costs));
- Realisation of cashable and non-cashable benefits; and
- Impact upon the economy and the generation or support of Council tax and business rates.
- Proportionality

9. Funding Strategy

9.1 A range of options are available for the Council to fund its capital expenditure requirements. This capital investment must be in line with the CPFA Prudential Code for Capital Finance in Local Authorities. The level of borrowing that the Council undertakes must be within the code and its management is covered with in the Treasury management strategy.

9.2 The Council will seek to maximise external funding sources before it undertakes borrowing, whilst ensuring that borrowing remains affordable and within the medium term financial strategy.

9.3 The main sources of funding available are:

- Government grants;
- Match funding;
- City region funding including the LEP;
- European funding;
- Developer funding through CIL, S106 and S278 contributions;
- Private sector funding;
- Capital receipts; subject to funding repayment of existing debt, PFI liabilities etc.;
- Generation of income streams or the avoidance of costs though robust business case that pay for the costs of borrowing;
- Corporate borrowing where the funding is a bottom line revenue cost;
- Lease finance; and
- Revenue funding.

9.4 In addition the Council may also choose to grant fund capital expenditure to third parties or provide loans – covered in the investment strategy.

10. Risks

- 10.1 The risks associated with this strategy should be considered in the context of the Council's risk and governance reporting framework and the methods for monitoring and escalation.

11. Knowledge and Skills

- 11.1 The Capital and treasury management function is managed by a number of experienced and qualified staff. They all follow a continuous professional development plan that forms part of the Council's appraisal process. The section is headed up by a CIPFA qualified accountant and reports to the S151 Officer who is also a CIPFA qualified accountant.
- 11.2 Individual capital schemes are undertaken by professional qualified staff in appropriate disciplines. External support and advice is also sought through a framework contract as and when required.
- 11.3 Members are consulted in early stages of project development and provide approval of schemes at Executive Board and full Council when the capital programme is set. Members are provided with training on treasury and capital management.

12. Investment Strategy

- 12.1 The Council's investment activities cover three broad areas – treasury management investments, other financial investments such as loans and equity investments which are made to achieve service objectives, and non-financial investments such as in property.

12.2 Treasury management investments

- 12.2.1 The council makes investments on an ongoing basis as required for the purposes of efficient treasury management. The scale of these investments, the investment policy and the risk management approach are all covered in the Treasury Management Strategy which is published alongside this document.

12.3 Contributions made by non treasury financial investments

- 12.3.1 The statutory guidance requires councils to identify and disclose the range of contributions which its existing non treasury management investments make to its objectives.
- 12.3.2 The following table outlines the contributions made to service objectives made by the non treasury financial investments which the council held at 31st January 2019.

Investment	Investment Category	Value at 31st March 2018 £k	Cost of Acquisition £k	Nature of contribution made	Valuation Basis
Shareholding in Merrion House LLP	Equity	37,000	29,198	Efficient procurement of accommodation	Fair value
Leeds City Region Revolving Investment Fund LP	Equity	4,579	4,579	Promotion of economic development	Cost less provision
Loan to Leeds City Credit Union	Loan	1,190	1,190	Financial inclusion	Cost less provision
Assisted Homebuy Scheme (equity loans)	Loan	1,007	861	Access to affordable housing	Fair value
Equity loans to householders	Loan	360	360	Various including health and wellbeing, and low carbon.	Cost less provision
Council house mortgages	Loan	259	259	Access to affordable housing	Cost less provision
Loans to housing associations	Loan	176	176	Access to affordable housing	Cost less provision
Loans to Leeds Community Ventures Ltd	Loan	130	130	Efficient procurement of accommodation	Cost less provision
		44,701	36,753		

12.3.3 The table also identifies those loans and investments which are held at fair value and those which are held at cost less any appropriate provision for non-payment. It should be noted that the values shown are as at 31st March 2018 and that a change in accounting standards will require a change from 31st March 2019 in the method of evaluation of provisions for non-payment of loans to an “expected credit loss” basis. It is not anticipated that there will be any significant changes to carrying values as a result of this.

12.4 **Investment priorities, decision making and risks for non-treasury financial investments**

12.4.1 As regards their treasury management investment policies, councils are required to prioritise security and liquidity, and to only consider the yield that can be obtained within appropriate levels of security and liquidity. However different priorities apply when considering non treasury investments. The council will only enter into financial investments which are outside of its treasury management activities where it is seeking to achieve a service objective. This means that the requirements to prioritise security and liquidity which would apply to treasury management investments do not carry the same level of weight in considering such investments. Further, whilst the council’s non treasury financial investments do in some cases generate a return, any such yield is incidental to the reasons for entering into these loans and investments.

12.4.2 Prior to making loans or other financial investments, the council carries out a thorough financial evaluation and due diligence of the risk against the return, including the intended service outcome. In addition to expected cash flows, this will take into account any borrowing costs arising and, where investments fall within the definition of capital expenditure and are funded by borrowing, the requirement to fully fund the investment via the Minimum Revenue Provision over an appropriate number of years. A business case should be produced, to cover :

- Which Council objectives are being supported;
- Financial business case including sensitivity;
- Financial due diligence;
- Legal Powers for the acquisition and legal due diligence;
- State Aid implications;

- Tax treatment;
- Type and value of security
- Procurement issues;
- Know your customer;
- Political, environmental and social factors; and
- Accounting treatment.

- 12.4.3 Where necessary and dependent on the value of the proposed investment, external advice will be sought by officers before entering into financial investments.
- 12.4.4 Where possible, the council obtains appropriate security such as a legal charge on property before making loans. It should be noted that a number of these investments are funded by grants or other third party contributions, and thus carry no risk of loss to the council as a result of entering into them.
- 12.4.5 Of the £44.7m of current financial investments shown in the table in 12.3.2 above, £38.6m (86.4%) are either secured on property or relate to an underlying property asset.
- 12.4.6 As regards liquidity, the council does not set any maximum policy limit for the duration of such investments, with each being judged on a case-by-case basis. Indeed, equity loans to homeowners, which are partly funded by grants and other contributions, have no set maturity date. When making non-financial loans and investments the council does so with the understanding that it will not be able to prematurely access the funds which have been committed to these investments.
- 12.4.7 All decisions to enter into non treasury financial investments are taken within the council's overall delegated decision framework, with the added requirement included in Financial Regulations for the decision maker to consult with the Chief Finance Officer before entering into such a contract. The requirement to consult the Chief Finance Officer ensures that the available knowledge and expertise within the council for assessing such contracts is applied to each such decision.
- 12.4.8 Under the new requirements for investment strategies, the council is required to set a limit on the total value of non-treasury management loans which it is willing to make. The council proposes to set this limit for 2019/20 at £40m. From the table at 12.3.2 it can be seen that the total value of such loans made at 31st January 2019 is £2.9m. This limit does not relate to financial investments other than loans.
- 12.4.9 Once loans and financial investments have been made, the relevant service will be responsible for ongoing monitoring and for ensuring that amounts due to the council are recovered.

12.5 Commercial Property Investment Strategy

- 12.5.1 The Council's holds a mixed property portfolio spread across the following headings:
- Operational assets that are need to operate front line and back office functions;

- Investment portfolio that provide an income stream to the Council, which is split into the
 - i) Prime Investment Portfolio comprising high yielding investment properties such as office blocks, the Arena, large modern industrial units and multi storey car parks,
 - ii) Commercially let properties including a portfolio of small industrial estates, offices, shops and pubs,
 - iii) Community assets such a sports clubs and community groups,
 - iv) Economic Development properties held for supporting innovation and job creation.
 - v) investment properties that have been earmarked to raise Capital Receipts,
 - vi) agricultural land and property held for long term strategic expansion of the city or protection of the countryside
 - vii) miscellaneous properties which include substations and other statutory utilities on Council land
- Regeneration and growth – assets that are acquired to enable transformation of areas, provide confidence to the market where particular projects have stalled and generate growth;
- Heritage assets – that’s are of historic importance to the city; and
- Community assets - that are held to support initiatives across the public and third sectors to the benefit of local communities.

12.5.2 The Council has held a number of investments assets that have generated an income stream. These assets cover commercial property and a small industrial portfolio as set out above and together with various other rights for example covenants, access rights and mineral rights.

12.5.3 On 21 October 2015 Executive Board considered a report from the Chief Executive entitled ‘Strong Economy, Compassionate City’ which was a response to the White Paper motion passed at July 2015 Council on sharing economic success in the city. The report advised how the Council had played a pivotal role in the economic recovery of Leeds having intervened proactively to kick-start development and regeneration projects, support businesses to grow and invest, and to help people to work. The Council had used its powers for land assembly at the Trinity and Victoria Gate schemes; brought forward its land at Sovereign Street; constructed the First Direct Arena; and pump primed the delivery of manufacturing and logistics space in the Leeds Enterprise Zone, amongst a few. The ambition for Leeds to have a strong economy and to be a compassionate city has now embedded in the Best Council Plan, with a council priority being to support economic growth and access to economic opportunities.

12.5.4 One of the main aims of the Council is to bring about economic regeneration in Leeds. The Council has been involved in bringing forward the development of buildings at a time when the market was stalling and their acquisition will further the Council’s involvement and financial benefits. With the Council’s ambition to become the best city in the UK, with an economy that is both prosperous and sustainable, further acquisitions offer the opportunity to further boost the performance of the Council’s property investment portfolio with substantial rental income.

12.5.5 The Council will ensure that there is a proactive maintenance strategy in place to preserve the income that investment assets generate.

- 12.5.6 At the present time this strategy paper concentrates on the purchase of new assets. It is envisaged that a disinvestment strategy will be added at a later date to set the strategy for the sale / release of non performing low quality assets that the Council do not wish to retain.
- 12.5.7 In the longer term it is envisaged that the Council will put in place an active Asset Management strategy where none performing assets are either “engineered” to perform or traded out of the portfolio and replaced with others.
- 12.5.8 The Council will put in place a strategy to manage and make the best use of historic assets that will be retained by the Council. This is part of the Council’s desire to have a managed efficient estate.
- 12.5.9 The opportunistic disposal of properties may also be considered to capitalise on market movements and situations where the return available is above market value such as special purchaser and marriage value situations. In addition certain acquisitions may be held on a short/medium term basis where a resale in the next few years might enable the Council to obtain an enhanced value before the asset value might start to fall e.g. to sell the investment before the remaining lease term becomes unattractive to the market.
- 12.5.10 Once the portfolio is in place it is recommended that the Investment Management Strategy is reviewed on a quarterly basis, and if required it will be amended to reflect changing Council priorities or changes to market conditions.
- 12.5.11 In addition the Property Manager or external Property Adviser will on a day to day basis be actively monitoring market conditions and the management strategy adopted will be adjusted to reflect changes in the market. The monitoring of market conditions is seen as essential if the Council is to capitalise on opportunities thrown up by changes in the commercial property sector. Further an important part of the long term strategy as the portfolio matures will be to look at portfolio weighting to ensure that the Council is not under or overexposed to one or more sectors of the market. To do this a summary of the value of the properties and the income generated will be produced. This data will also be provided in a pie chart format for easy identification of holdings and returns in the various commercial property sectors.
- 12.5.12 The Council will use borrowing to fund property acquisitions. Borrowing will be sourced as outlined in the Treasury Management Strategy but could include the Public Works Loan Board. The rental income generated must as a minimum provide a surplus over and above the costs of borrowing.

12.5.13 Investment Criteria

When looking at investment properties the Council will have regard, in order, for security liquidity and then yield. The Council should consider the following factors as part of the selection criteria:

- Covenant Strength – A full financial appraisal of the ability of the tenant(s) to continue to pay rent to service the Council’s debt obligations will be undertaken. This may in some cases require external independent advice. Only tenants of good financial standing will be considered.
- Unexpired terms: For let properties the Council must consider the unexpired length of the lease and break clause to determine the risk to

future income assumptions. In addition the Council will consider the costs of a tenant vacating in future income assumptions.

- **Guide Price:** In order to avoid over exposure to large lot sizes and to avoid the purchase of low price and therefore low return investments that are uneconomical to manage it is recommended that the Council invest in properties within a value range of £5 to £65 million.
- **Target Yield Range:** The target return should as a minimum be higher than the cost of borrowing but also be in excess of returns that could be received on bank deposits. However appropriate adjustments for risk and growth should be factored in. An appropriate Yield minimum is currently 4% the present time under the current low interest rates. Lower initial yields should of course be considered for investments offering asset management or redevelopment opportunities or long term guaranteed rental growth i.e. linked to annual RPI or CPI increases which will give higher returns in the long term.
- **Risk:** concurrent with the rate of return the risk of the acquisition/tenant strengths and lease conditions should be evaluated.
- **Location:** Based upon knowledge of the local area and the regeneration requirement only properties in the geographical area of the Council's jurisdiction will be considered.
- **Market Sector:** Investments across all sectors will be considered. Particular emphasis should be placed upon investments that complement regeneration or job creation in the Council area which may involve the Council entering into Joint Venture arrangements.
- **Capital Growth:** The property should afford revenue and /or capital growth. Where at all possible properties selected should offer opportunities by asset management, change of use, reconfiguration or redevelopment to enable Leeds to produce future returns that will increase in real terms above inflation.
- **Tenant Line up:** In order to minimise the risk of tenant failure and property voids single occupancy properties should be avoided unless covenant strength is exceptional (institutional single covenants or strong local firms e.g. banks or local legal firms) and there is a significant unexpired term. In terms of multi-occupied properties preference should be given to investments with a variety of uses / trades but ensure the number of tenants is managed to covenant strength.
- **Vacant Properties:** In certain circumstances such properties should be considered particularly if they adjoin existing Council holdings, or offer opportunities by asset management, change of use, reconfiguration or redevelopment. Vacant properties will also be considered where they are in areas of strong growth and investment activity such as the Aire Valley where it is anticipated there will be interest from occupiers and therefore good prospects of letting. The advantage of such properties is that they can be usually purchased at a discount to the market and are a way of adding value by letting to strong covenants. Such properties will also provide inward investment opportunities for the City as ready-made sites for new occupiers.

- **Property Condition:** for let acquisitions the age and condition must be sufficiently factored into the price to ensure that the Council is in a position to let or sell the property in the future and that appropriate surveys are undertaken prior to the purchase of the property. The Council should also consider the costs of refurbishment/demolition in the acquisition value.
- **Market Sector:** the Council should ensure that it has a balanced portfolio mix spread across the commercial property sector.
- **Prime / Edge of Prime High Street Retail Uses:** It is essential that any retail investments considered should meet the strict tenant covenant strength test. With the rise of internet shopping this has become a high risk of tenant failure sector. Care should be taken to avoid over exposure (say over 50% of uses) of the investment to any single use category. In particular Class A2 retail (banking and professional services) with break clauses or short unexpired lease terms should be avoided as there is a growing trend for banking and financial services companies to pull away from the high street.
- **Car Parks:** Consideration should be given to the acquisition of car parks as these provide a strong and guaranteed rental growth. Further in the case of lease expiry, or restructuring or tenant failures there is the opportunity for the Council to gain full control and take over the operation of the car park.
- **Development Opportunities Adjoining / Abutting Existing Council Holdings:** Opportunities where the Council has an interest in a site or owns adjoining land should be considered.
- **Lease Re-gearing, Unlocking of Marriage Value and Purchase of Freehold opportunities:** It is possible to unlock latent value or create new value and income by the extinguishment variation or extension of long leasehold terms such an example would be the restructuring of the lease on the offices at Merrion House. The other example is the redevelopment of the George Street shops whereby the existing rental is cannibalised to enhance the future of the site and obtain an increased asset value. Consideration should also be given to buying in the freehold of council leased in properties where prudential loan repayments are lower than contractual rental payments.
- **Maintenance Programme:** The revenue and capital implications of maintenance the assets should be considered and reflected in budget assumptions and an adequate budget is set aside to cover future maintenance that is not recoverable through a service charge and potential future refurbishment costs..

Property Criteria that should be avoided.

When appraising potential investments the following property types / situations should be avoided.

- **Leasehold:** Due to management issues relating to superior landlords plus diminishing returns such investments should be avoided unless there is a significant lease term remaining normally in excess of 100 years or the opportunity to renegotiate the lease term as part of the acquisition.

- Speculative Development sites: Commercial development is a high risk / high return industry and given the need for an immediate income return on investment it is not recommended that the Council invest in this area unless adequate pre lets are in place unless there is a good regeneration criteria linked to the purchase of such an asset.
- High Risk Complex Joint Ventures: Such opportunities can present good returns by sharing the risk with others. Such opportunities should be considered carefully and considered in the context of their regenerative benefits in the longer term.
- MEES Compliance: From the 1 April 2018 under the energy efficiency requirements of the MEES compliance all commercial properties offered to let must have a minimum EPC rating of “E” or above. Therefore any properties not meeting this criteria should be avoided unless the seller undertakes the necessary enhancement works to make the property MEES compliant.
- Shopping Centres: Such investments require intensive management and frequently impose future cash calls for refurbishment etc. upon their owners. In addition, Leeds has a very comprehensive retail offer at present and investment in to this market is likely to exceed the funds available. The sector is likely to be competitive with other investors such as commercial property companies and funds therefore entry costs could be high with yields lower. Therefore investment in this sector is not recommended. It should be noted that other Local Authorities have acquired retail shopping centres but these tend to be acquired either to support the town centre or the regeneration of an area of the city.
- Retail Parks: In a similar fashion to shopping centres such investments carry intensive management obligations and the frequent need to put extra investment into the asset. The retail market has been adversely affected by the way people buy goods and through online purchases of goods and the viability of such retail sites have to be very carefully assessed. The DIY sector is also being hit by the rise in “trade park” operators such as Screwfix who can operate from such parks at rents nearer industrial rates than those higher rents seen at retail parks.

12.6 **Commercial Property Investment Activity to date**

12.6.1 As at 31st January 2019 the council has acquired a number of investment properties. The total acquisition cost of these properties was £78.6m, and the carrying value at the most recent valuation was £83.9m. The fair value of these assets will be revalued as part of the 2018/19 closedown process and any resulting reduction in fair value below the level of capital invested would be reported to full council as required by the statutory guidance on investments, along with mitigating actions proposed. The following table provides details of individual asset values:

Asset	Purchase Price/ Build Cost £	Stamp Duty & Other Fees £	Total Cost £	Latest Valuation £
Harper Street Car Park	10,025,000	503,600	10,528,600	12,000,000
Sovereign Square (offices)	43,993,350	1,262,750	45,256,100	50,000,000
Thorpe Park (offices)	7,020,000	530,900	7,550,900	7,020,000
Logic Leeds (industrial unit)	6,250,000	444,500	6,694,500	6,400,000
Apex View (offices)	8,003,323	524,715	8,528,038	8,437,018
Total	75,291,673	3,266,465	78,558,138	83,857,018

12.6.2 In addition to making a financial return, all of the above investment properties were acquired with a view to stimulating economic development in the city, and the Harper Street Car Park makes a further contribution in providing a parking service to residents and visitors.

12.6.3 The following table identifies the projected net yield from these assets for 2018/19 :

Asset	2018/19 Estimated Outturn				
	Annual Prudential Borrowing Charge	Gross Income	Net Income	Yield	Return on Investment
	£	£	£	%	%
Harper Street Car Park	510,000	(664,085)	(154,085)	6.31	1.46
Sovereign Square (offices)	1,401,000	(1,923,000)	(522,000)	4.25	1.15
Thorpe Park (offices)	234,000	(418,238)	(184,238)	5.54	2.44
Logic Leeds (industrial unit)	207,000	(452,704)	(245,704)	6.76	3.67
Apex View (offices)	331,000	(572,000)	(241,000)	6.71	2.83
Total	2,683,000	(4,030,027)	(1,347,027)	5.13	1.71

12.6.4 An assessment of current values against acquisition values shows that for some assets there has been a small loss in capital values. However the assets were acquired with the aim of medium to long term income generation, rather than with the aim of generating a capital return via a disposal in the short term. As regards liquidity, the council took into account the inherently illiquid nature of property assets in its business cases for the acquisition of these investments, and does not anticipate being forced to dispose of them under disadvantageous market conditions. This view is based on the soundness of the council's overall financial governance arrangements, which minimise the risk of any unexpected need to

realise funds from the properties. However, the council will continue to monitor the property market to ensure that it identifies any opportunities which do arise to generate a capital gain from the disposal of the assets.

12.7 **Proportionality**

- 12.7.1 The statutory guidance on investment strategies requires the council to disclose the extent to which it is dependent on profit generating investment activity as a source of income to balance its budget.
- 12.7.2 The council's income from non treasury financial investments is negligible in the context of its overall income, and therefore the potential for failure to generate the expected level of investment income presents no risk to the council's overall financial standing.
- 12.7.3 Similarly, the council is not dependent on the generation of income from its investment property assets to any great extent, and thus the potential for a reduction in the income generated from them does not represent a significant risk to its overall financial standing.

Equality, Diversity, Cohesion and Integration Screening



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

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

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

Directorate: Resources	Service area: Resources and Housing
Lead person: Bhupinder Chana	Contact number: 51332

1. Title: Capital Programme Update
Is this a:
<input checked="" type="checkbox"/> Strategy / Policy <input type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Please provide a brief description of what you are screening
<p>The report presents an updated capital programme including the overall financial position and a progress report on major schemes and programmes.</p>

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

4. Considering the impact on equality, diversity, cohesion and integration	
If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.	
Please provide specific details for all three areas below (use the prompts for guidance).	
<ul style="list-style-type: none"> • How have you considered equality, diversity, cohesion and integration? (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected) 	
<ul style="list-style-type: none"> • Key findings (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another) 	
<ul style="list-style-type: none"> • Actions (think about how you will promote positive impact and remove/ reduce negative impact) 	

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.	
Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Bhupinder Chana	Head of Finance –Technical Resources and Housing	24 th January 2019
Date screening completed		

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent: 25 th January 2018
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Capital Programme – Scheme Details (Organised by Expenditure Objective)

SEE ATTACHED PDF

Leeds City Council Capital Programme - Whole Authority

All Figures are in £000's

Page 1

		Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 31 Mar 22
					2019/20	2020/21	2021/22	
Improving Our Assets								
1	Highways Network & Structures	293,138.6	82,284.6	47,434.1	61,648.5	52,961.4	41,640.0	7,170.0
2	Service Delivery Assets	113,854.0	19,181.1	20,422.6	34,682.3	28,173.0	11,335.0	60.0
3	Local & Community Assets (IA)	1,534.9	938.7	383.7	212.5	0.0	0.0	0.0
4	Council Housing	650,025.9	152,244.2	90,066.2	122,510.7	130,710.1	140,857.0	13,637.7
5	School Building Improvements	121,186.3	39,470.2	12,639.2	16,683.8	25,479.3	23,232.1	3,681.7
6	Office Buildings & Support Services	105,883.7	71,581.4	23,009.1	11,293.2	0.0	0.0	0.0
7	Recreational Assets	13,638.3	9,167.7	3,808.6	662.0	0.0	0.0	0.0
Investing In Major Infrastructure								
8	Highways	202,687.6	60,809.4	23,673.1	33,088.5	45,095.0	25,021.6	15,000.0
9	Transport	125,492.9	11,735.6	6,337.6	46,737.1	57,282.6	3,400.0	0.0
10	Flood Alleviation	136,153.1	55,276.7	7,689.1	22,511.1	27,751.2	22,925.0	0.0
11	Energy Efficiency & Carbon Reduction Initiatives	49,604.8	2,669.2	15,301.4	21,176.0	10,100.0	227.4	130.8
Supporting Service Provision								
12	Schools	172,134.4	85,256.4	28,621.8	24,519.9	33,378.3	358.0	0.0
13	Supporting Children & Young People	48,160.4	37,474.8	7,039.4	2,723.5	460.0	462.7	0.0
14	Supporting Older People	145,539.0	85,476.3	11,619.1	13,280.0	26,427.0	8,588.0	148.6
15	Environment & Waste	57,285.5	50,030.1	1,581.4	4,235.1	1,362.7	76.2	0.0
16	Affordable Housing	10,676.7	3,483.5	2,947.1	2,385.7	827.7	1,032.7	0.0
Investing In New Technology								
17	Client Management Systems	7,478.3	4,924.9	1,130.8	855.0	567.6	0.0	0.0
18	Core ICT Infrastructure	53,503.6	8,101.3	8,560.1	14,473.4	11,467.2	10,901.6	0.0
19	Business Efficiency / Spend to Save Schemes	772.4	408.7	363.7	0.0	0.0	0.0	0.0
20	New Technology in Schools	562.9	562.3	0.6	0.0	0.0	0.0	0.0
Supporting The Leeds Economy								
21	Cultural Infrastructure	27,984.1	10,910.5	7,539.5	7,844.1	1,440.0	250.0	0.0
22	City Centre Infrastructure	59,554.4	38,302.5	5,013.9	8,062.9	4,675.1	3,000.0	500.0
23	Community Regeneration Schemes	16,776.0	5,655.4	1,689.1	4,946.3	2,841.7	1,643.5	0.0
24	Local & Community Assets (SLE)	6,402.3	697.0	2,460.6	1,489.1	877.2	878.4	0.0
25	Strategic Priorities	2,945.9	92.0	1,600.3	1,253.6	0.0	0.0	0.0
Central & Operational Expenditure								
26	Vehicles/Equipment	52,624.7	12,112.9	8,219.4	15,194.4	10,579.3	6,518.7	0.0
27	General Capitalisation	66,519.6	4,435.4	13,779.9	17,441.5	15,989.4	14,777.8	95.6

Leeds City Council Capital Programme - Whole Authority

All Figures are in £000's

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		Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 31 Mar 22
					2019/20	2020/21	2021/22	
Central & Operational Expenditure								
28	Contingency	10,894.6	0.0	0.0	300.0	300.0	7,294.6	3,000.0
Gross Payments		2,553,014.9	853,282.8	352,931.4	490,210.2	488,745.8	324,420.3	43,424.4
Programmed Schemes		2,553,014.9	853,282.8	352,931.4	490,210.2	488,745.8	324,420.3	43,424.4

Leeds City Council Capital Programme - Improving Our Assets

Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
						Estimated Costs			
Asset Management									
A	32875	Sovereign Street Bridge	3,500.0	25.2	200.0	2,774.8	500.0	0.0	0.0
Total Asset Management			3,500.0	25.2	200.0	2,774.8	500.0	0.0	0.0
Highways									
A	1093	Burley Road Int Transport Corridor	2,972.3	2,956.2	16.1	0.0	0.0	0.0	0.0
A	12208	Sharpe Lane Middleton Dev S106	4.0	0.0	0.0	4.0	0.0	0.0	0.0
B	12234	Bridges Asset Management	3,248.4	3,099.2	149.2	0.0	0.0	0.0	0.0
A	12570	Middleton Ln South Site Towcester Ave106	167.1	35.3	5.6	126.2	0.0	0.0	0.0
B	13454	Bridges Asset Valuation	40.0	36.9	3.1	0.0	0.0	0.0	0.0
C	14967	Portland Crescent Road Improvements	26.0	16.4	9.6	0.0	0.0	0.0	0.0
C	15391	Aberford Road Garforth S278 Newhold	908.4	67.6	0.0	0.0	840.8	0.0	0.0
A	15435	St James Hospital Parking Review	87.5	76.1	0.0	11.4	0.0	0.0	0.0
A	15469	Horsforth Roundabout Signalisation	1,697.6	1,696.0	1.6	0.0	0.0	0.0	0.0
A	15687	Bayswater Estate Residents Permit Zone	38.0	33.5	0.0	4.5	0.0	0.0	0.0
A	16111	Echo Central Tro'S	15.5	11.8	0.0	3.7	0.0	0.0	0.0
A	16134	Fleet Lane - Methley - Traffic Reg Order	15.0	0.0	0.0	15.0	0.0	0.0	0.0
B	16140	Leeds And Bradford B6157 Retaining Wall	376.9	375.7	1.2	0.0	0.0	0.0	0.0
C	16149	Headingley Stadium St Michaels Ln Tro'S	24.0	22.9	1.1	0.0	0.0	0.0	0.0
A	16166	Cookridge Street Cycle Route City C Ph3	336.9	336.9	0.0	0.0	0.0	0.0	0.0
A	16290	Disabled Access Improvements	590.0	487.0	13.0	90.0	0.0	0.0	0.0
A	16302	Headingley & Kirkstall Road - Rss	67.5	67.4	0.1	0.0	0.0	0.0	0.0
A	16335	Street Lighting Energy Efficiency	376.6	150.7	20.0	0.0	205.9	0.0	0.0
C	16390	Manston Ln Xgates Vickers Tank Factory	152.7	149.2	3.5	0.0	0.0	0.0	0.0
C	16406	Grimes Dyke Whinmoor Section 278	3,297.0	3,294.4	2.6	0.0	0.0	0.0	0.0
C	16437	Holt Park Well Being Centre - S.278	42.0	31.9	10.1	0.0	0.0	0.0	0.0
C	16457	Church St/ Croft Hse Rd - Morley S.278	17.5	0.0	17.5	0.0	0.0	0.0	0.0
C	16467	Aldi Bradford Road Guiseley	175.2	108.9	6.3	60.0	0.0	0.0	0.0
A	16484	Elland Road Tro & Rpp Re New Police Hq	230.0	49.3	21.7	0.0	159.0	0.0	0.0
A	16590	M621 Junct 2 Roundabout Signalisation	243.9	233.9	10.0	0.0	0.0	0.0	0.0
B	16611	Fall Lane Railway Bridge	757.4	751.5	5.9	0.0	0.0	0.0	0.0
C	16648	Bridge Road Kirkstall - S.278 & S.106	555.4	468.5	36.9	50.0	0.0	0.0	0.0
A	16709	A6120 Rodley Roundabout Signalisation	3,475.0	3,059.0	3.3	412.7	0.0	0.0	0.0
C	16713	Barrowby Lane - Colton - Sect 278	5.0	0.4	4.6	0.0	0.0	0.0	0.0
C	16715	Gibraltar Rd / Waterloo Rd Pudsey S.278	6.0	0.4	5.6	0.0	0.0	0.0	0.0
A	16721	Uppermoor / Waterloo Road Pudsey	45.0	44.6	0.4	0.0	0.0	0.0	0.0
A	16741	East Street Pedestrian Improvements	230.0	214.8	15.2	0.0	0.0	0.0	0.0
C	16825	Aldi Store - Evanston Ave - Kirkstall	11.6	9.5	2.1	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	Estimated Costs				After 2021/22
					2018/19	2019/20	2020/21	2021/22	
A	16876	Roundhay Rd/Spennings PI/Bay Rd - Signals	55.4	17.5	37.9	0.0	0.0	0.0	0.0
A	16899	Morley Integrated Transport Hub	113.2	88.7	24.5	0.0	0.0	0.0	0.0
B	16906	Water Lane Cantilever Strengthening	1.3	1.2	0.1	0.0	0.0	0.0	0.0
C	16911	Sovereign St - New Kpmg Bldg Minor S.278	9.0	6.8	2.2	0.0	0.0	0.0	0.0
A	16924	Wetherby Parking Scheme	10.0	0.0	10.0	0.0	0.0	0.0	0.0
C	16927	Newmarket Approach - Cross Green - S.278	459.7	403.9	0.0	55.8	0.0	0.0	0.0
A	16952	A647 Thornbury Roundabout Junct Imp	3,433.0	3,381.2	11.3	40.5	0.0	0.0	0.0
A	16957	Leeds University Tro'S	6.0	4.9	1.1	0.0	0.0	0.0	0.0
A	16961	A61 Wakefield Road Stourton - Bus Lane	108.0	106.1	1.9	0.0	0.0	0.0	0.0
A	16982	SEA Seacroft Link Road	1,237.6	0.0	37.6	1,200.0	0.0	0.0	0.0
B	16994	Spofforth Hill Bridge	32.4	30.6	1.8	0.0	0.0	0.0	0.0
B	28901	Monitoring Of Sub Standard Bridges	1,161.0	1,085.3	75.7	0.0	0.0	0.0	0.0
A	32017	City Centre Cycle Parking	98.9	98.8	0.1	0.0	0.0	0.0	0.0
A	32018	Kirkstall Forge Towpath Access	211.0	169.3	0.0	41.7	0.0	0.0	0.0
B	32065	Thorpe Arch Bridge	164.6	87.0	77.6	0.0	0.0	0.0	0.0
B	32066	Otley Bridge Footway Cantilever (L90)	84.8	84.4	0.4	0.0	0.0	0.0	0.0
B	32071	Abbey Road Retaining Wall (3013-292)	217.6	215.1	2.5	0.0	0.0	0.0	0.0
B	32074	Pool Bank Culvert (L1051)	1,127.3	265.6	861.7	0.0	0.0	0.0	0.0
A	32081	Leeds Bradford Airport Link Route	1,785.0	851.3	400.0	533.7	0.0	0.0	0.0
A	32082	Temple Green Park & Ride - Des & Constr	7,121.0	5,786.1	150.0	1,184.9	0.0	0.0	0.0
A	32083	Leeds City Centre Network Imps - Phase 1	1,889.0	1,096.7	600.0	192.3	0.0	0.0	0.0
A	32088	Calverley Lane Tro	7.0	3.9	3.1	0.0	0.0	0.0	0.0
C	32103	Cardigan Fields Kfc - Minor S.278	10.8	8.3	2.5	0.0	0.0	0.0	0.0
C	32109	Royal Park Rd - Hyde Park - Minor S.278	12.3	2.1	10.2	0.0	0.0	0.0	0.0
B	32143	Leeds Bridge Strengthening	3,725.9	1,902.6	1,765.7	57.6	0.0	0.0	0.0
A	32151	Thorpe 20 Mph Zone	18.0	16.3	1.7	0.0	0.0	0.0	0.0
A	32153	Harehills Road	525.0	521.8	3.2	0.0	0.0	0.0	0.0
A	32160	Kippax (East) 20mph Zone	32.5	32.5	0.0	0.0	0.0	0.0	0.0
A	32164	Littlemoor Bowling Club-S.106-Tro	5.5	5.3	0.2	0.0	0.0	0.0	0.0
C	32167	Former Agnes Stewart Sch - S278	16.0	3.4	12.6	0.0	0.0	0.0	0.0
B	32179	COM M1 Junction 44 Hw (Committed)	2,244.8	2,242.3	0.0	2.5	0.0	0.0	0.0
A	32182	Pudsey District Centre - Rss	10.0	9.5	0.5	0.0	0.0	0.0	0.0
A	32184	Wetherby Parking Strategy	8.7	7.4	1.3	0.0	0.0	0.0	0.0
C	32203	Greek St/Russell St - Minor S.278	52.5	52.5	0.0	0.0	0.0	0.0	0.0
C	32206	Thorn Walk Gipton - Minor Sect 278	16.0	15.6	0.4	0.0	0.0	0.0	0.0
A	32208	Leeds Dock To City Centre Cycle Route	24.3	2.3	22.0	0.0	0.0	0.0	0.0
A	32209	Pool And Otley Cycle Parking	8.0	0.0	8.0	0.0	0.0	0.0	0.0
A	32211	Royds Lane - Wortley - Sect 106	400.0	388.1	0.0	11.9	0.0	0.0	0.0
A	32214	Clay Pit Ln/Woodhouse Ln - Junct Imprv	45.2	45.2	0.0	0.0	0.0	0.0	0.0
A	32214	HWY Clay Pit Lane/Woodhouse Lane Junct Imp	2,396.3	975.5	920.8	500.0	0.0	0.0	0.0

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Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	Estimated Costs				After 2021/22
					2018/19	2019/20	2020/21	2021/22	
A	32215	City Centre 20mph Zone	8.1	7.4	0.7	0.0	0.0	0.0	0.0
A	32227	Whitehall Rd / Northern St Junct Improve	2,610.0	1,760.6	92.7	20.0	736.7	0.0	0.0
C	32261	Merrion Way - Minor Sect 278	16.0	14.9	1.1	0.0	0.0	0.0	0.0
C	32262	Bridgewater Place Section 278	148.2	148.2	0.0	0.0	0.0	0.0	0.0
A	32265	Little Neville Street (Re Lsse) - S.106	498.1	475.5	22.6	0.0	0.0	0.0	0.0
B	32278	Principal Bridge Inspections 2015/16	412.3	412.3	0.0	0.0	0.0	0.0	0.0
B	32282	Woodhouse Lane Bridge (L214)	204.0	149.3	54.7	0.0	0.0	0.0	0.0
B	32285	Oxford Road Bridge (L340)	6.9	0.4	6.5	0.0	0.0	0.0	0.0
B	32286	Owicotes Bridge (L456)	94.3	84.7	9.6	0.0	0.0	0.0	0.0
B	32292	Hansbygate Subway (L2013) Strengthening	88.1	82.0	6.1	0.0	0.0	0.0	0.0
B	32293	Regent St Flyover (L223) Structural Repa	173.0	168.7	4.3	0.0	0.0	0.0	0.0
B	32332	Stainbeck Lane	713.8	713.3	0.5	0.0	0.0	0.0	0.0
A	32337	Elland Road Park & Ride Phase 2	2,220.0	2,162.1	57.9	0.0	0.0	0.0	0.0
A	32339	A642 Wakefield Road Swillington Rss	25.0	22.0	3.0	0.0	0.0	0.0	0.0
A	32342	Spring Road Jw A660 Cycle Casualty Reduc	28.0	26.4	1.6	0.0	0.0	0.0	0.0
C	32344	Wellington Place - Minor S278	16.0	1.6	14.4	0.0	0.0	0.0	0.0
A	32350	Meanwood Park- 20mph Scheme	30.0	28.8	1.2	0.0	0.0	0.0	0.0
A	32352	Roundhay Brackenwood - 20mph Scheme	26.3	25.3	1.0	0.0	0.0	0.0	0.0
A	32367	Dewsbury Road Town Centre Rss	600.0	435.8	164.2	0.0	0.0	0.0	0.0
A	32368	A6120 Ring Rd Jw Coal Rd S278	308.3	308.3	0.0	0.0	0.0	0.0	0.0
A	32369	A65 Cycle Safety Measures At Minor Junct	151.0	143.8	7.2	0.0	0.0	0.0	0.0
A	32370	Red Surfacing At Junctions - Phase 2	12.0	0.0	12.0	0.0	0.0	0.0	0.0
A	32372	Roundhay Road Jw Copgrove Rss	45.0	45.0	0.0	0.0	0.0	0.0	0.0
A	32373	Leeds Ev Charging - Public Car Parks	9.3	7.2	2.1	0.0	0.0	0.0	0.0
C	32377	Victoriagate (Eastgate) S278	379.1	379.1	0.0	0.0	0.0	0.0	0.0
B	32379	Armley Road Footbridge Pip	126.3	123.6	2.7	0.0	0.0	0.0	0.0
B	32380	Alpha Street C Footbridge Pip	241.6	238.4	3.2	0.0	0.0	0.0	0.0
C	32381	Highways Sect 278 Parent Scheme	3,126.9	0.0	0.0	45.0	1,500.0	1,581.9	0.0
C	32390	Calverley Lane/Ring Road, Farsley	177.5	171.7	5.8	0.0	0.0	0.0	0.0
C	32399	Town St, Stanningley (New Lidl & Shops)	396.5	381.2	15.3	0.0	0.0	0.0	0.0
C	32402	North Street Minor S278 Magnet Kitchens	16.0	12.6	3.4	0.0	0.0	0.0	0.0
C	32404	Middleton Ring Road - Ped Improvements	370.2	261.5	0.0	108.7	0.0	0.0	0.0
C	32406	Seacroft Hospital Site Re New Housing	1,430.0	1,330.9	49.1	50.0	0.0	0.0	0.0
A	32407	Capital Scheme Development	8.0	7.1	0.9	0.0	0.0	0.0	0.0
A	32411	Edward St/Templar St Car Parks S278	20.0	0.0	20.0	0.0	0.0	0.0	0.0
C	32414	Aldi - Tong Road - Wortley - Sect 278	139.0	16.8	116.2	6.0	0.0	0.0	0.0
C	32420	Central Square - Minor Sect 278	16.0	0.4	15.6	0.0	0.0	0.0	0.0
C	32422	Ruth Gorse Academy, Black Bull Street	315.8	315.8	0.0	0.0	0.0	0.0	0.0
A	32428	Traffic Management 2018/19	335.0	0.0	335.0	0.0	0.0	0.0	0.0
B	32429	Highways Maint Capitalisation 2018/19	4,600.0	0.0	4,600.0	0.0	0.0	0.0	0.0

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Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22
						2019/20	2020/21	2021/22	
B	32430	Highways Maintenance Works 2018/19	9,600.0	0.0	8,143.0	1,457.0	0.0	0.0	0.0
B	32444	Hwys Works To Libh&H Area 2016-18	1,430.0	493.2	436.8	500.0	0.0	0.0	0.0
B	32445	Meanwood/Green/Stonegate Rd Junct	74.6	13.2	61.4	0.0	0.0	0.0	0.0
A	32451	Dynamic Signing Phase 3 - Vms	330.0	329.0	0.0	1.0	0.0	0.0	0.0
A	32452	St Michaels Lane Traffic Reg Order Work	5.0	4.9	0.1	0.0	0.0	0.0	0.0
B	32459	Linton Bridge (L34)	4,940.0	4,785.2	154.8	0.0	0.0	0.0	0.0
C	32460	Regent St/Skinner Lane S278 Works	174.0	147.0	27.0	0.0	0.0	0.0	0.0
C	32461	Station Road, Methley - Minor S278	21.0	1.0	20.0	0.0	0.0	0.0	0.0
A	32464	Moseley Wood Gardens 20 Mph-S278	41.0	41.1	-0.1	0.0	0.0	0.0	0.0
C	32486	Aldi - Marsh Street - Rothwell - S.278	315.0	9.7	15.3	290.0	0.0	0.0	0.0
C	32488	Gelderd Road / Asquith Ave, Gildersome	810.0	570.6	74.4	165.0	0.0	0.0	0.0
C	32489	Arlington Roundabout S278	354.0	241.9	12.1	100.0	0.0	0.0	0.0
B	32491	Leeds Inner Ring Road Rw Repairs	862.7	847.2	15.5	0.0	0.0	0.0	0.0
B	32495	Victoria Road - Morley	358.1	356.7	1.4	0.0	0.0	0.0	0.0
A	32516	Cherry Row Traffic Mgt	26.0	25.2	0.8	0.0	0.0	0.0	0.0
C	32517	Lidl Halton Minor Sect 278	19.4	19.4	0.0	0.0	0.0	0.0	0.0
B	32520	New York Road Viaduct East L228	182.2	132.4	49.8	0.0	0.0	0.0	0.0
A	32521	Little Woodhouse Street - New Bridge	1,480.5	1,479.1	1.4	0.0	0.0	0.0	0.0
B	32523	2016/17 Structural Assessments	209.2	204.2	5.0	0.0	0.0	0.0	0.0
B	32525	Leeds Core Cycle Network	45.0	1.6	43.4	0.0	0.0	0.0	0.0
B	32526	2016/17 Minor Works	185.7	185.1	0.6	0.0	0.0	0.0	0.0
B	32527	2016/17 Planned Maintenance	387.9	384.5	3.4	0.0	0.0	0.0	0.0
B	32528	2016/17 Principal Inspections	322.1	319.2	2.9	0.0	0.0	0.0	0.0
B	32530	2016/17 Principal Wall Inspections	13.3	13.2	0.1	0.0	0.0	0.0	0.0
B	32532	2016/17 Special Inspections	412.2	378.6	33.6	0.0	0.0	0.0	0.0
C	32539	Whitehall Road Premier Inn S278	403.4	344.4	10.5	48.5	0.0	0.0	0.0
B	32547	Water Lane Cantilever (L2541)	84.0	62.0	22.0	0.0	0.0	0.0	0.0
A	32553	Anpr Data Collection (Defra)	243.0	188.9	54.1	0.0	0.0	0.0	0.0
A	32560	PED CAR Carlton Ln / Jumbles Ln - Ped Crossing	20.6	20.6	0.0	0.0	0.0	0.0	0.0
A	32560	PED GRO Grove Lane Ped Crossing	20.9	20.8	0.1	0.0	0.0	0.0	0.0
A	32560	PED QUE Queenswood Drive Ped Crossing	16.4	16.4	0.0	0.0	0.0	0.0	0.0
A	32571	Oak Tree Dr J/W North Farm Rd Gipton Rss	61.1	61.1	0.0	0.0	0.0	0.0	0.0
A	32574	20mph Zone - Rothwell Area 2016/17	10.0	10.0	0.0	0.0	0.0	0.0	0.0
A	32576	Pease Hill 20mph Zone - Rawdon	20.9	19.9	1.0	0.0	0.0	0.0	0.0
A	32577	Alwoodley Area 20mph Zone	54.0	29.8	24.2	0.0	0.0	0.0	0.0
A	32578	Bramhope Area 20mph Zone	54.3	48.1	6.2	0.0	0.0	0.0	0.0
A	32579	South Leeds Cockburn School 20mph	10.0	5.4	4.6	0.0	0.0	0.0	0.0
A	32580	Asquith 20mph Zone & Morley Central	33.0	19.9	13.1	0.0	0.0	0.0	0.0
B	32585	Town Street - Gildersome	267.9	256.0	11.9	0.0	0.0	0.0	0.0
B	32595	The Headrow - City Centre	10.3	0.0	10.3	0.0	0.0	0.0	0.0

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					2018/19	2019/20	2020/21	2021/22	
C	32598	Sweet Street - Minor Sect 278	29.5	3.9	15.6	5.0	5.0	0.0	0.0
A	32603	Holt Park 20mph Zone	59.6	59.6	0.0	0.0	0.0	0.0	0.0
A	32604	Drighlington 20mph Zone	19.8	8.4	11.4	0.0	0.0	0.0	0.0
C	32607	King Lane Area - Alwoodley - Tro'S	5.0	4.2	0.8	0.0	0.0	0.0	0.0
C	32611	Cavendish Street Minor S278	11.0	0.1	10.9	0.0	0.0	0.0	0.0
C	32613	Lidl Foodstore Aberford Road - Garforth	855.0	664.5	65.0	125.5	0.0	0.0	0.0
C	32616	Eastgate / Vicar Lane (Victoriagate)	77.3	77.3	0.0	0.0	0.0	0.0	0.0
B	32620	Highways Maintenance Ims - 2019/20	13,000.0	0.0	0.0	13,000.0	0.0	0.0	0.0
B	32621	Highways Maint Capitalisation 2019/20	4,600.0	0.0	0.0	4,600.0	0.0	0.0	0.0
A	32622	Traffic Management 2019/20	200.0	0.0	0.0	200.0	0.0	0.0	0.0
C	32641	Aldi - Chapel Allerton - Sect 278	263.8	102.9	160.9	0.0	0.0	0.0	0.0
C	32642	Aldi Sandbeck Lane Wetherby - Minor S278	11.0	8.1	2.9	0.0	0.0	0.0	0.0
C	32644	Spofforth Hill Wetherby	73.0	17.4	55.6	0.0	0.0	0.0	0.0
C	32653	Former Yorkshire Post Site Minor S278	20.0	1.5	18.5	0.0	0.0	0.0	0.0
A	32656	Calverley & Farsley Tro'S Phase 3	10.0	9.6	0.4	0.0	0.0	0.0	0.0
A	32665	Century Way - Thorpe Park	500.0	304.7	195.3	0.0	0.0	0.0	0.0
A	32674	Road Safety Works General	100.0	80.7	19.3	0.0	0.0	0.0	0.0
C	32675	Highways Pot Hole Repairs	2,192.0	523.3	1,668.7	0.0	0.0	0.0	0.0
C	32680	A63 / B6137 Junc Garforth Re Sandgate Dr	720.0	80.0	530.0	110.0	0.0	0.0	0.0
C	32686	A660 Otley Road - Bramhope	3,526.5	85.2	110.0	1,618.2	481.0	1,232.1	0.0
C	32688	Elland Rd Day Nursery S278	10.5	0.0	10.5	0.0	0.0	0.0	0.0
C	32695	Leeds Road Collingham S278	3,246.0	53.7	25.0	1,098.3	1,133.0	936.0	0.0
C	32696	Wetherby Road - Wetherby - S278	87.0	5.7	81.3	0.0	0.0	0.0	0.0
A	32717	TWE 20mph Zones 2017/18	300.0	166.8	133.2	0.0	0.0	0.0	0.0
C	32720	New Halton Moor School S.278 Hwys Works	27.5	0.0	27.5	0.0	0.0	0.0	0.0
B	32724	17/18 Principal Inspection Of Structures	351.4	330.1	21.3	0.0	0.0	0.0	0.0
B	32725	17/18 Underwater Inspections	125.5	118.8	6.7	0.0	0.0	0.0	0.0
B	32726	17/18 Structure Special Inspections	149.6	112.7	36.9	0.0	0.0	0.0	0.0
B	32727	17/18 Principal Retaining W/Inspection	53.0	0.4	52.6	0.0	0.0	0.0	0.0
B	32728	17/18 Structures - Minor Works	621.3	506.0	115.3	0.0	0.0	0.0	0.0
B	32730	17/18 Retaining Wall Data Collection	49.0	17.1	31.9	0.0	0.0	0.0	0.0
B	32731	17/18 Structural Assessments	264.7	190.1	74.6	0.0	0.0	0.0	0.0
B	32732	17/18 Lirr Safety Features Ph 1	39.8	2.8	37.0	0.0	0.0	0.0	0.0
C	32743	Victoria Road Headingley S278	48.4	5.8	42.6	0.0	0.0	0.0	0.0
B	32744	Joint Replacements 2017/18	159.1	42.2	116.9	0.0	0.0	0.0	0.0
B	32745	Wellington Street Viaduct	62.9	43.6	19.3	0.0	0.0	0.0	0.0
A	32748	Pedestrian Crossings 2017/18	355.0	342.8	12.2	0.0	0.0	0.0	0.0
A	32749	Clean Air Zone Feasibility & Consultancy	238.0	129.5	108.5	0.0	0.0	0.0	0.0
A	32751	Air Quality - Comms Research / Ncad	80.0	55.1	24.9	0.0	0.0	0.0	0.0
A	32752	Traffic Management Capital Prog 2017/18	290.9	290.9	0.0	0.0	0.0	0.0	0.0

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B	32753	Highways Maintenance - lms - 2017/18	11,000.0	9,918.6	1,081.4	0.0	0.0	0.0	0.0
B	32755	Principal Road Schemes 2017/18	1,347.0	1,147.0	200.0	0.0	0.0	0.0	0.0
B	32756	Principal Road Surface Dressing 2017/18	1,583.4	1,323.4	260.0	0.0	0.0	0.0	0.0
B	32757	Surface Dressing Pre-Patching 2017/18	14.1	4.1	10.0	0.0	0.0	0.0	0.0
B	32758	Distributor Road Schemes 2017/18	1,156.0	1,136.0	20.0	0.0	0.0	0.0	0.0
B	32760	Hm Ltp Minor Works 2017/18	1,101.8	1,046.8	55.0	0.0	0.0	0.0	0.0
B	32761	Unclassified Road Schemes 2017/18	520.7	55.7	465.0	0.0	0.0	0.0	0.0
B	32763	Lodge St/ Fenton St/Back lbb Pl S278	13.5	1.8	11.7	0.0	0.0	0.0	0.0
A	32765	Utc Site Interfaces 2017/18	120.0	106.7	13.3	0.0	0.0	0.0	0.0
A	32767	Utmc Network Monitoring 2017/18	40.0	36.9	3.1	0.0	0.0	0.0	0.0
B	32770	Highways Maintenance Drainage 2017/18	312.0	62.1	249.9	0.0	0.0	0.0	0.0
A	32771	BFD A647 - Bus Priority Corridor	34.6	34.6	0.0	0.0	0.0	0.0	0.0
A	32771	COR Bus Priority Corridors - Enabling Works	181.4	181.4	0.0	0.0	0.0	0.0	0.0
A	32771	HAR A61 North - Bus Priority Corridor	28.9	28.9	0.0	0.0	0.0	0.0	0.0
A	32771	OTL A660 Bus Priority Corridor	60.7	60.7	0.0	0.0	0.0	0.0	0.0
A	32771	OTL LAW Lawnswood Roundabout Junct Improvements	1.0	1.0	0.0	0.0	0.0	0.0	0.0
A	32771	WAK A61 South - Bus Priority Corridor	85.2	85.2	0.0	0.0	0.0	0.0	0.0
A	32771	WET A58 - Bus Priority Corridor	29.1	29.1	0.0	0.0	0.0	0.0	0.0
A	32773	ALB Albion Street - City Centre Gateway	19.2	19.2	0.0	0.0	0.0	0.0	0.0
A	32773	CEX Corn Exchange - City Centre Gateway	21.1	21.1	0.0	0.0	0.0	0.0	0.0
A	32773	HED The Headrow - City Centre Gateway	20.2	20.2	0.0	0.0	0.0	0.0	0.0
A	32773	INF Infirmary Street - City Centre Gateway	19.1	19.1	0.0	0.0	0.0	0.0	0.0
A	32773	WLN Woodhouse Lane - City Centre Gateway	22.8	22.8	0.0	0.0	0.0	0.0	0.0
A	32774	THO New Rail Station At Thorp Park Austhorpe	0.4	0.4	0.0	0.0	0.0	0.0	0.0
A	32774	WHI New Rail Station At White Rose Shop Ctr	0.4	0.4	0.0	0.0	0.0	0.0	0.0
A	32775	REC Lptip - Bus Delivery - Reconnecting Comm	0.2	0.2	0.0	0.0	0.0	0.0	0.0
B	32776	A64 (M) Regent Street Flyover	1,779.1	894.4	568.2	316.5	0.0	0.0	0.0
A	32777	Cycling In The City Centre	10.0	1.5	8.5	0.0	0.0	0.0	0.0
C	32779	Colton Lane Ped Crossing	39.8	1.3	38.5	0.0	0.0	0.0	0.0
A	32780	City Centre Vehicle Access Restrictions	1,890.0	128.9	1,271.1	490.0	0.0	0.0	0.0
A	32793	Cardigan Road - Pelican Crossing - S106	59.8	47.2	12.6	0.0	0.0	0.0	0.0
C	32795	Majestic Rd Wrks - City Sq - Minor S.278	15.0	0.0	15.0	0.0	0.0	0.0	0.0
C	32800	M62 Junct 27 - Hwys Works	4,405.7	178.3	3,230.0	997.4	0.0	0.0	0.0
C	32801	M62 Junct 28 - Hwys Works	2,872.3	181.0	770.0	1,921.3	0.0	0.0	0.0
C	32806	Pontefract Road Minor S278	5.0	0.4	4.6	0.0	0.0	0.0	0.0
C	32808	A62 Geldard Rd Car Garage Minor S.278	11.0	2.4	8.6	0.0	0.0	0.0	0.0
A	32809	A659 High St/ Church Fields, Boston Spa	35.0	0.0	0.0	35.0	0.0	0.0	0.0
A	32810	A6110 Southern Ring Road Jct Imps Wy+Tf	280.0	4.3	10.0	265.7	0.0	0.0	0.0
B	32817	Lumb Wood Pond Improvements	19.4	1.8	0.0	17.6	0.0	0.0	0.0
A	32822	Traffic Management 2020/21	200.0	0.0	0.0	0.0	200.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	Estimated Costs			After 2021/22	
					2018/19	2019/20	2020/21		
B	32825	Highways Maintenance lms 2020/21	13,000.0	0.0	0.0	0.0	13,000.0	0.0	0.0
B	32826	Highways Maint Capitalisation 2020/21	4,600.0	0.0	0.0	0.0	4,600.0	0.0	0.0
A	32827	ALL Junct Imp In Nw Leeds - All 3 Junctions	138.4	10.7	12.0	115.7	0.0	0.0	0.0
A	32827	DAW Dawsons Corner Junct Improvement	636.6	236.6	300.0	100.0	0.0	0.0	0.0
A	32827	DYN Dyneley Arms Junction Improvement	375.0	124.6	175.0	75.4	0.0	0.0	0.0
A	32827	FIN Fink Hill Horsforth Junct Improvement	375.0	104.7	25.0	245.3	0.0	0.0	0.0
A	32832	Street Lighting Minor Works	70.0	0.0	0.0	70.0	0.0	0.0	0.0
C	32839	A650 Wakefield Rd Euro Garages	40.0	12.4	27.6	0.0	0.0	0.0	0.0
C	32843	Warren House Lane - Tro & Junct Works	5.0	0.3	4.7	0.0	0.0	0.0	0.0
A	32845	Cemetery Road / Top Moorside Road Safety	10.0	7.3	2.7	0.0	0.0	0.0	0.0
A	32847	Otley Rd / St Michaels Rd - Mini Rndabt	36.0	3.7	32.3	0.0	0.0	0.0	0.0
A	32848	Utmc City Centre Traffic Signals Timings	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	32849	City Centre Motorcycle Parking Phase 3	11.5	0.0	11.5	0.0	0.0	0.0	0.0
C	32852	Adel Lane Traffic Calming & Cycle Imps	185.9	12.5	7.5	165.9	0.0	0.0	0.0
C	32860	Low Lane Horsforth S106	22.2	9.3	5.0	7.9	0.0	0.0	0.0
C	32862	Coal Road (Agfa) Whinmoor Sect 278	300.0	10.1	289.9	0.0	0.0	0.0	0.0
C	32863	Mustard Wharf Minor S278	7.5	0.0	7.5	0.0	0.0	0.0	0.0
C	32865	Calverley Tro'S Phase 4	4.4	0.0	4.4	0.0	0.0	0.0	0.0
C	32872	Citu Factory Clarence Rd - Minor S.278	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32873	REG Regent Street Flyover	6,000.0	0.0	0.0	1,300.0	4,700.0	0.0	0.0
A	32873	STA Stanningley Bypass	2,000.0	0.0	0.0	200.0	1,800.0	0.0	0.0
B	32874	Beckhills Housing Estate - Hwys Maint	1,500.0	0.0	500.0	500.0	500.0	0.0	0.0
B	32898	Lidgett Lane Culvert Repairs	60.0	3.8	56.2	0.0	0.0	0.0	0.0
A	32899	Utc Scoot Traffic Control Systems A65	2,160.0	0.0	700.0	1,460.0	0.0	0.0	0.0
B	32901	Principal Inspections Structures 2018/19	263.3	0.0	263.3	0.0	0.0	0.0	0.0
B	32902	Underwater Inspection Structs 2018/19	177.9	0.0	177.9	0.0	0.0	0.0	0.0
B	32903	Special Inspections Structures 2018-19	314.3	0.0	314.3	0.0	0.0	0.0	0.0
B	32904	Principal Inspections Ret Wall 2018/19	1.2	0.0	1.2	0.0	0.0	0.0	0.0
B	32905	Structural Assessments 2018-19	159.8	0.0	159.8	0.0	0.0	0.0	0.0
B	32906	Structures Scour Assessments 2018-19	47.6	0.0	47.6	0.0	0.0	0.0	0.0
B	32907	Structures Minor Works 2018-19	68.6	0.0	68.6	0.0	0.0	0.0	0.0
B	32908	Structures Underwater Works 2018-19	65.7	0.0	65.7	0.0	0.0	0.0	0.0
B	32909	Newlay Footbridge Repainting	596.0	0.0	596.0	0.0	0.0	0.0	0.0
A	32918	Back Bridge Avenue Otley - Road Repairs	100.0	0.0	100.0	0.0	0.0	0.0	0.0
A	32919	Hwys Maint Road Drainage Works 2018	336.0	0.0	336.0	0.0	0.0	0.0	0.0
A	32923	Citywide 20mph Zones 2018-2019	500.0	22.8	350.0	127.2	0.0	0.0	0.0
C	32945	Kirkstall Road Minor S278 - City Reach 1	17.0	0.0	0.0	17.0	0.0	0.0	0.0
A	32948	Pedestrian Crossings 2018/19	275.0	0.0	275.0	0.0	0.0	0.0	0.0
A	32952	Utmc Traffic Signals Refurb 2018/19	400.0	0.0	400.0	0.0	0.0	0.0	0.0
A	32953	Utmc Network Monitoring 2018/19	50.0	0.0	50.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Highways Network & Structures

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	Estimated Costs				After 2021/22
					2018/19	2019/20	2020/21	2021/22	
A	32954	Utmc Site Interfaces 2018/19	50.0	0.0	50.0	0.0	0.0	0.0	0.0
A	32961	Clarendon Road/ St George St Footbridge	31.3	0.0	31.3	0.0	0.0	0.0	0.0
C	32964	Coney Park S278	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32970	Pm Road Maintenance Schemes 2018/19	500.0	0.0	500.0	0.0	0.0	0.0	0.0
B	32971	District Rd Maintenance Schemes 2018/19	240.9	0.0	240.9	0.0	0.0	0.0	0.0
B	32972	Ud Road Maintenance Schemes 2018/19	500.0	0.0	500.0	0.0	0.0	0.0	0.0
B	32973	Hm Ltp Minor Road Work Schemes 2018/19	500.0	0.0	500.0	0.0	0.0	0.0	0.0
B	32975	Hm Ltp Roads - Surface Dressing 2018/19	2,900.0	0.0	2,900.0	0.0	0.0	0.0	0.0
B	32976	Hm Ltp Road Maint Surveys 2018/19	75.0	0.0	75.0	0.0	0.0	0.0	0.0
A	32983	Royds Lane - Rothwell - Road Safety Impr	26.0	0.0	26.0	0.0	0.0	0.0	0.0
A	32985	Utmc Dynamic Signing/ Vms - 2018/19	250.0	0.0	250.0	0.0	0.0	0.0	0.0
C	32988	Aldi Yeadon Zebra Crossing S278	5.0	0.0	5.0	0.0	0.0	0.0	0.0
C	32989	Bridge Street - Sheepscar - Minor S.278	12.5	0.0	12.5	0.0	0.0	0.0	0.0
C	33007	Woodside Quarry Access And Spine Road	20.0	0.0	20.0	0.0	0.0	0.0	0.0
C	33011	Austhorpe Road Crossgates - Sect 278	50.0	0.0	42.0	8.0	0.0	0.0	0.0
A	33012	Traffic Management Road Safety 2018/19	548.0	0.0	169.6	378.4	0.0	0.0	0.0
A	33016	City Ctre Vehicle Access Restricts Ph2	1,830.0	0.0	0.0	730.0	1,100.0	0.0	0.0
A	33019	Street Lighting Led Replacement	30,440.0	0.0	50.0	7,930.0	8,250.0	7,040.0	7,170.0
C	33038	Ninelands Lane Garforth	89.4	0.0	19.4	70.0	0.0	0.0	0.0
B	33044	Highways Maint 2018/19 - Extra Dft Grant	3,857.0	0.0	3,857.0	0.0	0.0	0.0	0.0
A	33046	Galloway Lane - Pudsey - Tm Wks Sect 106	20.0	0.0	20.0	0.0	0.0	0.0	0.0
C	33048	Wellington Place (Ph.2) - Minor S.278	17.0	0.0	3.0	14.0	0.0	0.0	0.0
C	33052	Whitehall Road, Famley S278	17.0	0.0	0.0	17.0	0.0	0.0	0.0
B	33072	Inner Ring Road - Woodhouse Tunnel	700.0	0.0	0.0	500.0	200.0	0.0	0.0
B	33073	Hwys Maintenance lms/Lrs 2021/22	13,000.0	0.0	0.0	0.0	0.0	13,000.0	0.0
B	33074	Hwys Maintenance Capitalisation 2021/22	4,600.0	0.0	0.0	0.0	0.0	4,600.0	0.0
A	33075	Traffic Management Cap Prog 2021/22	200.0	0.0	0.0	0.0	0.0	200.0	0.0
C	33096	Wortley Low Mills S278	5.0	0.0	0.0	5.0	0.0	0.0	0.0
B	99508	Bridges & Structures	15,291.9	0.0	98.5	5,193.4	5,000.0	5,000.0	0.0
B	99509	Ltp Road Maintenance Refurbishment	17,250.0	0.0	0.0	5,750.0	5,750.0	5,750.0	0.0
A	99609	Tpp Integrated Transport Package	6,303.4	0.0	0.0	1,703.4	2,300.0	2,300.0	0.0
Total Highways			289,638.6	82,259.4	47,234.1	58,873.7	52,461.4	41,640.0	7,170.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
						Estimated Costs			
Services For Older People									
A	33084	Telecare From Analogue To Digital	1,600.0	0.0	0.0	100.0	500.0	1,000.0	0.0
Total Services For Older People			1,600.0	0.0	0.0	100.0	500.0	1,000.0	0.0
Adults And Health General									
A	33081	Assisted Living Leeds	5,600.0	0.0	0.0	875.0	4,000.0	725.0	0.0
A	33082	Burmantofts Health Centre Redevelopment	200.0	0.0	0.0	200.0	0.0	0.0	0.0
A	33083	Dementia Intensive Therapy Unit Feasib	150.0	0.0	0.0	150.0	0.0	0.0	0.0
Total Adults And Health General			5,950.0	0.0	0.0	1,225.0	4,000.0	725.0	0.0
Public Health									
B	32241	St Annes Ashton House- Ground Floor	159.4	157.6	1.8	0.0	0.0	0.0	0.0
Total Public Health			159.4	157.6	1.8	0.0	0.0	0.0	0.0
Planning And Sustainable Development									
A	32881	City Resilience Planning	60.0	0.0	20.0	40.0	0.0	0.0	0.0
Total Planning And Sustainable Development			60.0	0.0	20.0	40.0	0.0	0.0	0.0
Asset Management									
A	16442	Redhall Relocation Strategy	25.9	0.0	0.0	25.9	0.0	0.0	0.0
A	16501	Derelict & Nuisance Sites	247.8	0.0	0.0	67.8	60.0	60.0	60.0
A	16501	CHA D&N Sites - 146 Chapeltown Rd	28.5	0.4	0.0	28.1	0.0	0.0	0.0
A	16501	FWC First White Cloth Hall Legal Fees	20.0	4.3	0.0	15.7	0.0	0.0	0.0
A	16501	HUN D & N - Hunslet Mills	59.3	57.7	0.0	1.6	0.0	0.0	0.0
A	16501	SUR D&N Sites-Fees/Surveys	20.9	7.3	1.8	11.8	0.0	0.0	0.0
A	16692	ECA GEN Extra Care Gen Fund Sites	177.4	37.3	140.1	0.0	0.0	0.0	0.0
B	16996	Heritage Asset Annual Programme	8,611.5	0.0	1,611.5	3,000.0	2,000.0	2,000.0	0.0
B	16996	AGW Art Gallery Lighting / Heating	249.6	249.6	0.0	0.0	0.0	0.0	0.0
B	16996	AMM Armley Mills Museum Aiw	45.4	9.2	36.2	0.0	0.0	0.0	0.0
B	16996	GLR Art Gallery And Library Roof	3,232.0	2,978.8	253.2	0.0	0.0	0.0	0.0
B	16996	SUR Heritage Asset Surveys	150.0	140.5	9.5	0.0	0.0	0.0	0.0
B	16996	THF Leeds Town Hall Feasibility	100.0	0.0	100.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
B	16996	THN	Temple Newsam House Cs Works	33.1	0.0	33.1	0.0	0.0	0.0
B	16996	THR	Leeds Town Hall Roof	527.2	327.2	200.0	0.0	0.0	0.0
B	16996	TMH	Thwaite Mills House Cs Works	16.5	0.0	16.5	0.0	0.0	0.0
B	16996	TRR	Leeds Town Hall Restoration	10,000.0	0.0	0.0	250.0	5,000.0	4,750.0
B	16996	YTH	Yeadon Town Hall Cs Works	70.3	0.0	70.3	0.0	0.0	0.0
A	32554	GEO	Redevelopment Of George Street Kirkgate	11,943.6	0.5	200.0	9,543.1	2,200.0	0.0
A	32878		Asset Management Site Developments	250.0	0.0	50.0	100.0	100.0	0.0
B	32911		Redhall Demolition	2,000.0	0.0	200.0	1,800.0	0.0	0.0
Total Asset Management			37,809.0	3,812.8	2,922.2	14,844.0	9,360.0	6,810.0	60.0
Culture And Sport									
A	15692	ELF	East Leeds Feasibility	300.0	55.2	94.8	150.0	0.0	0.0
A	15692	FEA	Vision For Leisure Ctres - Feasibility	150.0	124.0	26.0	0.0	0.0	0.0
B	32039	AIR	Aireborough Sport Centre Maintenance	1,625.0	628.5	996.5	0.0	0.0	0.0
B	32039	AIR	ASB Asbestos Removal At Aireborough L.C.	137.3	49.4	87.9	0.0	0.0	0.0
B	32039	COM	Sport Maintenance Committed Projects	506.3	498.4	7.9	0.0	0.0	0.0
B	32039	FEA	Feasibility Studies Middleton & Airboro	30.0	22.3	7.7	0.0	0.0	0.0
B	32039	LCM	Sport Maintenance Committed Projects	229.0	207.3	21.7	0.0	0.0	0.0
B	32197		Sports Maintenance 2018/19	235.0	0.0	235.0	0.0	0.0	0.0
B	32197	CAR	Aireborough Car Park Imps	140.0	1.4	38.6	100.0	0.0	0.0
A	32475		Town Hall External Lights	50.0	46.3	0.0	3.7	0.0	0.0
A	32476		Cctv Cameras 3 Leisure Centre	50.8	50.8	0.0	0.0	0.0	0.0
B	32628		Sport Maintenance Annual Prog 2019/20	500.0	0.0	0.0	500.0	0.0	0.0
A	32823		Sports Maint Annual Programme 2020/21	500.0	0.0	0.0	0.0	500.0	0.0
A	32858		Thwaite Mills Disabled Lift Repair	27.5	0.0	27.5	0.0	0.0	0.0
A	32876		City Museum Lighting Colour Changing	22.0	0.0	15.1	6.9	0.0	0.0
B	32951		Sport Earmarked Reserve	340.0	0.0	340.0	0.0	0.0	0.0
B	32951	AIR	Aireborough Roof Repairs	360.0	0.0	360.0	0.0	0.0	0.0
A	33025		Lotherton Christmas Experience 2018	49.0	0.0	49.0	0.0	0.0	0.0
A	33026		Temple Newsam Security Intruder Alarm	100.0	0.0	81.9	18.1	0.0	0.0
A	33055		Middleton New Gym	1,146.0	0.0	0.0	500.0	646.0	0.0
A	33056		Aireborough Phase 2	1,808.0	0.0	0.0	225.0	1,583.0	0.0
A	33058		Sport Self Servicereception Refurbs	200.0	0.0	0.0	100.0	100.0	0.0
A	33059		Pudsey Leisure Centre Reception Refurb	63.0	0.0	0.0	63.0	0.0	0.0
A	33060		Leeds Leisure Centres Cctv 4 Sites	60.0	0.0	0.0	60.0	0.0	0.0
A	33061		John Charles L. C. Complex 4 Sites	60.0	0.0	0.0	60.0	0.0	0.0
B	33085		Sport Maintenance 2021/22	500.0	0.0	0.0	0.0	0.0	500.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs 2019/20	2020/21	2021/22	After 2021/22
Total Culture And Sport			9,188.9	1,683.6	2,389.6	1,786.7	2,829.0	500.0	0.0
Corporate Property Management									
B	1818	One Stop Centres: Imps To Public Signs	50.0	50.0	0.0	0.0	0.0	0.0	0.0
B	14268	Corporate Property Mangmnt Amp	1,673.9	0.0	423.9	0.0	1,250.0	0.0	0.0
B	14268	ACI Air Conditioning Improvement Wks	46.0	0.0	46.0	0.0	0.0	0.0	0.0
B	14268	APF Aireborough Lc Pool Filtration	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	ASE Asbestos Remedial Works	98.0	14.8	83.2	0.0	0.0	0.0	0.0
B	14268	AWB Asbestos Remedial Works 2018-19	98.0	0.0	98.0	0.0	0.0	0.0	0.0
B	14268	AWR Aireborough Lc Window Replacement	125.2	0.0	125.2	0.0	0.0	0.0	0.0
B	14268	BCC Bramley Community Centre Aiw	19.5	9.2	10.3	0.0	0.0	0.0	0.0
B	14268	BDA Bewator Door Access System	104.5	35.3	69.2	0.0	0.0	0.0	0.0
B	14268	BIW Belle Isle Workshops Fire Alarm	18.2	0.0	18.2	0.0	0.0	0.0	0.0
B	14268	BPF Beeston, Pudsey And Farsley Library Roof	66.6	48.3	18.3	0.0	0.0	0.0	0.0
B	14268	CAG Art Gallery Heating	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	CON Condition Survey Works	80.0	65.3	14.7	0.0	0.0	0.0	0.0
B	14268	DAW Dda Access And Other Dda Works	91.1	55.7	35.4	0.0	0.0	0.0	0.0
B	14268	DME Drighlington Meeting Hall Heating	40.0	0.0	40.0	0.0	0.0	0.0	0.0
B	14268	DMH Dolphin Manor Heating	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	DOR Door Access System Upgrade	1.8	1.4	0.4	0.0	0.0	0.0	0.0
B	14268	EER Electrical Remedial Works 2018-19	98.0	0.0	98.0	0.0	0.0	0.0	0.0
B	14268	ELB Electrical Remedial Works	93.3	93.3	0.0	0.0	0.0	0.0	0.0
B	14268	FHW Famley Hall Windows	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	FWP Fencing / Walls And Pavements	61.5	40.5	21.0	0.0	0.0	0.0	0.0
B	14268	GCR Glebelands Changing Rooms Roof	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	14268	GPB Gotts Park Mansion Beams	56.7	54.2	2.5	0.0	0.0	0.0	0.0
B	14268	HGI Heating Improvement Works	77.8	0.0	77.8	0.0	0.0	0.0	0.0
B	14268	HOH Holme Lea House Lift	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	HRD The Hollies Replacement Drains	20.0	9.1	10.9	0.0	0.0	0.0	0.0
B	14268	JCE John Charles Emergency Lighting	75.8	75.0	0.8	0.0	0.0	0.0	0.0
B	14268	JLL Jack Lane And Ledston Luck Roof Repairs	107.7	35.3	72.4	0.0	0.0	0.0	0.0
B	14268	JMF John Charles Moveable Floor	148.2	84.9	63.3	0.0	0.0	0.0	0.0
B	14268	JSB John Smeaton Two Boilers	83.7	80.8	2.9	0.0	0.0	0.0	0.0
B	14268	KML Knowle Manor Daycentre Lift	82.0	0.0	82.0	0.0	0.0	0.0	0.0
B	14268	KMW Knowle Manor Replacement Windows	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	14268	LEW Lotherton Hall Summerhouse Renovation	5.0	4.5	0.5	0.0	0.0	0.0	0.0
B	14268	MCB Middleton Leisure Centre Boilers	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	14268	MEB Mechanical Remedial Works	85.0	61.8	23.2	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22	
						2019/20	2020/21	2021/22		
B	14268	MTH	Morley Town Hall Heating Pumps	84.8	32.4	52.4	0.0	0.0	0.0	0.0
B	14268	PAD	Plumbing And Drainage Works	43.6	0.0	43.6	0.0	0.0	0.0	0.0
B	14268	PCH	Pudsey Community Hub	32.1	0.0	32.1	0.0	0.0	0.0	0.0
B	14268	PDE	Painting And Decorating Works	19.2	0.0	19.2	0.0	0.0	0.0	0.0
B	14268	PRB	Potternewton Atc Boiler Replacement	11.4	0.0	11.4	0.0	0.0	0.0	0.0
B	14268	PTH	Pudsey Town Hall Windows	230.6	26.6	204.0	0.0	0.0	0.0	0.0
B	14268	RAC	R22 Air Conditioning	242.0	203.7	38.3	0.0	0.0	0.0	0.0
B	14268	RAD	Rothwell Sports Ctr Doors / Heating	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	RSG	Roller Shutters And Auto Gates	45.9	24.7	21.2	0.0	0.0	0.0	0.0
B	14268	RWE	Electrical Remedial Works	98.0	93.2	4.8	0.0	0.0	0.0	0.0
B	14268	RWL	Legionella Remedial Works	98.0	27.6	70.4	0.0	0.0	0.0	0.0
B	14268	SCC	St Catherines Windows & Heating	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	14268	SCL	Suffolk Court Residential Dc Lift	76.1	0.0	76.1	0.0	0.0	0.0	0.0
B	14268	SCW	Suffolk Court Windows & Doors	24.3	16.3	8.0	0.0	0.0	0.0	0.0
B	14268	SGL	Spring Gardens Residential Home Lift	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	SGW	Spring Gardens Hop Windows	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	14268	SHF	Shippenham Farm And East Ardsley Cc Roof	58.3	57.7	0.6	0.0	0.0	0.0	0.0
B	14268	TEM	Temple Newsam Roof	56.5	5.5	51.0	0.0	0.0	0.0	0.0
B	14268	TGB	Temple Newsam Great Barn Roof	76.0	73.3	2.7	0.0	0.0	0.0	0.0
B	14268	TGL	The Green Dc Replacement Lift	73.8	0.0	73.8	0.0	0.0	0.0	0.0
B	14268	TSF	Tropical World Shop Strat Fans	6.8	1.2	5.6	0.0	0.0	0.0	0.0
B	14268	VPF	Pool Filtration Systems	33.1	19.0	14.1	0.0	0.0	0.0	0.0
B	14268	VPP	Pool Circulation Pump Works	70.0	9.7	60.3	0.0	0.0	0.0	0.0
B	14268	VSW	Various Sites External Works	75.0	63.1	11.9	0.0	0.0	0.0	0.0
B	14268	WLW	Woodhouse Lane Mscp Windows	54.3	0.0	54.3	0.0	0.0	0.0	0.0
B	14268	WWI	Wind And Weathertight Works	94.8	0.0	94.8	0.0	0.0	0.0	0.0
A	16669		Re-Fit Phase 2	890.8	0.0	0.0	890.8	0.0	0.0	0.0
B	16765	GEN	Demolition Asbestos And Bat Surveys	91.5	91.1	0.4	0.0	0.0	0.0	0.0
B	16765	MUS	Musgrave Court Demolition	163.9	163.9	0.0	0.0	0.0	0.0	0.0
B	16765	TLT	Theaker Lane Public Convenience	7.6	0.8	6.8	0.0	0.0	0.0	0.0
B	16766	BGF	Bramley Grange Farm	151.0	10.4	140.6	0.0	0.0	0.0	0.0
B	16766	CCR	Connaught Changing Rooms Demo	38.0	0.3	37.7	0.0	0.0	0.0	0.0
B	16766	ETL	Eastmoor Tile Lane	98.0	51.0	47.0	0.0	0.0	0.0	0.0
B	16766	HGS	Hunters Greave Substation	28.0	0.1	27.9	0.0	0.0	0.0	0.0
B	16766	QPC	Queens Park Changing Rooms Demolition	20.3	20.3	0.0	0.0	0.0	0.0	0.0
B	16766	RCS	Rawdon Crematorium Shed Demo	31.0	10.4	20.6	0.0	0.0	0.0	0.0
B	16766	RWA	Ramshead Wood Atc	195.0	10.9	184.1	0.0	0.0	0.0	0.0
B	16768		Herd Farm Biomass	143.2	130.6	12.6	0.0	0.0	0.0	0.0
B	16995	CBM	Civic Hall Backlog Maintenance	1,251.3	502.5	498.8	250.0	0.0	0.0	0.0
A	32010	ATM	17 Acre Terrace Demolition	34.9	0.0	34.9	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22	
						2019/20	2020/21	2021/22		
A	32010	MAT	Moorend Atc	236.0	125.5	110.5	0.0	0.0	0.0	0.0
A	32010	OPC	Otley Cemetery Public Con Demo	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32010	PPB	Potternewton Park Bowls	34.2	2.5	31.7	0.0	0.0	0.0	0.0
A	32010	SCL	Seacroft Library Demolition	87.4	17.3	70.1	0.0	0.0	0.0	0.0
A	32010	SHV	Swallow Hill Caretakers House	33.0	1.5	31.5	0.0	0.0	0.0	0.0
A	32010	WAT	Wetherby Atc	167.3	117.0	50.3	0.0	0.0	0.0	0.0
B	32193	GFC	Grafton Centre Demolition	223.5	0.0	223.5	0.0	0.0	0.0	0.0
B	32193	HFB	Haigh Farm Buildings	80.0	0.4	79.6	0.0	0.0	0.0	0.0
B	32412		St George Centre Cctv Upgrade	24.0	20.0	4.0	0.0	0.0	0.0	0.0
B	32432		Demolition And Asbestos 2018/19	76.8	0.0	76.8	0.0	0.0	0.0	0.0
B	32432	KRD	117 Kirkstall Road	104.2	0.0	104.2	0.0	0.0	0.0	0.0
B	32432	MDC	Middlecross Day Centre	185.0	0.0	185.0	0.0	0.0	0.0	0.0
B	32432	MID	Middleton Skills Centre	140.0	0.0	140.0	0.0	0.0	0.0	0.0
B	32432	PAE	7 Penraevon Grove	28.0	0.0	28.0	0.0	0.0	0.0	0.0
B	32626		Demolition And Asbestos 2019/20	1,000.0	0.0	0.0	1,000.0	0.0	0.0	0.0
B	32627		Fire Risk Assessment Remedials	1,763.3	0.0	363.3	1,400.0	0.0	0.0	0.0
B	32627	AGL	Art Gallery Fire Remedial Works	422.8	422.8	0.0	0.0	0.0	0.0	0.0
B	32627	CVC	Civic Hall Fire Remedial Works	199.0	198.9	0.1	0.0	0.0	0.0	0.0
B	32627	CWK	Carriageworks Theatre Fra	20.0	4.2	15.8	0.0	0.0	0.0	0.0
B	32627	ENH	Enterprise House Fra	56.0	1.3	54.7	0.0	0.0	0.0	0.0
B	32627	HRA	Herd Farm Fire Remedial Works	140.0	73.6	66.4	0.0	0.0	0.0	0.0
B	32627	LCL	Leeds City Library Fire Remedial Wk	500.0	65.5	434.5	0.0	0.0	0.0	0.0
B	32627	LEM	Leeds City Museum Fra	20.0	6.6	13.4	0.0	0.0	0.0	0.0
B	32627	LHL	Lotherton Hall Fire Remedial Works	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32627	MTH	Morley Town Hall Fire Remedial Wks	120.0	4.6	115.4	0.0	0.0	0.0	0.0
B	32627	SCH	Suffolk Court Hop Fra	254.8	12.7	242.1	0.0	0.0	0.0	0.0
B	32627	SHL	Scott Hall Leisure Centre Fra	50.0	2.7	47.3	0.0	0.0	0.0	0.0
B	32627	SML	Minor Fire Remedial Works	12.6	12.6	0.0	0.0	0.0	0.0	0.0
B	32627	THL	Leeds Town Hall Fire Rem Works	200.0	0.0	200.0	0.0	0.0	0.0	0.0
B	32627	TNF	Temple Newsam Farm	110.0	0.0	110.0	0.0	0.0	0.0	0.0
B	32627	TNH	Temple Newsam House	160.0	0.0	160.0	0.0	0.0	0.0	0.0
B	32812		Demolition And Asbestos 2020/21	1,000.0	0.0	0.0	0.0	1,000.0	0.0	0.0
B	32984		Cpm Backlog Maintenance	8,750.0	0.0	0.0	5,000.0	3,750.0	0.0	0.0
B	32984	ACB	Armley Chapel Blm	77.7	0.0	77.7	0.0	0.0	0.0	0.0
B	32984	ACC	Acorn Childrens Centre	12.0	0.0	12.0	0.0	0.0	0.0	0.0
B	32984	ALC	Acorn Lodge Childrens Home	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	32984	AML	Armley Mills Lighting	65.7	0.0	65.7	0.0	0.0	0.0	0.0
B	32984	BFC	Bramley Falls Changing Rooms	90.7	0.0	90.7	0.0	0.0	0.0	0.0
B	32984	BFP	Bramley Falls Pavillion	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32984	BHC	Barley Hill Changing Pavillion	36.1	0.0	36.1	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
			Estimated Costs						
B	32984	BHF	Blackburn Hall Flooring	32.0	0.0	32.0	0.0	0.0	0.0
B	32984	BHR	Barley Hill Rec Bowling Pavillion	25.4	0.0	25.4	0.0	0.0	0.0
B	32984	BHT	Barley Hill Tool Shed & Store	7.9	0.0	7.9	0.0	0.0	0.0
B	32984	BLB	Beeston Library Blm	12.2	0.0	12.2	0.0	0.0	0.0
B	32984	BRD	Burley Road Depot Facia	3.3	0.0	3.3	0.0	0.0	0.0
B	32984	BSC	Boston Spa Childrens Centre	5.7	0.0	5.7	0.0	0.0	0.0
B	32984	CAC	Chapel Allerton Childrens Centre	4.4	0.0	4.4	0.0	0.0	0.0
B	32984	CAM	Calverley Mechanics Institute	30.4	0.0	30.4	0.0	0.0	0.0
B	32984	CCC	Crossgates Community Centre	22.0	0.0	22.0	0.0	0.0	0.0
B	32984	CCR	Cottingley Crematorium Roof	48.5	0.0	48.5	0.0	0.0	0.0
B	32984	CHC	Chapelton Childrens Centre	5.3	0.0	5.3	0.0	0.0	0.0
B	32984	CLA	Calverley Library Asbestos	13.4	0.0	13.4	0.0	0.0	0.0
B	32984	DMH	Dolphin Manor Hop	39.3	0.0	39.3	0.0	0.0	0.0
B	32984	EAC	East Ardsley Community Centre	45.0	0.0	45.0	0.0	0.0	0.0
B	32984	EHB	Enterprise House Boilers	70.0	0.0	70.0	0.0	0.0	0.0
B	32984	FCC	Firthfields Community Centre	8.0	0.0	8.0	0.0	0.0	0.0
B	32984	FHW	Famley Hall Workshop Offices	12.0	0.0	12.0	0.0	0.0	0.0
B	32984	FLC	Fearnville Leisure Centre Blm	54.0	0.0	54.0	0.0	0.0	0.0
B	32984	FLM	Farsley Library Mechanical Work	13.0	0.0	13.0	0.0	0.0	0.0
B	32984	FTH	Firthfields Childrens Centre	12.0	0.0	12.0	0.0	0.0	0.0
B	32984	GAL	Garforth Library Backlog	9.5	0.0	9.5	0.0	0.0	0.0
B	32984	GHR	Grove Hill Recreation Ground	31.6	0.0	31.6	0.0	0.0	0.0
B	32984	GLB	Garforth Library Blm	11.6	0.0	11.6	0.0	0.0	0.0
B	32984	GLJ	Gildersome Library	12.0	0.0	12.0	0.0	0.0	0.0
B	32984	GLL	Garforth Leisure Centre Led	30.0	0.0	30.0	0.0	0.0	0.0
B	32984	GNC	Gipton North Childrens Centre	62.9	0.0	62.9	0.0	0.0	0.0
B	32984	GRE	Th Green Hop Internal Works	9.5	0.0	9.5	0.0	0.0	0.0
B	32984	HCD	Harehills Chapel Cemetery	1.2	0.0	1.2	0.0	0.0	0.0
B	32984	HEY	Harehills Childrens Centre	18.0	0.0	18.0	0.0	0.0	0.0
B	32984	HLH	Holme Lea House Internal Works	26.4	0.0	26.4	0.0	0.0	0.0
B	32984	HLR	Hunslet Library Roof	135.0	0.0	135.0	0.0	0.0	0.0
B	32984	HOP	Homes For Older People Blm	3.5	0.0	3.5	0.0	0.0	0.0
B	32984	HOR	Holme Lea House Roof	73.6	0.0	73.6	0.0	0.0	0.0
B	32984	HWC	Hawksworth Wood Childrens Ctr	57.0	0.0	57.0	0.0	0.0	0.0
B	32984	JCA	John Charles Aquatic Air Con	60.0	0.0	60.0	0.0	0.0	0.0
B	32984	JCB	John Charles Bowls Hall	39.0	0.0	39.0	0.0	0.0	0.0
B	32984	JCS	John Charles Stadium	100.0	0.0	100.0	0.0	0.0	0.0
B	32984	JCT	John Charles Tennis Centre	45.0	0.0	45.0	0.0	0.0	0.0
B	32984	KCC	Kippax Common Changing Rooms	19.5	0.0	19.5	0.0	0.0	0.0
B	32984	KLB	Kippax Library Backlog Mtce	20.3	0.0	20.3	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

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Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22	
			Estimated Costs							
B	32984	KLC	Kirkstall Leisure Centre Blm	28.3	0.0	28.3	0.0	0.0	0.0	0.0
B	32984	KMH	Knowle Manor Hop	4.1	0.0	4.1	0.0	0.0	0.0	0.0
B	32984	KMI	Knowle Manor Hop Internal Works	18.7	0.0	18.7	0.0	0.0	0.0	0.0
B	32984	KMR	Knowle Manor Roof	87.0	0.0	87.0	0.0	0.0	0.0	0.0
B	32984	KMT	Kirkgate Market Wall	1.5	0.0	1.5	0.0	0.0	0.0	0.0
B	32984	KPC	Kippax Bowling Club Pavillion	33.9	0.0	33.9	0.0	0.0	0.0	0.0
B	32984	KPS	Kippax Bowling Pavillion Store	5.4	0.0	5.4	0.0	0.0	0.0	0.0
B	32984	LBD	Laurel Bank Day Centre	59.8	0.0	59.8	0.0	0.0	0.0	0.0
B	32984	LCC	Lambrigg Crescent Childrens Home	59.0	0.0	59.0	0.0	0.0	0.0	0.0
B	32984	LCM	Leeds City Museum Bearing Lift	11.1	0.0	11.1	0.0	0.0	0.0	0.0
B	32984	LHC	Lotherton Hall Courtyard	9.0	0.0	9.0	0.0	0.0	0.0	0.0
B	32984	LHE	Lotherton Hall Ext Decorations	3.6	0.0	3.6	0.0	0.0	0.0	0.0
B	32984	LLC	Little London Childrens Centre	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32984	LLR	Ledston Luck Roof	15.9	0.0	15.9	0.0	0.0	0.0	0.0
B	32984	LSA	Leeds Sailing And Activity Centre	41.1	0.0	41.1	0.0	0.0	0.0	0.0
B	32984	MAL	Moor Allerton Library Roof	80.2	0.0	80.2	0.0	0.0	0.0	0.0
B	32984	MCC	Meanwood Community Centre	9.5	0.0	9.5	0.0	0.0	0.0	0.0
B	32984	MCR	Mandela Centre Roof	152.9	0.0	152.9	0.0	0.0	0.0	0.0
B	32984	MEC	Meanwood Childrens Centre	99.0	0.0	99.0	0.0	0.0	0.0	0.0
B	32984	MLB	Middleton Leisure Centre Blm	78.9	0.0	78.9	0.0	0.0	0.0	0.0
B	32984	MLC	Morley Library Contribution	157.0	0.0	157.0	0.0	0.0	0.0	0.0
B	32984	MPB	Mansion Park Bowling Pavillion	17.7	0.0	17.7	0.0	0.0	0.0	0.0
B	32984	MTN	Morley Town Hall Netting	12.5	0.0	12.5	0.0	0.0	0.0	0.0
B	32984	OEW	Other External Works	48.6	0.0	48.6	0.0	0.0	0.0	0.0
B	32984	OLD	Otley Library Damp Proofing	16.5	0.0	16.5	0.0	0.0	0.0	0.0
B	32984	OSM	Osmondthorpe Childrens Centre	6.2	0.0	6.2	0.0	0.0	0.0	0.0
B	32984	OSW	Otley Gatehouse Stone Wall	26.0	0.0	26.0	0.0	0.0	0.0	0.0
B	32984	PPC	Prince Phillip Centre Curtain Wall	11.0	0.0	11.0	0.0	0.0	0.0	0.0
B	32984	PTH	Pudsey Town Hall Stonework	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32984	PUL	Print Unit Limewood	26.9	0.0	26.9	0.0	0.0	0.0	0.0
B	32984	QMC	Quarry Mount Childrens Centre	1.6	0.0	1.6	0.0	0.0	0.0	0.0
B	32984	RHP	Richmond House Phase 2 Windows	70.3	0.0	70.3	0.0	0.0	0.0	0.0
B	32984	RLR	Rothwell Leisure Centre Roof	90.4	0.0	90.4	0.0	0.0	0.0	0.0
B	32984	RMP	Roundhay Mansion Blm	9.0	0.0	9.0	0.0	0.0	0.0	0.0
B	32984	RSH	Rothwell Sports Centre Heating	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	32984	SCB	Swarcliffe Childrens Centre Boilers	76.0	0.0	76.0	0.0	0.0	0.0	0.0
B	32984	SCC	Springfield Childrens Centre	69.5	0.0	69.5	0.0	0.0	0.0	0.0
B	32984	SCL	Scott Hall Leisure Centre	24.1	0.0	24.1	0.0	0.0	0.0	0.0
B	32984	SCM	Swarcliffe Childrens Centre Blm	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	32984	SEA	Seacroft Childrens Centre	9.9	0.0	9.9	0.0	0.0	0.0	0.0

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B	32984	SGC	St Gabriels Community Centre	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	32984	SHD	Stocks Hill Centre	1.6	0.0	1.6	0.0	0.0	0.0	0.0
B	32984	SLC	Shepherd'S Lane Childrens Centre	5.5	0.0	5.5	0.0	0.0	0.0	0.0
B	32984	SLR	Shaw Lane Changing Rooms Roof	11.5	0.0	11.5	0.0	0.0	0.0	0.0
B	32984	SOL	Scholes Library Blm	6.7	0.0	6.7	0.0	0.0	0.0	0.0
B	32984	SPG	Spring Gardens Hop Internal Works	20.5	0.0	20.5	0.0	0.0	0.0	0.0
B	32984	STC	St Catherines Childrens Centre	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	32984	SWC	Swarcliffe Childrens Centre	4.8	0.0	4.8	0.0	0.0	0.0	0.0
B	32984	TAA	Tingley & Ardsley Library Heating	16.0	0.0	16.0	0.0	0.0	0.0	0.0
B	32984	TWC	Two Willows Childrens Centre	20.4	0.0	20.4	0.0	0.0	0.0	0.0
B	32984	TYH	Terry Yorath House Blm	32.1	0.0	32.1	0.0	0.0	0.0	0.0
B	32984	WAT	Watsonian Pavillion	8.6	0.0	8.6	0.0	0.0	0.0	0.0
B	32984	WCC	Windmill Childrens Centre	80.4	0.0	80.4	0.0	0.0	0.0	0.0
B	32984	WGB	Woodsley Green Blm	21.5	0.0	21.5	0.0	0.0	0.0	0.0
B	32984	WIC	Windmill Community Centre	8.0	0.0	8.0	0.0	0.0	0.0	0.0
B	32984	WLC	Weston Lane Community Centre	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32984	WLG	Wetherby Leisure Centre Gnd Wks	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	32984	WLR	Wetherby Library Roof	23.7	0.0	23.7	0.0	0.0	0.0	0.0
B	32984	WLY	Weston Lane Youth Centre	2.3	0.0	2.3	0.0	0.0	0.0	0.0
B	32984	WRW	Westland Road Windows	98.5	0.0	98.5	0.0	0.0	0.0	0.0
B	32984	YLW	Yeadon Library Windows	103.4	0.0	103.4	0.0	0.0	0.0	0.0
B	33076		Demolition And Asbestos 2021/22	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0
Total Corporate Property Management			30,113.7	3,555.4	11,017.5	8,540.8	6,000.0	1,000.0	0.0	
Civic Enterprise Leeds										
B	32384		Asset Replacement Fleet Services	290.0	118.1	171.9	0.0	0.0	0.0	0.0
B	32960		Security Works At Various Sites	300.0	0.0	300.0	0.0	0.0	0.0	0.0
B	33066		Cel Equipment Programme	600.0	0.0	0.0	200.0	200.0	200.0	0.0
B	33097		Kitchen Facilities Refurbishment	85.0	0.0	0.0	85.0	0.0	0.0	0.0
Total Civic Enterprise Leeds			1,275.0	118.1	471.9	285.0	200.0	200.0	0.0	
Communities										
A	32550	ARM	Armley Community Hub	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32550	BRA	Bramley Community Hub	345.7	305.5	40.2	0.0	0.0	0.0	0.0
A	32550	DEW	Dewsbury Rd Community Hub	643.0	639.9	3.1	0.0	0.0	0.0	0.0
A	32550	HEA	Headingley Community Hub	365.2	249.9	115.3	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22	
			Estimated Costs							
A	32550	MID	Middleton Community Hub	245.8	46.7	199.1	0.0	0.0	0.0	0.0
A	32550	MOO	Moor Allerton Community Hub	250.6	238.6	12.0	0.0	0.0	0.0	0.0
A	32550	MOR	Morley Community Hub	422.5	0.0	422.5	0.0	0.0	0.0	0.0
A	32550	MOR	FUR Morley Community Hub - Furniture	63.6	0.0	63.6	0.0	0.0	0.0	0.0
A	32550	NOR	North Seacroft Community Hub	506.4	506.4	0.0	0.0	0.0	0.0	0.0
A	32550	OTL	Otley Community Hub	255.0	0.0	255.0	0.0	0.0	0.0	0.0
A	32550	PUD	Pudsey Community Hub	137.3	137.2	0.1	0.0	0.0	0.0	0.0
A	32886		Community Hubs Phase 3 Year 1	1,943.7	0.0	143.7	1,800.0	0.0	0.0	0.0
A	32886	HAL	Halton Library Community Hub	10.7	0.0	10.7	0.0	0.0	0.0	0.0
A	32886	HAW	Hawthorn Community Hub	138.4	104.0	34.4	0.0	0.0	0.0	0.0
A	32886	HUN	Hunslet Community Hub	495.0	0.0	495.0	0.0	0.0	0.0	0.0
A	32886	MOB	Mobile Community Hubs	122.2	0.0	122.2	0.0	0.0	0.0	0.0
E	32946		Community Hubs - Staff Capitalisation	320.0	161.3	158.7	0.0	0.0	0.0	0.0
A	33071		Community Hubs Phase 3 Year 2	4,840.0	0.0	0.0	2,840.0	2,000.0	0.0	0.0
Total Communities				11,115.1	2,389.5	2,085.6	4,640.0	2,000.0	0.0	0.0
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Libraries										
A	32434		Library Books Capitalisation 2018/19	700.0	0.0	700.0	0.0	0.0	0.0	0.0
B	32629		Library Book Capitalisation 2019/20	700.0	0.0	0.0	700.0	0.0	0.0	0.0
B	32828		Library Books Capitalisation 2020/21	700.0	0.0	0.0	0.0	700.0	0.0	0.0
B	33095		Library Books Capitalisation 21/22	700.0	0.0	0.0	0.0	0.0	700.0	0.0
Total Libraries				2,800.0	0.0	700.0	700.0	700.0	700.0	0.0
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Waste Management										
A	32389		Conversion Of Refuse Fleet Vehicles	2,584.0	0.0	0.0	1,000.0	1,584.0	0.0	0.0
Total Waste Management				2,584.0	0.0	0.0	1,000.0	1,584.0	0.0	0.0
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Parks And Countryside										
A	1358	EXT	Cemetery Extensions	95.0	0.0	95.0	0.0	0.0	0.0	0.0
A	1358	RWC	Rawdon Crematorium Car Park Extension	72.1	0.0	0.0	72.1	0.0	0.0	0.0
A	32415	EXT	Whinmoor Nursery Ground & Services Wks	2,357.4	2,357.4	0.0	0.0	0.0	0.0	0.0
A	32415	GLA	Whinmoor Nursery Glasshouse	4,519.1	4,519.1	0.0	0.0	0.0	0.0	0.0
A	32415	REL	Relocation Of Parks Staff To New Nursery	195.7	195.7	0.0	0.0	0.0	0.0	0.0
A	32617		Lawnswood Mercury Abatement Feasibility	26.0	4.2	21.8	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Service Delivery Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	Estimated Costs			After 2021/22
					2018/19	2019/20	2020/21	
A	32785	Replacement Cremator At Lawnswood	172.0	0.0	172.0	0.0	0.0	0.0
B	32853	Replacement Equipment & Machinery	744.6	387.7	356.9	0.0	0.0	0.0
A	33021	Replacement Cremator Lawnswood	187.0	0.0	168.3	18.7	0.0	0.0
A	33090	Closed Churchyards	1,200.0	0.0	0.0	400.0	400.0	400.0
A	33091	Road Safety Play Temple Newsam	350.0	0.0	0.0	350.0	0.0	0.0
A	33092	Roundhay Park Changing Rooms	1,200.0	0.0	0.0	600.0	600.0	0.0
A	33093	Kirkstall Abbey Car Park	80.0	0.0	0.0	80.0	0.0	0.0
Total Parks And Countryside			11,198.9	7,464.1	814.0	1,520.8	1,000.0	400.0

Leeds City Council Capital Programme - Improving Our Assets

Local & Community Assets (IA)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22
						2019/20	2020/21	2021/22	
Asset Management									
A	16982 NOI	Noise Reduction Works - Road	30.0	0.0	30.0	0.0	0.0	0.0	0.0
A	16982 SUR	Brownfield Land Programme-Surveys	497.3	479.4	17.9	0.0	0.0	0.0	0.0
A	32567	Bath Road - Holbeck - Site Remediation	795.0	459.3	335.7	0.0	0.0	0.0	0.0
A	32768	Acquisition 27 Wakefield Road	212.6	0.0	0.1	212.5	0.0	0.0	0.0
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Total	Asset Management		1,534.9	938.7	383.7	212.5	0.0	0.0	0.0
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Leeds City Council Capital Programme - Improving Our Assets

Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After
2021/22

Cat	Scheme				2018/19	2019/20	2020/21	2021/22	After 2021/22	
Hra Other										
A	32010	SGS	Seacroft Green Social Club	178.8	115.0	63.8	0.0	0.0	0.0	0.0
A	32090	SW1	Swarcliffe Penwell Dean & Gate Parking	156.2	145.0	11.2	0.0	0.0	0.0	0.0
A	32174		25% Equity Share 38 Atha Cres	26.5	18.8	7.7	0.0	0.0	0.0	0.0
Total Hra Other				361.5	278.8	82.7	0.0	0.0	0.0	0.0
Hra Council Housing Growth Programme										
A	16692		Hra Housing Investment Prog Ph1	7,133.3	0.0	0.0	5,158.0	1,975.3	0.0	0.0
A	16692	AMM	Acre Mount Middleton Newbuild	8.0	8.0	0.0	0.0	0.0	0.0	0.0
A	16692	BAR	Barncroft Newbuild	11.2	11.2	0.0	0.0	0.0	0.0	0.0
A	16692	BMG	Beech Mount Gipton Newbuild	216.0	216.0	0.0	0.0	0.0	0.0	0.0
A	16692	BRO	Broadleas Site 3 Newbuild	4,313.3	3,833.9	479.4	0.0	0.0	0.0	0.0
A	16692	BWG	Beech Walk Gipton Newbuild	4,672.0	197.0	500.0	3,475.0	500.0	0.0	0.0
A	16692	COM	Chgp Fees & Capitalisations	2,419.7	2,358.3	61.4	0.0	0.0	0.0	0.0
A	16692	ECA	Chgp Extra Care Additional Provision	29,653.8	246.0	0.0	0.0	4,407.8	25,000.0	0.0
A	16692	EH2	Empty Homes Prog 100 Acquisitions	7,134.4	7,047.7	86.7	0.0	0.0	0.0	0.0
A	16692	EH3	Empty Homes Lcc Funded	1,821.8	1,734.3	87.5	0.0	0.0	0.0	0.0
A	16692	EPR	East Park Road Site 1 Newbuild	3,322.6	3,322.6	0.0	0.0	0.0	0.0	0.0
A	16692	GAR	Garnets Site 2 Newbuild	4,142.3	3,600.2	542.1	0.0	0.0	0.0	0.0
A	16692	HAR	Harley Green Site	20.0	20.0	0.0	0.0	0.0	0.0	0.0
A	16692	HDS	Housing Deal Site Surveys	300.0	0.0	300.0	0.0	0.0	0.0	0.0
A	16692	HOW	Wharfedale View Site 4 Newbuild	9,030.0	8,805.2	224.8	0.0	0.0	0.0	0.0
A	16692	LCS	Acquisition 8 Properties Bramley	1,143.9	1,143.9	0.0	0.0	0.0	0.0	0.0
A	16692	MEY	Meynall Approach	5,073.8	260.2	0.0	4,813.6	0.0	0.0	0.0
A	16692	NEV	Nevilles 3 Sites	5,426.6	323.8	300.0	4,300.0	502.8	0.0	0.0
A	16692	OLD	Oldfield Lane	600.0	0.0	600.0	0.0	0.0	0.0	0.0
A	16692	ROR	Chgp Repurchase Policy (Rofr)	229.8	229.8	0.0	0.0	0.0	0.0	0.0
A	16692	ROS	Rosemont Newbuild	108.9	108.9	0.0	0.0	0.0	0.0	0.0
A	16692	RTB	BES Bespoke Properties Rp'S	500.0	19.4	0.0	480.6	0.0	0.0	0.0
A	16692	RTB	PH1 Rtb Committed Grant Programme	7,922.0	3,189.8	3,665.0	1,067.2	0.0	0.0	0.0
A	16692	SQU	Squinting Cat Site 5	2,275.7	2,246.1	29.6	0.0	0.0	0.0	0.0
A	16692	WPM	Whinmoor Pub House Newbuild	3,886.4	2,487.0	1,399.4	0.0	0.0	0.0	0.0
A	16692	WWT	Westerton Walk Tingley Ech	307.0	307.0	0.0	0.0	0.0	0.0	0.0
A	33103	AMB	Amerton Terrace Newbuild	8,595.5	0.0	0.0	429.8	5,443.8	2,721.9	0.0
A	33103	CAR	Cartmell Drive South Newbuild	18,275.2	0.0	0.0	913.8	11,233.9	6,127.5	0.0
A	33103	COM	Chgp Ph2 Team Capitalisations	3,450.0	0.0	0.0	1,100.0	1,150.0	1,200.0	0.0
A	33103	FAR	Farrar Lane Newbuild	7,004.4	0.0	0.0	3,268.7	3,735.7	0.0	0.0
A	33103	HEI	Heights Lane Newbuild	1,906.3	0.0	0.0	1,072.3	834.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After
2021/22

Cat	Scheme		Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
A	33103	OLD	Oldfield Lane Newbuild	8,135.0	0.0	0.0	3,796.3	4,338.7	0.0	0.0
A	33103	ORE	Chgp Off Shelf, Rofr, Empties & Refurb	22,500.0	0.0	0.0	7,500.0	7,500.0	7,500.0	0.0
A	33103	SAB	Chgp Ph2 Future Sites Year 3	16,095.0	0.0	0.0	0.0	0.0	16,095.0	0.0
A	33103	SEA	Seacroft Crescent Newbuild	4,897.8	0.0	0.0	2,798.7	2,099.1	0.0	0.0
A	33103	SIL	Silk Mill Newbuild	300.0	0.0	0.0	300.0	0.0	0.0	0.0
A	33103	TAR	Tarnside Drive Newbuild	6,033.3	0.0	0.0	301.7	5,254.0	477.6	0.0
Total Hra Council Housing Growth Programme				198,865.0	41,716.3	8,275.9	40,775.7	48,975.1	59,122.0	0.0
Hra Housing Leeds										
B	16517	ACT	Hra Self Financing Funding	12,000.0	0.0	0.0	0.0	0.0	0.0	12,000.0
B	32021		Windows & Doors	4,098.7	0.0	0.0	0.0	2,118.1	1,980.6	0.0
B	32021	EA1	Windows & Doors - Mears	1,486.3	1,486.3	0.0	0.0	0.0	0.0	0.0
B	32021	FB1	Windows & Doors - Mears	757.6	648.2	109.4	0.0	0.0	0.0	0.0
B	32021	FB2	Windows & Doors - Lbs	810.2	810.2	0.0	0.0	0.0	0.0	0.0
B	32021	GA1	W&D - Anglian	1,073.6	0.0	1,073.6	0.0	0.0	0.0	0.0
B	32021	GA2	W&D - Kier	1,364.2	0.0	1,364.2	0.0	0.0	0.0	0.0
B	32021	HC1	W&D Lbs 1	1,259.1	0.0	0.0	1,259.1	0.0	0.0	0.0
B	32021	HC2	W&D Lbs 2	1,259.1	0.0	0.0	1,259.1	0.0	0.0	0.0
B	32022	ASB	Asbestos - Heating	376.0	376.0	0.0	0.0	0.0	0.0	0.0
B	32022	CON	Heat & Hot Water Consultation	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	32022	DB3	Sheltered Heating - Halliday Court	1,490.7	1,490.7	0.0	0.0	0.0	0.0	0.0
B	32022	EB1	Boilers - South	3,686.3	3,686.3	0.0	0.0	0.0	0.0	0.0
B	32022	FA1	HI District Heating	17,420.0	3,164.2	9,898.5	4,357.3	0.0	0.0	0.0
B	32022	FA2	Boilers - South	5,281.9	1,019.1	1,042.4	1,062.1	1,073.8	1,084.5	0.0
B	32022	FA3	Boilers - East	5,953.4	919.4	1,241.0	1,252.0	1,264.0	1,277.0	0.0
B	32022	FA4	Boilers - West 1	4,675.7	706.7	981.0	986.0	996.0	1,006.0	0.0
B	32022	FA5	Boilers - West 2	2,462.4	478.4	490.0	493.0	498.0	503.0	0.0
B	32022	FA6	Boilers - Materials	15,330.6	3,048.2	2,980.0	3,039.6	3,100.4	3,162.4	0.0
B	32022	FA7	Electric Heating & Hot Water	593.5	0.0	144.0	146.9	149.8	152.8	0.0
B	32022	FC7	Commercial Boilers - South	384.3	384.3	0.0	0.0	0.0	0.0	0.0
B	32022	GC1	Electric Heating & Hot Water	7,513.0	0.0	0.0	1,000.0	3,208.0	3,305.0	0.0
B	32022	GC2	Sheltered & Commercial Heating	880.4	0.0	175.0	180.0	260.1	265.3	0.0
B	32024	ASB	Asbestos - Rewires	231.5	231.5	0.0	0.0	0.0	0.0	0.0
B	32024	CI5	Cctv Installation	2,706.6	806.6	1,500.0	400.0	0.0	0.0	0.0
B	32024	FB6	Rewires - Mears	509.4	509.4	0.0	0.0	0.0	0.0	0.0
B	32024	FB7	Rewires - Lbs	405.2	405.2	0.0	0.0	0.0	0.0	0.0
B	32025		Re-Roofing	9,000.0	0.0	0.0	0.0	4,500.0	4,500.0	0.0
B	32025	ASB	Asbestos - Roofing	340.1	340.1	0.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After

2018/19

2019/20

2020/21

2021/22

2021/22

B	32025	DC4	Roofs - Mears	5,108.5	5,108.5	0.0	0.0	0.0	0.0	0.0
B	32025	EC2	Roofing - Mears	2,137.6	2,137.6	0.0	0.0	0.0	0.0	0.0
B	32025	FC1	Roofs - Mears	897.8	897.8	0.0	0.0	0.0	0.0	0.0
B	32025	FC2	Roofs - Lbs	765.7	765.7	0.0	0.0	0.0	0.0	0.0
B	32025	FC3	Roofs - MsfS	1,614.9	14.9	800.0	800.0	0.0	0.0	0.0
B	32025	GD1	Roofing - Connolly	1,407.6	0.0	1,407.6	0.0	0.0	0.0	0.0
B	32025	GD2	Roofing - Liberty	1,407.6	0.0	1,407.6	0.0	0.0	0.0	0.0
B	32025	GD3	Roofing - Lbs	500.0	0.0	500.0	0.0	0.0	0.0	0.0
B	32025	HD1	Roofs Lbs 1	500.0	0.0	0.0	500.0	0.0	0.0	0.0
B	32025	HD2	Roofs Lbs 2	2,345.8	0.0	0.0	2,345.8	0.0	0.0	0.0
B	32025	HD3	Roofs Lbs 3	2,345.8	0.0	0.0	2,345.8	0.0	0.0	0.0
B	32026		Kitchens & Bathrooms	21,594.2	0.0	0.0	0.0	9,831.0	11,763.2	0.0
B	32026	ASB	Asbestos - K&B	1,408.8	1,408.8	0.0	0.0	0.0	0.0	0.0
B	32026	EC5	K&B - Mears 1	2,411.1	2,411.1	0.0	0.0	0.0	0.0	0.0
B	32026	EC6	K&B - Lbs	1,464.4	1,464.4	0.0	0.0	0.0	0.0	0.0
B	32026	EC7	K&B - Mears 2	2,324.9	2,324.9	0.0	0.0	0.0	0.0	0.0
B	32026	EC8	K&B - Mears 3	2,224.9	2,224.9	0.0	0.0	0.0	0.0	0.0
B	32026	FD1	Kitchen & Bathroom - Lbs	2,007.9	2,007.9	0.0	0.0	0.0	0.0	0.0
B	32026	FD2	Kitchen & Bathroom - Mears	3,580.0	3,580.0	0.0	0.0	0.0	0.0	0.0
B	32026	FD3	K&B - Mears 2	1,600.3	1,600.3	0.0	0.0	0.0	0.0	0.0
B	32026	GA6	Kbr - Kier	2,289.9	0.0	2,289.9	0.0	0.0	0.0	0.0
B	32026	GA7	Kbr - Mears	2,289.9	0.0	2,289.9	0.0	0.0	0.0	0.0
B	32026	GA8	Kbr - Engie	3,055.0	0.0	3,055.0	0.0	0.0	0.0	0.0
B	32026	GA9	Kbr - Lbs	3,229.3	0.0	3,229.3	0.0	0.0	0.0	0.0
B	32026	HB1	K&B Lbs 1	3,938.8	0.0	0.0	3,938.8	0.0	0.0	0.0
B	32026	HB2	Rewires Lbs 1	257.5	0.0	0.0	257.5	0.0	0.0	0.0
B	32026	HB3	K&B Lbs 2	3,290.6	0.0	0.0	3,290.6	0.0	0.0	0.0
B	32026	HB4	Rewires Lbs 2	234.6	0.0	0.0	234.6	0.0	0.0	0.0
B	32026	HB5	K&B Lbs 3	2,467.0	0.0	0.0	2,467.0	0.0	0.0	0.0
B	32026	HB6	Rewires Lbs 3	176.0	0.0	0.0	176.0	0.0	0.0	0.0
B	32026	HB7	K&B Lbs 4	2,467.0	0.0	0.0	2,467.0	0.0	0.0	0.0
B	32026	HB8	Rewire Lbs 4	176.0	0.0	0.0	176.0	0.0	0.0	0.0
B	32027		Environmentals	2,153.7	0.0	387.6	500.0	690.4	575.7	0.0
B	32027	EG7	Estate Garages	1,649.1	551.0	214.0	266.0	306.0	312.1	0.0
B	32027	FI1	Cross Green - Growing Together Project	7.0	0.0	7.0	0.0	0.0	0.0	0.0
B	32027	GF3	Clydes Environmentals	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	32027	GF4	Claremont & Crimbles Cctv	5.9	0.0	5.9	0.0	0.0	0.0	0.0
B	32027	GF5	Moor Road Flats	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	32027	GF6	Fairfields Fencing	35.0	0.0	35.0	0.0	0.0	0.0	0.0
B	32027	GF7	Cottingley Play Area	20.0	0.0	20.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After

2018/19

2019/20

2020/21

2021/22

2021/22

Cat	Scheme									
B	32027	GF8	Holbeck Waste Scheme	53.4	53.4	0.0	0.0	0.0	0.0	0.0
B	32027	GF9	Bawn Avenue Fencing	2.0	0.0	2.0	0.0	0.0	0.0	0.0
B	32027	GG1	Oxton Play Area	5.0	0.0	5.0	0.0	0.0	0.0	0.0
B	32028	DE3	Sanctuary	495.3	295.3	50.0	50.0	50.0	50.0	0.0
B	32030	ED1	Adaptations	34,193.5	12,293.5	5,100.0	5,500.0	5,600.0	5,700.0	0.0
B	32031	ASB	Asbestos - Responsive	12,492.5	4,138.2	2,000.0	2,076.3	2,117.9	2,160.1	0.0
B	32031	ED3	Voids	39,426.8	12,326.8	6,400.0	6,800.0	6,900.0	7,000.0	0.0
B	32032	ED5	Repairs	10,669.6	2,844.6	1,865.0	1,950.0	1,990.0	2,020.0	0.0
B	32032	ED6	Repairs - Walls	378.9	333.9	45.0	0.0	0.0	0.0	0.0
B	32032	ED8	Disrepair	6,914.0	2,792.4	1,000.0	1,020.0	1,040.4	1,061.2	0.0
B	32032	FI9	Prior To Painting Repairs	460.0	50.0	100.0	100.0	104.0	106.0	0.0
B	32033		Service Delivery Associated Costs	1,382.3	0.0	194.4	420.8	361.0	197.8	208.3
B	32033	ASB	Asbestos - Planned	11,241.5	104.9	1,707.8	2,716.2	3,226.7	3,485.9	0.0
D	32033	DD6	Housing Leeds Ict Solutions	5,565.2	2,168.6	1,800.0	1,596.6	0.0	0.0	0.0
B	32033	SAL	Capital Salaries	22,972.8	0.0	6,500.0	4,300.0	6,666.8	5,506.0	0.0
B	32033	TSC	Mears Tsc Overheads	3,100.0	0.0	1,500.0	1,600.0	0.0	0.0	0.0
B	32034		Structural Remedials & Insulation Parent	1,350.0	0.0	0.0	0.0	426.9	923.1	0.0
B	32034	ASB	Asbestos - Structural	134.8	134.8	0.0	0.0	0.0	0.0	0.0
B	32034	CH3	Highways Msf	7,757.5	352.0	943.2	724.6	1,984.7	3,753.0	0.0
B	32034	DG9	Msf Structural Repairs Phase 2	4,943.3	3,751.3	1,192.0	0.0	0.0	0.0	0.0
B	32034	EE3	Cornish Properties Ewi & Enveloping	2,626.1	2,626.1	0.0	0.0	0.0	0.0	0.0
B	32034	EE4	Shakespeare Concrete Repairs & Ins	3,922.0	60.5	2,582.6	1,278.9	0.0	0.0	0.0
B	32034	FE1	Cavity & Loft Insulation	120.0	0.0	30.0	30.0	30.0	30.0	0.0
B	32034	FE2	Crosshills Court Subsidence & Roof	500.0	0.0	200.0	300.0	0.0	0.0	0.0
B	32034	FE3	Westwoods Enveloping	724.9	233.7	491.2	0.0	0.0	0.0	0.0
B	32034	FE4	Parkwood Ewi	1,270.0	1,157.6	112.4	0.0	0.0	0.0	0.0
B	32034	HD9	Tibb	4,900.0	0.0	0.0	0.0	2,125.7	2,774.3	0.0
B	32034	JA2	Msf External Works	4,052.0	0.0	0.0	0.0	2,802.0	1,250.0	0.0
B	32035		Communal Replacements	7,120.2	0.0	0.0	3,669.2	2,951.0	500.0	0.0
B	32035	ASB	Asbestos - Communal	129.6	129.6	0.0	0.0	0.0	0.0	0.0
B	32035	DB6	Msf Improvements - Claytons	3,052.2	3,052.2	0.0	0.0	0.0	0.0	0.0
B	32035	EE6	Communal Electrical Package	6,751.1	2,343.1	1,000.0	1,416.0	1,416.0	576.0	0.0
B	32035	FG1	Msf Lift Replacements	11,373.4	0.5	1,290.6	3,322.9	3,250.0	2,100.0	1,409.4
B	32035	FG7	Msf Enhanced Security	31.8	31.8	0.0	0.0	0.0	0.0	0.0
B	32035	GB1	District Heating Clusters	4,532.0	0.0	0.0	0.0	0.0	4,532.0	0.0
B	32035	GB3	Controlled Entry	1,759.2	0.0	393.6	400.0	400.0	565.6	0.0
B	32035	GB4	Communal Facilities	1,082.7	0.0	232.7	350.0	250.0	250.0	0.0
B	32035	GB5	High Life	330.0	0.0	330.0	0.0	0.0	0.0	0.0
B	32035	GB6	Appletons & Savilles	5,505.0	0.0	0.0	1,005.0	3,500.0	1,000.0	0.0
B	32035	JA1	Msf Electrical Mains Strengthening	2,000.0	0.0	0.0	0.0	1,000.0	1,000.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After
2021/22

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
B	32036	Conversion / Regeneration Works Parent	2,958.0	0.0	58.0	900.0	1,000.0	1,000.0	0.0
B	32036	ASB Asbestos - Conversion & Regen	245.0	245.0	0.0	0.0	0.0	0.0	0.0
B	32036	CN1 Bennett Court Refurbishment	2,531.7	2,531.7	0.0	0.0	0.0	0.0	0.0
B	32036	DG7 Union Court	2,393.2	1,145.2	1,248.0	0.0	0.0	0.0	0.0
B	32036	EG1 Sheltered Priorities	1,357.8	1,357.8	0.0	0.0	0.0	0.0	0.0
B	32036	EG2 Misc Properties	675.6	19.9	31.4	204.0	208.1	212.2	0.0
B	32036	FE5 Disrepair - Wykebecks	100.0	37.1	62.9	0.0	0.0	0.0	0.0
B	32036	FE7 Holbeck - Group Repair	905.9	905.9	0.0	0.0	0.0	0.0	0.0
B	32036	FE8 Preventative Work - Armley	289.9	289.9	0.0	0.0	0.0	0.0	0.0
B	32036	FI7 Demolition - Silk Mill Drive	325.5	25.5	300.0	0.0	0.0	0.0	0.0
B	32036	GD8 Sheltered Priorities - Lbs	1,218.1	0.0	300.0	306.0	312.1	300.0	0.0
B	32036	GD9 Moortown Housing Office	200.0	0.0	200.0	0.0	0.0	0.0	0.0
B	32037	Fire Safety Works	4,953.0	0.0	125.0	828.0	2,000.0	2,000.0	0.0
B	32037	ASB Asbestos - Fire Safety	195.7	195.7	0.0	0.0	0.0	0.0	0.0
B	32037	EE7 Fs - Mechanical Hardware Upgrades	139.5	69.9	69.6	0.0	0.0	0.0	0.0
B	32037	EE9 Fs - High Rises Mears	188.1	187.1	1.0	0.0	0.0	0.0	0.0
B	32037	EF1 Fs - Msf Sprinklers Ph 2 & 3	2,201.5	1,391.0	810.5	0.0	0.0	0.0	0.0
B	32037	EF5 Fs - Fire Stopping Tfs	566.1	445.1	121.0	0.0	0.0	0.0	0.0
B	32037	EF6 Fs - Fire Stopping Gunitite	717.1	629.6	87.5	0.0	0.0	0.0	0.0
B	32037	FD8 Enhanced Smoke Detection	222.2	0.0	222.2	0.0	0.0	0.0	0.0
B	32037	FD9 Windmill Green Fire Doors	48.1	0.0	48.1	0.0	0.0	0.0	0.0
B	32037	FF0 Fs - Minor Works	0.5	0.2	0.3	0.0	0.0	0.0	0.0
B	32037	FF3 Fs - Back To Backs	65.6	41.4	24.2	0.0	0.0	0.0	0.0
B	32037	FF4 Fs - Leaseholder Doors	106.0	0.0	106.0	0.0	0.0	0.0	0.0
B	32037	FF5 Fs - Fire Doors Low Rise & Communal	135.2	135.2	0.0	0.0	0.0	0.0	0.0
B	32037	FF8 Fs - Smoke Detection	88.6	8.6	30.0	50.0	0.0	0.0	0.0
B	32037	FF9 Fire Safety -Hopper Replacements (17/18)	122.7	62.7	60.0	0.0	0.0	0.0	0.0
B	32037	GE1 Fs - Victorian Properties	470.0	0.0	0.0	235.0	235.0	0.0	0.0
B	32037	GE2 Fs - Back To Backs Lbs	327.6	0.0	0.0	327.6	0.0	0.0	0.0
B	32037	GE3 Fs - High Rise Lbs	200.0	0.0	0.0	200.0	0.0	0.0	0.0
B	32037	SPR Fs - Msf Sprinklers	2,481.0	0.0	1,481.0	1,000.0	0.0	0.0	0.0
B	32038	EH6 Commercial & Leased Hra Assets	389.0	75.8	144.9	53.0	56.1	59.2	0.0
B	32038	GC9 Cams Roofing	82.2	0.0	82.2	0.0	0.0	0.0	0.0
B	32393	Environmental Improvement Programme	84.3	0.0	84.3	0.0	0.0	0.0	0.0
B	32394	DES Eip - Parking Design Scheme	141.3	116.4	24.9	0.0	0.0	0.0	0.0
B	32394	PI2 Eip Pkg - Queensway	72.5	18.6	53.9	0.0	0.0	0.0	0.0
B	32394	PI5 Eip Pkg - Fairfax Avenue	95.0	8.9	86.1	0.0	0.0	0.0	0.0
B	32394	PI6 Eip Pkg - Glen Road N	64.8	64.8	0.0	0.0	0.0	0.0	0.0
B	32394	PO1 Eip Pkg - King Alfreds Drive	65.7	0.0	65.7	0.0	0.0	0.0	0.0
B	32394	PO2 Eip Pkg - Potterneton Heights	71.7	1.7	5.0	65.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After

Cat	Scheme				2018/19	2019/20	2020/21	2021/22	2021/22	
B	32394	PO6	Eip Pkg - Fernbank Drive	74.0	74.0	0.0	0.0	0.0	0.0	
B	32394	PO7	Eip Pkg - York Road & Inglewoods	159.9	2.8	157.1	0.0	0.0	0.0	
B	32394	PS1	Eip Pkg - Meadowhurst Gardens	36.0	33.5	2.5	0.0	0.0	0.0	
B	32395	YO5	Eip Ply - Hall Park Skatepark	40.0	0.0	40.0	0.0	0.0	0.0	
B	32396	LI0	Eip Lnd - Millshaw Road Masterplan	210.6	203.4	7.2	0.0	0.0	0.0	
B	32396	LO7	Wells Court Handrails Project	5.0	0.3	0.0	4.7	0.0	0.0	
B	32397	CI6	Beckhills Environmentals	505.5	503.5	2.0	0.0	0.0	0.0	
B	32397	CI9	Eip Cs - Fairfields Fencing	78.0	78.0	0.0	0.0	0.0	0.0	
B	32398	WI0	Eip Wst - Woodbridge Place	45.4	39.0	6.4	0.0	0.0	0.0	
B	32398	WI8	Rutland Court Waste	27.1	24.9	2.2	0.0	0.0	0.0	
B	32398	WO6	Tong Drive Waste	8.7	5.2	3.5	0.0	0.0	0.0	
Total Hra Housing Leeds				442,876.4	109,258.7	80,000.0	80,000.0	80,000.0	80,000.0	13,617.7
Hra Bitmo										
B	16517	BIT	Hra Bitmo Self Financing	5,250.6	0.0	25.6	1,735.0	1,735.0	1,735.0	20.0
B	32041		Conversions Belle Isle Circus	24.1	24.1	0.0	0.0	0.0	0.0	0.0
B	32079		Structural Repairs Flat Balconies	196.4	196.4	0.0	0.0	0.0	0.0	0.0
B	32511		16/17 Re-Roofing - Blocks Of Flats	124.0	112.0	12.0	0.0	0.0	0.0	0.0
B	32691		Manor Field Community Hall	10.0	0.0	10.0	0.0	0.0	0.0	0.0
B	32700		17/18 Works To Tenanted Properties	207.3	207.3	0.0	0.0	0.0	0.0	0.0
B	32701		17/18 Adaptations	200.9	200.9	0.0	0.0	0.0	0.0	0.0
B	32703		17/18 Misc Decency Failures	77.5	77.5	0.0	0.0	0.0	0.0	0.0
B	32707		17/18 Parking Provision	45.0	0.6	44.4	0.0	0.0	0.0	0.0
B	32710		17/18 Balcony Refurbishment Works	143.3	143.3	0.0	0.0	0.0	0.0	0.0
B	32713		17/18 Planned Asbestos	28.2	28.2	0.0	0.0	0.0	0.0	0.0
B	32714		17/18 Air Conditioning	0.1	0.1	0.0	0.0	0.0	0.0	0.0
B	32926		18/19 Reactive Boiler Replacement	130.0	0.0	130.0	0.0	0.0	0.0	0.0
B	32927		18/19 Reactive Electric Upgrades	10.0	0.0	10.0	0.0	0.0	0.0	0.0
B	32928		18/19 Works To Tenanted Properties	150.0	0.0	150.0	0.0	0.0	0.0	0.0
B	32929		18/19 Adaptations	187.5	0.0	187.5	0.0	0.0	0.0	0.0
B	32930		18/19 Bitmo Void Refurbs	84.5	0.0	84.5	0.0	0.0	0.0	0.0
B	32931		18/19 Misc Decency Failures	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	32932		18/19 Full Heating System	40.0	0.0	40.0	0.0	0.0	0.0	0.0
B	32933		17/18 Planned Boiler Reps	130.0	0.0	130.0	0.0	0.0	0.0	0.0
B	32934		18/19 Public Footpath Renewal Scheme	75.0	0.0	75.0	0.0	0.0	0.0	0.0
B	32935		18/19 Parking Provision	25.0	0.0	25.0	0.0	0.0	0.0	0.0
B	32936		18/19 Re-Roofing Of Slate Properties	274.3	0.0	274.3	0.0	0.0	0.0	0.0
B	32937		18/19 Re-Roofing Of Outbuildings	38.7	0.0	38.7	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Council Housing

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After
2021/22

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
B	32938	18/19 Replacement External Timber Doors	110.0	0.0	110.0	0.0	0.0	0.0	0.0
B	32939	18/19 Re-Pointing Scheme	220.6	0.0	220.6	0.0	0.0	0.0	0.0
B	32940	17/18 Water Supplies - Houses	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	32941	18/19 Planned Asbestos	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32942	18/19 Air Conditioning	5.0	0.0	5.0	0.0	0.0	0.0	0.0
B	33022	Broomfield South Silc Playbus	5.0	0.0	5.0	0.0	0.0	0.0	0.0
Total Hra Bitmo			7,923.0	990.4	1,707.6	1,735.0	1,735.0	1,735.0	20.0

Leeds City Council Capital Programme - Improving Our Assets

School Building Improvements

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22	
						2019/20	2020/21	2021/22		
Capital Maintenance										
B	16270	BLR ARM	Armley Ps - Mechanical Works	62.9	60.4	2.5	0.0	0.0	0.0	0.0
B	16470	BLR BPC	Burley Park Centre Mechanical Works	116.7	107.9	8.8	0.0	0.0	0.0	0.0
B	16471	RFG	Capital Maintenance - Re Roofing	6.2	0.0	6.2	0.0	0.0	0.0	0.0
B	16774		Schools Condition Allocation-Future Yrs	15,350.6	0.0	0.0	321.1	6,676.5	6,676.5	1,676.5
A	32014		Universal Infant Free School Meals	139.7	0.0	0.0	139.7	0.0	0.0	0.0
A	32014	EXP LOW	Pudsey Lowtown Ps - Kitchen Works	168.0	148.0	20.0	0.0	0.0	0.0	0.0
A	32014	EXP TNR	Thomer Ce Ps Kitchen Works	187.8	181.9	5.9	0.0	0.0	0.0	0.0
B	32232	COM	Capital Maintenance Combined Schemes	732.0	731.1	0.9	0.0	0.0	0.0	0.0
B	32232	MEC	Capital Maintenance Mechanical Works	678.0	663.0	15.0	0.0	0.0	0.0	0.0
B	32232	RFG	Capital Maintenance Roofing Works	1,869.8	1,862.8	7.0	0.0	0.0	0.0	0.0
B	32458	COM	Capital Maintenance Combined Works	517.2	512.2	5.0	0.0	0.0	0.0	0.0
B	32458	KIT	Capital Maintenance Kitchen Vent Works	1,050.0	981.8	68.2	0.0	0.0	0.0	0.0
B	32458	LEP	Capital Maintenance Combined Lep Works	3,055.0	3,044.7	10.3	0.0	0.0	0.0	0.0
B	32458	MEC	Capital Maintenance Mechanical Works	549.4	500.7	48.7	0.0	0.0	0.0	0.0
B	32458	RFG	Capital Maintenance Roofing Works	4,260.0	4,143.8	116.2	0.0	0.0	0.0	0.0
B	32458	WIN	Capital Maintenance Window Replacement	420.5	351.4	69.1	0.0	0.0	0.0	0.0
B	32654	COM	Sca Combined Works Programme 17/18	120.0	114.8	2.2	3.0	0.0	0.0	0.0
B	32654	FIR	Sca Fire Safety Works 17/18	950.0	305.5	624.5	20.0	0.0	0.0	0.0
B	32654	LEP	Sca Works By Leeds Lep 17/18	4,700.0	4,621.2	48.8	30.0	0.0	0.0	0.0
B	32654	MEC	Sca Mechanical Works 17/18	855.9	803.3	27.6	25.0	0.0	0.0	0.0
B	32654	RFG	Sca Roofing Programme 17/18	915.2	901.0	14.2	0.0	0.0	0.0	0.0
B	32654	WIN	Sca Window Replacement 17/18	128.5	125.2	3.3	0.0	0.0	0.0	0.0
A	32735		Benton Park Hs Development Works	20,000.0	314.7	16.4	1,500.0	10,500.0	7,168.9	500.0
B	32864		Sca Works Programme 2018/19	520.9	0.0	0.0	0.0	189.8	331.1	0.0
B	32864	ELE	Sca Electrical Works 18/19	20.0	0.5	15.5	4.0	0.0	0.0	0.0
B	32864	FIR	Sca Fire Safety Works 18/19	1,840.0	2.3	1,658.6	179.1	0.0	0.0	0.0
B	32864	KIT	Sca Kitchen Ventilation Works 18/19	461.5	0.3	451.2	10.0	0.0	0.0	0.0
B	32864	MEC	Sca Mechanical Works 18/19	580.0	0.6	547.2	17.2	15.0	0.0	0.0
B	32864	PPP	Sca Programme Pm Fees 18/19	50.0	0.0	20.0	30.0	0.0	0.0	0.0
B	32864	RFG	Sca Roofing Works 18/19	2,600.0	13.7	2,436.3	150.0	0.0	0.0	0.0
B	32864	WIN	Sca Windows/ Doors Works 18/19	350.0	2.5	316.5	31.0	0.0	0.0	0.0
B	32997		Wetherby Hs Development Works	7.5	0.0	7.5	0.0	0.0	0.0	0.0
B	33006		Healthy Pupils Capital Fund	635.2	0.0	150.0	485.2	0.0	0.0	0.0
B	33015		Sca Works Programme 2019-20	6,705.4	0.0	0.0	6,612.6	92.8	0.0	0.0
B	33065		Pmp Backlog Maintenance	6,000.0	0.0	0.0	1,000.0	2,000.0	3,000.0	0.0
Total Capital Maintenance				76,603.9	20,495.3	6,723.6	10,557.9	19,474.1	17,176.5	2,176.5

Leeds City Council Capital Programme - Improving Our Assets

School Building Improvements

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22	
						Estimated Costs				
Health & Safety										
B	32260	ELE	Electrical Remedial Works	192.0	192.0	0.0	0.0	0.0	0.0	0.0
B	32487	ASB	Asbestos Removal Programme 16/17	181.9	181.6	0.3	0.0	0.0	0.0	0.0
B	32487	ELE	Electrical Remedial Works Prog 16/17	75.6	75.6	0.0	0.0	0.0	0.0	0.0
B	32487	FIR	FLD Fieldhead Carr Ps Fire Stopping Works	257.5	257.1	0.4	0.0	0.0	0.0	0.0
B	32487	FIR	QUA Quarry Mount Ps Fire Stopping	45.9	42.3	3.6	0.0	0.0	0.0	0.0
B	32487	FIR	RVC Rothwell Victoria Junior Fire Stopping	140.4	140.2	0.2	0.0	0.0	0.0	0.0
B	32487	REA	H&S Emergency Works 16/17	281.5	281.5	0.0	0.0	0.0	0.0	0.0
B	32790	ASB	Asbestos Removal Programme 17/18	225.4	21.5	153.9	50.0	0.0	0.0	0.0
B	32790	CON	Schools Condition Surveys 17/18	52.6	1.3	51.3	0.0	0.0	0.0	0.0
B	32790	ELE	Electrical Remedial Works Prog 17/18	100.0	0.0	50.0	50.0	0.0	0.0	0.0
B	32790	REA	H&S Emergency Works 17/18	513.2	133.7	379.5	0.0	0.0	0.0	0.0
B	98000		Major Refurbish & General Building Works	3,020.7	0.0	0.0	1,020.7	1,000.0	1,000.0	0.0
Total Health & Safety				5,086.7	1,326.8	639.2	1,120.7	1,000.0	1,000.0	0.0
Devolved Formula Capital Grant (Dfc)										
B	16773		Devolved Formula Capital - Future Years	6,020.8	0.0	0.0	1,505.2	1,505.2	1,505.2	1,505.2
B	32566		Devolved Formula Capital Grant 2016/17	1,666.0	1,666.0	0.0	0.0	0.0	0.0	0.0
B	32986		Devolved Formula Capital Grant 2018/19	1,529.6	0.0	1,529.6	0.0	0.0	0.0	0.0
Total Devolved Formula Capital Grant (Dfc)				9,216.4	1,666.0	1,529.6	1,505.2	1,505.2	1,505.2	1,505.2
Other Education Schemes										
A	32240		Schools Capital Expenditure	30,030.3	15,979.8	3,500.1	3,500.0	3,500.0	3,550.4	0.0
B	32877		Royds School-Storm Damage Insurance Clai	249.0	2.3	246.7	0.0	0.0	0.0	0.0
Total Other Education Schemes				30,279.3	15,982.1	3,746.8	3,500.0	3,500.0	3,550.4	0.0

Leeds City Council Capital Programme - Improving Our Assets

Office Buildings & Support Services

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
Changing The Workplace									
A	16256	Changing The Workplace G 1 & 2	7,068.7	0.0	0.0	7,068.7	0.0	0.0	0.0
A	16256	DEC SEM Small Enabling Moves Across All Services	217.7	124.2	43.5	50.0	0.0	0.0	0.0
A	16256	DEC SFW Civic Hall 2nd And 3rd Floor West	916.9	514.7	402.2	0.0	0.0	0.0	0.0
A	16256	FTM Fast Track Merrion	367.4	359.4	8.0	0.0	0.0	0.0	0.0
A	16256	LLP FEE Tenant Enhancement Fees	486.0	470.6	15.4	0.0	0.0	0.0	0.0
A	16256	MER BAM Merrion House Ad Hoc Bam Works	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	16256	MER FAE Merrion House Furniture And Equip	4,406.0	3,044.3	646.4	715.3	0.0	0.0	0.0
A	16256	MER PFP Merrion House Purchase 50% Interest	29,198.0	29,198.0	0.0	0.0	0.0	0.0	0.0
A	16256	MER SGN Merrion House Signage	67.7	41.9	25.8	0.0	0.0	0.0	0.0
A	16256	NPS APC Nps Advice Post Contract	79.9	77.9	2.0	0.0	0.0	0.0	0.0
A	16256	STG DIL Leased In Properties - Dilapidations	132.1	86.1	46.0	0.0	0.0	0.0	0.0
A	16256	STG ENH Merrion Tenant Enhancement Works	10,865.0	10,797.9	67.1	0.0	0.0	0.0	0.0
A	16256	STG EVM Electronic Visitor Management System	178.7	178.7	0.0	0.0	0.0	0.0	0.0
A	16256	STG JCC John Charles Sports Centre Office	131.6	105.1	26.5	0.0	0.0	0.0	0.0
A	16256	STG LEO Leonardo & Thoresby Stage 2	604.3	604.3	0.0	0.0	0.0	0.0	0.0
A	16256	STG LUS Landmark Court Unit 7 - Dilaps	105.8	0.0	105.8	0.0	0.0	0.0	0.0
A	16256	STG MID Middleton Phase 2 Feasibility	418.5	396.1	22.4	0.0	0.0	0.0	0.0
A	16256	STG PRM Programme Management	964.9	859.4	105.5	0.0	0.0	0.0	0.0
A	16256	STG QAA Queue And Appointment System	328.7	243.8	84.9	0.0	0.0	0.0	0.0
A	16256	STG SGH St George House Refurbishment	4,806.3	3,964.4	441.9	400.0	0.0	0.0	0.0
A	32376	FEE Merrion House Generator Fees	213.0	37.9	0.0	175.1	0.0	0.0	0.0
A	32376	GEN Merrion House New Generator	2,887.0	1,378.8	8.2	1,500.0	0.0	0.0	0.0
Total Changing The Workplace			64,464.2	52,483.5	2,071.6	9,909.1	0.0	0.0	0.0
Asset Management									
A	32441	Acquisition Of Tribeca House	1,375.4	1,357.8	0.0	17.6	0.0	0.0	0.0
A	32443	Acquisition Of Unit 2 Killingbeck Court	856.5	795.0	0.0	61.5	0.0	0.0	0.0
A	32554	HIT Land Acquisition Within The Southbank Ap	8,528.1	8,437.0	91.1	0.0	0.0	0.0	0.0
A	32554	LOG 3 Dev Plots Trilogy At Logic Leeds	8,540.6	993.4	7,044.2	503.0	0.0	0.0	0.0
A	32554	PAR Acquis Of Paradigm Building Thorpe Park	10,921.5	0.0	10,921.5	0.0	0.0	0.0	0.0
A	32554	THO Acquisition Of Thorpe Park	7,550.9	7,478.9	0.0	72.0	0.0	0.0	0.0
A	32554	WES Westminster Building Refurb (Gsr)	1,173.1	0.4	872.7	300.0	0.0	0.0	0.0
A	32857	Springfield D.C. & Strawberry C.C.	226.0	35.4	140.6	50.0	0.0	0.0	0.0
A	32950	Albion House Rawdon Park Acquisition	2,137.4	0.0	1,817.4	320.0	0.0	0.0	0.0
A	33040	3 Sovereign Sq Landlord Improvements	110.0	0.0	50.0	60.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Office Buildings & Support Services

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	Estimated Costs			After 2021/22
					2018/19	2019/20	2020/21	
Total	Asset Management		41,419.5	19,097.9	20,937.5	1,384.1	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
			Estimated Costs						
Asset Management									
A	32218	Woodhall Lane Playing Pitches & Land	289.1	288.8	0.3	0.0	0.0	0.0	0.0
A	32610	Acquisition Of Land Cabbage Hill Wortley	51.5	17.4	0.0	34.1	0.0	0.0	0.0
A	32788	Woodhall Plantation - Woodland	61.5	0.0	0.0	61.5	0.0	0.0	0.0
A	32792	Acquisition Of 17 Acre Terrace Middleton	115.0	113.3	1.7	0.0	0.0	0.0	0.0
A	32841	Land & Premises At Brackenwood Drive	245.0	221.5	23.5	0.0	0.0	0.0	0.0
Total Asset Management			762.1	641.0	25.5	95.6	0.0	0.0	0.0
Culture And Sport									
D	15608	EQP Sport For The Future	390.2	385.0	0.0	5.2	0.0	0.0	0.0
A	32671	HOI Sport Centre Equipment - Hoists	22.2	0.0	22.2	0.0	0.0	0.0	0.0
A	32671	LOC Lock Replacements At Leisure Centres	26.0	21.2	4.8	0.0	0.0	0.0	0.0
A	32867	Parklife Programme Feasibility Studies	100.0	0.0	30.0	70.0	0.0	0.0	0.0
A	32880	Customer Facing Improvements	200.0	0.0	150.0	50.0	0.0	0.0	0.0
A	32969	Triathlon Cabling Works	79.7	0.0	79.7	0.0	0.0	0.0	0.0
A	33008	Holt Park Leisure Centre Gym Equipment	165.6	0.0	165.6	0.0	0.0	0.0	0.0
Total Culture And Sport			983.7	406.2	452.3	125.2	0.0	0.0	0.0
Parks And Countryside									
A	1050	RES Parks & C: Residential Property Works	77.7	66.3	11.4	0.0	0.0	0.0	0.0
A	1358	FAR Farnley Cemetery Extension	29.0	4.5	24.5	0.0	0.0	0.0	0.0
A	1358	HOR Horsforth Cemetery Extension	40.0	6.6	33.4	0.0	0.0	0.0	0.0
A	1358	HUN Hunslet Cemetery	88.0	1.6	86.4	0.0	0.0	0.0	0.0
A	1873	Tinshill Recreation Ground	784.0	739.0	45.0	0.0	0.0	0.0	0.0
A	12462	PH2 Mansion House Phase 2 (Internal Wks)	1,890.9	1,890.2	0.7	0.0	0.0	0.0	0.0
B	13740	TNW Open Water Safety Wks - Temple Newsam	29.0	26.8	2.2	0.0	0.0	0.0	0.0
A	14050	PH4 PU3 Water Safety Pudsey Fp 54 Phase 4	17.1	4.3	12.8	0.0	0.0	0.0	0.0
A	16194	COT Cottingley Cremator Mercury Abatement	1,678.8	1,551.6	127.2	0.0	0.0	0.0	0.0
A	16874	Prince Philips Changing Room Extension	171.8	171.8	0.0	0.0	0.0	0.0	0.0
A	16972	Western Flatts Pk, New Wortley Rec Grd	83.5	65.4	18.1	0.0	0.0	0.0	0.0
B	32003	PKS COM Replacement Machinery & Equipment	1,192.2	1,166.8	25.4	0.0	0.0	0.0	0.0
A	32478	Barley Hill Depot	250.0	0.0	0.0	250.0	0.0	0.0	0.0
A	32482	Temple Newsam Courtyard Cafe & Entrance	290.0	185.0	33.8	71.2	0.0	0.0	0.0
A	32493	Middleton Park Landscape Imps	74.0	0.0	74.0	0.0	0.0	0.0	0.0
A	32596	Scarcroft Play Area	68.2	64.6	3.6	0.0	0.0	0.0	0.0
A	32630	Hartley Ave Park Boundary Improvements	15.2	0.0	15.2	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	Estimated Costs			After 2021/22
					2018/19	2019/20	2020/21	
A	32635	Dartmouth Park Play Area Refurbishment	122.7	0.0	62.7	60.0	0.0	0.0
A	32638	Horsforth Footpath Refurbishment	47.4	0.0	47.4	0.0	0.0	0.0
A	32647	Middleton Park Landscape & Viewing Plat	44.0	37.1	6.9	0.0	0.0	0.0
A	32682	Scatcherd Park Sculpture	9.0	7.8	1.2	0.0	0.0	0.0
A	32685	Churwell Pk Additional Play Equipment	35.5	33.5	2.0	0.0	0.0	0.0
A	32687	Springhead Park Dementia Friendly Garden	23.5	23.3	0.2	0.0	0.0	0.0
A	32690	Middleton Mountain Bike	1,354.1	1,141.4	212.7	0.0	0.0	0.0
A	32718	Lotherton Hall Coastal Zone Devt	230.0	226.5	3.5	0.0	0.0	0.0
A	32747	Ashton Road Muga Refurbishment	25.0	20.3	4.7	0.0	0.0	0.0
A	32807	New Park Development At Moortown	300.0	50.0	250.0	0.0	0.0	0.0
A	32814	Knowsthorpe Quays Greenspace Imps Works	55.0	46.5	8.5	0.0	0.0	0.0
A	32830	Dartmouth Park Muga S106	126.8	0.0	126.8	0.0	0.0	0.0
A	32831	Armley & Gotts Park Muga S106	158.0	0.0	158.0	0.0	0.0	0.0
A	32836	Oulton In Bloom Greenspace Imps	3.5	2.9	0.6	0.0	0.0	0.0
A	32837	Cross Flatts Park Access Imps	40.0	36.9	3.1	0.0	0.0	0.0
A	32840	Churwell Park & Daffil Woods S106	15.6	1.4	14.2	0.0	0.0	0.0
A	32844	Repair Of Wave Wall At Yeadon Tarn	51.1	32.9	18.2	0.0	0.0	0.0
A	32859	Cabbage Hill Greenspace Imps S106	58.0	0.0	58.0	0.0	0.0	0.0
A	32861	Temple Newsam Farm Storage	80.9	57.9	23.0	0.0	0.0	0.0
A	32868	Rein Park Play Area & Landscape Imps	50.0	4.2	45.8	0.0	0.0	0.0
A	32890	Temple Newsam Estate Hlf Bid	100.0	0.0	100.0	0.0	0.0	0.0
A	32894	Imps To Nunroyd Park Boundary	19.6	0.0	19.6	0.0	0.0	0.0
A	32896	Kirk Lane Bowling Club Access Imps	2.9	0.0	2.9	0.0	0.0	0.0
A	32897	Burley Rugby Pitch Improvements	81.8	0.0	81.8	0.0	0.0	0.0
A	32910	Lotherton Hall Ph2 Retail Visitor Unit	240.0	218.7	21.3	0.0	0.0	0.0
B	32914	Nwl Country Park Green Gateways	4.3	0.0	4.3	0.0	0.0	0.0
A	32915	Calverley Woods Access, Signage, Path Work	25.8	0.0	25.8	0.0	0.0	0.0
A	32917	Lotherton Hall Ph3 Forest Zone	235.0	234.7	0.3	0.0	0.0	0.0
A	32920	Walton Parish Council Playarea	10.0	0.0	10.0	0.0	0.0	0.0
A	32921	North West Leeds Country Park Signage	4.3	0.0	4.3	0.0	0.0	0.0
A	32924	Rosebank Millennium Way Greenspace Imps	31.1	0.0	31.1	0.0	0.0	0.0
A	32947	Tinshill Recreation Grd New Playground	187.2	0.0	187.2	0.0	0.0	0.0
A	32955	Rein Park Alwoodley S106 Imps	9.0	0.0	9.0	0.0	0.0	0.0
A	32956	Methley Village Playgd & Greenspace	324.0	0.0	324.0	0.0	0.0	0.0
A	32957	Banstead Park Enviromental Imps	25.0	0.0	25.0	0.0	0.0	0.0
A	32958	Chapel Allerton Park S106 Imps	10.1	0.0	10.1	0.0	0.0	0.0
A	32959	Hamara Centre S106 Imps	57.6	0.0	57.6	0.0	0.0	0.0
A	32963	Green Bottom Pk Bowling Green Imps	13.7	0.0	13.7	0.0	0.0	0.0
A	32968	Fleet Lane Football Pitch Fence Installa	14.0	0.0	14.0	0.0	0.0	0.0
A	32974	Copley Lane Access Imps	4.9	0.0	4.9	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

Recreational Assets

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	Estimated Costs				After 2021/22
					2018/19	2019/20	2020/21	2021/22	
A	32977	Harland Way - Environmental Imps	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	32982	Stanningley Park Bowling Club	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32991	Various Imps To Morley North Parks	12.9	0.0	12.9	0.0	0.0	0.0	0.0
A	32992	Springhead Park Guiseley Access Imps	3.3	0.0	3.3	0.0	0.0	0.0	0.0
A	32993	Nunroyd Park Rugby Pitch Imps	5.5	0.0	5.5	0.0	0.0	0.0	0.0
A	32994	Hesketh Lane Rec Grd Access & Gym	96.0	0.0	96.0	0.0	0.0	0.0	0.0
A	32998	New Pocket Park Stables Lane Boston Spa	38.0	0.0	38.0	0.0	0.0	0.0	0.0
A	32999	Springhead Park Creation Of Path	70.0	0.0	70.0	0.0	0.0	0.0	0.0
A	33001	Haighside Woods	5.7	0.0	5.7	0.0	0.0	0.0	0.0
A	33002	Seacroft Gardens Landscape Imps	58.9	0.0	58.9	0.0	0.0	0.0	0.0
A	33004	Stonegate Road - King Alfred S Field	30.7	0.0	30.7	0.0	0.0	0.0	0.0
A	33005	Ninelands Lane & Goosefield Rec Gr	16.7	0.0	16.7	0.0	0.0	0.0	0.0
A	33017	Gottis Park Rose Garden Greenspace	63.0	0.0	63.0	0.0	0.0	0.0	0.0
A	33018	Cottingley Play Area S106	5.5	0.0	5.5	0.0	0.0	0.0	0.0
A	33030	Wellcroft Play Area	157.6	0.0	157.6	0.0	0.0	0.0	0.0
A	33031	Tawny Beck Bridge Kissing Gate	1.1	0.0	1.1	0.0	0.0	0.0	0.0
A	33032	Scatcherd Park War Memorial Improvements	13.3	0.0	13.3	0.0	0.0	0.0	0.0
A	33033	Burley Willows Access Imps S106	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	33034	Seacroft Gardens Ph 2 S106 Imps	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	33035	Thorp Arch Village Green & War Memorial	5.7	0.0	5.7	0.0	0.0	0.0	0.0
A	33036	Gt Preston & Swillington Rec S106	11.4	0.0	11.4	0.0	0.0	0.0	0.0
A	33039	Raylands Way Pos S106 Imps	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	33041	Springhead Park Refurbishment S106	50.0	0.0	50.0	0.0	0.0	0.0	0.0
A	33042	Trentham Street Pocket Park S106	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	33051	General Greenspace Imps In Armley	93.4	0.0	93.4	0.0	0.0	0.0	0.0
A	33094	Envs Imps Woodlesford Cycletrack	60.0	0.0	0.0	60.0	0.0	0.0	0.0
Total Parks And Countryside			11,892.5	8,120.5	3,330.8	441.2	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In Major Infrastructure

Highways

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	All Figures are in £000's Estimated Costs			After 2021/22
						2019/20	2020/21	2021/22	

Asset Management									
A	32418	East Leeds Extension - Land Aquisition	2,096.0	1,896.6	0.0	199.4	0.0	0.0	0.0
A	33050	East Leeds Ext Var Discr Land Purchases	5,316.0	0.0	2,316.0	3,000.0	0.0	0.0	0.0
Total Asset Management			7,412.0	1,896.6	2,316.0	3,199.4	0.0	0.0	0.0

Highways									
A	13184	A65 Quality Bus Initiative	21,140.7	20,853.5	3.4	283.8	0.0	0.0	0.0
C	13220	High Royds S278 Junction G	680.0	203.4	476.6	0.0	0.0	0.0	0.0
C	13602	Leeds Grammar School Merger S278	1,478.0	1,466.1	11.9	0.0	0.0	0.0	0.0
A	16747	East Leeds Orbital Road - Main Scheme	105,730.0	3,909.4	1,152.0	15,552.0	45,095.0	25,021.6	15,000.0
A	16969	CCA Cycle City Ambition 1 East To West	30,563.8	27,039.8	3,517.0	7.0	0.0	0.0	0.0
A	16969	MON Cycle City Ambition 1 Monitoring & Eval	128.9	118.9	10.0	0.0	0.0	0.0	0.0
B	32276	Principal (Ret Wall) Inspections 2015/16	48.8	46.7	2.1	0.0	0.0	0.0	0.0
A	32408	CCA Cycle City Ambition 2 City Centre & Er	8,231.3	2,657.6	4,473.7	1,100.0	0.0	0.0	0.0
A	32408	ESW Cycle City Connect Ph.2 Early Start Work	152.7	25.4	127.3	0.0	0.0	0.0	0.0
A	32408	MON Cycle City Ambition 2 Monitoring & Eval	26.4	11.4	15.0	0.0	0.0	0.0	0.0
A	32448	ALL Elor - Outer Ring Rd Junction Imps	408.0	231.1	176.9	0.0	0.0	0.0	0.0
A	32448	HAR Elor - Outer Ring Rd - Harrogate Rd Junc	6,664.0	975.8	1,938.2	3,750.0	0.0	0.0	0.0
A	32448	KIN Elor - Outer Ring Rd - King Ln Junct Imp	249.0	106.7	15.6	126.7	0.0	0.0	0.0
A	32448	ROU Elor - Outer Ring Rd - Roundhay Park Ln	6,664.0	1,203.3	1,837.4	3,623.3	0.0	0.0	0.0
A	32448	SHA Elor Shadwell Lane Junction	15.0	15.0	0.0	0.0	0.0	0.0	0.0
A	32856	East Leeds Orbital Road - Land Purchases	9,895.0	48.7	7,500.0	2,346.3	0.0	0.0	0.0
A	32944	A6120 Outer Ring Road Cycleway	3,200.0	0.0	100.0	3,100.0	0.0	0.0	0.0
Total Highways			195,275.6	58,912.8	21,357.1	29,889.1	45,095.0	25,021.6	15,000.0

Leeds City Council Capital Programme - Investing In Major Infrastructure

Transport

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
						Estimated Costs			
Asset Management									
A	33080	Leeds Station Masterplan & Hs2 Fees	3,400.0	0.0	0.0	600.0	1,400.0	1,400.0	0.0
A	33104	Leeds Station Joint Venture	2,000.0	0.0	0.0	0.0	0.0	2,000.0	0.0
Total Asset Management			5,400.0	0.0	0.0	600.0	1,400.0	3,400.0	0.0
Highways									
A	16914	Kirkstall Forge Leeds Rail Growth	10,300.0	10,130.4	0.0	169.6	0.0	0.0	0.0
A	32673	Leeds Public Transport Investment	104,828.9	0.0	4,516.8	44,429.5	55,882.6	0.0	0.0
A	32673	DES Leeds Public Transport - Design / Set Up	137.5	137.5	0.0	0.0	0.0	0.0	0.0
A	32673	MGT Lptip - General Management	12.8	12.8	0.0	0.0	0.0	0.0	0.0
A	32673	MGT COM Lptip - Pr / Comms / Marketing	101.7	101.7	0.0	0.0	0.0	0.0	0.0
A	32673	MGT FIN Lptip - Financial Management	25.2	25.2	0.0	0.0	0.0	0.0	0.0
A	32673	MGT LEG Lptip - Legal Management	2.5	2.5	0.0	0.0	0.0	0.0	0.0
A	32673	MGT MON Lptip - Monitoring & Evaluation	30.5	30.5	0.0	0.0	0.0	0.0	0.0
A	32673	MGT PPU Lptip - Programme Management	198.8	198.8	0.0	0.0	0.0	0.0	0.0
A	32673	SPR Stourton Park And Ride	141.7	141.7	0.0	0.0	0.0	0.0	0.0
A	32772	EPR Elland Road Park And Ride - Phase 3	52.0	52.0	0.0	0.0	0.0	0.0	0.0
A	32772	NPR North Of City Park And Ride	29.2	29.2	0.0	0.0	0.0	0.0	0.0
A	32772	PRP Lptip P&R Land Purchase	1,430.5	0.0	1,430.5	0.0	0.0	0.0	0.0
A	32772	SPR Stourton Park And Ride	555.5	555.5	0.0	0.0	0.0	0.0	0.0
A	32774	LRS Lptip Leeds Station Masterplan	500.0	0.0	330.0	170.0	0.0	0.0	0.0
A	32774	PUD New Pudsey Rail Station - Park & Ride	1.1	1.1	0.0	0.0	0.0	0.0	0.0
A	32775	BUS Leeds Bus Station Exit Improvements	360.0	316.7	43.3	0.0	0.0	0.0	0.0
A	32966	Netherfield Rd - Guiseley - M.S.Car Park	143.0	0.0	12.0	131.0	0.0	0.0	0.0
A	33000	Air Quality Imp - Electric Charge Points	1,242.0	0.0	5.0	1,237.0	0.0	0.0	0.0
Total Highways			120,092.9	11,735.6	6,337.6	46,137.1	55,882.6	0.0	0.0

Leeds City Council Capital Programme - Investing In Major Infrastructure

Flood Alleviation
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's
Estimated Costs

2018/19

2019/20

2020/21

2021/22

After
2021/22

Highways

A	15739		Valley Road Morley Culvert Improvement	100.0	0.5	0.0	99.5	0.0	0.0	0.0
A	16328		Ramsden Street Kippax Flood Alleviation	285.0	222.4	9.0	53.6	0.0	0.0	0.0
A	16557	AWE	Leeds Flood Allev Sch - Additional Works	294.0	0.0	294.0	0.0	0.0	0.0	0.0
A	16557	CON	Flood Alleviation - Principle Contract	41,852.3	41,016.5	835.8	0.0	0.0	0.0	0.0
A	16557	INI	Flood Alleviation Internal Hdc Fees	2,262.7	2,262.7	0.0	0.0	0.0	0.0	0.0
A	16557	INI	FEA Flood Alleviation External Consult Fees	3,874.3	3,874.3	0.0	0.0	0.0	0.0	0.0
A	16557	STO	Flood Alleviation Works At Stourton	1,500.0	540.3	859.7	100.0	0.0	0.0	0.0
A	16557	WOC	Woodlesford Mitigation Works	2,159.5	2,159.5	0.0	0.0	0.0	0.0	0.0
A	16737		Wortley Beck Flood Alleviation Scheme	750.0	0.0	50.0	25.0	50.0	625.0	0.0
A	16966		Queen St - Allerton Bywater - Fld Alewn	20.0	7.7	12.3	0.0	0.0	0.0	0.0
A	16979		Farnley Wood Beck Balancing Lake Ph 2	701.2	0.0	50.0	50.0	601.2	0.0	0.0
A	16982	NFM	Killingbeck Meadows (Nfm)	4,190.0	484.5	1,155.5	2,550.0	0.0	0.0	0.0
A	16982	NFM	ART Arthurs Rein - Flood Risk Mgt Scheme	400.0	0.0	400.0	0.0	0.0	0.0	0.0
A	16982	NFM	HAL Halton Moor - Flood Risk Mgt Scheme	60.0	0.0	60.0	0.0	0.0	0.0	0.0
A	16982	NFM	WYK Wyke Beck Programme - Flood Risk Mgt	100.0	0.0	100.0	0.0	0.0	0.0	0.0
A	32234		Flood Risk Management Minor Works	237.9	72.7	65.2	100.0	0.0	0.0	0.0
A	32257		Hawthorne Terrace Flood Allev Works	80.0	47.7	32.3	0.0	0.0	0.0	0.0
A	32336		Kirkstall Forge Riverbank Walls & Other	836.8	836.8	0.0	0.0	0.0	0.0	0.0
A	32500		Leeds Flood Alleviation Scheme 2	70,533.5	0.0	1,650.5	19,483.0	27,100.0	22,300.0	0.0
A	32500	AWE	NFM Lfas Ph 2 - Natural Flood Mitigation	514.0	0.0	514.0	0.0	0.0	0.0	0.0
A	32500	AWE	STE Lfas Phase 2 - River Stewardship	298.0	0.0	298.0	0.0	0.0	0.0	0.0
A	32500	DES	Flood Alleviation Scheme 2 - Design	3,794.0	2,863.4	930.6	0.0	0.0	0.0	0.0
A	32754		Westfields - Allerton Bywater - Frm	495.6	474.4	21.2	0.0	0.0	0.0	0.0
A	32778		Barley Hill Rec - Flood Allev Works	131.3	117.1	14.2	0.0	0.0	0.0	0.0
A	32850		Lin Dyke Garforth Flood Alleviation	48.0	31.0	17.0	0.0	0.0	0.0	0.0
A	32851		Lin Dyke Kippax - Flood Alleviation	98.0	0.0	48.0	50.0	0.0	0.0	0.0
A	32912		Otley Flood Alleviation	537.0	265.2	271.8	0.0	0.0	0.0	0.0

Total Highways				136,153.1	55,276.7	7,689.1	22,511.1	27,751.2	22,925.0	0.0
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Leeds City Council Capital Programme - Investing In Major Infrastructure

Energy Efficiency & Carbon Reduction Initiatives

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs		2021/22	After 2021/22
						2019/20	2020/21		
Sustainable Energy & Climate Change									
B	16196	Free Home Insulation Programme	127.4	0.0	0.0	0.0	0.0	127.4	0.0
B	16196	ERL Energy Repayment Loans Lcu	50.0	0.0	0.0	50.0	0.0	0.0	0.0
B	16196	FPF Fuel Poverty Fund	1,150.0	569.2	150.0	100.0	100.0	100.0	130.8
B	16196	WWI Warm Well Homes	280.0	101.3	110.0	68.7	0.0	0.0	0.0
A	32463	COM District Heating Network (Com)	20,996.7	1,719.4	13,000.0	6,277.3	0.0	0.0	0.0
A	32463	FEE District Heating Network - Fees	279.3	279.3	0.0	0.0	0.0	0.0	0.0
A	32979	BSP Caz Bike Share Project	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	32979	IIM Caz Infrastructure Imps Ph1	80.0	0.0	80.0	0.0	0.0	0.0	0.0
A	32979	TPH Caz Support For Taxi & Private Hire	700.0	0.0	350.0	350.0	0.0	0.0	0.0
A	32980	CDP Caz City Dressing Project	359.8	0.0	359.8	0.0	0.0	0.0	0.0
A	32980	ECP Caz Ev Charging Points	289.7	0.0	289.7	0.0	0.0	0.0	0.0
A	32980	ETT Caz Electric Taxi Trial	299.2	0.0	299.2	0.0	0.0	0.0	0.0
A	32980	SCH Caz School Projects	101.3	0.0	101.3	0.0	0.0	0.0	0.0
A	32980	SME Caz Sme'S Ulev Vehicle Uptake	660.0	0.0	330.0	330.0	0.0	0.0	0.0
A	32981	FEA Clean Air Zone Feasibility	191.4	0.0	191.4	0.0	0.0	0.0	0.0
A	33024	LFS Caz Loan Fund Taxi/Private Hire Sector	24,000.0	0.0	0.0	14,000.0	10,000.0	0.0	0.0
Total			49,604.8	2,669.2	15,301.4	21,176.0	10,100.0	227.4	130.8

Leeds City Council Capital Programme - Supporting Service Provision

Cat	Scheme	Schools		Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	All Figures are in £000's				
							2018/19	2019/20	2020/21	2021/22	After 2021/22
Learning Places											
A	16585	ALB		Allerton Bywater Ps 2014 Ph2 Tbn	2,066.8	2,090.4	-23.6	0.0	0.0	0.0	0.0
B	16585	ETA	PH3	East Ardsley Ps 2014 Tbn	842.3	829.1	13.2	0.0	0.0	0.0	0.0
A	16981	BGE	FUR	2015-16 Bn Bulge Works - F&E Provision	101.0	72.5	28.5	0.0	0.0	0.0	0.0
A	16981	CAL		Calverley Ce Ps - Basic Need 2015	2,650.9	2,628.7	22.2	0.0	0.0	0.0	0.0
A	16981	FWR		Farsley Westroyd Ps Bn 2015	2,310.4	2,309.4	1.0	0.0	0.0	0.0	0.0
A	16981	GUI		Guiseley Ps Bn 2015	5,423.5	5,380.7	28.3	14.5	0.0	0.0	0.0
A	16981	PPH		Pudsey Primrose Hill Ps Bn 2015	3,254.4	3,194.4	0.0	60.0	0.0	0.0	0.0
A	16981	PSJ		Pudsey St Joseph'S Rc Ps Bn 2015	2,040.2	2,014.5	25.7	0.0	0.0	0.0	0.0
A	32200			Learning Places Future Years Provision	25,000.0	0.0	0.0	4,350.0	20,650.0	0.0	0.0
A	32201			Basic Need Programme Risk Fund	7,540.0	0.0	0.0	6,040.0	1,500.0	0.0	0.0
A	32274	BGE	AUM	2016 Bn Bulge Prog - St Augustine'S Ps 1	368.3	365.2	3.1	0.0	0.0	0.0	0.0
A	32274	BGE	BRE	2016 Bn Bulge Prog - Bracken Edge Ps	73.3	43.8	29.5	0.0	0.0	0.0	0.0
A	32274	BGE	CAR	2016 Bn Bulge Prog - Carr Manor School	698.4	685.3	13.1	0.0	0.0	0.0	0.0
A	32274	BGE	GRI	2016 Bn Bulge Prog - Grimes Dyke Ps	195.2	195.0	0.2	0.0	0.0	0.0	0.0
A	32274	BGE	HOV	2016 Bn Bulge Prog - Hovingham Ps	1,094.8	1,104.2	-9.4	0.0	0.0	0.0	0.0
A	32274	BGE	HUN	2016 Bn Bulge Prog - St Mary'S Ps	398.3	351.3	47.0	0.0	0.0	0.0	0.0
A	32274	BGE	MID	2016 Bn Bulge Prog - Middleton Ps	475.4	472.4	3.0	0.0	0.0	0.0	0.0
A	32274	BGE	STB	2016 Bn Bulge Prog - St Bartholomews Ps	486.5	443.5	10.0	33.0	0.0	0.0	0.0
A	32274	BGE	TAL	2016 Bn Bulge Prog - Talbot Ps	783.5	753.5	15.0	15.0	0.0	0.0	0.0
A	32274	CAS		Castleton Ps - Basic Need 2016	5,636.5	5,538.4	85.0	13.1	0.0	0.0	0.0
A	32274	GLE		Gledhow Ps - Basic Need 2016	5,393.1	5,318.1	75.0	0.0	0.0	0.0	0.0
A	32274	HOL		Hollybush Ps - Basic Need 2016	4,038.0	3,973.0	65.0	0.0	0.0	0.0	0.0
A	32450	BEE		Beecroft Ps - Basic Need 2017	3,000.0	467.0	2,333.0	200.0	0.0	0.0	0.0
A	32450	BGE	ALL	2017 Bn Bulge Prog - Allerton Ce Ps	372.9	268.7	104.2	0.0	0.0	0.0	0.0
A	32450	BGE	BRA	2017 Bn Bulge Prog - Bramham Ps	292.4	291.5	0.9	0.0	0.0	0.0	0.0
A	32450	BGE	IHM	2017 Bn Bulge Prog - Immaculate Heart	575.3	443.4	131.9	0.0	0.0	0.0	0.0
A	32450	BGE	MAL	2017 Bn Bulge Prog - Moor Allerton Hall	437.1	417.1	20.0	0.0	0.0	0.0	0.0
A	32450	BGE	STB	2017 Bn Bulge Prog - St Bartholomew Ce P	261.2	195.6	65.6	0.0	0.0	0.0	0.0
A	32450	BGE	TAL	2017 Bn Bulge Prog - Talbot Ps	199.8	3.2	50.0	146.6	0.0	0.0	0.0
A	32450	BRA		Bramley Ps - Basic Need 2017	3,707.1	3,623.0	80.1	4.0	0.0	0.0	0.0
A	32450	BRU	PH1	Brudenell Ps Phase 1 - Bn 2017	990.9	972.7	18.2	0.0	0.0	0.0	0.0
A	32450	BRU	PH2	Brudenell Ps Phase 2 - Bn 2017	1,029.1	101.6	892.5	35.0	0.0	0.0	0.0
A	32450	CHS		Cockburn School - Bn 2017	1,317.3	1,009.6	307.7	0.0	0.0	0.0	0.0
A	32450	COT		Cottingley Primary Academy - Bn 2017	1,437.0	2.8	1,434.2	0.0	0.0	0.0	0.0
A	32450	GRE		Greenside Ps - Basic Need 2017	1,391.7	185.7	800.0	400.0	0.0	6.0	0.0
A	32450	HAW	EXP	Hawksworth Wood Ps Expansion - Bn 2017	2,176.2	215.6	1,919.5	41.1	0.0	0.0	0.0
A	32450	HAW	REF	Hawksworth Wood Ps Refurb - Bn 2017	1,049.0	906.9	55.1	87.0	0.0	0.0	0.0
A	32450	HOV		Hovingham Ps - Basic Need 2017	4,282.8	4,168.6	89.2	25.0	0.0	0.0	0.0
A	32450	HSM		Hunslet St Mary'S Ps - Basic Need 2017	2,177.8	1,775.4	392.4	10.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

				All Figures are in £000's						
Cat	Scheme	Schools		Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22
		Scheme Title					2019/20	2020/21	2021/22	
A	32450	IVE	Iveson Ps - Basic Need 2017	3,580.7	587.5	2,858.2	135.0	0.0	0.0	0.0
A	32450	LOW	Low Road Ps - Basic Need 2017	1,357.7	1,145.9	207.8	4.0	0.0	0.0	0.0
A	32450	PAR	Park Spring Ps - Basic Need 2017	4,643.4	3,758.4	815.0	70.0	0.0	0.0	0.0
A	32450	ROU PH1	Roundhay School Ph1 - Bn 2017	1,567.3	1,567.1	0.2	0.0	0.0	0.0	0.0
A	32450	ROU PH2	Roundhay School Ph2- Bn 2017	11,753.7	11,587.6	151.1	15.0	0.0	0.0	0.0
A	32655	ACE	Allerton Ce Ps - Basic Need 2018	4,696.8	4.7	1,050.0	3,602.1	40.0	0.0	0.0
A	32655	ACE MOD	2018 Bn Bulge Programme - Allerton Ce Ps	355.6	0.0	355.6	0.0	0.0	0.0	0.0
A	32655	ACL	Cooperative Academy Leeds Bn 2018	0.0	2.6	-2.6	0.0	0.0	0.0	0.0
A	32655	BGE BRI	2018 Bn Bulge Programme - Bridge Street	600.0	279.0	321.0	0.0	0.0	0.0	0.0
A	32655	BGE MAL	2018 Bn Bulge Programme - Moor All Hall	315.4	0.0	315.4	0.0	0.0	0.0	0.0
A	32655	BGE ROU	2018 Bn Bulge Programme -Roundhay School	233.9	0.0	233.9	0.0	0.0	0.0	0.0
A	32655	CAR	Carr Manor Community School Bn 2018	5,000.0	55.0	1,262.7	3,632.3	50.0	0.0	0.0
A	32655	CAR MOD	Carr Manor School Modular Wks - Bn 2018	162.9	0.0	162.9	0.0	0.0	0.0	0.0
A	32655	FIE EAR	Fieldhead Carr Ps Expansion - Bn 2018	3,595.7	2,478.0	991.5	126.2	0.0	0.0	0.0
A	32655	HMP	Hunslet Moor Ps - Basic Need 2018	5,324.0	1,448.6	3,733.3	142.1	0.0	0.0	0.0
A	32655	PAR ASC	2018 Bn Bulge Programme - Parklands Ps	10.0	0.0	0.0	10.0	0.0	0.0	0.0
A	32655	SHA	Shakespeare Ps - Basic Need 2018	11,181.8	6,884.5	4,063.8	233.5	0.0	0.0	0.0
A	32655	WIN ASC	2018 Bn Bulge Programme - Windmill Ps	169.5	0.0	169.5	0.0	0.0	0.0	0.0
A	32737	BEE	Beeston St Luke'S Ps - Basic Need 2019	2,712.0	0.0	280.0	1,932.0	500.0	0.0	0.0
A	32737	FEA	Fearnville Secondary Basic Need 2019	0.0	70.9	-70.9	0.0	0.0	0.0	0.0
A	32737	MAL	Moor Allerton Hall Ps - Basic Need 2019	368.0	7.3	360.7	0.0	0.0	0.0	0.0
A	32737	MAL CHI	Highwood Public House Remodelling	800.0	0.0	700.0	100.0	0.0	0.0	0.0
A	32738		Basic Need Grant 19-20	8,983.6	0.0	829.5	628.1	7,526.0	0.0	0.0
A	32739		Send Special Provision Fund Allocations	2,910.9	0.0	0.0	1,455.4	1,455.5	0.0	0.0
A	32987		Basic Need Grant 2021	130.0	0.0	0.0	0.0	130.0	0.0	0.0
Total Learning Places				166,021.3	82,688.9	27,914.9	23,560.0	31,851.5	6.0	0.0
Other Education Schemes										
A	13372	WKS	Authority Works Bsf Ph2	1,176.8	0.0	0.0	0.0	1,176.8	0.0	0.0
A	13373	MSM FIR	Mt St Mary'S Fire Strategy Works	129.3	9.5	119.8	0.0	0.0	0.0	0.0
A	32569	APP BRA	Bramham Ps Access Works	3.5	0.0	3.5	0.0	0.0	0.0	0.0
A	32569	APP BRM	Burmantofts Nursery Access Works	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	32569	APP BUR	Burley Children'S Centre Access Works	4.6	0.0	4.6	0.0	0.0	0.0	0.0
A	32569	APP CHA	Chapel Allerton Ps Access Works	37.4	34.8	2.6	0.0	0.0	0.0	0.0
A	32569	APP DRI	Drighlington Primary Access Works	0.7	0.0	0.7	0.0	0.0	0.0	0.0
A	32569	APP PBR	Pudsey Bolton Royd Ps Access Works	3.4	0.0	3.4	0.0	0.0	0.0	0.0
A	32569	APP STH	St Theresa'S Rc Ps Access Works	2.4	0.0	2.4	0.0	0.0	0.0	0.0
A	32569	APP STR	Strawberry Fields Ps Access Works	3.2	0.0	3.2	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Cat	Scheme	Schools		Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	All Figures are in £000's				
							2018/19	Estimated Costs		2021/22	After 2021/22
							2019/20	2020/21			
A	32569	APP	WES	Westbrook Lane Ps Access Works	5.2	0.0	5.2	0.0	0.0	0.0	0.0
A	32846	APP	BRO	Broadgate Ps Access Works	2.8	2.3	0.5	0.0	0.0	0.0	0.0
A	32846	APP	DUC	Ducklings Nursery Access Works	2.4	0.0	2.4	0.0	0.0	0.0	0.0
A	32846	APP	GRP	Gr Preston Ce Ps - Access Works	7.2	0.0	4.7	2.5	0.0	0.0	0.0
A	32846	APP	KER	Kerr Mackie Ps Access Works	12.7	0.0	12.6	0.1	0.0	0.0	0.0
A	32846	APP	MEA	Meadowfield Ps Access Works	11.4	0.0	11.4	0.0	0.0	0.0	0.0
A	32846	APP	NIN	Ninlands Lane Ps - Access Works	8.1	0.0	8.1	0.0	0.0	0.0	0.0
A	32846	APP	QUE	Queensway Ps Access Works	12.4	0.0	12.4	0.0	0.0	0.0	0.0
A	32846	APP	ROT	Rothwell Victoria Ps Access Works	14.9	0.0	12.6	2.3	0.0	0.0	0.0
A	32846	APP	SHL	Sharp Lane Ps Access Works	3.2	1.8	1.4	0.0	0.0	0.0	0.0
A	32846	APP	STR	Strawberry Fields Ps Access Works	12.3	0.0	12.3	0.0	0.0	0.0	0.0
A	32846	APP	SUM	Summerfield Ps Access Works	10.4	0.0	10.4	0.0	0.0	0.0	0.0
A	32846	APP	VAL	Valley View Ps Access Works	26.1	0.0	16.1	10.0	0.0	0.0	0.0
A	32900			East Silc / Brigshaw Hs - Send Provision	30.0	0.0	0.0	30.0	0.0	0.0	0.0
A	32943			Schools Access Works Programme 18/19	123.9	0.0	48.9	75.0	0.0	0.0	0.0
A	32943	APP	DNU	Ducklings Nursery Access Works	2.4	0.0	2.4	0.0	0.0	0.0	0.0
A	32943	APP	GRE	Greenmount Ps Access Works	2.6	0.0	2.6	0.0	0.0	0.0	0.0
A	32943	APP	SCC	Swarcliffe Childrens Centre Access Wks	12.5	0.0	12.5	0.0	0.0	0.0	0.0
A	32943	APP	VVP	Valley View Ps Access Works	8.1	0.0	8.1	0.0	0.0	0.0	0.0
A	33037			New Secondary Schools - Viability Costs	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	33062			New Secondary Schools - Feasibility	500.0	0.0	10.0	490.0	0.0	0.0	0.0
Total Other Education Schemes					2,191.9	48.4	356.8	609.9	1,176.8	0.0	0.0
<hr/>											
Support Services											
E	16518			C&F Capital Programme Management	3,921.2	2,519.1	350.1	350.0	350.0	352.0	0.0
Total Support Services					3,921.2	2,519.1	350.1	350.0	350.0	352.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Supporting Children & Young People

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22
						2019/20	2020/21	2021/22	
Asset Management									
B	32689	Relocation Of Med Needs Teaching Service	130.0	107.1	22.9	0.0	0.0	0.0	0.0
B	33049	Middleton Park Complex Relocation	750.0	0.0	303.0	447.0	0.0	0.0	0.0
Total Asset Management			880.0	107.1	325.9	447.0	0.0	0.0	0.0
Learning Places									
A	1371 PBN	Primary Bn & Children'S Services	995.6	0.0	995.6	0.0	0.0	0.0	0.0
Total Learning Places			995.6	0.0	995.6	0.0	0.0	0.0	0.0
Other Education Schemes									
A	32457	Semh Reconfiguration Programme	116.5	0.0	116.5	0.0	0.0	0.0	0.0
A	32457 EAS	Semh - East Leeds	13,141.4	12,692.7	448.7	0.0	0.0	0.0	0.0
A	32457 EAS HIG	Semh - East Leeds - Highways Works	656.1	399.6	206.5	50.0	0.0	0.0	0.0
A	32457 NOR	Semh - North Leeds	13,983.4	10,103.0	3,750.4	130.0	0.0	0.0	0.0
A	32457 OAK	Semh - Oakwood Fencing Works	71.6	0.0	71.6	0.0	0.0	0.0	0.0
A	32457 SOU	Semh - South Leeds	14,249.1	13,736.4	512.7	0.0	0.0	0.0	0.0
A	32457 SOU HIG	Semh - South Leeds - Highways Works	92.0	0.0	80.0	12.0	0.0	0.0	0.0
Total Other Education Schemes			42,310.1	36,931.7	5,186.4	192.0	0.0	0.0	0.0
Social Care/Youth/Early Years									
A	16778	Early Learning For 2 Year Olds	124.9	0.0	0.0	64.9	60.0	0.0	0.0
A	16778 MILK	Micklefield Nursery (2 Year Olds)	54.0	41.5	12.5	0.0	0.0	0.0	0.0
B	32210 TOC	Tracking Outcomes For Children Sc&H Fund	1,300.0	112.3	75.0	350.0	350.0	412.7	0.0
B	32453	Children'S Homes Refurbishment Works	143.6	0.0	80.0	63.6	0.0	0.0	0.0
B	32453 DEV	Children'S Homes Refurb - Devnt Works	32.9	32.9	0.0	0.0	0.0	0.0	0.0
B	32453 EAS	Easdale Children'S Home Refurb	20.0	0.0	9.0	11.0	0.0	0.0	0.0
B	32453 LUT	Luttrell Cres Children'S Home Refurb.	236.9	194.3	17.6	25.0	0.0	0.0	0.0
B	32453 PIN	Pinfolds Children'S Home Refurbishment	55.0	55.0	0.0	0.0	0.0	0.0	0.0
B	32453 STC	St Catherine'S Drive Ch'S Home Refurb.	231.1	0.0	221.1	10.0	0.0	0.0	0.0
A	32802 CLJ	30 Hr Places - Cliffe House, Bramhope	86.3	0.0	86.3	0.0	0.0	0.0	0.0
A	33043	Burley Park Pru Conversion - Design Cost	790.0	0.0	30.0	760.0	0.0	0.0	0.0
A	33063	Care Leaver Hub	750.0	0.0	0.0	750.0	0.0	0.0	0.0
B	33064	Pmp Childrens Centres	150.0	0.0	0.0	50.0	50.0	50.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Supporting Children & Young People

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22
						2019/20	2020/21	2021/22	
Total	Social Care/Youth/Early Years		3,974.7	436.0	531.5	2,084.5	460.0	462.7	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Supporting Older People

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	All Figures are in £000's					
					2018/19	2019/20	2020/21	2021/22	After 2021/22	
People With Learning Disabilities										
A	14997	PTN	Potternewton Fulfilling Lives Ctre	961.9	961.9	0.0	0.0	0.0	0.0	0.0
Total People With Learning Disabilities				961.9	961.9	0.0	0.0	0.0	0.0	0.0
Services For Older People										
A	15989	TEL O17	Telecare Equipment 2017/18	634.9	634.9	0.0	0.0	0.0	0.0	0.0
A	15989	TEL O18	Telecare Committed 2018/19	305.7	0.0	305.7	0.0	0.0	0.0	0.0
A	15989	TEL O19	Telecare	200.0	0.0	200.0	0.0	0.0	0.0	0.0
A	32824		Telecare Equipment A&H 2019/20	600.0	0.0	0.0	600.0	0.0	0.0	0.0
A	33088		Telecare Equipment A& H 2021/22	600.0	0.0	0.0	0.0	0.0	600.0	0.0
A	33089		Telecare Equipment A&H 2020/21	600.0	0.0	0.0	0.0	600.0	0.0	0.0
Total Services For Older People				2,940.6	634.9	505.7	600.0	600.0	600.0	0.0
Adults And Health General										
A	16771		Asc Community Capacity Grant	870.5	0.0	0.0	870.5	0.0	0.0	0.0
Total Adults And Health General				870.5	0.0	0.0	870.5	0.0	0.0	0.0
Adaptations										
B	32433		Adaptations To Private Homes 2018/19	400.0	0.0	400.0	0.0	0.0	0.0	0.0
A	32480		Adaptations To Private Homes 2017/18	387.3	387.3	0.0	0.0	0.0	0.0	0.0
A	32625		Adaptations To Private Homes 2019/20	470.0	0.0	0.0	470.0	0.0	0.0	0.0
A	32821		Adaptations To Private Homes 2020/21	470.0	0.0	0.0	0.0	470.0	0.0	0.0
A	33086		Adaptations To Private Homes 2021/22	470.0	0.0	0.0	0.0	0.0	470.0	0.0
Total Adaptations				2,197.3	387.3	400.0	470.0	470.0	470.0	0.0
Digital Information Services										
B	32210		Social Care & Health Fund	20,240.7	0.0	0.0	2,401.7	17,839.0	0.0	0.0
D	32210	CAC	Collaboration And Conferencing	184.0	78.5	105.5	0.0	0.0	0.0	0.0
D	32210	CPI	Child Protection Indicators	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32210	CSP	City Sharepoint	40.0	0.0	40.0	0.0	0.0	0.0	0.0
B	32210	CWN	City Wide Network Connectivity & Service	150.0	0.0	50.0	100.0	0.0	0.0	0.0
D	32210	DWH	Data Warehouse H&C Hub	660.8	86.0	255.0	319.8	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting Service Provision

Supporting Older People

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
B	32210	LCR	Leeds Care Record	461.0	0.0	461.0	0.0	0.0	0.0
D	32210	LHP	Leeds Health Pathways	93.0	0.0	93.0	0.0	0.0	0.0
D	32210	NHS	Nhs No. Access For Children & Families	20.5	0.0	20.5	0.0	0.0	0.0
D	32210	PHR	Person Held Record Roll Out (Bcf)	1,800.0	198.8	601.2	1,000.0	0.0	0.0
A	32612		Integration With Health	5.6	0.0	5.6	0.0	0.0	0.0
Total Digital Information Services			23,705.6	363.3	1,681.8	3,821.5	17,839.0	0.0	0.0
Strategic Housing Partnerships									
E	1486		Disabled Facilities Grants	92,160.5	83,128.9	9,031.6	0.0	0.0	0.0
B	98040		Disabled Facilities Grants	22,702.6	0.0	0.0	7,518.0	7,518.0	7,518.0
Total Strategic Housing Partnerships			114,863.1	83,128.9	9,031.6	7,518.0	7,518.0	7,518.0	148.6

Leeds City Council Capital Programme - Supporting Service Provision

Environment & Waste

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs		2021/22	After 2021/22
						2019/20	2020/21		
Strategic Housing Partnerships									
A	16807	Travellers Site Grant Uncommitted	939.6	0.0	0.0	0.0	939.6	0.0	0.0
A	16807	KID Kidacre Travellers Site	918.3	671.3	247.0	0.0	0.0	0.0	0.0
A	16807	MOD Cottingley G&T Site Modernisation	1,034.5	1,034.5	0.0	0.0	0.0	0.0	0.0
Total Strategic Housing Partnerships			2,892.4	1,705.8	247.0	0.0	939.6	0.0	0.0
Waste Management									
A	12079	East Leeds Household Waste Site	1,723.8	1,682.4	41.4	0.0	0.0	0.0	0.0
A	12160	Middleton Broom Landfill Site	130.3	115.5	0.0	14.8	0.0	0.0	0.0
B	12594	COM Bin Replacement Programme	8,361.7	7,165.5	366.0	373.0	381.0	76.2	0.0
B	12594	LIT Street Litter Bins	122.8	122.8	0.0	0.0	0.0	0.0	0.0
B	12594	LIT CTY Litter Bins City	67.1	47.5	9.0	10.6	0.0	0.0	0.0
B	12594	LIT EAS Litter Bins East	101.3	71.1	9.0	9.0	12.2	0.0	0.0
B	12594	LIT SOU Litter Bins South	137.5	103.4	9.0	9.0	16.1	0.0	0.0
B	12594	LIT WES Litter Bins West	105.3	73.5	9.0	9.0	13.8	0.0	0.0
B	12594	RIP Recycling Imp Plan - Sort	472.6	337.2	135.4	0.0	0.0	0.0	0.0
B	14261	Roll Out Of Garden Expansion	3,527.0	3,270.3	256.7	0.0	0.0	0.0	0.0
B	15602	Food Waste Bin Pilot	205.4	184.0	21.4	0.0	0.0	0.0	0.0
A	16169	COM Kirkstall Hwss Tfl & Refurbishment	5,180.3	5,050.3	130.0	0.0	0.0	0.0	0.0
A	32223	Energy From Waste Plant Contributions	30,000.0	30,000.0	0.0	0.0	0.0	0.0	0.0
A	32782	Waste Depot Development	3,359.0	0.0	0.0	3,359.0	0.0	0.0	0.0
A	32782	FEE Waste Depot Fees	651.5	100.8	100.0	450.7	0.0	0.0	0.0
B	33009	Bin Yard Regeneration Investment	247.5	0.0	247.5	0.0	0.0	0.0	0.0
Total Waste Management			54,393.1	48,324.3	1,334.4	4,235.1	423.1	76.2	0.0

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Leeds City Council Capital Programme - Supporting Service Provision

Affordable Housing Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's
Estimated Costs

2018/19

2019/20

2020/21

2021/22

After
2021/22

Strategic Housing Partnerships

A	15727		Energy Efficiency - Rhb	29.7	0.0	0.0	29.7	0.0	0.0	0.0
A	16043	CP1	Cpo 5 Sholebroke Ave	220.5	203.6	0.0	16.9	0.0	0.0	0.0
A	16043	CP2	Cpo 19 Fewston Avenue	60.5	2.8	0.0	57.7	0.0	0.0	0.0
A	16043	CP3	Cpo 11 Lowther Street	59.1	46.1	0.0	13.0	0.0	0.0	0.0
A	16043	ES1	Enforced Sale - 36 Richardson Rd	30.0	28.2	0.0	1.8	0.0	0.0	0.0
E	16796		Equity Loan To Vulnerable Households	2,000.0	367.3	0.0	300.0	300.0	1,032.7	0.0
A	16962	CPO	Leeds Empty Properties Cpos	105.5	67.4	0.0	0.0	38.1	0.0	0.0
A	16962	CPO	OO1 Cpo 89 Cross Green Lane	39.6	39.6	0.0	0.0	0.0	0.0	0.0
A	16962	CPO	OO2 Cpo 40 Hillcrest View	65.3	65.3	0.0	0.0	0.0	0.0	0.0
A	16962	CPO	OO3 Cpo 7&9 Lea Farm, Kirkstall	244.0	10.4	115.0	118.6	0.0	0.0	0.0
A	16962	CPO	OO4 Cpo 54 Brander Avenue	41.5	41.5	0.0	0.0	0.0	0.0	0.0
A	16962	LEH	Leeds Empty Homes Loans	540.0	70.0	50.0	100.0	320.0	0.0	0.0
A	16962	LEH	CRE Leeds Empty Homes Lcu Loans	200.0	200.0	0.0	0.0	0.0	0.0	0.0
A	16962	LEP	Empty Homes Leeds Empties Partnership	675.0	475.0	100.0	100.0	0.0	0.0	0.0
A	16962	LTC	Localities Team Capitalisation	2,836.0	1,866.3	400.1	400.0	169.6	0.0	0.0
A	32888	HED	Supported Housing Loan Hedley Chase	1,938.0	0.0	1,438.0	500.0	0.0	0.0	0.0
A	32888	LAT	Supported Housing Loan Latch	676.0	0.0	386.0	290.0	0.0	0.0	0.0
A	32888	REG	Supported Housing Loan Regent Lodge	916.0	0.0	458.0	458.0	0.0	0.0	0.0

Total	Strategic Housing Partnerships			10,676.7	3,483.5	2,947.1	2,385.7	827.7	1,032.7	0.0
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Leeds City Council Capital Programme - Investing In New Technology

Client Management Systems

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22
						2019/20	2020/21	2021/22	
Highways									
A	32183	Traffic Counting Equipment Residual	38.0	37.5	0.5	0.0	0.0	0.0	0.0
Total Highways			38.0	37.5	0.5	0.0	0.0	0.0	0.0
Equipment/Ict/Vehicles									
A	32602	C&F Case Management System Phase 2	488.0	343.3	60.0	45.0	39.7	0.0	0.0
Total Equipment/Ict/Vehicles			488.0	343.3	60.0	45.0	39.7	0.0	0.0
Corporate Property Management									
A	16817	Property Maintenance Software Package	750.0	742.6	7.4	0.0	0.0	0.0	0.0
Total Corporate Property Management			750.0	742.6	7.4	0.0	0.0	0.0	0.0
Customer Access									
D	16499	WMS Integrated Waste Management System	946.0	895.3	40.7	10.0	0.0	0.0	0.0
D	32202	Customer Access Programme Ph 2	4,866.2	2,599.0	939.3	800.0	527.9	0.0	0.0
Total Customer Access			5,812.2	3,494.3	980.0	810.0	527.9	0.0	0.0
Car Parking Services									
D	32139	Parking Services Hardware And Software P	12.1	12.1	0.0	0.0	0.0	0.0	0.0
Total Car Parking Services			12.1	12.1	0.0	0.0	0.0	0.0	0.0
Parks And Countryside									
D	32145	Grounds Maintenance It System	378.0	295.1	82.9	0.0	0.0	0.0	0.0
Total Parks And Countryside			378.0	295.1	82.9	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

Core ICT Infrastructure

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	All Figures are in £000's				After 2021/22	
					2018/19	2019/20	2020/21	2021/22		
Digital Information Services										
A	32003	ASC	Asc It Equipment- Tablets & Smartphones	132.4	53.4	0.0	79.0	0.0	0.0	0.0
D	32176		Adults & Health - Digital Transformation	1,224.9	0.0	230.0	994.9	0.0	0.0	0.0
D	32176	SCS	Adults - Digital Transform Staff Costs	427.1	324.2	102.9	0.0	0.0	0.0	0.0
A	32551		Adults Staff Rostering System	78.0	0.0	78.0	0.0	0.0	0.0	0.0
Total Digital Information Services				1,862.4	377.6	410.9	1,073.9	0.0	0.0	0.0
Digital And Information Services										
A	12090		Ict Developments Equipment Fund	93.1	0.0	0.0	0.0	0.0	93.1	0.0
D	16976		Web & Insite Development	275.4	0.0	0.0	100.0	100.0	75.4	0.0
D	16976	INS	Insite Development	104.7	94.7	10.0	0.0	0.0	0.0	0.0
D	16976	WEB	Website Development	349.7	299.7	31.6	18.4	0.0	0.0	0.0
D	32194		Ict Essential Services Prog 2017/18	5,404.5	5,339.2	65.3	0.0	0.0	0.0	0.0
D	32268		Integrated Digital Care Record	1,350.0	1,345.5	0.0	4.5	0.0	0.0	0.0
D	32427	GEN	Ict Esp 2018/19 (General Programme)	3,750.0	0.0	3,750.0	0.0	0.0	0.0	0.0
D	32427	SSP	Ict Esp 18/19 Shared Services Platform	2,150.0	0.0	2,150.0	0.0	0.0	0.0	0.0
D	32552		Esp Discovery & Cleanse Edrm	450.0	291.7	70.0	88.3	0.0	0.0	0.0
D	32623		Ict Essential Services Prog 2019/20	6,160.0	0.0	0.0	6,160.0	0.0	0.0	0.0
D	32819		Ict Essential Services Prog 2020/21	5,140.0	0.0	0.0	0.0	5,140.0	0.0	0.0
D	32884		Local Full Fibre Network Bids	3,600.0	0.0	0.0	1,600.0	1,000.0	1,000.0	0.0
D	32885		Computer Applications Refresh	13,900.0	0.0	1,900.0	4,000.0	4,000.0	4,000.0	0.0
A	32887		Apex Data Centre Tier Iii Upgrade	465.0	307.4	142.6	15.0	0.0	0.0	0.0
D	33067		Ict Essential Services Prog 2021/22	4,210.0	0.0	0.0	0.0	0.0	4,210.0	0.0
D	33068		Digital Developments Programme	3,000.0	0.0	0.0	1,000.0	1,000.0	1,000.0	0.0
B	33098		Smart Phone & Tablet Replacement Prog	1,163.6	0.0	0.0	413.3	227.2	523.1	0.0
Total Digital And Information Services				51,566.0	7,678.2	8,119.5	13,399.5	11,467.2	10,901.6	0.0
Civic Enterprise Leeds										
B	16191		Traded Services Equipment	75.2	45.5	29.7	0.0	0.0	0.0	0.0
Total Civic Enterprise Leeds				75.2	45.5	29.7	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

Business Efficiency / Spend to Save Schemes

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22
						2019/20	2020/21	2021/22	
Leeds Building Services									
D	32624	Technology Suite Lbs Total Mobile	486.0	408.7	77.3	0.0	0.0	0.0	0.0
D	32965	Lbs Total Mobile-Additional Enhancements	286.4	0.0	286.4	0.0	0.0	0.0	0.0
.....									
Total	Leeds Building Services		772.4	408.7	363.7	0.0	0.0	0.0	0.0
.....									

Leeds City Council Capital Programme - Investing In New Technology

New Technology in Schools

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

2018/19

2019/20

2020/21

2021/22

After
2021/22

Cat Scheme

Other Education Schemes

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
A	14320 PRI	BsfWave 1 lct- D&B Sch - Priesthorpe	562.9	562.3	0.6	0.0	0.0	0.0	0.0
Total Other Education Schemes			562.9	562.3	0.6	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Cultural Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22	
						2019/20	2020/21	2021/22		
Asset Management										
A	13307	OFF	Arena Off Site Works	1,257.0	1,247.9	0.0	9.1	0.0	0.0	0.0
A	13307	WHL	Woodhouse Lane Car Park (Arena)	5,660.0	5,652.3	0.0	7.7	0.0	0.0	0.0
E	32615		34- 40 New Briggate Regeneration	750.0	0.0	0.0	400.0	350.0	0.0	0.0
Total Asset Management			7,667.0	6,900.2	0.0	416.8	350.0	0.0	0.0	
Culture And Sport										
A	16456		Big Screen - Millennium Square	290.0	286.0	4.0	0.0	0.0	0.0	0.0
A	32019	COM	Leeds Playhouse Refurbishment Wks	14,870.0	222.2	7,377.8	6,380.0	890.0	0.0	0.0
A	32019	DES	Leeds Playhouse - Design Brief Stage 2	960.1	960.1	0.0	0.0	0.0	0.0	0.0
A	32019	VAR	Vehicle Access Restrictions	195.0	0.0	0.0	195.0	0.0	0.0	0.0
A	32238		Grand Theatre Shops	250.0	0.0	0.0	0.0	0.0	250.0	0.0
A	32549	COM	Grand Theatre Committed Works	2,609.7	2,542.0	67.7	0.0	0.0	0.0	0.0
A	32891		Grand Theatre Feasibility	20.0	0.0	0.0	20.0	0.0	0.0	0.0
A	32892		Hyde Park Picture House	282.3	0.0	0.0	282.3	0.0	0.0	0.0
A	32990		Purchase Of Steinway Piano Concert Piano	90.0	0.0	90.0	0.0	0.0	0.0	0.0
A	33020		Temple Works Capital Grant	750.0	0.0	0.0	550.0	200.0	0.0	0.0
Total Culture And Sport			20,317.1	4,010.3	7,539.5	7,427.3	1,090.0	250.0	0.0	

Leeds City Council Capital Programme - Supporting The Leeds Economy

City Centre Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
						Estimated Costs			
Asset Management									
A	16386	Elland Road Grant	500.0	0.0	0.0	0.0	0.0	0.0	500.0
A	16686	Sovereign Square Greenscape	3,638.5	3,377.8	260.7	0.0	0.0	0.0	0.0
A	32226	Holbeck Urban Village Connectivity	8.4	0.0	8.4	0.0	0.0	0.0	0.0
A	32226	ART Public Art Installation On Water Lane	29.8	27.5	2.3	0.0	0.0	0.0	0.0
A	32226	NRR Nineveh Rd Construction Of Ped Crossings	111.2	66.7	44.5	0.0	0.0	0.0	0.0
E	32449	Engine House Grant Agreement	150.0	0.0	0.0	150.0	0.0	0.0	0.0
A	32669	FEA Vg2 / Mabgate / Qhill Connectivity	200.0	16.5	0.0	183.5	0.0	0.0	0.0
A	32804	Quarry Hill Gateway Court	2,273.6	17.1	1,386.5	870.0	0.0	0.0	0.0
A	33053	Sovereign Sq Greenspace Ph3 Access Road	256.3	0.0	106.3	150.0	0.0	0.0	0.0
Total Asset Management			7,167.8	3,505.6	1,808.7	1,353.5	0.0	0.0	500.0
Economic Development									
A	16494	Logic Leeds Spine Road (Ent Zone)	2,500.0	1,730.3	299.7	470.0	0.0	0.0	0.0
A	16811	Kirkgate Market Strategy Parent	1,445.1	0.0	0.0	1,000.0	445.1	0.0	0.0
A	16811	CAR Kirkgate Market Shoppers Car Park	50.0	0.0	50.0	0.0	0.0	0.0	0.0
A	16811	COM Kirkgate Market -Main Refurbishment Work	13,350.6	13,133.0	217.6	0.0	0.0	0.0	0.0
A	16811	CTN Kirkgate Market Containers & Relocation	100.0	0.0	100.0	0.0	0.0	0.0	0.0
A	16811	DES Kirkgate Mkt Design Fees	1,198.0	1,153.0	45.0	0.0	0.0	0.0	0.0
A	16811	FHE Market Food Hall Enhancements	100.0	0.0	50.0	50.0	0.0	0.0	0.0
A	16811	PUR Kirkgate Market Purchase Of New Stalls	300.0	0.0	100.0	200.0	0.0	0.0	0.0
A	16812	COM Design & Strip Out Wks & Compensation	300.0	122.2	77.8	100.0	0.0	0.0	0.0
A	32020	CNX Thomes Farm Connex 45	664.6	662.1	2.5	0.0	0.0	0.0	0.0
A	32020	LGC Logic Leeds Aire Valley Ent Zone - Muse	9,214.5	9,152.0	62.5	0.0	0.0	0.0	0.0
A	32020	TEM Temple Green	5,385.4	5,371.5	13.9	0.0	0.0	0.0	0.0
A	32056	Merrion Street East Pedestrianisation	90.0	86.6	3.4	0.0	0.0	0.0	0.0
A	32219	South Bank Connectivity Improvements	210.0	0.0	10.0	200.0	0.0	0.0	0.0
A	32219	LEG Legibility - Signage In Southbank Area	40.0	1.0	39.0	0.0	0.0	0.0	0.0
A	32236	City Centre Enhancements	812.5	0.0	62.5	250.0	250.0	250.0	0.0
A	32236	CKR Pop Up Park Cookridge Street	26.5	25.8	0.7	0.0	0.0	0.0	0.0
A	32236	GKS Greek Street - Temporary Street Cafe	30.0	26.7	3.3	0.0	0.0	0.0	0.0
A	32236	GST Greek Street Resurfacing	463.1	0.0	104.0	359.1	0.0	0.0	0.0
A	32236	LEG Legibility - Various City Signage	202.0	170.2	31.8	0.0	0.0	0.0	0.0
A	32236	LWS Installation Of "Legs Walking" Sculpture	6.6	4.3	2.3	0.0	0.0	0.0	0.0
A	32236	MER Merrion St East Lighting	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32236	NEW New Briggate Yard Improvements	13.0	0.0	13.0	0.0	0.0	0.0	0.0
A	32236	PHP Park Here & Play Pop Up Park	80.6	59.6	21.0	0.0	0.0	0.0	0.0
A	32236	PUP Pop Up Parks -Town Hall & Cookridge St	20.0	0.0	20.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

City Centre Infrastructure

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22	
						2019/20	2020/21	2021/22		
A	32236	THC	Town Hall & Cookridge St Pop Up Parks	18.5	16.1	2.4	0.0	0.0	0.0	0.0
A	32236	VAR	Various New Public Realm Projects	42.6	8.8	33.8	0.0	0.0	0.0	0.0
A	32237		City Square Feasibility Study	500.0	13.3	186.7	300.0	0.0	0.0	0.0
A	32462		Digital Business Incubators (Tech Hub)	3,700.0	2,674.3	525.7	500.0	0.0	0.0	0.0
A	32469		European Structural Funds Projects	330.0	130.0	22.7	67.3	110.0	0.0	0.0
A	32472		Transformational Public Realm Strategy	1,277.4	0.0	174.0	603.4	250.0	250.0	0.0
A	32477		Outdoor Market Refurbishment	150.0	124.0	26.0	0.0	0.0	0.0	0.0
A	32649		Aire Valley Zone Power Supply Fees	70.0	40.0	30.0	0.0	0.0	0.0	0.0
A	32652		Bond Street Ph 2 Pedestrian Zone	85.6	82.7	2.9	0.0	0.0	0.0	0.0
A	32670		Light Neville Street	59.6	0.0	0.0	59.6	0.0	0.0	0.0
A	32670	PH1	Light Neville Street Phase 1 Works	30.4	0.0	30.4	0.0	0.0	0.0	0.0
A	32672		Southbank Infrastructure Connectivity	250.0	0.0	50.0	200.0	0.0	0.0	0.0
A	32879		Southbank Feasib & Hs2 Growth Strategy	200.0	0.0	100.0	100.0	0.0	0.0	0.0
A	32913		Kirkgate Market Refurb Of Units	350.0	9.4	340.6	0.0	0.0	0.0	0.0
A	32967		3 New Units In Covered Daily Market	245.0	0.0	95.0	150.0	0.0	0.0	0.0
A	33023		Kirkgate Market Short Stay Car Park	490.0	0.0	0.0	450.0	40.0	0.0	0.0
A	33054		Supporting Growth In Creative Sector	1,750.0	0.0	250.0	500.0	500.0	500.0	0.0
A	33077		Market 1875 Roof & Block Shops	5,800.0	0.0	0.0	900.0	2,900.0	2,000.0	0.0
A	33078		Market 1981 Hall Container Concept	330.0	0.0	0.0	150.0	180.0	0.0	0.0
A	33079		Markets - Units On Balcony/ Studios	100.0	0.0	0.0	100.0	0.0	0.0	0.0
Total Economic Development			52,386.6	34,796.9	3,205.2	6,709.4	4,675.1	3,000.0	0.0	

Leeds City Council Capital Programme - Supporting The Leeds Economy

Community Regeneration Schemes

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
						Estimated Costs			
Regeneration									
A	12154	CHA THI	Chapelton Thi Committed Grants	1,539.1	1,490.0	49.1	0.0	0.0	0.0
A	16275	FWC	First White Cloth Hall (Thi)	2,603.1	124.1	203.3	1,475.7	800.0	0.0
A	16275	GNT	Lower Kirkgate - Grant Payments	1,243.1	306.7	0.0	515.5	420.9	0.0
A	16275	PUB	Lower Kirkgate Thi Public Realm	69.7	0.0	35.0	34.7	0.0	0.0
A	16275	PUB STF	Lwr Kirkgate Public Realm Staff Costs	252.3	82.0	52.0	52.0	66.3	0.0
A	16663	DRD	Dewsbury Road T&Dc2	200.0	77.5	72.5	50.0	0.0	0.0
A	16663	HLN	Harehills Lane T&Dc2	135.8	78.0	57.8	0.0	0.0	0.0
A	16663	HLN BEL	Bellbrooks Car Park Hln T&Dc2	64.1	60.2	3.9	0.0	0.0	0.0
A	16663	KIR	Kirkstall Road T&Dc 2	200.0	107.6	92.4	0.0	0.0	0.0
A	32786		Local Centres Programme	3,573.5	0.0	0.0	1,000.0	1,000.0	1,573.5
A	32786	BHD	Lcp Boggart Hill Dr Shop Parade	75.0	0.0	0.0	20.0	55.0	0.0
A	32786	CAC	Lcp Chapel Allerton Local Centre	105.0	0.0	0.0	80.0	25.0	0.0
A	32786	CCC	Lcp Charing Cross Centre	100.0	0.0	15.0	65.0	20.0	0.0
A	32786	CGR	Lcp Cross Gates Roundabout	75.0	0.0	0.0	60.0	15.0	0.0
A	32786	GTE	Lcp Garforth Town End Car Park	55.0	0.0	0.0	55.0	0.0	0.0
A	32786	HSC	Lcp Harehills Shopping Corridors	150.0	0.0	0.0	125.0	25.0	0.0
A	32786	HSR	Lcp Holbeck Shopfront Renovation	108.0	0.0	0.0	88.0	20.0	0.0
A	32786	IMS	Lcp Ivy Mount Shop Improvements	100.0	0.0	4.0	70.0	26.0	0.0
A	32786	MAR	Lcp Morley Artspace & Digital Screen	82.5	0.0	0.0	74.0	8.5	0.0
A	32786	MLC	Lcp Meanwood District Centre	300.0	0.0	0.0	225.0	75.0	0.0
A	32786	NWG	Lcp New Wortley Gateway	76.0	0.0	0.0	61.0	15.0	0.0
A	32786	RHS	Lcp Ramshead Hill Shop Parade	50.0	0.0	0.0	25.0	25.0	0.0
A	32786	RTS	Lcp Rodley Town Street	150.0	0.0	0.0	75.0	75.0	0.0
A	32842		Grand Quarter Thi Programme	500.0	0.0	0.0	400.0	100.0	0.0
Total Regeneration				11,807.2	2,326.1	585.0	4,550.9	2,771.7	1,573.5
Strategic Housing Partnerships									
A	16500	HGR	Holbeck Group Repair (Scip)	3,238.6	1,879.1	1,034.1	325.4	0.0	0.0
Total Strategic Housing Partnerships				3,238.6	1,879.1	1,034.1	325.4	0.0	0.0
Parks And Countryside									
B	83831		Project Support Fund (Groundwork)	1,520.2	1,450.2	70.0	0.0	0.0	0.0
B	92469		Project Support Fund Parent	210.0	0.0	0.0	70.0	70.0	70.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Community Regeneration Schemes

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	All Figures are in £000's				After 2021/22
					2018/19	2019/20	2020/21	2021/22	
Total	Parks And Countryside		1,730.2	1,450.2	70.0	70.0	70.0	70.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22	
						Estimated Costs				
Ward Based Initiatives										
A	14236	ADL	Adel & Wharfedale Wbi2	22.7	0.0	0.0	7.6	7.6	7.5	0.0
A	14236	ALW	Alwoodley Wbi2	3.8	0.0	0.0	1.2	1.3	1.3	0.0
A	14236	ARD	Ardsley & Robin Hood Wbi2	23.7	0.0	0.0	7.9	7.9	7.9	0.0
A	14236	ARM	Armley Wbi2	38.7	0.0	0.0	12.9	12.9	12.9	0.0
A	14236	BEE	Beeston & Holbeck Wbi2	31.8	0.0	0.0	10.6	10.6	10.6	0.0
A	14236	BRA	Bramley & Stanningley Wbi2	96.2	0.0	0.0	32.0	32.1	32.1	0.0
A	14236	BUR	Burmantofts & Richmond Hill Wbi2	20.3	0.0	0.0	6.8	6.7	6.8	0.0
A	14236	BUR	OO6 Cross Green Growing Together	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	14236	CAL	Calverley & Farsley Wbi2	1.9	0.0	0.0	0.6	0.6	0.7	0.0
A	14236	CHA	Chapel Allerton Wbi2	67.6	0.0	0.0	22.5	22.5	22.6	0.0
A	14236	CIT	Hunslet & Riverside Wbi2	296.5	0.0	0.0	98.8	98.8	98.9	0.0
B	14236	CIT	OO2 Hyde Park Picture House	67.7	0.0	67.7	0.0	0.0	0.0	0.0
E	14236	CIT	OO3 St Georges Crypt	10.0	0.0	10.0	0.0	0.0	0.0	0.0
E	14236	CIT	OO4 Wheeler Hall	9.1	0.0	9.1	0.0	0.0	0.0	0.0
A	14236	CON	Wbi Contingency	0.8	0.0	0.0	0.0	0.0	0.8	0.0
A	14236	CRO	Crossgates & Whinmoor Wbi2	8.6	0.0	0.0	2.9	2.9	2.8	0.0
A	14236	FAR	Farnley & Wortley Wbi2	30.6	0.0	0.0	10.2	10.2	10.2	0.0
A	14236	FAR	OZ3 Bawn Avenue Fencing And Gates	9.5	0.0	9.5	0.0	0.0	0.0	0.0
E	14236	FAR	OZ6 24 Sw Leeds (Farnley) Scout Hut Roof	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	14236	GAR	Garforth & Swillington Wbi2	1.9	0.0	0.0	0.6	0.6	0.7	0.0
A	14236	GIP	Gipton & Harehills Wbi2	103.5	0.0	0.0	34.5	34.5	34.5	0.0
A	14236	HAR	Harewood Wbi2	119.5	0.0	0.0	39.8	39.8	39.9	0.0
A	14236	HDN	Headingley & Hyde Park Wbi2	83.3	0.0	0.0	27.8	27.8	27.7	0.0
B	14236	HDN	OO6 Hyde Park Picture House	50.0	0.0	50.0	0.0	0.0	0.0	0.0
A	14236	HYD	Little London & Woodhouse Wbi2	280.3	0.0	0.0	93.4	93.4	93.5	0.0
B	14236	HYD	OO3 Hyde Park Picture House	50.0	0.0	50.0	0.0	0.0	0.0	0.0
A	14236	KIL	Killingbeck & Seacroft Wbi2	10.2	0.0	0.0	3.4	3.4	3.4	0.0
A	14236	KIP	Kippax & Methley Wbi2	30.6	0.0	0.0	10.2	10.2	10.2	0.0
A	14236	KIR	Kirkstall Wbi2	26.7	0.0	0.0	8.9	8.9	8.9	0.0
A	14236	MID	Middleton Park Wbi2	74.9	1.5	0.0	24.4	24.5	24.5	0.0
B	14236	MID	O16 Corinthians Rugby Club Boiler	7.5	0.0	7.5	0.0	0.0	0.0	0.0
A	14236	MON	Morley North Wbi2 Schemes	55.1	0.0	0.0	18.4	18.4	18.3	0.0
A	14236	MOO	Moortown Wbi2	3.1	0.0	0.0	1.0	1.0	1.1	0.0
A	14236	MOS	Morley South Wbi2	26.6	0.0	0.0	8.9	8.9	8.8	0.0
A	14236	OTL	Otley & Yeadon Wbi2	88.5	0.1	0.0	29.5	29.5	29.4	0.0
A	14236	PUD	Pudsey Wbi2	169.7	0.0	0.0	56.5	56.6	56.6	0.0
A	14236	ROU	Roundhay Wbi2	20.3	0.0	0.0	6.7	6.8	6.8	0.0
A	14236	RTH	Rothwell Wbi2	60.2	0.0	0.0	20.1	20.1	20.0	0.0
A	14236	RTH	OO8 Litter Bin	0.2	0.0	0.2	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22	
			Estimated Costs							
A	14236	TEM	Temple Newsam Wbi2	56.6	0.0	0.0	18.9	18.9	18.8	0.0
A	14236	WEE	Weetwood Wbi2	98.0	0.0	0.0	32.7	32.7	32.6	0.0
A	14236	WET	Wetherby Wbi2	133.0	2.9	0.0	43.3	43.4	43.4	0.0
Total Ward Based Initiatives				2,301.2	4.5	216.0	693.0	693.5	694.2	0.0
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Asset Management										
A	14236	CIT	OO8 Dewsbury Road Community Market	9.6	0.0	9.6	0.0	0.0	0.0	0.0
Total Asset Management				9.6	0.0	9.6	0.0	0.0	0.0	0.0
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Highways										
A	14236	ALW	OI1 Alwoodley Ward 20mph Zone	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	14236	ALW	OI3 Saxon Mt Carriageway Resurfacing	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	14236	ARD	OI0 Speed Indicator Devices	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	14236	BRA	OO3 K Frame To Aston Drive Ginnel	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	14236	CIT	OO7 Tempest Road Zebra Crossing	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	14236	GAR	OO5 Garforth Tro	7.0	0.0	7.0	0.0	0.0	0.0	0.0
A	14236	HOR	OO5 Horsforth Sid	6.4	0.0	6.4	0.0	0.0	0.0	0.0
A	14236	KIR	OO9 Fillingfir Drive Sid	3.1	0.0	3.1	0.0	0.0	0.0	0.0
A	14236	MOO	OI3 Stonegate Road Speed Sign	6.8	0.0	6.8	0.0	0.0	0.0	0.0
A	14236	PUD	OI1 Speed Indicator Devices	12.8	0.0	12.8	0.0	0.0	0.0	0.0
A	14236	WEE	OI2 Speed Indicator Device	18.6	0.0	18.6	0.0	0.0	0.0	0.0
A	16933	SID	Speed Indicator Devices	6.2	0.0	6.2	0.0	0.0	0.0	0.0
A	16934	SID	Batley Road Sid	3.1	0.0	0.0	3.1	0.0	0.0	0.0
A	16941	BRS	Bamcroft Rise Seacroft Tm Improvements	30.0	0.0	30.0	0.0	0.0	0.0	0.0
A	16942	SID	Speed Indicator Devices	5.8	0.0	5.8	0.0	0.0	0.0	0.0
A	16942	TWL	Thomer Lane/Weardley Lane Works	2.0	0.0	2.0	0.0	0.0	0.0	0.0
B	32484		Clean Bus Technology (Defra Grant)	1,869.0	498.0	1,371.0	0.0	0.0	0.0	0.0
Total Highways				2,042.8	498.0	1,541.7	3.1	0.0	0.0	0.0
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Culture And Sport										
A	14236	CAL	OA5 Tree Lights Control Equipment	0.6	0.0	0.6	0.0	0.0	0.0	0.0
B	14236	CIT	OO6 Leeds Grand Theatre	68.2	0.0	68.2	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

Cat	Scheme	Scheme Title			Total Scheme Cost	Actual To 31 Mar 18	All Figures are in £000's			
							2018/19	Estimated Costs		2021/22
							2019/20	2020/21		
Total	Culture And Sport			68.8	0.0	68.8	0.0	0.0	0.0	0.0
Other Education Schemes										
A	14236	HDN	OO9	Shire Oak Primary Benches	0.9	0.0	0.9	0.0	0.0	0.0
A	14236	WTH	OO9	Ne Silc West Oaks Car Parking	19.9	0.0	19.9	0.0	0.0	0.0
Total	Other Education Schemes			20.8	0.0	20.8	0.0	0.0	0.0	0.0
Communities										
A	14236	CAL	OA3	Andrew Square Improvements	12.2	11.7	0.3	0.2	0.0	0.0
A	14236	CIT	OO5	Dewsbury Road Hub Community Garden	17.9	0.0	17.9	0.0	0.0	0.0
A	14236	GIP	OO9	Compton Centre Play Area	2.0	0.0	2.0	0.0	0.0	0.0
B	14236	MON	OI4	Morley Town Hall	10.2	0.0	10.2	0.0	0.0	0.0
B	14236	MOS	OI3	Morley Town Hall	6.8	2.2	3.5	1.1	0.0	0.0
A	16933			Cris Area Wellbeing Inner South	59.1	0.0	0.0	19.7	19.7	19.7
A	16933	BHS		Beeston & Holbeck Sids	6.2	0.0	0.0	6.2	0.0	0.0
E	16933	CRC		Corinthians Rugby Club Toilets & Showers	1.9	0.0	1.9	0.0	0.0	0.0
B	16933	HCG		Holbeck Cemetery Gates	0.9	0.0	0.9	0.0	0.0	0.0
E	16933	LFL		Leeds Little Free Library	1.0	0.0	0.0	1.0	0.0	0.0
B	16933	MCC		Middleton Community Centre Refurb	7.2	6.0	1.2	0.0	0.0	0.0
E	16933	OLA		Old Lane Allotments Car Parking	2.9	0.0	2.9	0.0	0.0	0.0
A	16933	PAC		Cottingley Play Area	26.0	0.0	15.8	10.2	0.0	0.0
A	16934			Cris Area Wellbeing Outer South	110.8	0.0	0.0	37.0	36.9	36.9
A	16934	MTS		Morley Town Street Sid	1.6	0.0	1.6	0.0	0.0	0.0
A	16934	SPG		Springhead Park Dementia Garden	10.0	5.7	4.3	0.0	0.0	0.0
E	16934	WCC		Westerton Community Centre Kitchen	1.1	0.0	0.0	1.1	0.0	0.0
A	16935			Cris Area Wellbeing Outer East	80.8	0.0	0.0	26.9	26.9	27.0
A	16935	CIL	OO1	Firthfields Community Centre Upgrade	1.4	0.0	1.4	0.0	0.0	0.0
A	16935	CIL	OO2	Garforth Grit And Litter Bins	1.2	0.0	1.2	0.0	0.0	0.0
E	16935	GMC		Garforth Methodist Church Heating	2.0	0.0	0.0	2.0	0.0	0.0
A	16935	MJM		Mark Jones Memorial Bench	1.1	0.0	1.1	0.0	0.0	0.0
A	16935	MWH		Garforth Miners Welfare Hall Heating	9.6	0.0	9.6	0.0	0.0	0.0
A	16936			Cris Area Wellbeing Inner West	27.5	0.0	0.0	9.1	9.1	9.3
A	16936	APD		Armley Park Defibrillator	1.0	0.0	1.0	0.0	0.0	0.0
E	16936	BCC		Bramley Community Centre Improvements	5.0	0.0	5.0	0.0	0.0	0.0
A	16936	BRC		Burley Rugby Club Posts	2.3	0.0	2.3	0.0	0.0	0.0
E	16936	BSR		Bramley Scouts Roof	7.3	0.0	7.3	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22	
			Estimated Costs							
E	16936	ECR	West Lees Eagles Changing Rooms	6.5	0.0	6.5	0.0	0.0	0.0	0.0
A	16936	FDC	Family Fun Day Canoes	1.8	0.0	1.8	0.0	0.0	0.0	0.0
A	16936	IPS	Stanningley Rugby Club Irrigation	2.5	0.0	2.5	0.0	0.0	0.0	0.0
E	16936	KCC	Kirkstall Cricket Club Gates	2.5	0.0	2.5	0.0	0.0	0.0	0.0
A	16936	KPP	Kirkstall Pocket Park	19.5	11.3	8.2	0.0	0.0	0.0	0.0
A	16936	QDG	Queenswood Drive Gates	0.8	0.0	0.8	0.0	0.0	0.0	0.0
A	16936	SID	Bramley Sid	4.6	0.0	4.6	0.0	0.0	0.0	0.0
A	16937		Cris Area Wellbeing Inner Nth West	34.7	0.0	0.0	11.5	11.6	11.6	0.0
E	16937	BLC	Better Leeds Communities Furniture	1.3	0.0	1.3	0.0	0.0	0.0	0.0
A	16937	BWA	Burley Willows Access Improvements	11.0	0.0	11.0	0.0	0.0	0.0	0.0
B	16937	HDF	Hollin Drive Fencing	6.4	0.0	6.4	0.0	0.0	0.0	0.0
A	16937	LBL	Left Bank Leeds Community Garden	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16937	LFL	Little Free Libraries Boxes	1.0	0.0	1.0	0.0	0.0	0.0	0.0
E	16937	RJR	Rainbow Junktion Revamp	0.7	0.0	0.7	0.0	0.0	0.0	0.0
A	16938		Cris Area Wellbeing Outer West	33.9	0.0	0.0	11.3	11.3	11.3	0.0
A	16938	BAF	Bawn Avenue Fencing Gate And A Frame	7.5	0.0	7.5	0.0	0.0	0.0	0.0
A	16938	CCC	Claremont & Crimbles Cctv	5.7	0.0	5.7	0.0	0.0	0.0	0.0
A	16938	CPA	Cricket Practice Area	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16938	CSS	Cottingley Springs Hangout Shelter	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	16938	FLP	Farsley Lamp Project	3.7	0.0	3.7	0.0	0.0	0.0	0.0
A	16938	FMW	Film And Mental Wellbeing Project	1.4	0.0	1.4	0.0	0.0	0.0	0.0
E	16938	IPS	Stanningley Rugby Club Irrigation	2.5	0.0	2.5	0.0	0.0	0.0	0.0
E	16938	PSH	Pudsey Scout Hut Renovations	1.0	0.0	1.0	0.0	0.0	0.0	0.0
E	16938	SHR	24 Sw Leeds (Famley) Roof	14.4	0.0	14.4	0.0	0.0	0.0	0.0
A	16939		Cris Area Wellbeing Outer Nth West	47.8	0.0	0.0	15.9	15.9	16.0	0.0
E	16939	APL	Adel Players Theatre Upgrade	3.7	0.0	3.7	0.0	0.0	0.0	0.0
E	16939	AWM	Awma Kitchen Refurbishment	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16939	GGT	Green Gateways Trail	2.5	0.0	2.5	0.0	0.0	0.0	0.0
E	16939	HHW	Hunger Hills Footpath Improvements	6.2	0.0	6.2	0.0	0.0	0.0	0.0
E	16939	HMB	Horsforth Live At Home Scheme	20.0	0.0	20.0	0.0	0.0	0.0	0.0
E	16939	WIC	Welcome In Activity Room Refurb	10.0	0.0	0.0	10.0	0.0	0.0	0.0
A	16939	WRG	Woodside Recreation Ground Fencing	3.5	0.0	3.5	0.0	0.0	0.0	0.0
A	16940		Cris Area Wellbeing Inner Nth East	49.0	0.0	0.0	16.3	16.3	16.4	0.0
A	16940	HTC	Holy Trinity Church Community Hall	6.0	0.0	6.0	0.0	0.0	0.0	0.0
E	16940	LFL	Little Free Library	2.0	0.0	0.0	2.0	0.0	0.0	0.0
E	16940	NLC	North Leeds Cricket Club Improvements	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	16941		Cris Area Wellbeing Inner East	83.5	0.0	0.0	27.8	27.8	27.9	0.0
A	16942		Cris Area Wellbeing Outer Nth East	24.5	0.0	0.0	8.2	8.2	8.1	0.0
E	16942	NWF	Leeds North And West Foodbank Refurb	5.0	0.0	0.0	5.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
			Estimated Costs						
Total Communities			870.1	36.9	242.8	222.5	183.7	184.2	0.0
Community Safety									
A	14236	CAL O16 Farfield Avenue Cctv	25.5	13.5	12.0	0.0	0.0	0.0	0.0
A	16935	WCC Whinmoor Cctv	2.1	0.0	2.1	0.0	0.0	0.0	0.0
Total Community Safety			27.6	13.5	14.1	0.0	0.0	0.0	0.0
Waste Management									
A	14236	FAR OZ2 Farnley & Wortley Litter Bins	9.9	0.0	9.9	0.0	0.0	0.0	0.0
Total Waste Management			9.9	0.0	9.9	0.0	0.0	0.0	0.0
Parks And Countryside									
A	14236	ALW O15 Alwoodley Playgrounds	12.5	0.0	12.5	0.0	0.0	0.0	0.0
A	14236	ARD OO7 South Leeds Landscaping Project	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	14236	ARM O11 Gotts Park Signs	1.0	0.0	0.0	1.0	0.0	0.0	0.0
A	14236	ARM OO6 Jailey Fields	5.0	4.5	0.5	0.0	0.0	0.0	0.0
A	14236	ARM OO8 Pre Used Modular Changing Rooms	40.0	39.1	0.9	0.0	0.0	0.0	0.0
A	14236	BEE OO6 Cottingley Play Area	40.0	0.0	40.0	0.0	0.0	0.0	0.0
B	14236	BUR OO5 East End Park Tennis Courts	15.0	0.0	0.0	15.0	0.0	0.0	0.0
A	14236	CAL OA4 Smithy Court Footpath	2.9	0.0	2.9	0.0	0.0	0.0	0.0
A	14236	CAL OA6 Gawthorp Way/Millennium Way	1.2	0.0	1.2	0.0	0.0	0.0	0.0
A	14236	CAL OZ3 Dog Bins & Signs The Fairway	0.7	0.0	0.7	0.0	0.0	0.0	0.0
A	14236	FAR OZ4 Western Flatts Park Improvements	24.0	0.0	24.0	0.0	0.0	0.0	0.0
A	14236	FAR OZ5 New Wortley Rec Ground Improvements	41.0	0.0	41.0	0.0	0.0	0.0	0.0
A	14236	GIP O10 Florde Green Traffic Island Tree	0.5	0.0	0.0	0.5	0.0	0.0	0.0
B	14236	GIP OO6 Hovingham Hub Portacabin -Catch Project	103.4	100.5	2.9	0.0	0.0	0.0	0.0
B	14236	GIP OO8 Hovingham Park Access Road	1.0	0.0	1.0	0.0	0.0	0.0	0.0
B	14236	HDN O10 Batcliffe Woods	1.5	0.0	0.0	1.5	0.0	0.0	0.0
A	14236	HOR OO4 Japanese Gardens At Horsforth Hall Park	8.3	0.0	8.3	0.0	0.0	0.0	0.0
A	14236	HOR OO6 Cragg Recreation Ground Fencing	5.1	0.0	5.1	0.0	0.0	0.0	0.0
B	14236	KIP O11 Staithes Pos	4.0	0.0	4.0	0.0	0.0	0.0	0.0
A	14236	KIR O10 Wolsley Road Play Equipment	14.5	0.0	0.0	14.5	0.0	0.0	0.0
A	14236	MID OO4 Community Garden Scheme	1.3	0.0	0.0	1.3	0.0	0.0	0.0
A	14236	ROU O12 Roundhay Park Playground	95.4	0.0	95.4	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Local & Community Assets (SLE)

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	Estimated Costs			After 2021/22	
						2019/20	2020/21	2021/22		
B	14236	WEE OI3	Footpath Improvement Works	13.0	0.0	13.0	0.0	0.0	0.0	0.0
A	14236	WEE OI4	Tinshill Rec Outdoor Fitness Equipment	11.5	0.0	11.5	0.0	0.0	0.0	0.0
A	16933	CAI	Cranmore Access Improvements	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	16933	CPA	Cottingley Play Area	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	16940	GGT	Country Park And Green Gateways Trail	3.1	0.0	0.0	3.1	0.0	0.0	0.0
A	16941	OWP	Oxton Way Play Area	17.0	0.0	0.0	17.0	0.0	0.0	0.0
A	16941	RBH	Concrete Base For Playbox	2.5	0.0	2.5	0.0	0.0	0.0	0.0
A	16942	API	Alwoodley Playground Improvements	47.5	0.0	47.5	0.0	0.0	0.0	0.0
A	33028		Royal Park Greenspace Enhancement	516.6	0.0	0.0	516.6	0.0	0.0	0.0
Total Parks And Countryside				1,051.5	144.1	336.9	570.5	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

Strategic Priorities
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After
2021/22

Cat	Scheme				2018/19	2019/20	2020/21	2021/22	After 2021/22	
Strategic Priorities										
A	16500	RIF	City Region Revolving Investment Fund	1,860.9	0.0	820.0	1,040.9	0.0	0.0	0.0
Total Strategic Priorities				1,860.9	0.0	820.0	1,040.9	0.0	0.0	0.0
Asset Management										
A	33029		Land At Upper Accommodation Road	140.0	0.0	140.0	0.0	0.0	0.0	0.0
Total Asset Management				140.0	0.0	140.0	0.0	0.0	0.0	0.0
Culture And Sport										
B	16794	TDF EVE	Tour De France Legacy	100.0	77.5	0.0	22.5	0.0	0.0	0.0
Total Culture And Sport				100.0	77.5	0.0	22.5	0.0	0.0	0.0
Regeneration										
A	32995		Housing Infrastructure Fund	450.0	0.0	450.0	0.0	0.0	0.0	0.0
A	33010		East Of Otley Rr Housing Access Rd	245.0	0.0	100.0	145.0	0.0	0.0	0.0
Total Regeneration				695.0	0.0	550.0	145.0	0.0	0.0	0.0
Digital And Information Services										
A	32231		Smart Cities - Project Development	150.0	14.5	90.3	45.2	0.0	0.0	0.0
Total Digital And Information Services				150.0	14.5	90.3	45.2	0.0	0.0	0.0

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Leeds City Council Capital Programme - Central & Operational Expenditure

Cat	Scheme	Vehicles/Equipment Scheme Title		Total Scheme Cost	Actual To 31 Mar 18	All Figures are in £000's				
						2018/19	Estimated Costs		2021/22	After 2021/22
						2019/20	2020/21	2021/22		
Equipment/Ict/Vehicles										
B	32889	Acorn Lodge Res Centre - New Minibus		30.3	0.0	30.3	0.0	0.0	0.0	0.0
Total Equipment/Ict/Vehicles				30.3	0.0	30.3	0.0	0.0	0.0	0.0
Leeds Building Services										
A	32212	Lbs Vehicles & Equipment		2,399.2	1,145.4	1,253.8	0.0	0.0	0.0	0.0
Total Leeds Building Services				2,399.2	1,145.4	1,253.8	0.0	0.0	0.0	0.0
Civic Enterprise Leeds										
B	16699	BRZ	Breeze Team Vehicle	52.0	0.0	52.0	0.0	0.0	0.0	0.0
B	16946	ALC	Armley Lazer Centre Replacement Vehicle	24.0	24.0	0.0	0.0	0.0	0.0	0.0
B	16946	CNS	Cleaning Services	97.9	97.9	0.0	0.0	0.0	0.0	0.0
B	16946	ENV	ENA Environment Action Team	1,177.3	1,177.3	0.0	0.0	0.0	0.0	0.0
B	16946	ENV	PRK Vehicle Replacement Parks & Countryside	578.0	578.0	0.0	0.0	0.0	0.0	0.0
B	16946	ENV	REF Refuse Vehicles	2,518.9	2,518.9	0.0	0.0	0.0	0.0	0.0
B	16946	FLT	Fleet Services Replacement Vehicle	70.3	70.3	0.0	0.0	0.0	0.0	0.0
B	16946	HIG	Highways Vehicle Replacment	1,669.8	1,669.8	0.0	0.0	0.0	0.0	0.0
B	16946	LBS	Leeds Building Services	279.4	279.4	0.0	0.0	0.0	0.0	0.0
B	16946	PTS	Passenger Transport Vehicles	2,423.3	2,423.3	0.0	0.0	0.0	0.0	0.0
B	16990	ENV	REF E&H Refuse Services	542.5	542.5	0.0	0.0	0.0	0.0	0.0
B	16990	HIG	Vehicle Replacement -Highways Department	89.7	89.6	0.1	0.0	0.0	0.0	0.0
B	16990	PTS	Passenger Transport	1,290.6	1,290.6	0.0	0.0	0.0	0.0	0.0
A	32597	CLE	Vehicle Rep Pm Building Cleaning	40.9	0.0	40.9	0.0	0.0	0.0	0.0
A	32597	FLE	Vehicle Replacement Fleet Servs	420.0	0.0	420.0	0.0	0.0	0.0	0.0
A	32597	FRE	Vehicle Rep Furniture Reuse	90.5	0.0	90.5	0.0	0.0	0.0	0.0
A	32597	HGW	Highways Depot Vehicle Replacement	1,988.6	0.0	988.6	1,000.0	0.0	0.0	0.0
A	32597	LBS	Lbs Vehicle Replacement	694.4	0.0	0.0	694.4	0.0	0.0	0.0
A	32597	LIB	Vehicle Rep Libraries	33.2	0.0	33.2	0.0	0.0	0.0	0.0
A	32597	LWE	Vehicle Rep Locality West	18.3	0.0	18.3	0.0	0.0	0.0	0.0
A	32597	PAC	Parks & Countryside Vehicles	181.6	0.0	181.6	0.0	0.0	0.0	0.0
A	32597	PTS	Passenger Transport Vehicles	5,440.1	0.0	3,440.1	2,000.0	0.0	0.0	0.0
A	32597	REF	Rep Chassis Cab Yj65dje	131.9	0.0	131.9	0.0	0.0	0.0	0.0
A	32597	WAS	Waste Vehicle Replacements	616.8	0.0	616.8	0.0	0.0	0.0	0.0
B	32631		Vehicle Eco Pro Hire Vehicles	2,079.3	0.0	0.0	1,000.0	1,079.3	0.0	0.0
B	32631	COM	Replacement Hire Vehicles 51	920.7	0.0	920.7	0.0	0.0	0.0	0.0
A	32834		Vehicle Replacement Programme	24,518.7	0.0	0.0	9,000.0	9,000.0	6,518.7	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

Vehicles/Equipment
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's
Estimated Costs

2018/19

2019/20

2020/21

2021/22

After
2021/22

Cat	Scheme	Vehicles/Equipment Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
A	32834 HEL	Electric Vehicle Trial Local Businesses	2,000.0	0.0	0.0	1,500.0	500.0	0.0	0.0
Total Civic Enterprise Leeds			49,988.7	10,761.6	6,934.7	15,194.4	10,579.3	6,518.7	0.0
Car Parking Services									
A	32388	Parking Enforcement 11 Vehicles	206.5	205.9	0.6	0.0	0.0	0.0	0.0
Total Car Parking Services			206.5	205.9	0.6	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

General Capitalisation
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

2018/19

2019/20

2020/21

2021/22

After
2021/22

Cat	Scheme	General Capitalisation Scheme Title	Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
Strategic Priorities									
B	32435	General Capitalisations 2018/19	3,500.0	0.0	3,500.0	0.0	0.0	0.0	0.0
B	32618	General Capitalisations 2019/20	4,500.0	0.0	0.0	4,500.0	0.0	0.0	0.0
B	32733	Transformational Change To Lcc	8,800.0	4,435.4	1,338.6	1,526.0	1,000.0	500.0	0.0
B	32818	General Capitalisations 2020/21	4,500.0	0.0	0.0	0.0	4,500.0	0.0	0.0
B	33069	General Capitalisations 2021/22	4,500.0	0.0	0.0	0.0	0.0	4,500.0	0.0
A	33099	Pfi Lifecycle Capitalisation	36,319.6	0.0	7,936.9	10,315.5	9,389.4	8,677.8	0.0
Total Strategic Priorities			62,119.6	4,435.4	12,775.5	16,341.5	14,889.4	13,677.8	0.0
Central Accounts									
A	16138	Capitalisation Of Interest	2,000.0	0.0	404.4	500.0	500.0	500.0	95.6
Total Central Accounts			2,000.0	0.0	404.4	500.0	500.0	500.0	95.6
Finance									
B	32436	Capital Prog Management 2018/19	600.0	0.0	600.0	0.0	0.0	0.0	0.0
B	32619	Capital Prog Management 2019/20	600.0	0.0	0.0	600.0	0.0	0.0	0.0
B	32820	Capital Prog Management 2020/21	600.0	0.0	0.0	0.0	600.0	0.0	0.0
B	33070	Capital Prog Management 2021/22	600.0	0.0	0.0	0.0	0.0	600.0	0.0
Total Finance			2,400.0	0.0	600.0	600.0	600.0	600.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

Contingency
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 18

All Figures are in £000's

Estimated Costs

After
2021/22

Cat	Scheme			Total Scheme Cost	Actual To 31 Mar 18	2018/19	2019/20	2020/21	2021/22	After 2021/22
Strategic Priorities										
A	1371	GEN	Capital Programme General Contingency	9,894.6	0.0	0.0	300.0	300.0	6,294.6	3,000.0
A	1371	SEM	Capital Programme Specific Emergencies	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0
Total Strategic Priorities				10,894.6	0.0	0.0	300.0	300.0	7,294.6	3,000.0

Report of Chief Officer Financial Services

Report to Executive Board

Date: 13th February 2019

Agenda Item 6 (iv)

Subject: TREASURY MANAGEMENT STRATEGY 2019/20

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In? Except recommendation 6.4 to 6.7	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report sets out for Members' approval the Treasury Management Strategy for 2019/20, and also provides an update on the implementation of the 2018/19 strategy.
2. The Council's level of net external debt is anticipated to be £2,127m by 31/03/2019, £11m above expectations in November 2018 as a result of £16m lower than anticipated revenue balances and MRP offset by £5m slippage in the capital programme.
3. The 2019/20 strategy continues to fund the borrowing requirement from low short term interest rates, balances and reserves whilst still allowing the Council to take advantage of longer term funding opportunities. The low rate funding environment is expected to continue with rises in base rate expected to be introduced cautiously. The cost of debt is forecast to increase by £2.1m in 2019/20.
4. The Authorised Limits for both External Debt and Other Long Term Liabilities have been reviewed and it is proposed to increase them as detailed in Section 3.4.4. The Operational Boundaries have also been reviewed and likewise are proposed to be increased as detailed in Section 3.4.5. The Council's Authorised Limit is set below the Capital Financing Requirement reflecting that the Council is using its balance sheet strength to fund a proportion of its borrowing requirement.

5. The strategy of defraying longer term funding will result in the amount of debt that the Council is funding from short terms loans and its balance sheet to an estimated £648m at 31/03/2019. This represents a decrease and is due to a reduction in external investments and longer term funding taken on during 2018/19 so far. However, this exposure is expected to increase if the low interest rate environment persists. The Council is mitigating this risk by acquiring longer term loans when market opportunities arise and looking at forward funding opportunities. Against this the Council has a stable long term loan portfolio of £1.684bn that has an average maturity of just over 39 years and is funded at less than 3.9%. An increase in the short term funding costs of 0.25% over base assumptions would add £1.5m to the interest costs in 2019/20.
6. The report also includes an updated Treasury Management Policy Statement for approval reflecting changes made as a result of the update CIPFA codes and MHCLG guidance.
7. The CIPFA codes of practice on both Treasury and Capital have been issued together with updated MHCLG guidance on investments and MRP. The resulting changes have been embedded in the Council's Capital and Treasury Management operations and are detailed in sections 3.6, 3.7 and 3.8.

Recommendations

That the Executive Board:

1. Approve the treasury strategy for 2019/20 as set out in Section 3.3 and note the review of the 2018/19 strategy and operations set out in Sections 3.1 and 3.2.
2. Note that the revised CIPFA Codes and Practice and MHCLG guidance has been adopted and changes are detailed in 3.6, 3.7 and 3.8.
3. Note the proposals for forward funding detailed in 3.3.6 to 3.3.9 and updated in the Treasury Management Policy Statement at appendix D subject to full Council Approval.

That Executive Board recommend to full Council that:

3. The borrowing limits for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.4 and note the changes to both the Operational Boundary and the Authorised limits.
4. The treasury management indicators for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.5.
5. The investment limits for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.6.
6. The revised Treasury Management Policy Statement is adopted at appendix D.

1 Purpose of this report

- 1.1 This report sets out for approval by Members the Treasury Management Strategy for 2019/20 and the revised affordable borrowing limits under the prudential framework. It also provides Members with a review of strategy and operations in 2018/19.

2 Background information

- 2.1 The operation of the Treasury Management function is governed by provisions set out under part 1 of the Local Government Act 2003 whereby the Council is required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities as amended 2017 in particular:

- The Prudential Code requires that full Council set certain limits on the level and type of borrowing before the start of the financial year together with a number of Prudential Indicators.
- Any in year revision of these limits must be set by Council.
- Policy statements are prepared for approval by the Council at least two times a year.

3 Main Issues

3.1 Review of Strategy and Borrowing Limits 2018/19

The Council's level of net external debt is anticipated to be £2,127m by 31/03/2019, £11m above expectations in November 2018 as a result of £16m lower than anticipated revenue balances and MRP offset by £5m slippage in the capital programme.

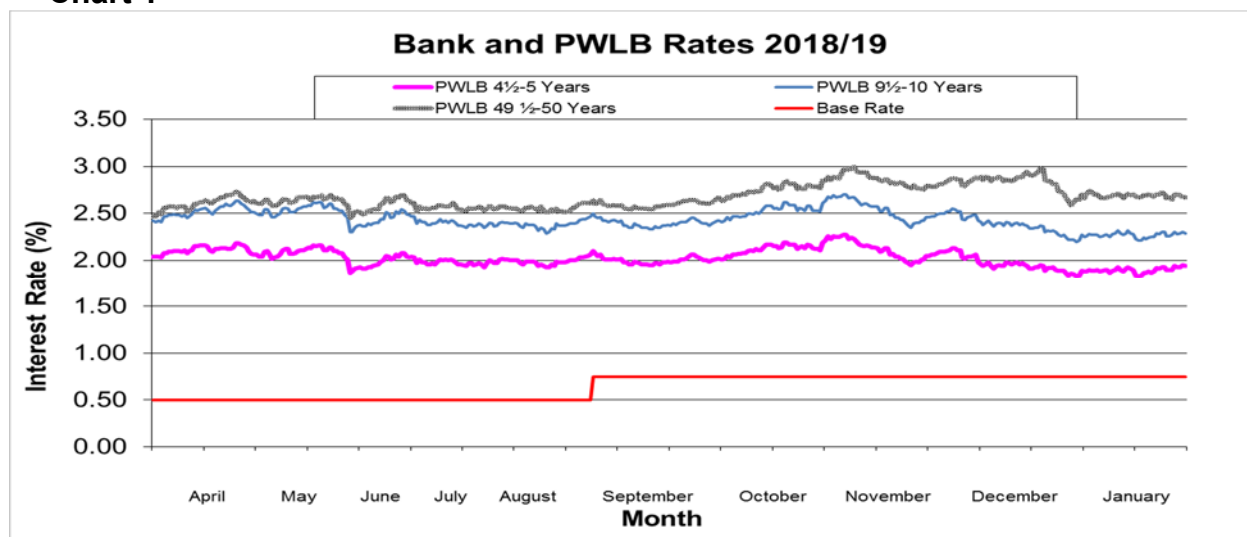
Table 1

	2018/19 Feb 18 Report	2018/19 Nov 18 Report	2018/19 This Report
	£m	£m	£m
ANALYSIS OF BORROWING 2018/19			
Net Borrowing at 1 April	1,923	1,954	1,954
New Borrowing for the Capital Programme – General Fund	143	141	137
New Borrowing for the Capital Programme – HRA	2	2	1
Debt redemption costs charged to Revenue (Incl HRA)	(22)	(18)	(17)
Reduced/(Increased) level of Revenue Balances	(6)	37	52
Net Borrowing at 31 March*	2,040	2,116	2,127
Capital Financing Requirement			2,332
* Comprised as follows			
Long term borrowing Fixed	1,459	1,639	1,684
Variable (less than 1 Year)	65	15	0
New Borrowing	117	162	173
Short term Borrowing	409	310	300
Total External Borrowing	2,050	2,126	2,157
Less Investments	10	10	30
Net External Borrowing	2,040	2,116	2,127
% gross borrowing exposed to interest rate risk	29%	23%	22%

Note: The Capital Financing Requirement (CFR) is the maximum level of debt (i.e. borrowing and finance leasing) that the Council can hold for its current year capital purposes. The Council is also allowed to borrow in advance for up to two future years capital programmes.

- 3.1.1 The Bank of England's Monetary Policy Committee (MPC) at its meeting on 2nd August 2018 raised its bank rate from 0.50% to 0.75% and reflects:
- Inflation forecasts remain above the 2.00% target (2.40% in October);
 - Unemployment remains at historically low levels (4.1% in September 2018); and
 - Wage inflation has picked up during 2018 and is now above 3.00% (3.20%). The MPC views wage inflation above 3% as inflationary within the wider economy and indicates a lack of spare capacity in the economy when taken with the low level of unemployment.
- 3.1.2 The impact of Brexit continues to be an additional source of uncertainty to markets in forecasting GDP growth and inflation. UK GDP Growth in 2018 is still below trend levels with Q1 Growth at 0.1% however this recovered to 0.6% in Q3 although this is expected to fall back in Q4. Therefore it is likely that further upwards moves in the bank rate will be brought forward slowly and the Council's advisors have indicated the next increase in rates will be not be before March due to Brexit and is likely to be at the May 2019 meeting of the MPC.
- 3.1.3 In the Eurozone, the ECB ceased its Quantitative Easing (QE) programme in December 2018. GDP growth stated the year at 0.4% in Q1 but fell to 0.2% in Q3. Of particular note is the mixed performance of the German economy. Commentators therefore do not see any immediate likelihood of the European Central Bank increasing interest rates before the end of 2019.
- 3.1.4 The US growth has been strong in 2018 primarily due to the fiscal stimulus injected by US authorities but this is a relatively short term measure. Unemployment has fallen to 3.7% whilst inflation is heading towards 3%. The Federal Open Markets Committee (FOMC) is concerned with building inflation pressures and the FOMC has implemented 4 increases in the bank rate in 2018 to its current 2.00% - 2.25%.
- 3.1.5 In Asia, Japan has been struggling to stimulate consistent significant growth and to get inflation up to its target of 2% despite sustained monetary and fiscal stimulus over a number of decades. In China, economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.
- 3.1.6 The Council's treasury advisors' latest forecasts for Quarter 1, 2019 are that PWLB rates for 50 year borrowing will be around 2.70%, 10 year borrowing around 2.50% and 5 Year at 2.10%. Yields are expected to rise although the path and timing remain very uncertain.

Chart 1



3.1.7 The 2018/19 borrowing strategy continues to fund the capital programme borrowing requirement from short dated loans and internal cash balances whilst looking for opportunities to lock into attractive longer dated funding. The debt budget outturn is projected to deliver a saving of £0.4m. The ability to take longer term funding is discussed in the strategy for 2019/20 however table 2 below details the new borrowing and repayment of long term external debt during 2018/19.

3.1.8 As part of the management of long term borrowing requirement borrowing to fund spend to save schemes, for approved schemes is locked in when construction commences or an asset is acquired. This ensures that interest rate risk in the business plan is closed out.

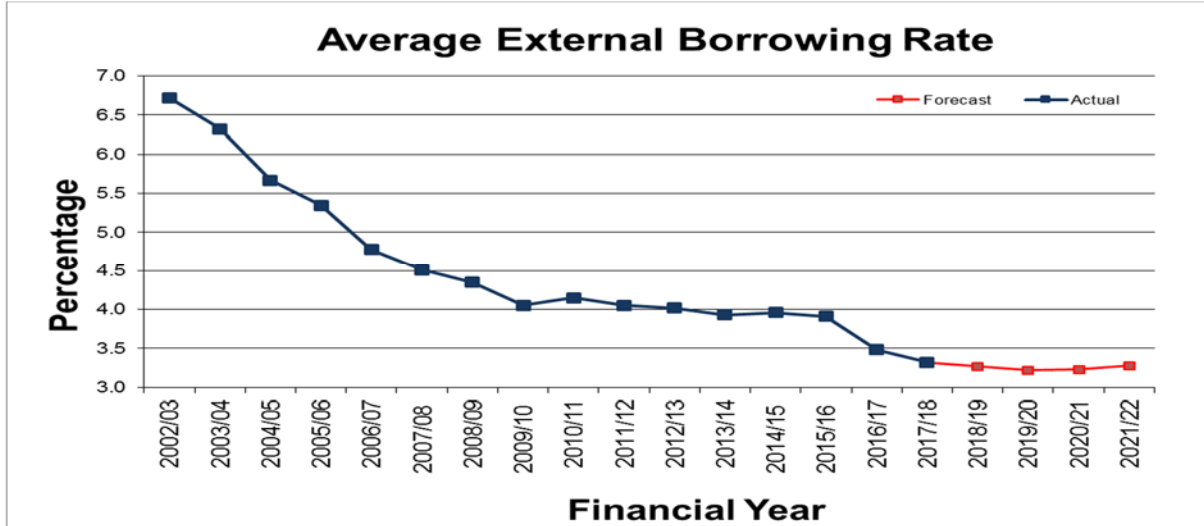
Table 2

Loan repayments and borrowing 2018/19							
Loan Repayments				New Borrowing			
Date	Amount (£m)	Original Rate (%)	Discount Rate	Date	Amount (£m)	Term (Years)	Interest Rate (%)
PWLB Loans				PWLB			
15/06/2018	26.4	3.57	n/a	05/04/2018	20.0	50	2.27
				31/05/2018	50.0	50	2.25
				14/08/2018	30.0	50	2.35
				13/12/2018	30.0	49	2.38
Sub Total	26.4				130.0		
Non PWLB Loans				Non PWLB Loans			
16/10/2018	10.0	1.35	n/a				
05/12/2018	5.0	2.2	n/a				
Sub Total	15.0				0.0		
Total	41.4			Total	130.0		

3.2 Interest Rate Review

3.2.1 The average rate of interest paid on the Council's external debt for 2017/18 was 3.32% as reported in the Annual Treasury Management report 2017/18 to Executive Board on 27st June 2018. This rate is forecast to fall to 3.27% for 2018/19 mainly due to the level of cheap short term borrowing that the Council has obtained. Chart 2 shows how the average, external borrowing rate has fallen from 6.72% in 2002/03. The longer term expectation is that the Councils average cost of borrowing will begin to rise as the cost of borrowing increases and short term funding is switched to more expensive longer term funding. The average rate may fall further if the rates currently available continue.

Chart 2



3.2.2 The projections for the next increase in the bank rate is now for Q2 2019, as shown in Table 3. The forecast as shown in table 3 is for steady increases over the forecast period.

Table 3

	Bank Rate	PWLB Borrowing Rates (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Now	0.75	1.67	2.04	2.63	2.49
Dec 2018	0.75	2.00	2.50	2.90	2.70
March 2019	0.75	2.10	2.50	2.90	2.70
June 2019	1.00	2.20	2.60	3.00	2.80
Sept 2019	1.00	2.20	2.60	3.10	2.90
Dec 2019	1.00	2.30	2.70	3.10	2.90
March 2020	1.25	2.30	2.80	3.20	3.00
June 2020	1.25	2.40	2.90	3.30	3.10
Sept 2020	1.25	2.50	2.90	3.30	3.10
Dec 2020	1.50	2.50	3.00	3.40	3.20
March 2021	1.50	2.60	3.00	3.40	3.20
June 2021	1.75	2.60	3.10	3.50	3.30
Sept 2021	1.75	2.70	3.10	3.50	3.30
Dec 2021	1.75	2.80	3.20	3.60	3.40
March 2022	2.00	2.80	3.20	3.60	3.40

Source Council's Treasury Advisors

3.2.3 The forecast path of longer term rates is clearly dependent upon Brexit and how the economy performs both here and abroad. If it was felt that there was a significant risk of a sharp fall in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered. However if it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the strategy will be re-appraised at that point and the prospect of a higher debt cost would be viewed against whether:

- The forecast capital borrowing requirement had reduced or slipped into the following years,

- The levels of reserves/ balances were forecast to increase or reduce including whether the council had received up front funding for capital schemes.

3.3 Strategy for 2019/20

3.3.1 Table 4 shows that net borrowing is expected to rise by £184m to £2,311m during the course of 2019/20. This is a result of net new borrowing to fund the capital programme and a reduction in MRP chargeable in the year as a result of a review of MRP previously set aside. The Capital Programme report is presented elsewhere on this agenda.

Table 4

ANALYSIS OF BORROWING 2018/19 – 2021/22	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Net Borrowing at 1 April	1,954	2,127	2,311	2,500
New Borrowing for the Capital Programme – GF	137	167	191	201
New Borrowing for the Capital Programme - HRA	1	24	33	52
Debt redemption costs charged to Revenue(GF)	(17)	(15)	(47)	(60)
Reduced/(Increased) level of Revenue Balances	52	8	12	14
Net Borrowing at 31 March	2,127	2,311	2,500	2,707
* Comprised as follows				
Long term borrowing Existing Fixed	1,684	1,603	1,589	1,588
Existing Variable (Less than 1yr)	0	55	60	35
Net New Borrowing	173	184	189	207
Short term Borrowing	300	499	692	907
Total External Borrowing	2,157	2,341	2,530	2,737
Less Investments	30	30	30	30
Net External Borrowing	2,127	2,311	2,500	2,707
% Exposure after planned LT Borrowing	22%	27%	26%	24%

Note: Borrowing exposed to interest rate risk in any one year is made up of short term borrowing, new long term borrowing and existing variable loans (i.e. LOBOs with an option falling within the year).

3.3.2 Table 4 above shows that over the 4 year time horizon the proportion of the Council's book exposed to interest rate risk is expected to rise to a maximum of 27% in 2021/22. This level is reached after taking £100m of longer term borrowing in 2019/20 with further longer term borrowing in 2020/21 and 2021/22 to cover either new borrowing (see 3.3.10) or to refinance maturities. This percentage would rise to 42% if no longer-term funding is taken. The Variable Interest Rate exposure Indicator has been set in relation to the net external borrowing position. This limit has been set at 40% and is recommended to be maintained at this level in 3.5.4 below. Included within the net external borrowing are two elements that are by definition variable, these are short term loans and Lenders Option Borrowers Option (LOBO) loans with an option which falls within 12 months. No LOBO options are expected to be exercised during 2019/20.

3.3.3 The Council has £215m of loans with Barclays of which £110m are the subject of a class action initiated by a total of 7 Councils. These LOBOs contained clauses that referenced London Inter Bank Overnight Rate (LIBOR) at a time when Barclays were subsequently convicted and fined for fraudulently fixing LIBOR. This is an ongoing action and further details will be reported as appropriate as the action progresses.

3.3.4 Alongside the prudential code structure the Council's current policy of using its balance sheet strength, reserves, provisions etc. to defray long term borrowing presents an additional risk that needs to be recognised. The Council has a forecast need to borrow, it's borrowing Capital Financing Requirement (CFR), at 31/03/2019

of £2,332m of which net external funding is expected to be £2,127m, the difference of £205m is the use of internal balance sheet strength to finance this need. The long term funding element of the external debt is forecast to be £1,684m and therefore, accepting that in current conditions LOBO options are unlikely to be exercised, the Council's gross exposure is the difference between its CFR and its current stock of long term external funding or £648m.

- 3.3.5 This exposure is considered manageable given historical capital programme slippage, the continued strength of the Council's balance sheet and the market for supplying short term funds remaining strong. These factors will continue to be monitored and should be considered in the context of the stability of the current debt maturity profile. Given that short term rates continue at historical lows the Council will continue to fund the remaining borrowing requirement, if required, at short term rates.
- 3.3.6 Whilst the above exposure is considered manageable it is forecast to be £797m in 2021/22 after forecast acquisition of £505m of long term borrowing detailed in 3.3.10 below. This presents a number of risks around continued balance sheet strength, the capacity to continue to supply the market with low cost borrowing at relatively low rates, sharper than anticipated increases in rates and improved economic outlook. As part of managing this exposure the Council has been investigating options to take long term financing on a forward basis as outlined at 6.4 in the Treasury Management Policy statement. Such forward borrowing would in part lock out the risk identified above whilst allowing the Council to benefit from funding the above exposure at short term rates therefore providing greater certainty of funding at or around current long term rates which are forecast to rise as shown in Table 3 above.
- 3.3.7 The main risk from forward funding long term borrowing is that the rate locked in is higher than that which could be acquired at a future point. The Council has been provided with forward indicative pricing structures that are at a modest premium to those rates currently available and significantly below those rates forecast in Table 3 above. Councils that have transacted forward rate deals also indicate a relative modest premium to currently available rates. The Council would also have the benefit of running its borrowing requirement at lower short-term rates before the switch to longer-term rates. Borrowing on a forward basis is therefore an essential tool in managing the risks involved in continuing to run a short term borrowing position as outlined in this report.
- 3.3.8 Forward funding structures are more expensive than in year funding acquired from PWLB. The costs are equivalent to market bond placements, but the ongoing monitoring arrangements are less onerous. Comparison of different routes of funding will include all costs associated with the transaction and any ongoing costs, before a decision to commit to forward funding is undertaken. It should also be noted that PWLB does not provide forward funding options.
- 3.3.9 The Council is currently reviewing a number of proposals on forward borrowing and will look to use one of these proposals to acquire forward funding to mitigate its interest rate exposure.
- 3.3.10 The continued approach to funding the Council's borrowing requirement is prudent as investment returns are low and counterparty risk remains a concern. This strategy is expected to continue into 2019/20 as the outlook for the bank rate remains at lower levels with the next base rate rise not expected until Quarter 2 2019. Given that further increases in the bank rate are expected to be slow and

gradual, it remains prudent to continue with a strategy of financing a significant proportion of the funding requirement from short term loans. However, the 2019/20 budget strategy allows for £100m of borrowing during 2019/20 at 3% and a further £185m per annum for 2020/21 and £220m for 2021/22 as market opportunities arise.

3.3.11 The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- It is possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. Counterparty risks therefore remain an ongoing concern;
- Effect of a change in US economic direction;
- Impact in the UK of Brexit and implications for trade, growth and inflation;
- Investment returns are likely to remain relatively low during 2019/20 and beyond as rate rises are expected to be slow and gradual;
- Borrowing interest rates although higher than recent lows continue to be relatively cheap historically; and
- If longer term borrowing is acquired before it is needed the result could be an increase in investments resulting in a revenue loss between borrowing costs and investment returns.

3.3.12 The Council's current long term debt of £1.684bn has an average maturity of just over 39 years if all its debt runs to maturity. Approximately 14% of the Council's long term debt has options for repayment. In the unlikely event that all these options were exercised at the next option date then the average maturity would be lowered to a little under 33 years. This compares favourably with the average maturity of the UK Government debt portfolio of just over 15 years. The existing profile of the Council's debt provides considerable certainty of funding costs. Prudential indicator 16 in Appendix A shows the maturity profile of the Council's long term fixed debt and highlights that 78% or £1,268m matures in periods greater than 10 years.

3.3.13 The cost of debt in 2019/20 is forecast to increase by £2.1m including MRP adjustments. Forecasts for the debt budget beyond 2019/20 are dependent upon the interest rate assumptions, the likely level of capital spend and the Council's cash balances. The debt budget is currently forecast to increase by a further £31.3m in 2020/21 and £18.4m in 2021/22 including MRP costs and excluding usable capital receipts, based upon the assumptions on funding rates in Table 5. The interest rate assumptions and the borrowing requirement arising from the capital programme will be kept under review throughout 2019/20, before establishing the 2020/21 debt budget. Based upon historical performance of the capital programme the budget assumptions above allow for rephrasing of the borrowing requirement and include a reduction of £5m and £30m of borrowing in 2018/19 and 2019/20 and an increase of £35m in 2021/22.

Table 5

Assumed average funding rates	
	Average Interest Rate
2019/20	1.25%
2020/21	1.50%
2021/22	1.75%

3.3.14 These assumptions on borrowing rates have associated risks. For example in 2019/20, if the cost of borrowing was 0.25% higher than assumed, full year debt costs would increase by circa £1.5m.

3.4 Borrowing Limits for 2018/19, 2019/20, 2020/21 and 2021/22

- 3.4.1 The authorised limit represents the legislative limit on the Council's external debt under the Local Government Act 2003. It should be set with sufficient headroom above the operational boundary to allow flexibility for planned borrowing to be undertaken, in order for prudent treasury management decisions to be taken and temporary cash flow fluctuations to be managed. The operational boundary should reflect the maximum anticipated level of external debt consistent with budgets and cash flow forecasts. It should be seen as a management tool for on-going monitoring of external debt, and may be breached temporarily due to unusual cash flow movements.
- 3.4.2 Appendix B shows that the Council has kept within the operational boundary and authorised limit in 2018/19.
- 3.4.3 The Chief Officer - Financial Services has delegated responsibility to make adjustments between the two separate limits for borrowing and other long term liabilities, provided that the overall limit remains unchanged. Any such adjustments will be reported to the next available Council meeting following the change. It is recommended that Council approve the following authorised limits for its gross external debt and other long term liabilities for the next three years.
- 3.4.4 After reviewing the forecast debt and borrowing position together with the forecast for revenue balances and effect of reduced MRP, the Limit for borrowing is recommended to remain the same for 2018/19 as detailed below. For 2019/20 and 2020/21 the limit should be increased as per Table 6 below due to increases in the capital programme in future years. For 2021/22 a new limit should be set at £3,000m. The limit for Other Long Term Liabilities is recommended to remain the same for the years 2018/19 to 2020/21 as detailed below. It is further recommended that a new limit be set for the year 2021/22 of £580m to reflect the forecast decline in PFI liabilities.

Recommended: Authorised Limits as follows

Authorised Limit	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Borrowing	2,450	2,600	2,800	3,000
Other Long Term Liabilities	720	690	660	580
Total	3,170	3,290	3,460	3,580

3.4.5 In line with the review of the authorised limits above it is proposed to amend the operational boundaries as detailed below. This limit will retain sufficient headroom to accommodate anticipated cash flow variances. The limit for borrowing is recommended to remain the same for the year 2018/19. For 2019/20 and 2020/21 the limit should be increased as per Table 6 below due to increases in the capital programme in future years. For 2021/22, a new limit should be set at £2,850m. The limit for Other Long Term Liabilities is recommended to remain the same for the years 2018/19 to 2020/21 as detailed below. It is further recommended that a new limit be set for the year 2021/22 of £560m to reflect the forecast decline in PFI liabilities.

Recommended: Operational Boundaries as follows

Operational Boundary	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Borrowing	2,300	2,450	2,650	2,850
Other Long Term Liabilities	700	670	640	560
Total	3,000	3,120	3,290	3,410

3.4.6 Table 6 below details the borrowing element of the Authorised limit and compares this to the projected CFR for borrowing only and does not include Other Long term liabilities. The revised Authorised limit and the Operational boundary remain below the projected CFR. The CFR is the Councils actual need to borrow based on its historic capital programme and forecast future capital programme. The lower limits reflect the significant level of balances being used internally to fund the borrowing need. These limits leave headroom for future large injections into the programme.

Table 6

year	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
<u>Borrowing only</u>				
CFR Projection.	2,332	2,522	2,714	2,925
<u>Authorised Limit</u>				
Current	2,450	2,500	2,500	-
Proposed	2,450	2,600	2,800	3,000
Increase / (Decrease)	-	100	300	3,000 a
<u>Operational boundary</u>				
Current	2,300	2,350	2,350	-
Proposed	2,300	2,450	2,650	2,850
Increase / (Decrease)	-	100	300	2,850 a

a) Note 2021/22 has not been set previously as these limits are only set for the current +3 year time horizon

3.5 Treasury Management Indicators

3.5.1 Appendix A details the borrowing limits and other prudential indicators

3.5.2 The first prudential indicator requiring the Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services was removed from the code in the 2017 edition although it remains an implicit assumption within the code. The Council However re-affirms its full adoption of the codes of practice as revised.

3.5.3 The Council is required to set appropriate indicators to manage interest rate risk and therefore sets an upper limit on its fixed interest rate exposures that represents the maximum proportion of its net borrowing (i.e. measured as a percentage of its total borrowing less investments) which the Council will have at any given time during the period at fixed interest rates. The purpose of the limit is to ensure that the Council has the flexibility to take advantage of falling interest rates by ensuring a minimum level of variable rate debt. However setting a limit less than 100% can restrict the Council's ability to borrow in advance of need when long term fixed interest rates are at their low point. (This is the case since in general amounts borrowed in advance are invested, meaning that the net borrowing figure on which the limit is based will be lower than the total fixed borrowing outstanding.) Therefore to provide the Council with maximum flexibility it is recommended that the limit of 115% remains unchanged and is rolled forward into 2021/22

Recommended: Upper limit on fixed interest rate exposures for of 115% (no change)

3.5.4 Additionally the Council will set an upper limit on its variable interest rate exposures that represents the maximum proportion of debt the Council will have at any given time during the period at variable interest rates and exposed to interest rate rises. In evaluating this figure, LOBOs are treated as being variable in the year in which an option occurs and fixed in other years. The limit should be set in order to maintain a balance between managing the risk of rate rises and allowing sufficient flexibility to take advantage of any fall in rates. It is therefore recommended that the limit of 40% of debt remains unchanged and is rolled forward into 2021/22. It is acknowledged that unless fixed rate long term borrowing is undertaken over the 4 year timescale that by 2021/22 this limit would be breached on current forecasts.

Recommended: Upper limit on variable interest rate exposures for 2017/18, 2018/19, 2019/20 and 2020/21 of 40% (no change)

3.5.5 The Council is required to set upper and lower limits for the maturity structure of its borrowings. This is designed to limit the risk of exposure to high interest rates by restricting the level of maturing debt in any given year. The limits represent the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. It is proposed that these limits remain unchanged.

Maturity structure of fixed rate borrowing	Lower Limit	Upper Limit
under 12 months	0%	15%
12 months and within 24 months	0%	20%
24 months and within 5 years	0%	35%
5 years and within 10 years	0%	40%
10 years and within 20 years	25%	90%
20 years and within 30 years		
30 years and within 40 years		
40 years and within 50 years		
50 years and above		

Recommended: Upper and Lower limits on fixed rate maturity structure remains unchanged as above.

3.6 Treasury Management Investment Strategy and Limits

- 3.6.1 The new CIPFA codes and Guidance require Local authorities to report on and monitor Non treasury Investments, service loans, guarantees and commercial investments. These are outside the scope of Treasury Management due to the differing risk profile and complexity of these transactions. These are therefore included within the new Capital Strategy Report attached as an appendix to Capital report elsewhere on the agenda.
- 3.6.2 The Council's actual external borrowing need is reduced by the availability of revenue balances. The Treasury policy allows for the external investment of these balances at advantageous rates but with due regard for security of capital invested. Investment of surplus balances in general will be limited to cash flow and liquidity management although the interest rate outlook will be kept under review to identify any opportunities for longer term investment.
- 3.6.3 The approved lending list is based upon the assessment of the financial standing of counterparties as determined by international credit rating agencies and further refined and updated by the Council's advisors on a continual basis. The lending list is often further restricted based upon the Council's own view of the credit worthiness of counter-parties
- 3.6.4 The investment strategy allows for the Council to invest in the most highly rated financial institutions around the world. The Council will only lend up to a maximum of £15m to financial institutions that are rated as excellent. There is also a limit of £5m for financial institutions that are rated as very good.
- 3.6.5 Any changes in the investment environment are being monitored closely as is the effect on the credit list supplied by the Council's treasury advisors. Other factors are also used in determining potential counterparties for the investment of funds over and above credit ratings
- 3.6.6 The Council under its existing Treasury Management Policy Statement has the authorisation to use Money Market Funds which it has not utilised to date. The rates offered on notice accounts by both the Council's bankers and by other banks offering similar products continues to be at low levels. This is thought to reflect the cost of carrying such cash on the balance sheet of these organisations under Basel III rules. As a result the levels on offer are at or below rates available from Money Market Funds which carry a higher credit worthiness rating. A review of the utility of these funds is being undertaken for depositing short term cash balances and any decision to utilise these accounts will be made under delegations already in place to the Chief Officer Financial Services.
- 3.6.7 The Prudential code requires that Councils set limits on investments for periods longer than 364 days. It is proposed to maintain the limits as outlined below and roll the limit forward into 2021/22

Recommended: Upper limit on sums invested for periods longer than 364 days (no change):

Total principal sum invested for a period longer than 364 days	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Upper limit	150	150	150	150

3.7 Treasury Management Policy Statement

3.7.1 The Treasury Management Policy Statement has been updated for changes made as a result of the update to the CIPFA Codes of Practice and MHCLG guidance, as well as to reflect the updated policy on long term forward borrowing and is attached at Appendix D.

3.8 Changes to CIPFA Codes and MHCLG Investment Guidance.

3.8.1 The following changes have been implemented as part of the change to the codes and guidance:-

- Requirement to determine a Capital Strategy Report included as an appendix to the Capital report elsewhere on the agenda.
- Prudential Indicators 1 and 2 have been expanded to show the financing costs for both General Fund and HRA as a percentage of the net revenue stream for external borrowing costs only and for borrowing cost and other long term liabilities (PFI and Finance leases)
- Gross debt and Capital Financing requirement has been changed from Net debt and is shown under Appendix A Prudential Indicator 5.
- Estimate of the Incremental Impact of new capital investment on General Fund has been removed this was formerly Appendix A Prudential Indicator 3
- Estimate of the Incremental Impact of new capital investment on Housing revenue Account has been removed this was formerly Appendix A Prudential Indicator 4
- The requirement to formally adopt the Prudential Code has been removed as it is implicit that all local authorities will comply and abide by the code. This was formerly Prudential Indicator 13.
- Prudential Indicator 14 in Appendix A, the upper limit for fixed interest rate exposures is no longer an explicit indicator under the guidance notes for practitioners however this is being retained.
- Prudential indicator 15 in Appendix A, the upper limit for Variable interest rate exposure fixed rate exposures is no longer an explicit indicator under the guidance notes for practitioners however this is being retained.
- Prudential indicator 18 in Appendix A, net debt as a percentage of gross debt is no longer an explicit indicator under the guidance notes for practitioners however this is being retained.
- New requirement to create and maintain a register of all counterparties with whom we have elected up to Professional status with under the Markets in Financial Instruments Directive II (MIFIDII). This is as annexe B to Appendix D, the Treasury Management Policy Statement to this report.
- New requirement to report on all non-treasury management investments, loans, guarantees as well as commercial investment activity. This is included in the Capital strategy as an appendix to the Capital report elsewhere on the agenda.
- The MHCLG Guidance has been expanded and enhanced to cover the commercialism agenda and to bring non treasury management investments within the reporting envelope. It separates investments into :-
 - Specified Investments (mainly TM Investments)
 - Loans

- Non Specified Investments
- Non-financial investments
- MHCLG guidance also brings a new concept of proportionality in relation to income generated from commercial investments compared to a local authority's wider financial base.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This report sets the treasury management strategy and as such there is no need to consult the public. In establishing this strategy, consultation with the Council's treasury advisors has taken place.

4.1.2 The borrowing requirement is an outcome of the capital programme which has been the subject of consultation and engagement as outlined in the capital programme report elsewhere on this agenda.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Equality, diversity, cohesion and integration requirements are addressed as part of individual capital scheme and programme approvals. The borrowing to deliver these capital schemes is executed through treasury strategy and as such there are no further equality diversity cohesion and integration issues. An equality screening document is attached at Appendix C.

4.3 Council policies and Best Council Plan

4.3.1 Treasury Management strategy secures funding to support the Council's Policies and City Priorities as set out in the Council capital programme and is consistent with the Best Council Plan.

4.4 Resources and Value for Money

4.4.1 This treasury strategy recognises the borrowing necessary to fund the capital programme requirements of both General Fund and HRA. The revenue costs of borrowing are included within the revenue budgets of the general fund and HRA.

4.4.2 The updated strategy 2018/19 is forecast to deliver a saving of £0.4m.

4.5 Legal Implications, Access to Information and Call In

4.5.1 In accordance with the Council's Budget and Policy Framework, decisions on borrowing limits, treasury management indicators, investment limits and the Treasury Management Policy Statement are approved by Council. As such, recommendations 6.4 to 6.7 are not subject to call in.

4.6 Risk Management

4.6.1 This report sets out the framework for the treasury strategy for the year ahead. The execution of strategy and associated risks are kept under regular review through:

- Monthly reports to the Finance Performance Group;

- Quarterly strategy meetings with the Chief Officer Financial Services and the Council's treasury advisors; and
- Regular market, economic and financial instrument updates and access to real time market information.

5 Conclusions

- 5.1 The Council's level of external debt at 31st March 2019 is anticipated to be £2,127m, £11m higher than expected in November 2018, rising to £2,311m in 2019/20 and to £2,500m by 2020/21.
- 5.2 The cost of debt is forecast to outturn a saving of £0.4m budget in 2018/19. The impact of the capital programme and forecast interest rate increases will see an overall increase in the debt costs, including the minimum revenue provision of £2.1m in 2019/20.
- 5.3 The uncertainty and risks around economic forecasts will result in further caution being adopted in the management of debt and investments and the opportunity to secure longer term debt at the appropriate time will be kept under review.
- 5.4 The Treasury Management Policy Statement has been updated to reflect the changes implemented under the revised CIPFA codes and the MHCLG guidance as well as to update the policy on long term forward borrowing and is included at Appendix D.
- 5.5 A new Capital Strategy report has been produced and this is attached as an appendix to the Capital report elsewhere on the agenda.

6 Recommendations

That the Executive Board:

- 6.1 Approve the treasury strategy for 2019/20 as set out in Section 3.3 and note the review of the 2018/19 strategy and operations set out in Sections 3.1 and 3.2.
- 6.2 Note that the revised CIPFA Codes and Practice and MHCLG guidance has been adopted and changes are detailed in 3.6, 3.7 and 3.8.
- 6.3 Note the proposals for forward funding detailed in 3.3.6 to 3.3.9 and updated in the Treasury Management Policy Statement at appendix D subject to full Council Approval.

That Executive Board recommend to full Council that:

- 6.4 The borrowing limits for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.4 and note the changes to both the Operational Boundary and the Authorised limits.
- 6.5 The treasury management indicators for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.5.
- 6.6 The investment limits for 2018/19, 2019/20, 2020/21 and 2021/22 be set as detailed in Section 3.6
- 6.7 The revised Treasury Management Policy Statement is adopted at appendix D.

Background documents ¹

None

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

No.	PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22
(1). EXTRACT FROM BUDGET AND RENT SETTING REPORTS					
1a	Ratio of Financing Costs to Net Revenue Stream				
	General Fund (Borrowing Only)	11.54%	11.96%	19.33%	23.08%
1b	General Fund (Borrowing and Other Long Term Liabilities)	20.99%	20.98%	28.53%	32.49%
2a	HRA (Borrowing Only)	11.47%	11.65%	11.58%	11.83%
2b	HRA (Borrowing and Other Long Term Liabilities)	18.45%	18.64%	18.20%	18.41%
		£'000	£'000	£'000	£'000
5	Gross external borrowing requirement (Gross Debt and CFR)	2,157,000	2,341,000	2,530,000	2,737,000
	The Net Borrowing Requirement should not exceed the capital financing requirement (Note 3)	OK	OK	OK	OK
	Estimate of total capital expenditure	£'000	£'000	£'000	£'000
6	General Fund	257,865	337,700	358,035	248,350
7	HRA	90,066	122,510	130,710	154,495
	TOTAL	347,931	460,210	488,745	402,845
	Capital Financing Requirement (as at 31 March)	£'000	£'000	£'000	£'000
8	General Fund	2,110,660	2,259,057	2,398,376	2,534,503
9	HRA	809,787	827,744	854,147	899,350
	TOTAL	2,920,447	3,086,801	3,252,523	3,433,853

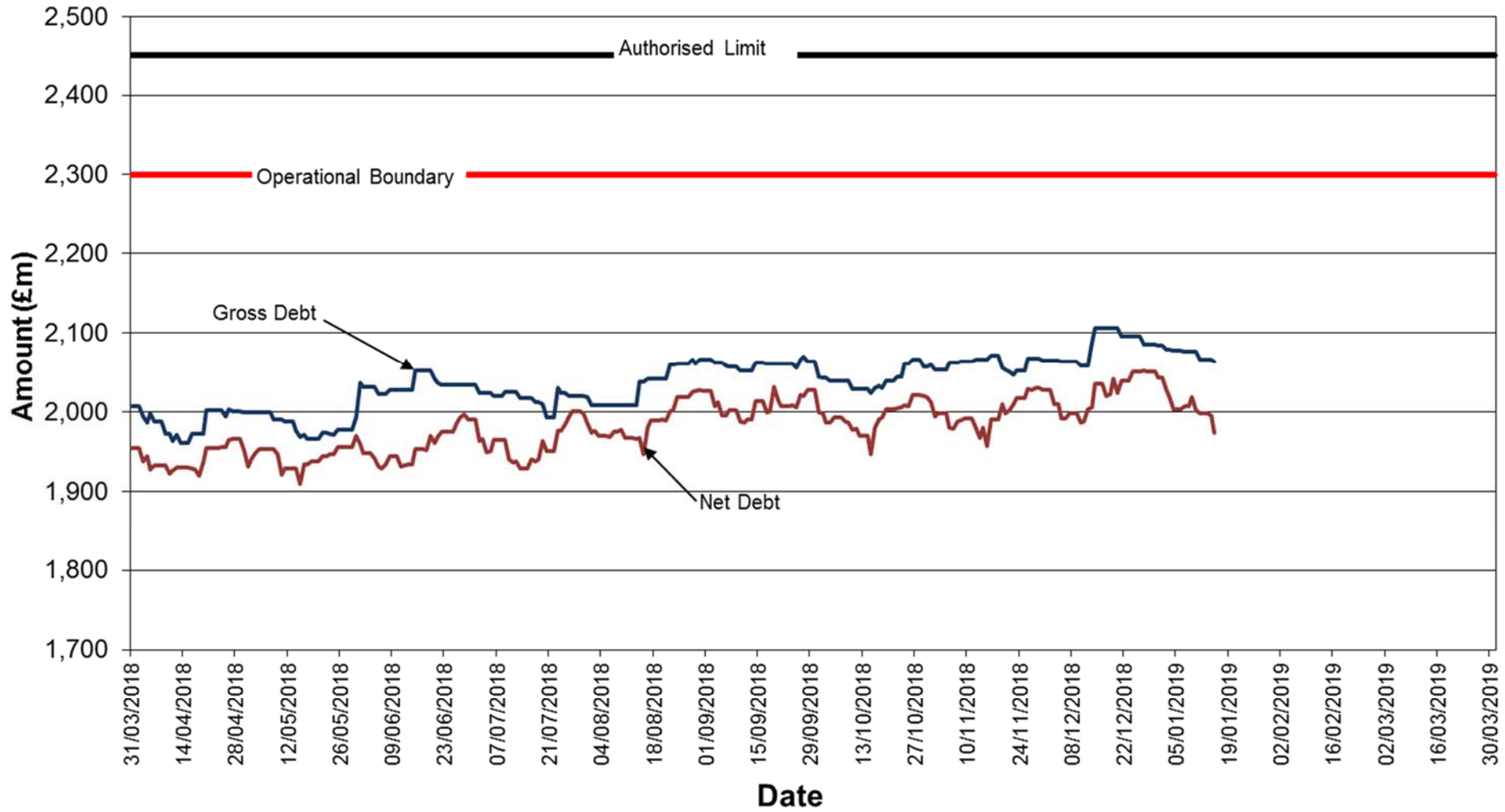
No.	PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS					
		£'000	£'000	£'000	£'000
10	Authorised limit for external debt				
	borrowing	2,450,000	2,600,000	2,800,000	3,000,000
	other long term liabilities	720,000	690,000	660,000	580,000
	TOTAL	3,170,000	3,290,000	3,460,000	3,580,000
11	Operational boundary -				
	borrowing	2,300,000	2,450,000	2,650,000	2,850,000
	other long term liabilities	700,000	670,000	640,000	560,000
	TOTAL	3,000,000	3,120,000	3,290,000	3,410,000
14	Upper limit for fixed interest rate exposure (note 5)				
	expressed as either:-				
	Net principal re fixed rate borrowing / investments OR:-	115%	115%	115%	115%
	Net interest re fixed rate borrowing / investments				
15	Upper limit for variable rate exposure (note 5)				
	expressed as either:-				
	Net principal re variable rate borrowing / investments OR:-	40%	40%	40%	40%
	Net interest re variable rate borrowing / investments				
17	Upper limit for total principal sums invested for over 364 days (Note 6)	£'000	£'000	£'000	£'000
		150,000	150,000	150,000	150,000
18	Net Debt as a percentage of Gross debt	98.61%	98.72%	98.81%	98.90%

16	Maturity structure of fixed rate borrowing 2018/19	Lower Limit	Upper Limit	Projected 31/03/2019	
	under 12 months	0%	15%	2%	
	12 months and within 24 months	0%	20%	4%	
	24 months and within 5 years	0%	35%	13%	
	5 years and within 10 years	0%	40%	3%	
	10 years and within 20 years			0%	
	20 years and within 30 years			0%	
	30 years and within 40 years	25%	90%	38%	78%
	40 years and within 50 years			32%	
	More Than 50 Years			8%	
			100%		

Notes.

- The indicator for the ratio of financing costs to net revenue stream for General Fund is now calculated based on the External Borrowing costs only and Borrowing and Other long term Liabilities (PFI and leasing)
- The Changes to the Prudential Code 2017 retired the Indicator 3 and 4 on the incremental impact of New Capital decision on HRA and GF as well as Indicator 13 the need to explicitly adopt the Code of Practice. In addition Indicator 9 the relating to the MHCLG imposed HRA borrowing debt ceiling has been recinded and is therefore no longer reported
- In order to ensure that over the medium term gross borrowing will only be for a capital purpose, the Council should ensure that gross external borrowing does not exceed the total capital financing requirement in the preceding year plus estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence and was changed from Net Borrowing to gross borrowing under the update to the Codes in 2017.
- Prudential indicator 12 relates to actual external debt at 31st March, which will be reported in the Treasury Management Annual Report.
- Indicators 14 and 15 are no longer explicit within the updated codes however these have been but have been retained pending further review
- Indicator 17 relates solely to Treasury Management investments made under Section 12 of the Local Government act 2003

Prudential Code Monitoring 2018/19- Debt



Appendix C

Equality, Diversity, Cohesion and Integration Screening

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

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

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

Directorate: Resources & Housing	Service area: Capital, Insurance and Treasury Management
Lead person: Bhupinder Chana	Contact number: 88044

1. Title: Treasury Management Strategy 2019/20		
Is this a:		
<input checked="" type="checkbox"/> Strategy / Policy	<input type="checkbox"/> Service / Function	<input type="checkbox"/> Other
If other, please specify		

2. Please provide a brief description of what you are screening
The report sets out the treasury management strategy for 2019/20. The strategy outlines the approach to managing the Council's borrowing requirements in the light of its capital programme, cash balances and reserves and economic conditions including forecasts of interest rates.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

- **How have you considered equality, diversity, cohesion and integration?** (**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

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

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

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

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Bhupinder Chana	Head of Finance - Technical	4 th February 2019
Date screening completed		4 th February 2019

7. Publishing	
Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision .	
A copy of this equality screening should be attached as an appendix to the decision making report:	
<ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. 	
Complete the appropriate section below with the date the report and attached screening was sent:	
For Executive Board or Full Council – sent to Governance Services	Date sent: 4 th February 2019
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Treasury Management Policy Statement

1 Introduction

- 1.1 The following document sets out the Treasury Management Policy Statement (TMPS) for the Authority, which fully complies with the requirements of the CIPFA Prudential Code and Code of Practice.

2.0 Background

- 2.1 CIPFA first published its Code of Practice on Treasury Management in May 1992. There have been subsequent revisions over the years culminating in the latest version of the code, the fully revised Fourth Edition 2017, which recommends that all public service organisations adopt, as part of their standing orders and financial procedures, the following four clauses.

- a) This Authority will create and maintain, as the cornerstones of effective treasury management:
 - A TMPS (Treasury Management Policy Statement), stating the policies and approach to risk management of its treasury management activities
 - Suitable Treasury Management Practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities. A full set of TMP's are maintained on the Treasury Section
- b) The Executive Board will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a half year update and an annual report after its close, in the form prescribed in its TMP's.
- c) This organisation delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Executive Board, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with the organisation's TMPS and Treasury Management Practices and, if he/she is a CIPFA member, CIPFA's *Standard of Professional Practice on Treasury Management*.
- d) This organisation nominates the Corporate Governance and Audit committee to be responsible for ensuring the effective scrutiny of the treasury management strategy and Policies

- 2.2 CIPFA recommends that an organisation's TMPS adopts the following forms of words to define the policies and objectives of its treasury management activities:

- This organisation defines its treasury management activities as: "The management of the authorities borrowing, Investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation and any financial instruments entered into to manage these risks.

- This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

- 2.3 These key recommendations and form of words as specified above were first adopted by the Executive Board on the 12th March 2003 and re-affirmed subsequently.
- 2.4 The operation of the Treasury Management function is governed by provisions set out under part 1 of the Local Government Act 2003 whereby the Council is required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities.
- 2.5 The Prudential Code requires that full Council set certain limits on the level and type of borrowing before the start of the financial year together with a number of Prudential Indicators. Any in year revision of these limits must similarly be set by Council.

3.0 Objectives of Treasury Management

- 3.1 The primary objective is to reduce the cost of debt management with which the other objectives are deemed to be consistent. Varying degrees of emphasis will be placed upon the “secondary objectives” at different times contingent upon prevailing market conditions.
- 3.2 The objectives are identified as follows:
- To reduce the cost of debt management;
 - To ensure that the management of the HRA and general fund is treated equally and new accounting principles are examined to provide benefits where possible;
 - To effect funding at the lowest point of the interest rate cycle;
 - To maintain a flexible approach regarding any financial matters that may affect the Authority;
 - To keep under constant review advice on investment/repayment of debt policy;
 - To maintain a prudent level of volatility dependent upon interest rates;
 - To set upper and lower limits for the maturity structure of its borrowings and to maintain a reasonable debt maturity profile;
 - To specifically ensure that Leeds City Council does not breach Prudential Limits passed by the Council;
 - To ensure that the TMPS is fully adhered to in every aspect.

4.0 Approved Activities of the Treasury Management Operation

- 4.1 The approved activities of the Treasury Management operation cover:
- Borrowing (Including borrowing on a forward start basis);
 - lending;
 - debt repayment and rescheduling;
 - financial instruments new to the authority (including financial derivatives);

e. risk exposure; and

f. cash flow.

4.2 It is the Council's responsibility to approve the TMPS. The Executive Board will receive and consider as a minimum:

a) an annual treasury management strategy before the commencement of the new financial year (which sets out the likely operations for the forthcoming year);

b) a mid-year update on treasury strategy;

c) an annual report on the treasury management activity after the end of the year to which it relates.

4.3 The Chief Finance Officer will:

a) implement and monitor the TMPS, revising and resubmitting it for consideration to the Executive Board and the Council, periodically if changes are required;

b) draft and submit a Treasury Management Strategy to the Executive Board, in advance of each financial year;

c) draft and submit an update report on treasury management activity to the Executive Board

d) draft and submit an annual report on treasury management activity to the Executive Board; and

e) implement and monitor the Strategy, reporting to the Executive Board any material divergence or necessary revisions as and when required;

5.0 Formulation of Treasury Management Strategy

5.1 Whilst this TMPS outlines the procedures and considerations for the treasury function as a whole, requiring revision occasionally, the Treasury Management Strategy sets out the specific expected treasury activities for the forthcoming financial year. This strategy will be submitted to the Executive Board for approval before the commencement of each financial year.

5.2 The formulation of the annual Treasury Management Strategy involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter term variable interest rates (for instance, the Council may postpone borrowing if fixed interest rates are falling).

5.3 The Treasury Management Strategy is also concerned with the following elements:

a) the prospects for interest rates;

b) the limits placed by Council on treasury activities (per this TMPS);

c) the expected borrowing strategy (including forward start borrowing);

d) the temporary investment strategy;

e) the expectations for debt rescheduling.

5.4 The Treasury Management Strategy will establish the expected move in interest rates against alternatives (using published forecasts where applicable), and highlight sensitivities to different scenarios.

6.0 Approved Methods and Sources of Raising Capital Finance

6.1 Under the Local Government Act 2003 a local authority may borrow money for:

- a) for any purpose relevant to its functions under any enactment, or
- b) for the purposes of the prudent management of its financial affairs.

A local authority may not, without the consent of the Treasury, borrow otherwise than in sterling.

6.2 Local authorities have in the past only been able to raise finance in accordance with the Local Government and Housing Act 1989, and within this limit The Council has a number of approved methods and sources of raising capital finance. These are:

	Fixed	Variable
Public Works Loans Board (PWLB)	•	•
European Investment Bank (EIB)	•	•
* Stock Issues	•	•
Market Long-Term	•	•
Market Temporary	•	•
Local Temporary	•	•
* Local Bonds	•	
* Crowd Funding Platforms	•	•
* Municipal Bond Agency	•	•
Overdraft		•
* Negotiable Bonds	•	•
Internal (capital receipts & revenue balances)	•	•
* Commercial Paper	•	
* Medium Term Notes	•	
* Finance Leases	•	•

* (Not used at present by this Council)

6.3 The revised treasury management code of practice (2017), through the Localism Act 2011, gave local authorities the power to use derivatives for interest rate risk Management. These instruments will only be used after a review of their appropriateness for interest rate risk management is undertaken.

6.4 Where borrowing for a forward start is considered this will be subject to appropriate VFM analysis and subject to interest rate sensitivity analysis but it is acknowledged that forecast for interest rate movements may not occur as forecast. This activity will

therefore only be undertaken after careful security and be part of a wider risk mitigation strategy taking into account:

- Forecast temporary borrowing exposure
- Forecast base and long term interest rate projections
- Impact on revenue budgets
- Sensitivity to interest rate variations
- Comparison to current Borrowing costs and risks arising on counterparty investments risk and budgetary impact (see 7 below).

7.0 Approved Instruments and Organisations for Investments

- 7.1 With effect from the 1st April 2004, to coincide with the introduction of the prudential code, new legislation has been issued to deal with the issue of Local Government Investments. This legislation lifts the restrictions on Councils with external debt to not hold investments for more than 364 days. Further freedoms are also provided which will give Councils greater flexibility and hence access to higher returns, provided that any investment strategy is consistent with the new prudential framework.
- 7.2 The Council will have regard to the CLG Guidance on Local Government Investments (Third Edition) issued in December 2017 and CIPFAs Treasury Management in Public Services Code of Practice and Cross Sectoral Guide. The Council's Treasury Management investment priorities are:
- a) The security of capital
 - b) The liquidity of investments
 - c) and finally, the yield of the investment
- 7.3 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The Council does not have the authority to undertake borrowing purely to invest or lend and make a return as this is unlawful and will not engage in such activity. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 7.4 The Chief Finance Officer will formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising time, type and specific counterparty limits. This criterion is outlined below. Should any revisions occur to the criteria, they will be submitted to the Executive Board for approval. Where individual counterparties newly obtain the required criteria, they will be added to the list. Similarly, those ceasing to meet the criteria will be immediately deleted. The criteria uses ratings from the three rating agencies and those relating to Fitch are explained in Annexe A.
- 7.5 The Council's approved Treasury Policy is to use the recommended lending list provided by the Council's treasury advisers. This list is compiled on a matrix approach using data from recognised international credit rating agencies as well as information on individual counterparties drawn from Credit Default Swap (CDS) levels, which provide ratings of institutions across four categories. The rankings of institutions regarded as excellent is split into eight colours (yellow, dark pink, light pink, purple, blue, orange, red and green) to reflect the length of time over six months that amounts can be placed with them and to reflect the explicit support level given to UK part nationalised banks (Blue), and the special category for investment in UK gilts, UK

Locals, supranational's and collateralised deposits (Yellow). Regular updates are made to this list, as institutions' credit ratings change. The use of the list was introduced and reported to Executive Board in the Treasury Strategy and Policy report of February 2002 with updates since.

The following investment limits are applied by the Council's Treasury policy:

Advisor Ranking	Meaning	Limit on Amount Lent	Current Limits on Duration
Green	Good	£5m	100 Days
Red	Excellent	£15m	6 Months
Orange	Excellent	£15m	1 Year
Purple	Excellent	£15m	2 Years
Other			
Blue	Excellent	£15m	1 Year
Dark Pink	Excellent	£15m	N/A
Light Pink	Excellent	£15m	N/A
Yellow	Excellent	£15m	5 Years
No Colour	Not to be used		

The CDS subjective overlay is then applied to the general banks and further reduces the suggested limits of duration as shown in the following table:

Initial Duration (Months)	Suggested Duration (watch/outlook)	CDS Status	Suggested Adjusted Colour	Adjusted Duration (Months)
0	N/C	+ In Range	N/C	0
0	N/C	+ Monitoring	N/C	0
0	N/C	+ Out of Range	N/C	0
3	G	+ In Range	G	3
3	G	+ Monitoring	N/C	0
3	G	+ Out of Range	N/C	0
6	R	+ In Range	R	6
6	R	+ Monitoring	G	3
6	R	+ Out of Range	N/C	0
12	O	+ In Range	O	12
12	O	+ Monitoring	R	6
12	O	+ Out of Range	N/C	0
24	P	+ In Range	P	24
24	P	+ Monitoring	O	12
24	P	+ Out of Range	N/C	0

- 7.6 The Council will lend up to £15 million to an institution ranked as ‘excellent’ and up to £5 million for up to 3 months to an institution ranked as ‘good’. A number of these institutions exist within the same group of companies as parents or subsidiaries. A limit to the risk exposure of the Council for groups of banks borrowing limit has also been set of £30m. These limits do not apply to the Councils’ banker where we have an unlimited deposit facility as part of our banking arrangements. The Council's banking arrangements are the subject of a separate contract, and as such volumes and levels of transactions are not subject to the counterparty ratings and limits that are in place on external investments. Other local authorities are classified with an excellent rating and as such attract a £15m investment limit for a maximum of 5 years (Yellow classification).
- 7.7 Within the investment limits outlined above the Council has access to a number of investment instruments. These are listed below as specified and non-specified investment categories. Specified investments are defined as “minimal procedural formalities” under the revised December 2017 MHCLG guidance.

a) **Specified Investments**

(All such investments will be sterling denominated, with **maturities of any period meeting the minimum ‘high’ rating criteria where applicable**)

Fixed Term Deposits with fixed rates	Use
Debt Management Agency Deposit Facility	In-house
Term deposits – local authorities	In-house
Term deposits – banks and building societies	In-house and fund managers

In the following table the determination as to whether the following are specified or non-specified is at the discretion of the Authority depending on the element of the return that is fixed, **provided that the maturity of the investment falls within 1 year.**

Fixed term deposits with variable rate and variable maturities: -	
1. Callable deposits	In-house and fund managers
2. Range trade	In-house and fund managers
3. Snowballs	In-house and fund managers
Certificates of deposits issued by banks and building societies	In-house buy and hold and fund managers
UK Government Gilts	In-house buy and hold and Fund Managers
Bonds issued by multilateral development banks	In-house on a ‘buy-and-hold’ basis. Also for use by fund managers
Bonds issued by a financial institution which is guaranteed by the UK government	In-house on a ‘buy-and-hold’ basis. Also for use by fund managers
Sovereign bond issues (i.e. other than the UK government)	In house on a ‘buy and hold basis’ and Fund Managers
Treasury Bills	Fund Managers
Local Authority Treasury Bills	In-house and fund managers
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):	
1. Money Market Funds CNAV	In-house and fund managers
2. Money Market Funds LVNAV	In-house and fund managers
3. Money Market Funds VNAV	In-house and fund managers
4. Enhanced cash funds	In-house and fund managers
5. Short term funds	In-house and fund managers
6. Ultra Short Dated Bond Funds	In-house and Fund Managers

with a credit score of 1.25	
7. Ultra Short Dated Bond Funds with a credit score of 1.50	In-house and Fund Managers
8. Gilt Funds	In-house and Fund Managers

Note: If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

b) Non-Specified Investments:

Non-specified investments are those where the return is uncertain.

Maturities of ANY period.

	Use
Corporate Bonds : <i>the use of these investments would constitute capital expenditure</i>	In house on a 'buy and hold basis' and Fund Managers
Floating Rate Notes : <i>the use of these investments would constitute capital expenditure unless they are issued by a multi lateral development bank</i>	Fund managers

All the investments in the following table are non-specified as returns could be uncertain and the maturity of the investment is greater than 1 year.

Fixed term deposits with variable rate and variable maturities	
1. Callable deposits	In-house and fund managers
2. Range trade	In-house and fund managers
3. Snowballs	In-house and fund managers
Certificates of deposits issued by banks and building societies	In house on a 'buy and hold basis' and Fund managers
UK Government Gilts	In house on a 'buy and hold basis' and Fund Managers
Bonds issued by multilateral development banks	In-house on a 'buy-and-hold' basis. Also for use by fund managers
Bonds issued by a financial institution which is guaranteed by the UK government	In-house on a 'buy-and-hold' basis. Also for use by fund managers
Sovereign bond issues (i.e. other than the UK govt)	In house on a 'buy and hold basis' and Fund Managers
Collateralised deposits	In house and fund managers
Property fund: <i>the use of these investments would constitute capital expenditure</i>	Fund manager
1. Bond Funds	In-house and Fund Managers
2. Gilt Funds	In-house and Fund Managers
Collective Investment Schemes structured as Open Ended Investment Schemes	
1. Bond Funds	In-house and Fund Managers
2. Gilt Funds	In-house and Fund Managers

7.8 The Chief Finance Officer will continue to monitor the range of investment instruments available and make changes to the list as appropriate.

8.0 Investments on Behalf of Council Managed Charities and Trusts

- 8.1 The Council currently invests surplus balances on behalf of trust funds and Charities in the name of the Council and investments are within the overall counterparty limits identified in 7.6 above.
- 8.2 To provide the Council and Charities/Trusts with a greater degree of flexibility the Council will have the option to invest monies on behalf of charities and trusts over and above the Council's own investment limits. This additional investment will be subject to individual Charity/Trust fund Board approval.
- 8.3 The Council only invests in those counterparties that are on the approved list as per the investment criteria outline in 7.5 above. Investments made on behalf of Charities/Trust funds are subject to the same criteria unless there is specific Charity/Trust fund approval in place to invest in other counterparties.

9.0 Policy on Interest Rate Exposure

- 9.1 As required by the Prudential Code, the Council must approve before the beginning of each financial year the following treasury limits:
 - a)the overall borrowing limit;
 - b)the maximum proportion of interest on borrowing which is subject to variable rate interest.
- 9.2 The Chief Finance Officer is responsible for incorporating these limits into the Annual Treasury Management Strategy, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the Chief Finance Officer shall submit the changes for approval to the Executive Board before submission to the full Council for approval.

10.0 Policy on External Managers

- 10.1 The Council has taken the view that the appointment of external fund managers would not provide an enhanced return over what could be achieved by managing investment in house.
- 10.2 However, the fact that a fund manager's expertise allows for a wider investment portfolio than would be operated by Council officers may give opportunities for capital gains to supplement interest earned on investment of revenue balances.
- 10.3 It is felt appropriate therefore that the Policy allows for the use of external fund managers and although none are being used at present, this situation will be kept under review. Appointment of a fund manager would take place following a tender exercise and submissions on target performance.

11.0 Policy on Delegation and Review Requirements and Reporting Arrangements

- 11.1 The Council is responsible for determining the borrowing limits detailed in section 8 above. Other responsibilities and duties are delegated as follows.
- 11.2 The Executive Board has responsibility for determining and reviewing treasury strategy and performance. (See section 5 above).
- 11.3 The Chief Finance Officer and through him/her to his/her staff has delegated powers for all borrowing and lending decisions. This delegation is required in order that the authority can react immediately to market interest rate movements and therefore

achieve the best possible terms. The Chief Finance Officer and staff will operate in accordance with the Code of Practice for Treasury Management in Local Authorities.

11.4 The treasury management governance framework and the delegations within the Resources and Housing Directorate shall operate on the following basis and is summarised in Annexe B:

- a) The practical organisation within the Resources and Housing Directorate is that all aspects of borrowing/lending strategy over the year are determined or reported to regular monthly meetings of the Finance Performance Group attended by the Chief Officer (Financial Services) and Heads of Finance. Quarterly, treasury strategy review meetings take place with the Chief Officer (Financial Services), the Head of Finance (Technical) and the Senior Treasury Manager.
- b) Implementation of decisions at such meetings and the day to day management of the Treasury Operations are delegated without limit to the Chief Officer (Financial Services) or in his/her absence and through him/her to either the Head of Finance (Technical) or the Senior Treasury Manager and on occasions the Assistant Finance Manager.
- c) Consultations will be made by the Chief Finance (Financial Services) on Treasury Management matters with:
 - The Chief Executive: so that he/she can ensure proper Treasury systems are in place and are properly resourced.
 - External Treasury Advisers: so that they can advise and monitor the process of fixing strategy and policy on Treasury Matters and advise on the economic outlook, prospects for interest rates and credit worthiness

FITCH CREDIT RATING DEFINITIONS (Take this out?)

Source: Fitch Ratings

International Short-Term Credit Ratings

A short-term rating has a time horizon of less than 12 months for most obligations, or up to three years for US public finance securities, and thus places greater emphasis on the liquidity necessary to meet financial commitments in a timely manner.

F1 Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.

F2 Good credit quality. A satisfactory capacity for timely payment of financial commitments, but the margin of safety is not as great as in the case of the higher ratings.

F3 Fair credit quality. The capacity for timely payment of financial commitments is adequate; however, near-term adverse changes could result in a reduction to non-investment grade.

B Speculative. Minimal capacity for timely payment of financial commitments, plus vulnerability to near-term adverse changes in financial and economic conditions.

C High default risk. Default is a real possibility. Capacity for meeting financial commitments is solely reliant upon a sustained, favourable business and economic environment.

D Default. Denotes actual or imminent payment default. "+" or "-" may be appended to a rating to denote relative status within major rating categories. Such suffixes are not added to the 'AAA' long-term rating category, to categories below 'CCC', or to short-term ratings other than 'FI'.

International Long-Term Credit Ratings Investment Grade

AAA Highest credit quality. 'AAA' ratings denote the lowest expectation of credit risk. They are assigned only in case of exceptionally strong capacity for timely payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.

AA Very high credit quality. 'AA' ratings denote a very low expectation of credit risk. They indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

A High credit quality. 'A' ratings denote a low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.

BBB Good credit quality. 'BBB' ratings indicate that there is currently a low expectation of credit risk. The capacity for timely payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions are more likely to impair this capacity. This is the lowest investment-grade category.

Speculative Grade

BB Speculative. 'BB' ratings indicate that there is a possibility of credit risk developing, particularly as the result of adverse economic change over time; however, business or

financial alternatives may be available to allow financial commitments to be met. Securities rated in this category are not investment grade.

B Highly speculative. 'B' ratings indicate that significant credit risk is present, but a limited margin of safety remains. Financial commitments are currently being met; however, capacity for continued payment is contingent upon a sustained, favourable business and economic environment.

CCC, CC High default risk. Default is a real possibility. Capacity for meeting and C financial commitments is solely reliant upon sustained, favourable business or economic developments. A 'CC' rating indicates that default of some kind appears probable. 'C' ratings signal imminent default.

DDD, DD Default. The ratings of obligations in this category are based on and D their prospects for achieving partial or full recovery in a reorganisation or liquidation of the obligor. 'DDD' designates the highest potential for recovery of amounts outstanding on any securities involved. 'DD' indicates expected recovery of 50% - 90% of such out standings, and 'D' the lowest recovery potential, i.e. below 50%.

Individual Ratings

Fitch's Individual Ratings attempt to assess how a bank would be viewed if it were entirely independent and could not rely on external support. These ratings are designed to assess a bank's exposure to, appetite for, and management of risk and thus represents Fitch's view on the likelihood that it would run into significant difficulties such that it would require support.

A very strong bank. Characteristics may include outstanding profitability and balance sheet integrity, franchise, management, operating environment, or prospects.

B A strong bank. There are no major concerns regarding the bank. Characteristics may include strong profitability and balance sheet integrity, franchise, management, operating environment or prospects.

C An adequate bank which, however, possesses one or more troublesome aspects. There may be some concerns regarding its profitability and balance sheet integrity, franchise, management, operating environment or prospects.

D A bank which has weaknesses of internal and/or external origin. There are concerns regarding its profitability and balance sheet integrity, franchise, management, operating environment or prospects .

E A bank with very serious problems which either requires or is likely to require external support.

Note: In addition, FITCH uses gradations among these five ratings, i.e AIB, BIC, CID, and DIE.

Support Ratings

Support/Legal Ratings do not assess the quality of a bank. Rather, they are Fitch's assessment of whether it would receive support in the event of difficulties. Fitch emphasises that these ratings constitute their opinions alone - although they may discuss the principles underlying them with the supervisory authorities, the ratings given to banks are Fitch's own and are not submitted to the authorities for their comment or endorsement.

1 A bank for which there is an extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to

support the bank in question. This probability of support indicates a minimum Long-term rating floor of 'A-'.

2 A bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to provide support to the bank in question. This probability of support indicates a minimum Long-term rating floor of 'BBB-'.

3 A bank for which there is a moderate probability of support because of uncertainties about the ability or propensity of the potential provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'BB-'.

4 A bank for which there is a limited probability of support because of significant uncertainties about the ability or propensity of any possible provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'B'.

5 A bank for which external support, although possible, cannot be relied upon. This may be due to a lack of propensity to provide support or to very weak financial ability to do so. This probability of support indicates a Long-term rating floor no higher than 'B-' and in many cases no floor at all.

It must be emphasised that in the Support rating Fitch is not analysing how "good" or "bad" a bank is, but merely whether in Fitch's opinion it would receive support if it ran into difficulties.

Statement of Markets in Financial Instruments Directive II registered Counterparties

Under the above EU directive which came into force on 03/01/2018 all Local Authorities were re-classified as “retail” counterparties but with the option to opt-up to “professional” status. The list below details those counterparties with which the Council has elected to opt-up with.

Name	Sector	From
Link Asset Services	Treasury management advisors	19/12/2017
BGC Sterling	Broker	28/12/2017
Intercapital (Covers trading names of ICAP and Tullett Prebon)	Broker	12/01/2018
King and Shaxson	Broker	13/12/2017
RP Martin	Broker	06/12/2017
Tradition	Broker	06/12/2017
Bank of Montreal	Bank	03/11/2017
Barclays	Bank	28/03/2018
BNY Mellon	Bank	30/11/2017
Commonwealth Bank of Australia	Bank	11/01/2018
National Westminster Bank (Council's bankers)	Bank	03/01/2018
RaboBank	Bank	18/07/2018
Toronto Dominion Bank	Bank	26/09/2017

Treasury Management Governance Framework

FULL COUNCIL	EXECUTIVE BOARD	CORPORATE GOVERNANCE & AUDIT COMMITTEE	RESOURCES AND COUNCIL SERVICES SCRUTINY BOARD
Setting Borrowing limits	Treasury Management Strategy	Adequacy of Treasury Management policies and practices	Review / scrutinise any aspects of the Treasury management function
Changes to borrowing limits	Monitoring reports in year	Compliance with statutory guidance	
Treasury Management Policy	Performance of the treasury function		

↓ **DELEGATIONS TO OFFICERS**

DELEGATION SCHEME	TO WHOM	FUNCTION DELEGATED
Officer delegation scheme (Executive Functions)	Chief Officer Financial Services	Making arrangements for the proper administration of the authority's financial affairs
Executive Functions Specific Delegations Page 24 (d) Treasury Management	To Chief Officer Financial Services	The provision of financial services, including treasury management (encompassing the making of payments and borrowing of loans)
Miscellaneous Functions - Financial Regulation 20: Treasury Management Page 32	Function delegated to Chief Officer (Financial Services)	To ensure that all investment and borrowing is valid, accurate, efficient, properly accounted for and in accordance with statutory and corporate requirements

↓ OPERATIONAL AUTHORITY OF OFFICERS/CONTROL FRAMEWORK

POLICY DOCUMENT	TO WHOM	OPERATIONAL AUTHORITY
Treasury Management Policy Statement (section 11) Policy on Delegation and Review Requirements and Reporting Arrangements	Chief Off. Financial Services Head of Finance - Technical Senior Treasury Manager Assistant Finance Manager	Implementation of decisions taken at Treasury strategy review meetings and day to day management of treasury operations
CIPFA: Code of Practice Prudential Code Guidance Notes	Head of Finance - Technical Senior Treasury Manager Assistant Finance Manager	Ensure compliance and that any changes are reflected in the operating framework.

EXECUTIVE BOARD

MONDAY, 14TH JANUARY, 2019

PRESENT: Councillor J Blake in the Chair

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

APOLOGIES: Councillor L Mulherin

140 Exempt Information - Possible Exclusion of the Press and Public

There was no information designated as being exempt from publication or confidential considered at this meeting.

141 Late Items

No formal late items of business were added to the agenda, however, prior to the meeting, Board Members were in receipt of supplementary information regarding agenda item 5 ('Site Allocations Plan Update: Main Modifications Consultation') as follows:

- Appendix 3 to the submitted report which provided the Sustainability Appraisal of the Inspectors' recommended potential Main Modifications;
- An updated version of 'Table 1', as included within Appendix 2 to the submitted report;
- Corrections to figures within the submitted covering report; and
- A proposed additional recommendation to the covering report.

(Minute No. 143 refers).

142 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared during the meeting.

REGENERATION, TRANSPORT AND PLANNING

143 Site Allocations Plan Update: Main Modifications Consultation

Further to Minute No. 115, 13th December 2017, the Director of City Development submitted a report which provided an update on the current position regarding Leeds' Site Allocations Plan (SAP), presented details of the Inspectors' recommended potential Main Modifications to the SAP and which sought approval to a 6 week consultation period in respect of those Main Modifications.

Prior to the meeting, Board Members had received for their consideration, supplementary information in the form of:

- Appendix 3 to the submitted report, which was the Sustainability Appraisal document of the Inspectors' recommended potential Main Modifications;

- An updated version of 'Table 1', as detailed within Appendix 2 to the submitted report;
- A proposed additional recommendation for inclusion into the covering report; and
- Corrections to figures within the submitted covering report, as follows:

Page 2 of the covering report: para 4, line 11 (change 3,970 to 4,070)
Page 6 of the covering report: para 3.1, bullet 6 (change 36 to 34 and change 792 homes to 1,850 homes and change 1,090 homes to 2,314 homes)
Page 9 of the covering report: para 3.23, MX2-39 amend 792 to 1,850 and amend the total from 825 to 1,883
Page 10 of the covering report: para 3.33, HG2-124 amend 1,090 to 2,314 and amend total from 1,296 to 2,519 .

In presenting the submitted report, the Executive Member provided an update regarding the SAPs current position, the key aspects of the Inspector's Main Modifications and he also extended his thanks to all who had been involved in progressing the SAP to this advanced stage. Members then briefly discussed the nature and extent of the Inspectors' recommended Main Modifications to the SAP.

In considering the submitted report, Members noted that the matter had been considered by Development Plan Panel on 10th January 2019, which had recommended that Executive Board approve that the Inspectors' recommended schedule of Main Modifications were subject to a 6 week public consultation period.

Members noted that, subject to the Board approving the consultation process, the period of public consultation would run from 21st January to 4th March 2019. Responding to an enquiry, the Board also received further information on the next steps of the SAP approval process, with it being noted that following the consultation exercise, the Inspectors' Final Report together with the SAP recommended by the Inspector for adoption, was to be submitted to Executive Board and then to full Council, with it currently proposed for the SAP to be submitted to Council for the purposes of formal adoption in approximately June / July 2019.

In highlighting the importance for the SAP to continue to be progressed without delay and in acknowledging the key benefits of having a SAP adopted, it was noted that the scheduling of additional meetings of Executive Board and Council may be considered to facilitate its adoption, if required.

In reiterating the importance of the SAP continuing to be progressed without delay, Members also emphasised the separate but key role played by the Core Strategy Selective Review (CSSR), and the relationship that this has to the SAP, with the benefits of a robust position in terms of housing land supply being highlighted.

Also in relation to timescales, responding to a Member's comments on the reference within the submitted Appendix 2 regarding a review of the SAP to be commenced following the adoption of the CSSR and to be submitted no later than 31st December 2021, officers undertook that, subject to the outcome of the CSSR and any other factors which could potentially affect the process, every effort would be made for that review to be undertaken and submitted to the Secretary of State at the earliest opportunity, and in advance of 31st December 2021, with Members agreeing that at the appropriate time, a cross-party discussion be held with the aim of agreeing an indicative timeframe regarding the future review of the SAP.

Members also noted the national discussion, via the Local Government Association, regarding the factors affecting the efficient development of sites where planning permission had already been granted, with Members highlighting the need to keep pursuing this agenda, as appropriate.

RESOLVED – That having considered and noted the submitted cover report and Appendices 1-3, which included corrections to several figures within the covering report (as detailed above); the addition of a recommendation to the covering report (as referenced in resolution (b) below); Appendix 3 (Sustainability Appraisal of the Inspectors' Main Modifications) and an updated 'Table 1' within Appendix 2:-

- (a) Approval be given for the Schedule of the Inspectors' Main Modifications (as attached as Appendix 2 to the submitted report) and the Sustainability Appraisal of the Main Modifications (as attached as Appendix 3 to the submitted report), to be the subject of a 6 week period of public consultation; and
- (b) For the purposes of accuracy, delegation be granted to the Chief Planning Officer, in consultation with the Executive Member for 'Regeneration, Transport and Planning' and with the agreement of the Planning Inspectors, to make any factual and other minor changes to the Main Modifications prior to consultation.

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

DATE OF PUBLICATION: WEDNESDAY, 16TH JANUARY 2019

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: NOT APPLICABLE

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EXECUTIVE BOARD

WEDNESDAY, 13TH FEBRUARY, 2019

PRESENT: Councillor J Lewis in the Chair

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

APOLOGIES: Councillor J Blake

144 Chair of the Meeting

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

145 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) That Appendices A and B to the report entitled, 'Full Fibre Network Programme for Leeds', referred to in Minute No. 159 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within those appendices provide commercial pricing from those suppliers involved in the Soft Market Test. In order to obtain the most competitive prices possible in response to a future procurement exercise the Council does not wish to put pricing information received to date into the public domain. It is felt that disclosure of this information would be prejudicial to the Council and the suppliers involved. As such, this information is deemed exempt from publication due to its commercially sensitive nature and the disclosure of which may have a detrimental impact on the outcome of any future procurement. With this in mind, it is felt that maintaining such information as exempt from publication outweighs the public interest in disclosing it at this time;
- (b) That Appendix A to the report entitled, 'Proposed Heads of Terms for Joint Venture Arrangements between London and Continental Railways (LCR) and Leeds City Council', referred to in Minute No. 163 be designated as exempt from publication in accordance with

Draft minutes to be approved at the meeting
to be held on Wednesday, 20th March, 2019

paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within that appendix relates to the financial and business affairs of both the Council and LCR. To disclose the information contained within Appendix A could prejudice the Council's position in relation to the proposals outlined in the submitted report. As such, in these circumstances, it is deemed that the public interest in maintaining the exemption outweighs the public interest in disclosing the information;

- (c) That Appendices 2 and 3 to the report entitled, 'Leeds City Region Enterprise Zone Update and Infrastructure Delivery', referred to in Minute No. 166 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within those appendices relate to the financial and business affairs of the Council and Northern Powergrid (NPG) and the disclosure of such information would be prejudicial to the Council's negotiations with NPG as well as to the commercial interests of both parties. In these circumstances, the public interest in maintaining such information as being exempt from publication outweighs the public interest in disclosing it.

146 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared during the meeting.

147 Minutes of the Previous Meeting

RESOLVED – That the minutes of the previous meetings held on the 19th December 2018 and the 14th January 2019 be approved as a correct record.

HEALTH, WELLBEING AND ADULTS

148 Safeguarding Adults Board: Annual Report 2017/18 and Strategic Plan 2016/19

Further to Minute No. 84, 18th October 2017, the Director of Adults and Health submitted a report presenting the Leeds Safeguarding Adults Board Annual Report for 2017/18, together with its Strategic Plan (2016/19). The report looked to provide details of the Board's achievements over that period and set out the Board's ambitions moving forward.

The Board welcomed Richard Jones CBE, Independent Chair of the Leeds Safeguarding Adults Board to the meeting, who was in attendance in order to introduce the key points of the annual report and to highlight key priorities.

Responding to a Member's enquiry, the Board received further information regarding the existing arrangements in place and the ongoing work being undertaken with neighbouring Authorities and partners to further develop the collaborative approach towards safeguarding matters, specifically those with cross-boundary implications.

Again, in response to a Member's enquiry, the Board received information on the role played by third sector organisations in the promotion of safeguarding

in the particular communities they serve, together with the work being undertaken to continue to develop the third sector's role in this area.

RESOLVED –

- (a) That the contents of the Leeds Safeguarding Adults Board Annual Report 2017/18 and the Board's Strategic Plan going forward, as appended to the submitted report, be noted;
- (b) That the strategic aims and ambitions of the Leeds Safeguarding Adults Board, which looks to make Leeds a safe place for everyone, be supported.

LEARNING, SKILLS AND EMPLOYMENT

149 Determination of School Admissions Arrangements for 2020/21

The Director of Children and Families submitted a report which sought approval of the Local Authority Admissions Policy and admissions arrangements for school entry in 2020. Also, the report detailed the changes which had been made to the policy, and invited the Board to note the updated co-ordination arrangements.

RESOLVED –

- (a) That in considering the school admissions arrangements for 2020, approval be given to the Admissions Policies for Primary and Secondary schools, as detailed within Appendices A and B to the submitted report, with the following being noted:-
 - (i) That the nearest priority is no longer included in the policy for Community and Voluntary Controlled Primary Schools and that applications will be prioritised based on catchment area priority;
 - (ii) That any child with a sibling on roll at the school at the time of admission will receive sibling priority for admission;
 - (iii) That applications received more than 4 weeks after the national deadline for applications will be considered as 'late' and therefore considered after all 'on time' preferences (currently 6 weeks);
 - (iv) That the wording in relation to Children Looked After has been amended to reflect current legislation and practice;
 - (v) That parents will apply directly to the Local Authority for a school place outside the normal admissions round (rather than directly to their preferred school); and
 - (vi) That the policy includes greater clarity regarding waiting lists, home addresses, shared care arrangements where parents have separated and how multiple birth siblings do not have the random allocation tie break applied where they are tied for the final place available.
- (b) That the co-ordinated scheme for admission arrangements for entry in September 2020, as detailed at Appendices C and D to the submitted report, be noted, with it also being noted that there are no changes to

the 2019 arrangements, other than updates to timelines, and that in-year applications should be sent to the Admissions Team rather than directly to schools;

- (c) That it be noted that the officer responsible for this work is the Lead for the Admissions and Family Information Service, with it also being noted that the date for implementation (ie. determination of any revised policy) is by no later than 28 February 2019, with the policy being published by 15 March 2019.

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

150 Design & Cost Report and Tender Acceptance Report for the Learning Places expansion of Moor Allerton Hall Primary School

Further to Minute No. 124, 19th December 2018, the Director of Childrens and Families submitted a report on the proposed expansion of Moor Allerton Hall Primary School with specific reference to the proposed entering into a Joint Contracts Tribunal (JCT) 2016 contract with Leeds D&B One Co. for the delivery of critical works which were required to adhere to the expansion programme. In addition, the report sought the necessary approvals to enter into related contracts and to incur the necessary expenditure.

Responding to a Member's enquiry, the Board discussed and received further information on the estimated overall costings for the scheme, and what the estimated costs, as detailed within the submitted report, were comprised of.

RESOLVED –

- (a) That the expenditure of £5,653,729.02 from capital scheme number 32737/MAL/000 for the construction work and associated fees for the expansion of Moor Allerton Hall Primary School, necessary for occupation from September 2019, be approved;
- (b) That the acceptance of the tender submitted via the Leeds Local Education Partnership in the sum of £4,730,797 inclusive of all professional design fees incurred by the appointed contractor, development costs and surveys incurred by the contractor, be authorised; with it being noted that this figure includes the previously approved sum of £355,503.43 for the completion of the necessary 'Early Works' packages, and that the release of funding for the construction costs will be subject to valuations completed and validated by NPS Ltd. (Leeds);
- (c) That the requirement to enter into a contractual agreement with Leeds D&B One Co. in order to deliver the development at Moor Allerton Hall Primary School, be authorised, which will take the form of a JCT 2016 head contract between the authority and Leeds D&B One Ltd. for the sum of £4,730,797;

- (d) That approval be given to the entering into a deed of variation with Environments for Learning Leeds PFI One Limited, in order to exclude the existing service road across Allerton Fields from the PFI site for Allerton Grange School in order that such access road can be remodelled as part of the development at Moor Allerton Hall Primary School;
- (e) That approval be given for the resolutions, as minuted, from this report to be exempted from the 'Call In' process, on the grounds of urgency, as detailed within sections 4.5.1 – 4.5.4 of the submitted report;
- (f) That it be noted that the estimated scheme cost of £5,653,729.02 includes: £4,730,797 for construction works (this is the contract / tender submission value inclusive of £355,503.43 of previously approved 'Early Works' costs); professional fees and survey costs of £509,285; £30,000 for loose furniture and equipment; £55,500 for supporting costs and a client held contingency commensurate to the scale and complexity of the project; with it also being noted that the construction cost includes £358,694.00 of 'on-site' Highways upgrades to facilitate the conversion of the PFI service road into a drop-off loop serving both Moor Allerton Hall and Allerton Grange School, with it being further noted that this solution has been developed in conjunction with Planning and Highways in response to evidenced congestion and road safety issues in the locality and which represents a significant and critical 'abnormal' added to the scheme during design development;
- (g) That it be noted that the officers responsible for the implementation of the above resolutions are the Head of Service Learning Systems and the Head of Projects and Programmes, Asset Management and Regeneration, and that approval be given to authorise such officers to enter into all other agreements which are required to deliver this project.

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

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (e) above, and for the reasons as detailed within sections 4.5.1 – 4.5.4 of the submitted report)

151 Outcome of Statutory Notice to permanently increase learning places at Benton Park Secondary School from September 2021

Further to Minute No. 89, 17th October 2018, the Director of Children and Families submitted a report detailing proposals brought forward to meet the Local Authority's duty to ensure a sufficiency of school places. Specifically, this report detailed a proposal to expand secondary school provision at

Benton Park Secondary School and sought a final decision in respect of this proposal.

Members welcomed the proposed expansion of provision at Benton Park Secondary School, and responding to a Member's enquiry, the Board received further information on the actions being taken which aimed to deliver increased funding where it was required for other schools of a similar priority.

RESOLVED –

- (a) That the proposal to permanently expand secondary provision at Benton Park Secondary School from a capacity of 1225 pupils to 1500 pupils, with an increase in the admission number from 245 to 300, with effect from September 2021, be approved;
- (b) That it be noted that the implementation of the decision (as above) is subject to feasibility and planning permission, as indicated at section 4.4.1 of the submitted report, and that the proposal has been brought forward in time for places to be delivered for 2021;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

COMMUNITIES

152 Locality Working and Priority Neighbourhood Update

Further to Minute No. 101, 15th November 2017, the Director of Communities and Environment submitted a report which highlighted the progress which had been made to date, the emerging issues which had arisen and the areas for further development in relation to the Locality Working and the Priority Neighbourhood work programme.

Responding to a Member's enquiry regarding the monitoring of performance in this area, the Board noted that the new approach had only been operational for a year, and that more detailed performance data would follow in the 'Year 2' update report.

Also, in response to a Member's enquiry, the Board received assurances that although focus was being placed upon the 6 priority neighbourhoods and 12 priority Wards, the overall aim of the approach was to provide benefits to all communities across the city, and not to negatively impact upon those communities which bordered the priority neighbourhoods.

RESOLVED –

- (a) That the contents of the submitted report, together with the comments made at the meeting regarding the progress which has been made in this area to date, be noted;
- (b) That the Director of Communities and Environment be requested to progress performance management arrangements at the appropriate

spatial level to support Year Two of the Priority Neighbourhoods programme;

- (c) That the Director of Communities and Environment be requested to provide Executive Board with an annual update on year two achievements in 12 months' time.

153 Long term strategic partnership with Leeds Credit Union

Further to Minute No. 61, 21st October 2015, the Director of Communities and Environment submitted a report which provided an update on the Council's strategic approach towards supporting the work of Leeds Credit Union (LCU) in tackling financial exclusion and poverty in Leeds, and which detailed proposals to further develop the longer term strategic partnership between the Council and the LCU.

Members highlighted the valuable role which continued to be played by the Leeds Credit Union across the city.

In considering the submitted report and in response to a Member's specific request, agreement was provided that, separate to the Executive's consideration of this matter today, the relevant Scrutiny Board would be asked to review the contents of the submitted Executive Board report and any related financial information regarding the LCU, as part of the Council's longstanding partnership role.

Responding to a Member's enquiry, confirmation was received that having sought specific legal advice, the proposals detailed within the submitted report did not violate any EU State Aid Regulations.

RESOLVED –

- (a) That, separate to the Executive's consideration of this matter today, the relevant Scrutiny Board be asked to review the contents of the submitted Executive Board report and any related financial information regarding the LCU;
- (b) That the significant progress which has been made and the projects developed through the partnership between the Council and Leeds Credit Union, be noted and welcomed;
- (c) That the provision to Leeds Credit Union of a grant over 6 years of £198,333 per year, that is linked to greater lending targets and membership levels of Leeds residents, be approved;
- (d) That the necessary authority be delegated to the Director of Communities and Environment, in consultation with the Chief Officer Financial Services, to enable the Director to negotiate and enter into a grant agreement with Leeds Credit Union;

- (e) That agreement be given for the amount of interest payable by Leeds Credit Union on its existing loan from the Council to be reduced, in line with the details as set out within the submitted report.

154 Homelessness and Rough Sleeping Strategy 2018-2022

The Director of Resources and Housing submitted a report which sought approval of the Leeds Homelessness and Rough Sleeping Strategy 2018 to 2022 and which sought approval to request that the Leeds Homelessness Forum undertake the role of overseeing the delivery of the Strategy over its life span.

Members welcomed the contents of the submitted report and the progress being made in Leeds, with specific reference being made to the key role being played by the multi-agency Street Support Team.

RESOLVED –

- (a) That the Leeds Homelessness and Rough Sleeper Strategy 2018-2022, as appended to the submitted report, be approved;
- (b) That the Leeds Homelessness Forum be requested to oversee the delivery of the Homelessness and Rough Sleeper Strategy over its life span.

ECONOMY AND CULTURE

155 North and West Yorkshire Business Rates Pool

The Chief Officer (Financial Services) submitted a report which provided an update on the successful North and West Yorkshire bid to pilot 75% business rates retention in 2019/20; which noted the revoking of the Leeds City Region Pool; requested approval of the formation of a new Joint Committee to oversee the North and West Yorkshire Business Rates Pool; and which also requested agreement of the related Governance Agreement and Terms of Reference.

In considering the submitted report and with reference to the Government's 'Fair Funding Review', the Board welcomed the resource which this pilot would bring to the Council as a member of the North and West Yorkshire Business Rates Pool in 2019/20, whilst Members also emphasised the need for such a scheme, or its equivalent, to be provided on a longer term basis for the benefit of the Council's forward planning.

In conclusion, the Board extended its thanks to the Chief Officer Financial Services for the work he, and his team had undertaken in leading on the successful pilot bid and also for the ongoing work being undertaken as part of Leeds' role in being the lead authority for the pool.

RESOLVED –

- (a) That the update on the new North and West Yorkshire Business Rates Pool, as detailed within the submitted report, be noted;

- (b) That the revoking of the Leeds City Region Pool on 31st March 2019 be noted, and that agreement be given to the disbanding of the Leeds City Region Pool Joint Committee on the same date;
- (c) That approval be given to appoint the Leader of Leeds City Council to a new Joint Committee which will oversee the new North and West Yorkshire Business Rates Pool, with such a Joint Committee consisting of the Leaders of those Authorities specified in section 3.5 of the submitted report, and which will have the Terms of Reference, as appended to the submitted report;
- (d) That the Governance Agreement for the North and West Yorkshire Business Rates Pool, be noted and agreed;
- (e) That the Terms of Reference for the North and West Yorkshire Business Rates Pool, be noted and approved;
- (f) That the necessary authority be delegated to the City Solicitor in order to enable the City Solicitor to seek the formal agreement of the other 13 members of the Pool to the new arrangements.

156 2019/20 Revenue Budget Proposals; Capital Programme for 2019-2022 and Treasury Management Strategy 2019/20

Further to Minute No. 135, 19th December 2018, the Chief Officer, Financial Services, submitted a suite of reports regarding: proposals for the City Council's Revenue Budget for 2019/20 and the Leeds element of the Council Tax to be levied during the same period; proposals regarding an updated Capital Programme for 2019-2022 and also a proposed updated Treasury Management Strategy for 2019/20.

(A) 2019/20 Revenue Budget and Council Tax

RESOLVED –

- (a) That Executive Board recommends to Council the adoption of the following:-
 - (i) That the revenue budget for 2019/20 totalling £516.7m be approved. This means that the Leeds element of the Council Tax for 2019/20 will increase by 2.99% plus the Adult Social Care precept of 1%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 27 February 2019;
 - (ii) That approval be given for grants totalling £65k to be allocated to parishes;
 - (iii) That approval be given to the strategy at Appendix 9 of the submitted report in respect of the flexible use of capital receipts;
 - (iv) That in respect of the Housing Revenue Account, Council be recommended to approve the budget with:-
 - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 3.4% in dwelling rents in PFI areas.
 - A 3.3% increase in district heating charges.

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- That service charges for multi-storey flats are increased by £0.75p per week.
 - That service charges for low/medium rise properties are increased by 3.3%.
 - That the charge for tenants who benefit from the sheltered support service currently paying £6 a week be increased to £8 per week.
 - That any overall increase to tenants in respect of rents, service and sheltered support charges are capped at £3.50 per week.
 - That an overall freeze is applied to any tenant who would have seen a weekly increase of less than £1 per week.
- (b) That Executive Board's authority be given to officers to begin consultations without delay on the proposals for increases to existing fees and charges;
- (c) That Executive Board's agreement be given to the proposals for the local Business Rates discount scheme for 2019/2020, namely:-
- (i) to offer £1000 discount to independent pubs with a rateable value of between £51,000 and £100,000, these pubs having been offered the same discount by government in 2018/19, but not covered by the 33% discount introduced by government for 2019/20 for retail properties with a rateable value under £51,000; and
 - (ii) to continue to freeze the increase faced by businesses who solely provide childcare to the gross level of rates payable in 2017/18, where this increase is as a result of the revaluation;
- (d) That Executive Board's thanks be extended to Scrutiny Boards for the comments and observations they made in considering the Council's initial budget proposals.

(B) Capital Programme Update 2019 – 2022

RESOLVED –

- (a) That Executive Board recommends to Council:-
- (i) the approval of the Capital Programme for 2019-2022 totalling £1,699.7m including the revised projected position for 2018/19, as presented in **Appendix G** to the submitted report;
 - (ii) the approval of the MRP policy statements for 2018/19 and 2019/20, as set out in **Appendix D(i)** and **D(ii)** to the submitted report;
 - (iii) the approval of the new Capital and Investment Strategy, as set out in **Appendix E** to the submitted report.
- (b) That Executive Board approval be given for the list of land and property sites, as shown in **Appendix B** to the submitted report, to be disposed of in order to generate capital receipts for use in accordance with the MRP policy;
- (c) That Executive Board approval be given to the following injections into the capital programme:-

- £194.0m, of annual programmes as set out in **Appendix A(iii)** to the submitted report, to be funded by £90.5m LCC borrowing, £77.5m of HRA specific resources and £26.0m of general fund specific resources;
- £90.9m, of Council Housing Growth Programme Phase 2, as set out in **Appendix A(iii)** to the submitted report, to be funded by £67.8m of HRA borrowing supported by revenue and £23.1m of HRA specific resources;
- £51.7m, of bid pressures as set out in **Appendix A(iii)** and listed at **Appendix A(iv)** of the submitted report, to be funded by Leeds City Council borrowing;
- £127.6m, of other priority pressures as set out in **Appendix A(iii)** of the submitted report, to be funded by £54.8m of Leeds City Council borrowing and £72.8m of general fund specific resources.

(With it being noted that the above resolutions to inject funding of £464.2m will be implemented by the Chief Officer (Financial Services)).

(C) Treasury Management Strategy 2019/20

RESOLVED –

- (a) That the Treasury Strategy for 2019/20, as set out in Section 3.3 of the submitted report, be approved by Executive Board, and that the review of the 2018/19 strategy and operations, as set out in Sections 3.1 and 3.2 of the submitted report, be noted;
- (b) That it be noted by Executive Board that the revised CIPFA (Chartered Institute of Public Finance and Accountancy) Codes and Practice and Ministry of Housing, Communities and Local Government guidance have been adopted, with it also being noted that related changes are detailed in sections 3.6, 3.7 and 3.8 of the submitted report;
- (c) That subject to full Council approval, the proposals for forward funding, as detailed in sections 3.3.6 to 3.3.9 of the submitted report, and as updated in the Treasury Management Policy Statement, as detailed at appendix D to the submitted report, be noted by Executive Board;
- (d) That full Council be recommended to set the borrowing limits for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.4 of the submitted report, and to note the changes to both the Operational Boundary and the Authorised limits;
- (e) That full Council be recommended to set the Treasury Management indicators for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.5 of the submitted report;
- (f) That full Council be recommended to set the investment limits for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.6 of the submitted report;

- (g) That full Council be recommended to adopt the revised Treasury Management Policy Statement, as detailed at appendix D to the submitted report.

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

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

RESOURCES AND SUSTAINABILITY

157 Financial Health Monitoring 2018/19 - Month 9

The Chief Officer (Financial Services) submitted a report which presented the Council's projected financial health position for 2018/19, as at month 9 of the financial year.

Responding to a Member's enquiry, the Board was provided with further information on the proposal within the submitted report to change the way in which PFI lifecycle costs were funded, together with details of the benefits and implications of such a proposal.

RESOLVED – That the projected financial position of the Authority, as at Month 9 of the 2018/19 financial year, be noted.

158 Best Council Plan 2019/20 - 2020/21

Further to Minute No. 136, 19th December 2018, the Director of Resources and Housing submitted a report presenting the Best Council Plan 2019/20 to 2020/21 for the Board's consideration and approval that it be recommended for adoption by Council on 27 February 2019.

RESOLVED –

- (a) That full Council be recommended to adopt the Best Council Plan 2019/20 to 2020/21, as detailed at Annexe 1 to the submitted report, at its meeting on 27th February 2019;
- (b) That the Board's thanks be extended to Scrutiny Boards and other participants for their comments throughout the consultation process which have informed the proposed Best Council Plan 2019/20 to 2020/21;
- (c) That subject to the Best Council Plan being adopted by Council, it be noted that further development and graphic design work will take place prior to the publication of the updated Best Council Plan in April 2019.

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

159 Full Fibre Network Programme for Leeds

The Director of City Development and the Director of Resources and Housing submitted a joint report which sought approval to undertake a procurement exercise for a partner to build and deliver a full fibre gigabit capable network for Leeds City Council and partner buildings across the district, within a financial envelope, with the aim of using such public sector owned sites as anchors to accelerate the wider roll out of 'fibre' provision.

In considering the submitted report, a Member requested that when this matter returns to the Board, the accompanying report provides details of the alternative approaches to this initiative which had been explored, why they had been rejected and why the approach being recommended was preferred.

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

RESOLVED –

- (a) That the necessary authority be provided to go through a new procurement process for a partner to build and deliver full fibre connectivity to ensure the provision of the greatest amount of coverage, coupled with the opportunity to extend connectivity further with commercial investment within Leeds City Council's financial envelope;
- (b) That agreement be given for all budgets, where there is a connectivity requirement, to be incorporated within the 'Full Fibre Programme', in order to achieve a greater coverage, cost saving and benefits realisation;
- (c) That it be noted that the Chief Digital and Information Officer will be responsible for overseeing the 'Full Fibre' implementation, and that the Chief Economic Development Officer will take responsibility for supporting the commercial investment opportunities that this build may generate for the city.

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

160 Fleet Improvement Plan

The Director of Resources and Housing submitted a report providing a summary of the progress which had been made to date on the upgrade of the Council's fleet, which presented details of the next phase of the Council's fleet replacement plan and the electric vehicle scheme for the city, and which also

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provided an overview of the roll out of the related electric infrastructure across the city.

Responding to an enquiry regarding the initiative which would enable local businesses to trial electric vehicles, it was highlighted that to ensure that the maximum number of businesses could benefit from this, an individual trial would only be for a pre-determined timeframe, currently proposed as 2 months.

Also, the Board received further information on the proposal regarding the electric retro-fitting of four refuse collection vehicles, and how such an innovative proposal would provide the Council with an interim opportunity to evaluate the performance of such vehicles on the ground, during a period when electric vehicle technology progressed rapidly. In addition, Members also received further information on how some businesses with fleets of heavy duty vehicles, such as bus companies, were approaching such matters.

Also, in acknowledging the speed at which technology in the field of ultra-low emissions vehicles was progressing, Members received further information on how the Council looked to continually review and monitor such matters in order to inform the approach that the Authority was taking.

RESOLVED –

- (a) That it be noted that there is a separate report regarding the Revenue Budget Proposals and Capital Programme for 2019/2020 on the agenda for this meeting which seeks an injection of £1.98m into Capital Scheme 32834/HEL/000 (Minute No. 156 refers);
- (b) That the authority to spend the £1.98m capital received from Highways England into the capital programme, be approved;
- (c) That the authority to procure for the electric vehicle scheme for: (i) up to 75 vehicles; and (ii) the external partner to support mobilisation of the electric van scheme, be approved;
- (d) That the authority to procure for the electric retrofit of four of the refuse collection vehicles, using the capital funding previously allocated for CNG vehicles, be approved;
- (e) That the fleet replacement programme for 2019/20, which includes the accompanying electric infrastructure for the Council's own fleet, be approved;
- (f) That the authority to procure for the additional electric charging infrastructure, funded through grant funding, be approved;
- (g) That the development of the Alternative Fuel Strategy, be supported.

ENVIRONMENT AND ACTIVE LIFESTYLES

161 Design and Cost Report for Proposed new Gym at Middleton Leisure Centre

The Director of City Development submitted a report which outlined proposals to develop a new gym and re-modelled entrance area at Middleton Leisure Centre, and which also sought the relevant 'Authority to Spend' on the further design and construction of the proposed works at the Centre.

RESOLVED –

- (a) That Authority to Spend £1,146,000 against Capital Scheme 33055 on the further design and construction of the proposed new gym, be approved, which will be inclusive of construction costs, fees and contingencies, subject to the award of planning consent for the proposed works;
- (b) That it be noted that the Head of Active Leeds is responsible for the implementation of these proposals through existing delegated authority.

REGENERATION, TRANSPORT AND PLANNING

162 Leeds Public Transport Investment Programme: Bradford to Leeds (A647) Bus Priority Corridor

Further to Minute No. 45, 25th July 2018, the Director of City Development submitted a report which provided an update on the progress during 2018/19 on the significant schemes and the package development of the Leeds Public Transport Investment Programme. In addition, the report specifically set out the next steps for delivering the Bradford to Leeds A647 Bus Priority Corridor as part of the Programme and which sought related approvals.

Responding to a Member's specific concerns, officers provided assurances that where any related proposals required Traffic Regulation Orders to be obtained, then they would be subject to the usual statutory processes, including any formal public notice requirements.

With regard to the specific proposals regarding bus lanes and the operation of such lanes, the Board was provided with assurances that prior to any decisions being taken on such matters, Members of any affected Wards would be consulted.

RESOLVED –

- (a) That the progress made since April 2016 in developing proposals, together with the subsequent public consultation responses received, be noted;
- (b) That the total expenditure of £9.93m, funded from the existing Leeds Public Transport Investment Programme funding of £9.68m and an injection of £246,222 from S106 Developer Contributions to carry out

the detailed design and construction of the Bradford to Leeds A647 Bus Priority Corridor, be approved;

- (c) That it be noted that the Chief Officer for Highways and Transportation is responsible for the implementation of the decisions arising from the submitted report.

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

163 Proposed Heads of Terms for Joint Venture Arrangements between London and Continental Railways and Leeds City Council

Further to Minute No. 80, 17th October 2018, the Director of City Development submitted a report which presented the proposed Heads of Terms for Joint Venture Arrangements with London and Continental Railways (LCR) in order to progress the proposals for the redevelopment of Leeds railway station. In addition, the report also sought relevant approvals to progress such proposals.

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

RESOLVED –

- (a) That the detail of the Heads of Terms for Joint Venture Arrangements with London & Continental Railways, as set out in exempt Appendix A to the submitted report, be approved, in order to progress the proposals for the redevelopment of Leeds railway station;
- (b) That the necessary authority be delegated to the Director of City Development, to enable the Director to finalise and enter into the Joint Venture Arrangements with London & Continental Railways;
- (c) That approval be given to inject and to provide the ‘Authority to Spend’ £2m as the Council’s Capital contribution towards the partnership to be established, pursuant to the Joint Venture Arrangements;
- (d) That it be noted that the principle of joint acquisitions with LCR will be the subject of a further report to Executive Board in the future.

164 Phase 2 Leeds (River Aire) Flood Alleviation Scheme

Further to Minute No. 114, 13th December 2017, the Director of City Development submitted a report providing a further update on the development of Phase 2 of the Leeds Flood Alleviation Scheme (LFAS2). In addition, the report also sought approval of the remaining elements of the scheme required to deliver the proposals.

Members welcomed the proposals detailed within the submitted report and briefly discussed the location of the proposed attenuation area.

In addition, the Board acknowledged that the two step approach being recommended was the most pragmatic way forward, given the Government's current position of being unable to provide any more than £65million of funding at this stage, prior to the next Comprehensive Spending Review.

Regarding the Council making representations to Government with the aim of securing further Government funding for the scheme, Members discussed the actions which had been taken to date to make such representations, with the Chief Executive also providing an update in which he advised that liaison with senior civil servants and the Environment Agency continued, and that the city's MPs were also being kept informed.

RESOLVED –

- (a) That the scheme, as described within the submitted report, be approved;
- (b) That approval be given that the two step phased approach is the most pragmatic way forward at this time;
- (c) That the injection of the remaining confirmed funding, as listed within section 4.4.1 of the submitted report, be approved;
- (d) That subject to the affordability of tendered prices, the necessary authority required to spend consultant and contractor costs to progress the resolutions arising from the submitted report be delegated to the Director of City Development, subject to agreement with both the Executive Member for 'Regeneration, Transport and Planning' and the Leader of the Council;
- (e) That approval be given for Leeds City Council to take responsibility for the maintenance and operation of all assets constructed as part of the LFAS2;
- (f) That it be noted that the Chief Officer Highways and Transportation will be responsible for the implementation of such matters.

165 Local Flood Risk Management Strategy

Further to Minute No. 125, 19th December 2018, the Director of City Development submitted a report which reviewed the implementation of the Local Flood Risk Management Strategy (LFRMS) over the past 6 years. In addition, the report provided information on the outcomes from the consultation undertaken in respect of the LFRMS since the Board's initial consideration of the Strategy in December 2018 and which invited the Board to endorse the LFRMS as submitted, and refer it to full Council with a recommendation that it be formally adopted.

RESOLVED –

- (a) That the contents of the submitted report; the outcomes from the consultation undertaken, together with the comments of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth), as detailed at Appendix 5 to the submitted report, be noted;
- (b) That the Local Flood Risk Management Strategy as appended to the submitted report, be endorsed, and that agreement be given for the Strategy to be referred to full Council in line with the Budgetary and Policy Framework Procedure Rules, with a recommendation that it is formally adopted by the Council;
- (c) That it be noted that subject to the Strategy being approved by Council on 27th March 2019, the Strategy will be implemented by 30th April 2019.

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

166 Leeds City Region Enterprise Zone update and Infrastructure Delivery

The Director of City Development submitted a report providing an update on the progress within the Leeds City Region Enterprise Zone and which sought to delegate authority to the Director of City Development to negotiate and enter into agreements with Northern Powergrid (NPG), West Yorkshire Combined Authority (WYCA) and the relevant landowners / developers in order to facilitate the installation of, and payment for the infrastructure required for the provision of additional power to the Enterprise Zone and adjoining areas.

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

RESOLVED –

- (a) That the progress which has been made to secure the development and occupation of new floorspace within the Enterprise Zone, be noted;
- (b) That subject to the approval of a Final Business Case by the West Yorkshire Combined Authority, the principle of the Council entering into agreements with Northern Powergrid and the Combined Authority, as well as with relevant landowners/developers, be approved, in order to facilitate the construction of the infrastructure required to provide an additional power supply for the Enterprise Zone and the adjoining area;
- (c) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into an agreement with West Yorkshire Combined Authority for the

provision of funding to support power infrastructure delivery and to inject the funding provided into the Council's Capital Programme;

- (d) That subject to an agreement acceptable to the Director of City Development being negotiated with Northern Powergrid for the installation of the required infrastructure, the necessary authority be delegated to the Director of City Development in order to enable the Director to accept a formal quote from Northern Powergrid and to incur the necessary expenditure to facilitate such installation;
- (e) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into agreements with Northern Powergrid for the installation of the required infrastructure, and also with relevant landowners in order to recover the costs of installing such infrastructure.

167 Leeds Living: Housing Infrastructure Fund Bid

The Director of City Development submitted a report regarding the Council's proposed approach towards supporting a healthy and diverse city centre residential market through a bid to the Government's Housing Infrastructure Fund (HIF).

RESOLVED –

- (a) That the contents of the submitted report, together with the vision for the development of the residential offer in the city centre through the Leeds Living programme in line with the Leeds Inclusive Growth Strategy; Best City Centre Vision; Our Spaces Strategy; Connecting Leeds Transport Strategy and the South Bank Regeneration Framework, be noted;
- (b) That agreement be given for the Director of City Development to submit a business case to the Housing Infrastructure Fund on the basis as set out at paragraphs 3.5-3.16 of the submitted report, in order to support the acceleration and unlocking of housing delivery in the city centre, with a further report being submitted to the Board to enable the injection of funding, delivery and spending programme, if the submission is successful;
- (c) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into collaboration agreements with landowners/developers in connection with the submission of the Council's business case;
- (d) That the necessary authority be delegated to the Director of City Development in order to enable the Director to approve the final details of the Housing infrastructure Fund business case by 22nd March 2019.

DATE OF PUBLICATION: FRIDAY, 15TH FEBRUARY 2019

**LAST DATE FOR CAL IN
OF ELIGIBLE DECISIONS:** 5.00 PM, FRIDAY 22ND FEBRUARY 2019