
SCRUTINY BOARD (INFRASTRUCTURE AND INVESTMENT)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 21st June, 2017 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

- N Buckley - Alwoodley;
- C Campbell - Otley and Yeadon;
- N Dawson - Morley South;
- P Gruen - Cross Gates and Whinmoor;
- A Ogilvie - Beeston and Holbeck;
- D Ragan - Burmantofts and Richmond Hill;
- E Taylor - Chapel Allerton;
- C Towler - Hyde Park and Woodhouse;
- P Truswell (Chair) - Middleton Park;
- P Wadsworth - Guiseley and Rawdon;

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

Principal Scrutiny Adviser:
Sandra Pentelow
Tel: (0113) 37 88655

Produced on Recycled Paper

A G E N D A

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

3

LATE ITEMS

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

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

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE

To receive any apologies for absence and notification of substitutes.

6

MINUTES - SCRUTINY BOARD (CITY DEVELOPMENT) 17 MAY 2017

1 - 2

To approve as a correct record the minutes of the Scrutiny Board (City Development) meeting held on 17 May 2017.

7

SCRUTINY BOARD TERMS OF REFERENCE

3 - 24

To receive a report from the Head of Governance and Scrutiny Support presenting the Scrutiny Boards terms of reference.

8

CO-OPTED MEMBERSHIP

25 -
28

To receive a report from the Head of Governance and Scrutiny Support regarding the appointment of co-opted members to the Scrutiny Board (Infrastructure and Investment).

9		<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p> <p>To receive a report from the Head of Governance and Scrutiny Support regarding potential sources of work for the Scrutiny Board (Infrastructure and Investment).</p>	29 - 56
10		<p>FINANCIAL HEALTH</p> <p>To receive a report from the Head of Governance and Scrutiny Support with appended Financial Outturn information for 2016/17 and the Period 2 2017/18 update to enable the consideration of financial information aligned to the Scrutiny Board (Infrastructure and Investment) .</p>	57 - 88
11		<p>PERFORMANCE REPORT FOR SCRUTINY BOARD (INFRASTRUCTURE AND INVESTMENT)</p> <p>To receive a report from the Director of City Development which provides a summary of performance information against the delivery of the council's 2016/17 priorities within the Best Council Plan (BCP) 2015-20.</p>	89 - 102
12		<p>DATE AND TIME OF NEXT MEETING</p> <p>Wednesday 19 July 2017 at 10:30am</p> <p>(Pre-meeting for all Board Members at 10:00am)</p>	

THIRD PARTY RECORDING

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

Use of Recordings by Third Parties – code of practice

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

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SCRUTINY BOARD (CITY DEVELOPMENT)

WEDNESDAY, 17TH MAY, 2017

PRESENT: Councillor P Truswell in the Chair

Councillors A Ogilvie, D Ragan, E Taylor,
C Towler and P Wadsworth

73 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared at the meeting.

74 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Cllr N Dawson, Cllr N Buckley, Cllr P Davey, Cllr S Lay & Cllr G Latty.

75 Minutes - 26 April 2017

RESOLVED – That the minutes of the meeting held on the 26th April 2017 be approved as a correct record with the amendment of resolution C in relation to Employment Growth and Access to Opportunities.

76 Advancing Bus Service Provision - Draft Scrutiny Inquiry Report

The Head of Governance and Scrutiny Support submitted a report which presented for approval the draft scrutiny inquiry report 'Advancing Bus Service Provision'.

The following were in attendance:

- Dave Pearson, Director for Transport Services (WYCA)
- Gary Bartlett, Chief Officer Highways & Transportation

The key areas for discussion were:

- Clarity was sought regarding further involvement of Community Committees within the ongoing transport conversation. The board was advised that attendance to all Community Committees will commence in Autumn 2017 following the approval of Executive Board in June 2017.
- The need to prioritise improvements surrounding 'community to community' bus service provision.
- The need to ensure that bus operators meet the commitments that have been made and deliver outcomes in terms of improving fleet and increasing patronage.

- The need to ensure that bus operators are providing the necessary services to new housing development sites across the city.
- The board's request to fully investigate the requirements of the Secretary of State for Transport regarding franchising powers following the introduction of the Bus Services Act. The board was advised that clarity would be provided.
- The need for improvements in both bus service advertising and city-wide congestion in order to achieve increased patronage levels.

RESOLVED-

- a) That the Board approves the draft scrutiny inquiry report 'Advancing Bus Service Provision'.
- b) Further clarity regarding key areas for discussion as identified to be brought back to the board in the first quarter of 2018.



Report author: Sandra Pentelow
Tel: 37 88655

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Investment and Infrastructure)

Date: 21 June 2017

Subject: Scrutiny Board Terms of Reference

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

Summary of main issues

1. This report presents the terms of reference for Scrutiny Board (Investment and Infrastructure) for Members' information.

Recommendation

2. Members are requested to note the Scrutiny Board's terms of reference.

1.0 Purpose of this report

1.1 This report presents the terms of reference for Scrutiny Board (Investment and Infrastructure).

2.0 Background information

Scrutiny Board's terms of reference

2.1 This year, one document has been developed to define the Terms of Reference of all Scrutiny Boards (see Appendix 1). In doing so, the variations in the Scrutiny Boards' remit, together with their special responsibilities, are now captured within Article 6 of the constitution (see Appendix 2).

2.2 More detailed information surrounding the Scrutiny Board's alignment with relevant officer delegated functions is also attached as Appendix 3.

2.3 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to:

Executive Member for Regeneration, Transport and Planning - Cllr Richard Lewis

- City Region Functions
- Car Parking
- Asset Management;
- Regeneration;
- Highways and Transportation;
- Flood and water management; and
- Planning Services
- Development Plan functions;
- Planning Policy and Guidance functions;
- Neighbourhood Planning functions; and
- Conservation Area functions.

3.0 Corporate Considerations

3.1 Consultation and Engagement

3.1.1 These terms of reference were formally considered and approved by Council on 25th May 2017.

3.2 Equality and Diversity / Cohesion and Integration.

3.2.1 In line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will continue to ensure through service review that equality and diversity/cohesion and integration issues are considered in decision making and policy formulation.

3.3 Council Policies and the Best Council Plan

3.3.1 The terms of reference of the Scrutiny Board will continue to promote a strategic and outward looking Scrutiny function that focuses on the Best Council Plan.

3.4 Resources and Value for Money

3.4.1 This report has no specific resource and value for money implications.

3.5 Legal Implications, Access to Information and Call In

3.5.1 This report has no specific legal implications.

3.6 Risk Management

3.6.1 This report has no risk management implications.

4.0 Recommendation

4.1 Members are requested to note the Scrutiny Board's terms of reference.

5.0 Background documents¹

5.1 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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Scrutiny Board

The Scrutiny Board is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In;
6. to exercise such special functions as are allocated in Annex 3 to Article 6 – Scrutiny Boards; and
7. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions set out in Annex 2 to Article 6 – Scrutiny Boards, whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS**6.1 ROLE**

The Council will appoint Scrutiny Boards as set out in Annex 2 to this Article to exercise functions conferred by section 9F of the Local Government Act 2000 and in accordance with the National Health Service Act 2006, in accordance with their terms of reference¹.

6.2 VISION FOR SCRUTINY

The Council has adopted a Vision for Scrutiny, which is attached at Annex 1.

6.3 ROLE OF SCRUTINY**Policy development and review**

Within their Terms of Reference all Scrutiny Boards may:

- assist the Council and the Executive in the development of the Budget and Policy Framework by in-depth analysis of policy issues;
- conduct research, community and other consultation in the analysis of policy issues and possible options;
- consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- question Members of the Executive and Directors about their views on issues and proposals affecting the area; and
- liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

Scrutiny

Within their terms of reference all Scrutiny Boards may:

- make recommendations to the Executive and/or appropriate committees and/or Council arising from the outcome of the scrutiny process;
- review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Board and local people about their activities and performance; and
- question and gather evidence.

¹ As set out at Part 3 Section 2A of the Constitution

Article 6 - Scrutiny Boards

6.4 SCRUTINY OFFICER

The Council has designated the post of Head of Governance and Scrutiny Support, as Scrutiny Officer².

The functions of the Scrutiny Officer are:

- (a) to promote the role of the Scrutiny Boards;
- (b) to provide support to the Scrutiny Boards and their members³;
- (c) to provide support and guidance to Members (including Executive Members), and officers⁴, in relation to the Scrutiny Boards' functions;
- (d) to report to Council⁵ annually about how the authority has carried out its overview and scrutiny functions.

6.5 PROCEEDINGS

Scrutiny Boards will conduct their proceedings in accordance with the Scrutiny Board Procedure Rules set out in Part 4 of this Constitution.

6.6 SCRUTINY BOARD CHAIRS

The Chair of each of the Scrutiny Boards shall be appointed in accordance with the Council Procedure Rules.

Group spokespersons shall not be appointed to Chair a Scrutiny Board which corresponds to the same portfolio.⁶

² Under Section 9FB Local Government Act 2000.

³ The Scrutiny Officer shall exercise overall responsibility for the finances made available to Scrutiny Boards.

⁴ The Scrutiny Officer shall exercise overall responsibility for the work programme of the officers employed to support the work of the Scrutiny Boards.

⁵ After consultation with the relevant Scrutiny Chairs

⁶ This does not apply to those groups who have less than 10% of the membership of the Council

Article 6 - Scrutiny Boards

6.7 CO-OPTED MEMBERS

Education Representatives

The following shall be appointed as voting representatives on each relevant Scrutiny Board dealing with educational matters⁷:

- (a) For a term of office which does not go beyond the next Annual Meeting of the Council:
 - one Church of England diocese representative
 - one Roman Catholic diocese representative
- (b) For a four year term of office:
 - three parent governor representatives

If the relevant Scrutiny Board deals with other matters, these representatives shall not vote on those other matters. They may stay in the meeting and speak.

Crime and Disorder Committee

Subject to the following provisions, the Scrutiny Board allocated special responsibility for crime and disorder may co-opt additional members to serve on the Board⁸.

- The Scrutiny Board cannot in this capacity co-opt an Executive Member.
- Unless the Scrutiny Board decides otherwise, any such co-opted member shall not be entitled to vote.
- The Scrutiny Board may limit a co-opted person's membership to the exercise of the Board's powers in relation to a particular matter or type of matter.
- The Scrutiny Board may withdraw the co-opted person's membership at any time.

Additional co-opted members

The following may be appointed to each Scrutiny Board⁹:

- (a) For a term of office which does not go beyond the next Annual Meeting of the Council:
 - up to five **non-voting** co-opted members
- (b) For a term of office which relates to a particular Scrutiny Inquiry:
 - up to two **non-voting** co-opted members

⁷ A Scrutiny Board is a relevant Scrutiny Board where the Board's functions relate wholly or in part to any education functions which are the responsibility of the authority's executive

⁸ The Crime and Disorder (Overview and Scrutiny) Regulations 2009

⁹ Co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board.

Vision for Scrutiny at Leeds

“To promote democratic engagement through the provision of an influential scrutiny function which is held in high regard by its many stakeholders and which achieves measurable service improvements which add value for the people of Leeds through a member led process of examination and review”

To achieve this Scrutiny will follow the nationally agreed ‘Four Principles of Good Scrutiny’;

1. Provide ‘critical friend’ challenge to decision makers, through holding them to account for decisions made, engaging in policy review and policy development;
2. Promote Scrutiny as a means by which the voice and concerns of the public can be heard;
3. Ensure Scrutiny is carried out by ‘independent minded’ Board members;
4. Improve public services by ensuring reviews of policy and service performance are focused.

To succeed Council recognises that the following conditions need to be present;

- Parity of esteem between the Executive and Scrutiny
- Co-operation with statutory partners
- Member leadership and engagement
- Genuine non-partisan working
- Evidence based conclusions and recommendations
- Effective dedicated officer support
- Supportive Directors and senior officer culture

Council agrees that it is incumbent upon Scrutiny Boards to recognise that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Therefore Council agrees that constructive consultation should take place between the Executive and Scrutiny about the availability of resources prior to any work being undertaken.

Consequently, when establishing their work programmes Scrutiny Boards should

- ***Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources***
- ***Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue (e.g. Plans Panel, Housing Advisory Board, established member working groups, other Scrutiny Boards)***
- ***Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within our agreed time frame.***

Scrutiny Board	Executive Portfolio oversight	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
			Council Functions	Executive Functions
Strategy and Resources	<ul style="list-style-type: none"> Economy and Culture (Cllr Blake) Resources and Strategy (Cllr J Lewis) Employment, Skills and Opportunities (Cllr Rafique) 		<ul style="list-style-type: none"> Chief Executive Director of Resources and Housing Chief Officer (Financial Services) City Solicitor Director of Communities and Environment 	<ul style="list-style-type: none"> Chief Executive (1-2) Director of Resources and Housing (1-9) City Solicitor (1-3) Chief Officer (Financial Services)(1) Director of Communities and Environment (2, 15 – 17, 19)
Infrastructure and Investment	<ul style="list-style-type: none"> Regeneration, Transport and Planning (Cllr R Lewis) 	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	<ul style="list-style-type: none"> Director of City Development (a, d-w) Chief Planning Officer Director of City Development (b,c) 	<ul style="list-style-type: none"> Chief Executive (4) Director of Communities and Environment (9) Director of City Development (1, 3, 7-8, 11) Chief Planning Officer (1-4)
Inclusive Growth, Culture and Sport	<ul style="list-style-type: none"> Economy and Culture (Cllr Blake) Regeneration, Transport and Planning (Cllr R Lewis) Resources and Strategy (Cllr J Lewis) Employment, Skills and Opportunity (Cllr Rafique) 			<ul style="list-style-type: none"> Chief Executive (3) Director of City Development (4-6, 9-10) Director of Children and Families (2)

¹⁰ 14-16 skills development only

Article 6 - Scrutiny Boards

Scrutiny Board	Executive Portfolio oversight	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
			Council Functions	Executive Functions
Environment, Housing and Communities	<ul style="list-style-type: none"> Communities (Cllr Coupar) Environment and Sustainability (Cllr Yeadon) 	Responsible authorities (defined by S5 Crime and Disorder Act 1998)		<ul style="list-style-type: none"> Director of Communities and Environment (1, 3-8, 10-14, 18) Director of Resources and Housing (10-12) Director of City Development (1¹¹, 2)
Children and Families	<ul style="list-style-type: none"> Children and Families (Cllr Mulherin) 		<ul style="list-style-type: none"> Director of Children and Families 	<ul style="list-style-type: none"> Director of Children and Families (1, 2¹², 3)
Adults and Health	<ul style="list-style-type: none"> Health, Wellbeing and Adults (Cllr Charlwood) 	Relevant NHS bodies or health service providers including:- CCGs NHS Trusts Healthwatch Leeds	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Director of Adults and Health (1 - 8) Director of Public Health (1-6)

¹¹ Relating to provision of frontline services only

¹² Excluding 14-16 skills development

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

The Scrutiny Board (Infrastructure and Investment) is allocated special responsibility for flood risk management namely:-

- To review and scrutinise the exercise by risk management authorities¹³ of flood risk management functions¹⁴ which may affect the Leeds City Council area¹⁵.

2 – Crime and Disorder

The Scrutiny Board (Environment, Housing and Communities) is allocated special responsibility for crime and disorder namely:-

- To exercise the functions of a crime and disorder committee¹⁶, including the following:
 - a) To review or scrutinise the exercise of crime and disorder functions¹⁷ by responsible authorities¹⁸; and
 - b) To review or scrutinise any local crime or disorder matter¹⁹ raised by a Member.

3 – Health

The Scrutiny Board (Adults and Health) is allocated special responsibility for health namely:-

- to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and to make reports and recommendations on any such matter it has reviewed or scrutinised;
- to comment on, make recommendations about, or report to the Secretary of State in writing about such proposals as are referred to the authority by a relevant NHS body or a relevant health service provider;
- to respond to consultation by any relevant NHS body or health service provider; and
- to nominate Members to any joint overview and scrutiny committee appointed by the authority.²⁰

¹³ As defined by Section 6 Flood and Water Management Act 2010

¹⁴ As defined by Section 4 Flood and Water Management Act 2010

¹⁵ In accordance with Section 9FH Local Government Act 2000

¹⁶ In accordance with Section 19 Police and Justice Act 2006

¹⁷ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies)

¹⁸ These are the authorities responsible for crime and disorder strategies set out in Section 5 Crime and Disorder Act 1998.

¹⁹ Any matter concerning –

- a) crime and disorder (including in particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment); or
- b) the misuse of drugs, alcohol and other substances in that area.

²⁰ such nominations to reflect the political balance of the Board.

Article 6 - Scrutiny Boards

Matters which fall within the terms of reference of the Scrutiny Board (Adult Social Services and Public Health) include:

- arrangements made by local NHS bodies to secure hospital and community health services to the inhabitants of the authority's area and the quality and safety of such services;
- the provision of family health services, personal medical services, personal dental services, pharmacy and NHS ophthalmic services;
- arrangements made by the authority for public health, health promotion, health improvement and for addressing health inequalities;
- the planning of health services by NHS bodies, including plans made in co-operation with local authority's Health and Wellbeing Board for improving both the health of the local population and the provision of health care to that population;
- any matter referred by Healthwatch Leeds; and
- the arrangements made by relevant NHS bodies and health service providers for consulting and involving patients and the public.

The Scrutiny Board may make recommendations to the authority, relevant NHS bodies, or relevant health service providers arising from the scrutiny process.

4– Residual Responsibility

The Scrutiny Board (Strategy and Resources) is allocated residual responsibility for any function not otherwise allocated to a Scrutiny Board.

Officer Delegation Scheme (Executive and Council Functions) relevant to the Infrastructure and Investment Scrutiny Board

The Chief Executive is authorised¹ to discharge any function of the Executive not otherwise delegated to a Director including the following functions in relation to ²

City Region functions including:-

- a) the Council's interface with Leeds City Region partners, the Local Enterprise Partnership and other city regions.

The Director of Communities and Environment is authorised³ to discharge the following functions⁴

Car Parking including:-

- a) Operation and maintenance of on and off street car parking provision;
- b) Decriminalised parking functions including:-
 - i) issuing of parking contravention notices; and
 - ii) camera operated bus lanes;
- c) Provision of commercial and residential parking permits; and
- d) monitoring and enforcement of disabled 'blue badge' parking use.

The Director of City Development is authorised⁵ to discharge the following functions⁶

Asset Management including:-

- a) strategic management and development of the Council's land and property portfolio;
- b) disposals and acquisitions both freehold and leasehold⁷;
- c) valuations and appropriations;
- d) architectural and design services; and
- e) any other dealings with land or any interest in land.

Regeneration including:-

- f) development of regeneration frameworks;
- g) implementation of plans to promote the regeneration of specific areas; and
- h) management of the Housing Growth Team with specific responsibility for private housing development and the affordable housing programme.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

⁴ Together with similar and ancillary functions which have not been delegated to another Director.

⁵ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

⁶ Together with similar and ancillary functions which have not been delegated to another Director.

⁷ To deliver the Council's Capital receipts Programme and support housing growth.

Officer Delegation Scheme (Executive and Council Functions) relevant to the Infrastructure and Investment Scrutiny Board

Highways and Transportation including:-

- i) the authority's role as a highways authority;
- j) maintenance of highway assets of roads, bridges, retaining walls, street lighting and associated infrastructure;
- k) design and delivery of major and minor highway schemes;
- l) development of the Council's transport policy (including parking policy⁸); and
- m) the making of agreements for the execution of highways works under S278 Highways Act 1980.

Flood and water management including:-

- n) Land drainage activities;
- o) The delivery and maintenance of flood alleviation schemes; and
- p) Flood response.

Planning Services including:-

- q) management of the planning service⁹;
- r) building control;
- s) safety at sports grounds;
- t) street naming and numbering;
- u) building conservation and urban design;
- v) contaminated land; and
- w) obtaining of information as to interests in land.

The Chief Planning Officer is authorised¹⁰ to discharge the following functions in relation to ¹¹ the authority's role as Local Planning Authority¹² including:-

1) Development Plan functions including:-

- a) Preparation, monitoring and review of the Development Plan, (including the Core Strategy, Site Allocation Plan, Aire Valley Leeds Area Action Plan and Natural Resources & Waste Development Plan Document).

2) Planning Policy and Guidance functions including:-

- a) Preparation and review of other planning policy and guidance notes (including Supplementary Planning Documents).

3) Neighbourhood Planning functions.

⁸ The Director of City Development's delegations do not cover parking enforcement which falls within the delegations of the Director of Communities and Environment.

⁹ Excluding specific decisions on planning applications, the development of planning policy including the Council's Core Strategy which are delegated to the Chief Planning Officer.

¹⁰ Save where the Leader or the relevant Portfolio Holder has directed or the Chief Officer considers that the matter should be referred to Executive Board for consideration.

¹¹ Together with similar and ancillary functions which have not been delegated to another Director.

¹² The Chief Planning Officer's delegations do not cover those functions delegated to the Director of City Development in relation to Planning Services.

Officer Delegation Scheme (Executive and Council Functions) relevant to the Infrastructure and Investment Scrutiny Board

4) Conservation Area functions including:-

- a) Designation and review of Conservation Area Appraisals and Management Plans.

Director of City Development

The Director of City Development¹³ is authorised to discharge the following Council (non-executive) functions:

(a)	To license market and street trading	Part III of, and Schedule 4 to, the Local Government (Miscellaneous Provisions) Act 1982
(b)	To issue, amend or replace safety certificates (whether general or special) for sports grounds	The Safety of Sports Grounds Act 1975
(c)	To issue, cancel, amend or replace safety certificates for regulated stands at sports grounds	Part II of the Fire Safety and Safety of Places of Sport Act 1987
(d)	To grant a street works licence	Section 50 of the New Roads and Street Works Act 1991
(e)	To grant permission for provision etc of services, amenities, recreation and refreshment facilities on highway and related powers	Sections 115E, 115F and 115K of the Highways Act 1980
(f)	To publish notice in respect of proposal to grant permission under section 115E of the Highways Act 1980	Section 115G of the Highways Act 1980
(g)	To permit deposit of builder's skip on highway	Section 139 of the Highways Act 1980
(h)	To license planting, retention and maintenance of trees etc in part of highway	Section 142 of the Highways Act 1980
(i)	To authorise erection of stiles etc on footpaths or bridleways ¹⁴	Section 147 of the Highways Act 1980

¹³ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

¹⁴ Functions (i), (q), (s) and (v) are also delegated to the Director of Communities and Environment

Officer Delegation Scheme (Executive and Council Functions) relevant to the Infrastructure and Investment Scrutiny Board

(j)	To license works in relation to buildings etc which obstruct the highway	Section 169 of the Highways Act 1980
(k)	To consent to temporary deposits or excavations in streets	Section 171 of the Highways Act 1980
(l)	To dispense with obligation to erect hoarding or fence	Section 172 of the Highways Act 1980
(m)	To restrict the placing of rails, beams etc over highways	Section 178 of the Highways Act 1980
(n)	To consent to construction of cellars etc under street	Section 179 of the Highways Act 1980
(o)	To consent to the making of openings into cellars etc under streets and pavement lights and ventilators	Section 180 of the Highways Act 1980
(p)	To make a special extinguishment order	Section 118B of the Highways Act 1980
(q)	To assert and protect the rights of the public to use and enjoyment of highways	Section 130 of the Highways Act 1980
(r)	To serve notice of proposed action in relation to obstruction	Section 130A of the Highways Act 1980
(s)	To apply for variation of order under section 130B of the Highway Act 1980	Section 130B(7) of the Highways Act 1980
(t)	To make good damage and remove obstructions	Section 135B of the Highways Act 1980
(u)	To remove nuisances deposited on the highway	Section 149 of the Highways Act 1980
(v)	To designate footpath as cycle track	Section 3 of the Cycle Tracks Act 1984
(w)	To authorise stopping up or diversion of highway	Section 247 of the Town and Country Planning Act 1990

whose powers are limited to areas contained within the Definitive Map of Public Rights of Way.

Officer Delegation Scheme (Executive and Council Functions) relevant to the Infrastructure and Investment Scrutiny Board

Chief Planning Officer

Subject to the exceptions listed below, the Chief Planning Officer¹⁵ is authorised to discharge the following Council (non-executive) functions:

1 Town and Country Planning and Development Control

(a)	To determine application for planning permission	Sections 70(1)(a) and (b) and 72 of the Town and Country Planning Act 1990
(b)	To determine applications to develop land without compliance with conditions previously attached	Section 73 of the Town and Country Planning Act 1990
(c)	To grant planning permission for development already carried out	Section 73A of the Town and Country Planning Act 1990
(d)	To decline to determine application for planning permission	Section 70A of the Town and Country Planning Act 1990
(e)	Duties relating to the making of determinations of planning applications	Sections 69 and 92 of the Town and Country Planning Act 1990 and Articles 5, 10, 12, 15 to 18, 15 20 to 242, 25 to 30 and 32 to 35 25 and 26 of the Town and Country Planning (General Development Management Procedure) Order 2015/595 ¹⁶ 1995 (SI 1995/419) and directions made thereunder
(f)	To determine application for planning permission made by a local authority, alone or jointly with another person	Section 316 of the Town and Country Planning Act 1990 and the Town and Country Planning General Regulations 1992 (SI 1992/1492)
(g)	To make determinations, give approvals and agree certain other matters relating to the exercise of permitted development rights	Parts 1 to 19 of Schedule 2 to the Town and Country Planning (General Permitted Development) Order 2015 (SI 2015/596) ¹⁷
(h)	To enter into agreement regulating development or use of land	Section 106 of the Town and Country Planning Act 1990
(i)	To issue a certificate of existing or proposed lawful use or development	Sections 191 and 192 of the Town and Country Planning Act 1990
(j)	To serve a completion notice	Section 94(2) of the Town and Country Planning Act 1990
(k)	To grant consent for the display of advertisements	Section 220 of the Town and Country Planning Act 1990 and the Town and Country Planning (Control of

¹⁵ The fact that a function has been delegated to the Chief Planning Officer does not require the Chief Planning Officer to give the matter his/her personal attention and the Chief Planning Officer may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Chief Planning Officer remains responsible for any decision taken pursuant to such arrangements.

¹⁶ This Order replaced 1995/419 which is cited in the Functions and Responsibilities Regulations

¹⁷ This Order replaced 1995/418 which is cited in the Functions and Responsibilities Regulations

Officer Delegation Scheme (Executive and Council Functions) relevant to the Infrastructure and Investment Scrutiny Board

		Advertisements) Regulations 1992
(l)	To authorise entry onto land	Section 196A of the Town and Country Planning Act 1990
(m)	To require the discontinuance of a use of land	Section 102 of the Town and Country Planning Act 1990
(n)	To issue a temporary stop notice	Section 171E of the Town and Country Planning Act 1990
(o)	To serve a planning contravention notice, breach of condition notice or stop notice	Sections 171C, 187A and 183(1) of the Town and Country Planning Act 1990
(p)	To issue an enforcement notice	Section 172 of the Town and Country Planning Act 1990
(q)	To apply for an injunction restraining a breach of planning control	Section 187B of the Town and Country Planning Act 1990
(r)	To determine applications for hazardous substances consent, and related powers	Sections 9(1) and 10 of the Planning (Hazardous Substances) Act 1990
(s)	To determine conditions to which old mining permissions, relevant planning permissions relating to dormant sites or active Phase I or II sites, or mineral permissions relating to mining sites, as the case may be, are to be subject	Paragraph 2(6)(a) of Schedule 2 to the Planning and Compensation Act 1991, paragraph 9(6) of Schedule 13 to the Environment Act 1995 (c 25), and paragraph 6(5) of Schedule 14 to that Act
(t)	To require proper maintenance of land	Section 215(1) of the Town and Country Planning Act 1990
(u)	To determine application for listed building consent, and related powers	Sections 16(1) and (2), 17 and 33(1) of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990
(v)	Duties relating to applications for listed building consent	Section 13(1) of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990 and regulations 3 to 6 and 13 of the Town and Country Planning (Listed Buildings and Buildings in Conservation Areas) Regulations 1990 and Arrangements for Handling Heritage Applications Direction 2015 and The Conservation Areas Direction 2015 ¹⁸
(w)	To serve a building preservation notice, and related powers	Sections 3(1) and 4(1) of the Planning (Listed Buildings and Buildings and Conservation areas) Act 1990
(x)	To issue enforcement notice in relation to demolition of listed building in conservation area	Section 38 of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990
(y)	To acquire a listed building in need of repair and to serve a repairs notice	Sections 47 and 48 of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990

¹⁸ This Direction replaced Circular 01/01 cited in the Functions and Responsibilities Regulations

Officer Delegation Scheme (Executive and Council Functions) relevant to the Infrastructure and Investment Scrutiny Board

(z)	To apply for an injunction in relation to a listed building	Section 44A of the Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990
(aa)	To execute urgent works	Section 54 of Planning (Listed Buildings and Buildings and Conservation Areas) Act 1990

2 Commons Registration

(a)	To register common land or town or village greens, except where the power is exercisable solely for the purpose of giving effect to (i) an exchange of lands affected by an order under section 19(3) of, or paragraph 6(4) of Schedule 3 to, the Acquisition of Land Act 1981 (c 67) or (ii) an order section 147 of the Inclosure Act 1845 (c8 & 9 Vict c 118)	Regulation 6 of the Commons Registration (New Land) Regulations 1969 (SI 1969/1843)
(b)	To register variation of rights of common	Regulation 29 of the Commons Registration (General) Regulations 1966 (SI 1966/1471)
(c)	Functions relating to the registration of common land and town or village greens	Part 1 of the Commons Act 2006 (c.26)
(d)	Power to apply for an enforcement order against unlawful works on common land	Section 41 of the Commons Act 2006
(e)	Power to protect unclaimed registered common land and unclaimed town or village greens against unlawful interference.	Section 45(2)(a) of the Commons Act 2006.
(f)	Power to institute proceedings for offences in respect of unclaimed registered common land and unclaimed town or village greens	Section 45(2)(b) of the Commons Act 2006

3 Hedgerows and Trees

(a)	The protection of important hedgerows	The Hedgerows Regulations 1997
(b)	The preservation of trees	Sections 197 to 214D of the Town and Country Planning Act 1990, and the Town & Country Planning (Tree Preservation)(England) Regulations 2012 ¹⁹

4 High Hedges

(a)	Complaints about high hedges	Part 8 of the Anti-Social Behaviour Act 2003
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¹⁹ These Regulations replace the Regulations cited in the Functions and Responsibilities Regulations.

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Report author: Sandra Pentelow

Tel:

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Infrastructure and Investment)

Date: 21 June 2017

Subject: Co-opted Members

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

Summary of main issues

1. For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards.
2. This report provides guidance to the Scrutiny Board when seeking to appoint co-opted members. There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are set out in Article 6 of the Council's Constitution and are also summarised within this report.

Recommendation

3. In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

1 Purpose of this report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

2 Background information

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members.
- 3.2 In general terms, Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.
- 3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and relate to Education representatives.

Issues to consider when seeking to appoint co-opted members

- 3.5 The Constitution makes it clear that 'co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board'. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However, co-opted members should not be seen as a replacement to professional advice from officers.

- 3.6 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.7 When considering the appointment of a standing co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.8 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 During 2010/11, the guidance surrounding co-opted members was discussed by the Scrutiny Chairs and it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

4.2 Equality and Diversity / Cohesion and Integration.

- 4.2.1 The process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of the Scrutiny Board. In doing so, due regard should also be given to any potential equality issues in line with the Council's Equality and Diversity Scheme.

4.3 Council Policies and Best Council Plan

- 4.3.1 The Council's Scrutiny arrangements are one of the key parts of the Council's governance arrangements. Within the Council's Constitution, there is particular provision for the appointment of co-opted members to individual Scrutiny Boards, which this report seeks to summarise.

4.4 Resources and Value for Money

- 4.4.1 Where applicable, any incidental expenses paid to co-optees will be met within existing resources.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Where additional members are co-opted onto a Scrutiny Board, such members must comply with the provisions set out in the Member's Code of Conduct as detailed within the Council's Constitution.

4.6 Risk Management

4.6.1 As stated in paragraph 3.7 above, when Scrutiny Boards are considering the appointment of a standing co-opted member for a term of office, they should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference.

5.0 Conclusions

5.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. This report sets out the legislative arrangements in place for the appointment of specific co-opted members and also provides further guidance when seeking to appoint co-opted members.

6.0 Recommendations

6.1 In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

7.0 Background documents¹

7.1 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.

Report of Head of Governance and Scrutiny Support
Report to Scrutiny Board (Infrastructure and Investment)
Date: 21 June 2017
Subject: Sources of work for the Scrutiny Board

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

Summary of main issues

1. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

2. The vision for Scrutiny recognises that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review
 - Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue
 - Balanced in terms of the workload across the Scrutiny Boards and as to the type of Scrutiny taking place

- Sufficiently flexible to enable the consideration of urgent matters that may arise during the year
3. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors and Executive Board Members, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year.

Recommendations

4. Members are requested to;
- Consider the information provided and advice presented at the meeting to define areas of focus for Scrutiny for the forthcoming municipal year.
 - Request that the Chair and the Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a draft work programme.

1.0 Purpose of this report

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

3.0 Main issues

- 3.1 A refresh of the Best Council Plan was agreed by Council 22 February 2017 to reflect the significant changes to the context in which the council is working. The resulting 'Best Council Plan – Summary' is attached as Appendix 1.
- 3.2 The Scrutiny Boards' terms of reference are also determined by reference to Directors' delegations. As such, Scrutiny Boards have always challenged service directorates across the full range of council activities and the Scrutiny Board may therefore undertake pieces of scrutiny work in line with its terms of reference, as considered appropriate.
- 3.3 The Board's performance monitoring and critical friend role can often lead to the identification of areas for more detailed scrutiny. Performance reports will therefore be scheduled into the draft work programme for scrutiny consideration. The draft work programme is attached as appendix 2.
- 3.4 The Board is also required to be formally consulted during the development of key policies which form part of the council's budget and policy framework. For this Scrutiny Board this means the Executive's initial budget proposals. The Scrutiny Board (Infrastructure and Investment) is also required to consider the Local Flood Risk Management Strategy in accordance sections 4 & 6 of the Flood and Water Management Act 2010. Both areas are also reflected in the draft work programme.
- 3.5 Other common sources of work include pre-decision scrutiny, requests for scrutiny and other corporate referrals.
- 3.6 Scrutiny Boards have always sought to work in partnership with one another where appropriate, in particular in cross-cutting areas which span more than one Scrutiny Board's terms of reference. In setting the work programme for the coming year, the Board is encouraged to consider areas of work which may benefit from a partnership approach.
- 3.11 The Board should consider if a similar or related issue is already being examined by Scrutiny or has been considered by Scrutiny recently and if the matter raised is of sufficient significance and has the potential for Scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements. A

list of previous scrutiny inquiries relating to the Scrutiny Boards terms of reference is attached as Appendix 3.

3.12 The most recent performance data is included in this agenda (Item 11) to provide the Board with a relevant summary of performance against the strategic priorities. Also included (Item 10) is the City Development Budget outturn report for 2016/17 and update for 2017/18. This information should support the Board in identifying further potential sources of work.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work

4.2 Equality and Diversity / Cohesion and Integration.

4.2.1 The Scrutiny Board Procedure Rules state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include ' to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.

4.3 Council Policies and the Best Council Plan

4.3.1 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives.

4.4 Resources and Value for Money

4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.

4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should

- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

4.6.1 There are no risk management implications relevant to this report.

5.0 Conclusions

5.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors, Executive Board Members and Scrutiny Officer, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year.

6.0 Recommendations

6.1 Members are requested to;

- Consider the information provided and advice presented at the meeting to define areas of focus for Scrutiny for the forthcoming municipal year.
- Request that the Chair and the Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny, to be reported to the next meeting of the Scrutiny Board under the work programme.

7.0 Background papers¹

7.1 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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BEST COUNCIL PLAN 2017/18:

Tackling poverty and reducing inequalities





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

Leeds has recovered well from the recession and is experiencing strong economic growth with potential for even more. We are now the second most attractive 'core city' for inward investment, have the fastest rate of private sector jobs growth of any major UK city and Leeds has been recognised as the best city in the UK for quality of life. Major development projects are underway across the city with businesses investing, innovating and creating new jobs.

However, we know that the benefits of Leeds' economic growth are not reaching everyone.

20% of the Leeds population – almost 155,000 people – is classified as being in 'absolute poverty' (2014/15) with a number of our residents in low-wage and insecure jobs. Health and education attainment inequalities persist with particular impacts on those most disadvantaged in society, many of whom live in areas deemed to be some of the most deprived in the country, and welfare changes could worsen the poverty gap.

This Best Council Plan update for 2017/18 therefore maintains our long-term strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate, that allows us to support the most vulnerable.

Building on the range of council and partnership strategies in place and in development, the update sets out seven interconnected priority areas of work that, taken together, will deliver better outcomes for everyone in Leeds:

- Good growth
- Transport and infrastructure
- Low carbon
- Resilient communities
- Health and wellbeing
- Better lives for people with care and support needs
- Child friendly city

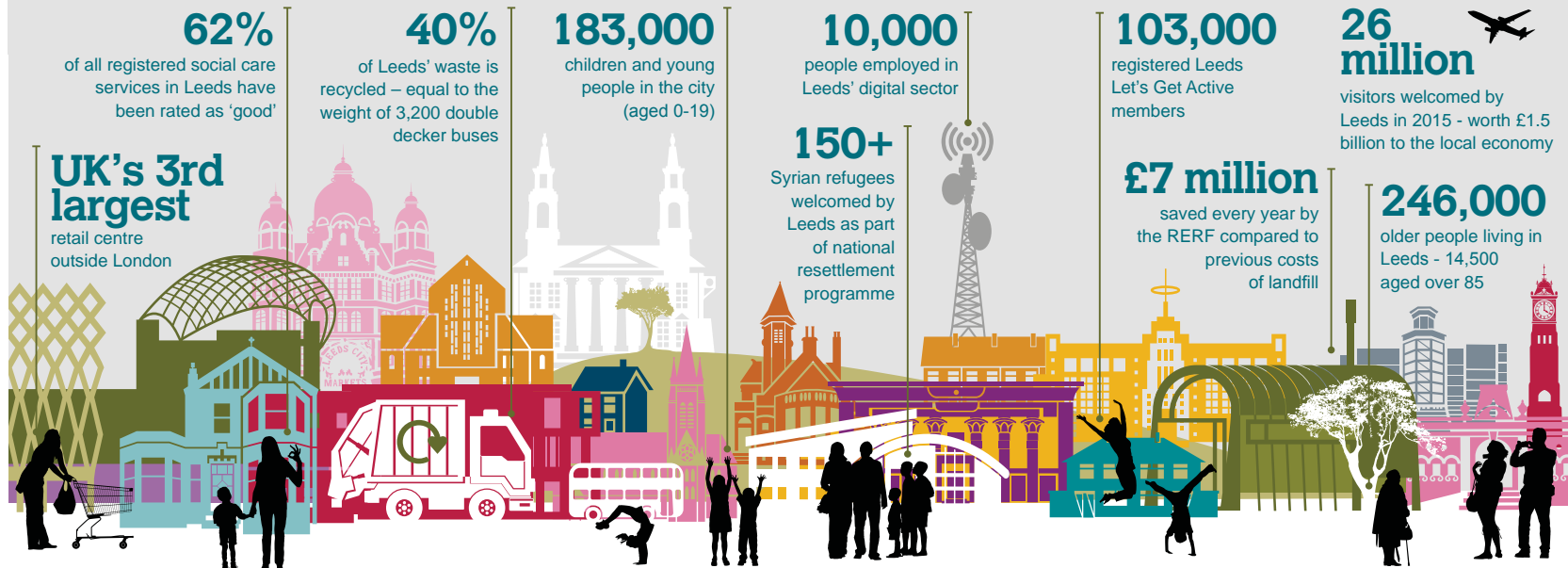
The following pages briefly explain for each of these priority areas what the issues are and some of the things we and our partners across all sectors are doing in response, with a specific emphasis on those actions that contribute to tackling poverty and inequalities. This provides an introduction to some of the fantastic collaborative and innovative work that's underway in the city with more detail available in the referenced supporting documents, available on our website leeds.gov.uk.

The final section explains more about the council and how, as an organisation with our values at the core of how we work, we need to commission and deliver our services in ever more efficient and enterprising ways to balance the significant cuts in government funding with increased demands on all public services.

Despite the pressures, we remain ambitious as a council, a city and a region.

Through strong partnership working and ongoing engagement with communities and residents, we've achieved some real results on our journey to become the best city which you can read more about in our annual performance reports. This led to us winning the Municipal Journal's prestigious 'Local Authority of the Year' award in 2016 and puts us in a great position to make the most of future opportunities, be they through devolution, by influencing regional and national policy, or in new relationships with people and communities in the city. We firmly believe in the positive contribution that Leeds City Council can make, working with partners, providing leadership and bringing people and organisations together around ambitious, shared outcomes.

None of this is possible without our skilled and dedicated councillors and staff: the elected members who serve the city and everyone who works for the council, from enabling back-office functions, to direct front-line services, plays a vital role in delivering our Best Council Plan. We want to take this opportunity to thank you all for your efforts so far and the hard work that will be needed in 2017/18 and beyond.



Cllr Judith Blake
Leader of Leeds City Council

Tom Riordan
Chief Executive of Leeds City Council



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

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

LOW CARBON

Reducing emissions, tackling fuel poverty, delivering efficient and secure energy

GOOD GROWTH

Growing the economy, creating jobs, improving skills, promoting a vibrant city

HEALTH & WELLBEING

Supporting healthy lifestyles, improving mental health and wellbeing, integrating health and social care

RESILIENT COMMUNITIES

Building strong, cohesive communities, raising aspirations, reducing financial hardship

CHILD-FRIENDLY CITY

Keeping children safe, supporting families, raising aspirations and educational attainment

BETTER LIVES

Giving people with care and support needs the right care and support at the right time

TRANSPORT & INFRASTRUCTURE

Connecting people and places, improving air quality, meeting housing needs

2017/18 PRIORITIES

i What we and our partners are doing in 2017/18 to improve outcomes

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BREAKTHROUGH PROJECTS – Helping deliver the Best Council Plan



Cutting carbon and improving air quality



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



More jobs, better jobs



Early intervention and reducing health inequalities



Strong communities benefiting from a strong city



Making Leeds the best place to grow old in



Housing growth and high standards in all sectors



Tackling domestic violence and abuse

i Innovation and collaboration, on a city-wide scale, driving change for individuals, communities and public services

OUR VALUES

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

i Underpinning what we do and how we work

TELLING THE STORY

i Some examples explaining how we tackle challenges in our Best Council Plan Priority areas

Good growth



415,000

jobs in Leeds
– back to pre-recession levels



80,000

jobs in Leeds paying less than the Real Living Wage of £8.25 an hour (2016/16 rate) – many in part time roles, in insecure jobs, including zero hour contracts



6%

increase in average earnings in Leeds – the biggest increase anywhere in the UK

Health & wellbeing



17

council operated leisure and wellbeing centres attracting 3.5m annual visits



1/3

of all children and two thirds of adults in Leeds are either overweight or obese

348,000

visits to Let's Get Active sessions. We now have 103,000 registered Leeds Let's Get Active members

Page 38

Resilient communities



2

wettest UK winters on record were both in this decade and extreme weather is becoming more frequent



4,712

flooding incidents reported across the metropolitan district of Leeds from Storm Eva



3,000

city centre flats and 500 businesses will have their flooding risk reduced by the £45m Leeds Flood Alleviation Scheme

Child friendly city



360

children entered care during 2015/16 – primary reason for this was due to neglect and abuse



11-17

year old age group has seen the highest increase for children who are looked after



694

carers registered at the end of March 2016 with a net gain of 26 mainstream carers

Better lives



246,000

older people living in Leeds – 14,500 aged over 85



13%

increase by 2020 of those most in need of care and support



£6.8m

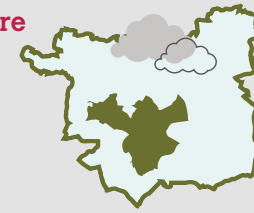
grants per year provided for 1,000 adaptations to private homes

Transport & infrastructure



£270m

public and private sector investment to be made available for transport in Leeds



Air pollution adds to existing inequalities: all but one current and proposed Air Quality Management Areas in Leeds are ranked among the city's 30% most deprived areas



8,169

people responded online in 2016 to develop a new Transport Strategy for Leeds helping tackle air quality issues

Low carbon



3.66m tonnes

of carbon dioxide emitted by Leeds (latest data 2014/15)

110,000

tonnes of this coming from the council



60%

Interim target for reduction in carbon emissions (CO2) by 2030 – aiming for 80% reduction by 2050



1,109 tonnes

of carbon saved in 2016 from solar panels fitted to council buildings and 1,000 council homes

Best Council : Efficient and Enterprising Organisation



£81.8m

savings needed by March 2018



17 to 4

reduction of city centre Council buildings by 2017/18



1,600

members of staff have gone through new ways of working – with a further 2,000 planned



GOOD GROWTH

Tackling poverty and reducing inequalities

Leeds has recovered well from the recession with new jobs being created, falling unemployment, rising wages and increased tourism and investment in the city. However economic productivity has not increased and there remains significant poverty in Leeds. The council is committed to "good growth": working with partners to ensure that supporting economic growth and tackling poverty are truly two sides of the same coin. By creating more and better jobs and by enhancing the ability of all our

people to contribute to the economy to their full potential, we can boost economic productivity and competitiveness, reduce the costs of poverty to the economy and the taxpayer and improve outcomes for the people of Leeds. The public sector has a role in promoting trade and investment in the city, backing innovators and entrepreneurs, providing the right conditions for businesses to grow and encouraging them to invest back into their workforce and local communities.

The challenges

Not everyone is benefiting equally from or contributing fully to the city's economic success

150,000
PEOPLE

(20% of the Leeds population) live in wards ranked amongst the **10%** most deprived nationally



At **9.6%**
UNEMPLOYMENT

in Leeds remains above national average and this figure rises to more than

20%

in some areas, such as Seacroft, Hunslet and Richmond Hill

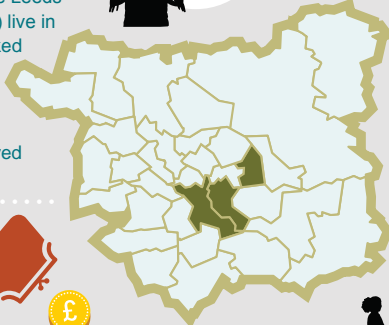
1 in 8

of all working age adults in the city receive an out-of-work benefit but in more deprived areas this figure rises to more than

1 in 5



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Low pay is a significant problem: over 80,000 jobs in Leeds – many of them part-time – pay less than the Real Living Wage of £8.25 an hour (2015/16 rate)

CONTRACT
0 HOURS



9,500
WORKERS

are on zero hour contracts



During 2014/15 in-work poverty was estimated to affect

15,000
HOUSEHOLDS

in Leeds

67%

of the 26,400 Leeds children classed as living

'IN POVERTY' are estimated to be from working families (2014/15)

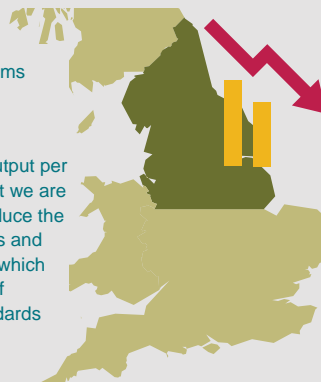


The North underperforms the rest of the UK by

25%

based on economic output per head – this means that we are working harder to produce the same amount of goods and services, the result of which creates a stagnation of wages and living standards

Source: Northern Powerhouse Independent Economic Review 2016



Key strategies and related documents:

- Leeds Growth Strategy 2017-20 (in development – due for publication summer 2017)
- Leeds City Region Strategic Economic Plan 2016-36
- Leeds Culture Strategy (in development – due for publication spring 2017)

What we're doing



The council is currently producing a Leeds Growth Strategy for the period 2017-20. It will support economic growth, identifying sectors and locations for growth, alongside regeneration, housing, skills, transport and infrastructure opportunities. Key themes include: tackling unemployment and low pay; regenerating neighbourhoods and centres by creating quality places and spaces (see p.18); supporting businesses to grow and invest; and supporting and harnessing innovation. This forms part of an integrated approach around providing more joined-up services and support to vulnerable customers and communities.

We must equip people with the skills, resilience and ability to adapt to changes in technology and the labour market, and to take advantage of new opportunities.

We are providing leadership and coordination to develop the education and skills system to support economic growth, and to enable people to fulfill their economic potential.

This involves putting employers at the centre of the skills system, working with schools, colleges, universities and training and careers and employment advice providers: for example we are delivering the Leeds Digital Skills Action Plan. The Manufacturing University Technical College, recently opened in the South Bank, will help address skills shortages in the manufacturing sector. There is scope for similar initiatives in the Digital and Creative Industries sector.

Through our cross-cutting 'breakthrough project' *More Jobs, Better Jobs* and in partnership with the Joseph Rowntree Foundation, we are encouraging in-work progression, good practice on issues such as zero-hours contracts, flexible working, and tackling low pay. The council, alongside a number of other major employers in the city, is taking a lead by paying a 'Real Living Wage' (2015/16 rate) at the level accredited by the Living Wage Foundation, higher than government's national minimum wage. By engaging with developers and strengthening planning obligations, we are ensuring that local people are given the opportunity to get work and training on major schemes, such as constructing the first direct arena and Victoria Gate.

An important factor in the economic competitiveness of cities is the proportion of graduates in the workforce and so our Growth Strategy will aim to develop, attract and retain graduates with the skills to help grow the economy. Universities have a role to play, but innovation by firms and entrepreneurs is also required and so we will continue to support the creation of new businesses and the growth of small businesses. Our work to develop an Innovation District in the city centre, centred around the university campuses,

Leeds General Infirmary and the council's Civic Quarter, has the potential to bring together some of our most creative and innovative institutions, businesses and people.

In partnership with the Leeds City Region Enterprise Partnership (LEP), businesses, universities and the Chamber of Commerce, the council supports business growth through the Leeds City Region Growth Hub; the Ad:venture enterprise programme; the Leeds City Region Business Growth Programme and a Digital Business Support project. Working closely with the Invest Leeds City Region team we will build on our strong inward investment performance and strengthen our Key Account Management system for managing our relationships with the private sector.

Leeds' proposal for European Capital of Culture 2023 highlights our ambition and the bid later in 2017 will seek to involve and to be owned by the whole city. This forms part of our ongoing engagement that began in 2016 to develop a Leeds Culture Strategy and underpins our cross-cutting 'breakthrough project' *World-class events and a vibrant city centre*. This will involve removing traffic and becoming more pedestrian-friendly, providing low cost events to encourage community participation and creating an improved public realm.

The Leeds Growth Strategy will complement work in the city region, including the LEP's Strategic Economic Plan 2016-36 – a plan which aims to unlock the region's vast economic potential by enabling business and enterprise to thrive – and the work of the Northern Powerhouse initiative, whose next phase will broaden its focus from transport to also encompass employment and skills, trade and investment, innovation and enterprise, and housing.

At a national level, Leeds is helping to shape the policy agenda around the concept of inclusive growth by contributing to the RSA's Inclusive Growth Commission

– an independent inquiry looking to identify practical ways to make local economies across the UK more inclusive and prosperous by enabling the widest range of people to participate fully in, and benefit from, the growth of their local area. In response to Brexit we have set out a five point plan for the city to: maintain momentum on major development and infrastructure schemes and economic projects; support businesses and institutions such as the universities and NHS; create a more tolerant and united city; secure devolution; and provide and promote a confident, outward looking image of Leeds as an international city.

For Leeds and the wider Leeds City Region, securing greater devolution powers will enhance our ability to support economic growth and tackle deprivation.



HEALTH & WELLBEING

Tackling poverty and reducing inequalities

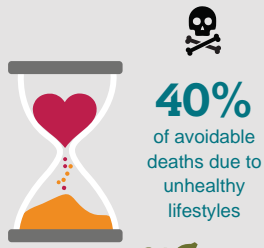
The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. By supporting healthy lifestyles, working with communities and targeting support in deprived areas we can reduce avoidable deaths, reduce avoidable illness and increase health and wellbeing. Through this work

we will improve public knowledge about healthy living and encourage families to be active and take control of their own health and wellbeing. Improving health and wellbeing across Leeds needs to be everyone's business so we must work with people on what matters to them and at the same time reimagine the way services and communities intervene and work together.

The challenges

There are significant health and wellbeing inequalities across Leeds, with a gap in life expectancy between the most and least deprived areas of the city of

10.8 yrs



40% of avoidable deaths due to unhealthy lifestyles

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People living in deprived areas typically have more years of long-term ill health, higher levels of poor mental health and wellbeing, and mental illness

33% of 5 year-olds in Leeds have dental decay and nearly half of 12 year olds

Across Leeds around one in five children say they often feel stressed or anxious

50% of all children in Leeds are not achieving the levels of physical activity needed to benefit their health – 1 in 3 are classed as obese

What we're doing

Health and care services in Leeds are entering a period of change, improvement and integration aimed at making care services more person-centred, joined-up and preventative, whilst also responding to the financial challenges across the whole system. To take this forwards, the Leeds Health & Care Plan (LHCP) is being developed by NHS partners and the council with four themes: Prevention; Self-Management and Proactive Care; Optimising the use

of secondary Care Resources and Facilities; Urgent Care / Rapid Response in times of Crisis. Many changes will be led by NHS organisations, such as developing an accountable care system to provide integrated care around people and communities needs and the Mental Health Framework 2014-17. Other changes will see the council play a leading role, working with partners through our cross-cutting 'breakthrough project', *Early Intervention and Reducing Health Inequalities*.

Infections (including flu) continue to cause significant ill health across the city

There are higher levels of sexually transmitted infections in Leeds compared to the rest of the country, particularly affecting **15-24 YEAR OLDS**

For those that need care, this is often organised around single illnesses: the challenge is, instead, to look at all of an individual's needs along with their social and economic conditions

We are re-tendering the Leeds Integrated Healthy Living System (LIHLS) and Locality Community Health Development and Improvement (LCHDI) contracts. From October 2017 the new services will: deliver support to people engaging in multiple unhealthy lifestyles; respond to barriers including those broader factors influencing health; and support people to change behaviour.

We will review the NHS Healthcheck programme to ensure it is focused on and accessible to those most at need and will re-commission services that increase the uptake of cancer screening programmes with targeted communities.

We will continue to implement our Mental Health Leeds programme to improve mental health and wellbeing, working with communities with the greatest need across the city.

We will deliver an updated Leeds Suicide Prevention Plan 2017-20

– based on the recommendations of the Leeds Suicide Audit carried out in 2016. The audit is considered to be the 'gold standard' of best practice and is recommended by Public Health England as a model for other areas to learn from. We are investing in a long-term vision to secure a network of high quality, affordable, accessible and financially sustainable leisure and wellbeing centres to support the health and wellbeing of those in most need, providing access to places where people can be active and accrue the benefits of cardiac fitness. We are also developing a Physical Activity action plan and seeking external funding. A project group has been set up that includes external partners alongside our own Sports and Active Lifestyles, Active Schools, Planning, Highways and Transport (Active Travel), Parks and Countryside, Older People, and Public Health experts. Linked to this, we are leading the development of a Food Charter with a range of partners to set a clear vision for food and nutrition in the city.

We will continue to implement the Leeds Child Healthy Weight Plan with actions for 2017/18 including: increasing the availability for HENRY (Health Exercise and Nutrition in the Really Young) Group and one-to-one support for parents in the early years; HAPPY – a new intervention to tackle maternal obesity; and the Healthy Start in Childcare initiative. Helping to give every child the best start in life, we will progress the Leeds Infant Feeding Plan, 'Food for Life' by further embedding the council's Breast Feeding policy and expanding the Breast Feeding Peer Support Programme. We will also seek to achieve Unicef UK Baby Friendly re-accreditation of the Leeds Health Visiting Service and work with Children's Centres to gain Stage 1 accreditation. Accreditation is based on a set of standards for maternity health visiting, neonatal and children's centres services (see p.14).

We are developing a healthy ageing programme as part of the cross-cutting 'breakthrough project' *Making Leeds the best city to grow old in* with a focus on physical activity, malnutrition, and falls prevention.

We are working with the Leeds CCGs as a pilot for the National Diabetes Prevention Programme that, by 2019/20, will support more than 2,800 people who have been identified to be at risk of developing diabetes.

Having developed a local pandemic influenza plan, we will establish an outbreak control plan to ensure Leeds is prepared, resilient and responsive to emergency incidents and outbreaks. We are also leading on programmes to tackle antimicrobial resistance across Leeds.

We are leading public health programmes to reduce the impact for vulnerable people of extreme temperatures and to reduce the health impacts of poor air quality (see p20).

We are developing community-based syphilis testing within most at risk populations via Yorkshire Mesmac and the Integrated Sexual Health Service and leading on Phase 2 of the Elton John AIDS Foundation funded pilot which offers new patients screening for HIV, Hepatitis B and Hepatitis C within targeted GP practices.

Much will depend on changing the relationship between the public, workforce and services, so –

we work 'with' and not 'do to'

– and ensuring the system is financially sustainable in the face of rising cost pressures across health and social care. We need to encourage greater resilience in communities so that more people are supported to do more themselves, to improve and maintain their health and also reduce the demands on public services.

Key strategies and related documents:

- Leeds Health and Wellbeing Strategy 2016-21
- Leeds Health & Care Plan (available later 2017)
- Leeds Child Healthy Weight Plan 2016-21
- Director of Public Health Annual Reports
- Leeds Maternity Strategy 2015-20
- Leeds Drug & Alcohol Strategy and Action Plan 2016-18
- Tobacco Action Plan (available later 2017)
- Leeds Suicide Prevention Plan 2017-20 (available later 2017)
- Leeds Strategy for Sport and Active Lifestyles 2013-18
- Making Leeds the Best City to Grow Old in Annual Report (Executive Board February 2017)





RESILIENT COMMUNITIES

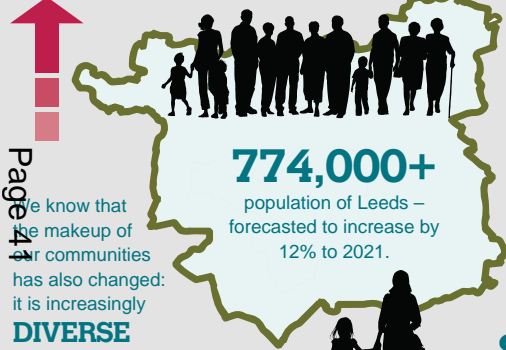
Tackling poverty and reducing inequalities

Leeds is one of the fastest growing cities in the UK with people of different ages and from many different backgrounds, cultures and beliefs living and working alongside each other. As a City of Sanctuary, we celebrate this rich diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel like they are part of their local neighbourhood. To achieve this, we need strong local leadership, to increase community

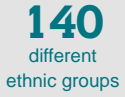
conversations to resolve problems and conflict locally, raise aspirations, create better links to social and economic opportunities, and improve the city's resilience to extremist narratives. Increasing community engagement and participation will reduce dependency on public services, building more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.

The challenges

Between 2005 and 2015, the population of Leeds grew by **5.3%**



We know that the makeup of our communities has also changed: it is increasingly **DIVERSE** with...



'ABSOLUTE POVERTY' (2014/15)



While the numbers of asylum seekers and refugees in Leeds are relatively low, **RACE HATE** and destitution can affect these people's lives

What we're doing



Working with communities themselves and with partners, particularly in the third sector, we are helping communities become more enterprising and resilient through citizen-led approaches, supporting people to grow more financially resilient and carrying out a range of community safety actions through the Safer Leeds partnership. Much of this is being delivered via the council's cross-cutting 'breakthrough project', *Strong communities benefitting from a strong city.*

In 2017/18 we are rolling out a new multi-agency approach in the city's priority neighbourhood improvement areas. Regeneration investment will be based on an assessment of needs, bringing together elected members, local communities and partners to set out a clear, ambitious but realistic vision of how areas can develop and change. This new approach promotes local decision-making and cultural change with staff across the council's directorates working differently in our neighbourhoods, maximising our

collective impact. Community Committees have improved the quality of the dialogue with communities significantly by focusing on what is important to local people and they will continue to play a key role in engaging with residents on local service priorities.

We will add to our network of Community Hubs across the city, increasing these to 18 in 2017/18 from the current 10.

The hubs offer a range of integrated council services, including job searching help and advice, and provide a venue for pop-up surgeries from organisations such as the national careers service, Money Buddies and the Leeds City Credit Union (LCCU). The council's partnership with the LCCU continues to strengthen, reducing the reliance on high cost lenders for its 31,000 Leeds members through the use of lower interest web-based payday loans, an expanded 'Your Loan Shop' service offering affordable loans directly on the high street, and development of a rent-to-buy alternative offering household goods at affordable rates. In response to research commissioned by the council and carried out by Leeds Beckett University into gambling related harm in Leeds, the council is working with local and national partners to develop an action plan to support those at risk.

A number of government welfare reforms have been introduced since 2013 and more are planned for 2017, including the introduction of Universal Credit. The council will continue to monitor these and respond by providing advice and welfare-related support. We have trained our customer service officers (CSOs) to identify broader services that may be relevant to the customer or bring in colleagues who can help: for example, advising a customer with difficulties paying their rent who may have wider debt problems. We are planning to develop a digital centre of excellence as a way to handle many more straightforward queries via self-serve, freeing up CSOs' time to support the most vulnerable customers with complex needs.

With our third sector partners we will refresh our approach to community cohesion and developing community leadership, linked to the National Counter Extremism strategy and recommendations in the Casey Review published in Dec 2016. Through our cross-cutting 'breakthrough project', *World class events and a vibrant city centre that everyone can benefit from*, the council will continue to support community festivals and events that bring people together, such as Leeds Pride, the Leeds West Indian Carnival, Beeston Festival, Morley Arts and Garforth Festival, and many other community level activities, festivals and events.

We are establishing new signposting and reporting centres within community-based organisations and places of worship to connect with hate crime victims. We will identify

joint working opportunities to address racism and religious intolerance impacting upon young people in the city. We will ensure that the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism. The statutory Prevent Duty is based on the principle that all staff have a responsibility to recognise and address safeguarding issues. Pledges are being developed to help embed this approach across the council.

Leeds has a long-held commitment to support asylum seekers and refugees.

Over the next two years the city will welcome a further 75 Syrian refugees through the national resettlement programme. Leeds has also been at the forefront of welcoming unaccompanied asylum seeking children: we currently support around 50 (March 2017) and the number is growing. They are supported in the same way as looked-after children but changes are anticipated under the Immigration Act in how we can support them when they reach 18. Work is underway to more fully understand, and influence, the implications of the Act with further government guidance expected in June 2017. Leeds is a place that also supports economic migrants. A strategic city-wide approach to migration is being led through the Leeds Strategic Migration Board, aimed at improving understanding on all sides and bringing services together to meet the needs of all migrants and help them fully participate in the city.

We are addressing inequalities in safety across the city with a particular focus on supporting vulnerable people. Safer Schools Officers will respond to risks, threats and harms in areas of most need and develop complementary and timely responses for children and young people entering police custody. This will reduce the overall number of arrests and increase voluntary attendance in a safe and secure environment. As part of our cross-cutting 'breakthrough project' *Tackling domestic violence and abuse*, in 2017 we will extend the Armley Domestic Violence Case Conference pilot to other localities. This will see professionals from a range of organisations consider what response and support can be offered to victims of repeat incidents. We will also extend the Routine Enquiry pilot, in which GP practices ask women if they are experiencing domestic abuse.

Key strategies and related documents:

- Safer Leeds Plan (updated annually; 2017/18 update available shortly)
- Leeds City Council Equality Improvement Priorities 2016-20
- Citizens@Leeds – Supporting communities and tackling poverty update (Executive Board September 2016)





CHILD FRIENDLY CITY

Tackling poverty and reducing inequalities

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by

continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe and working collectively to ensure that families get the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to as soon as possible.

The challenges

26,400

under 16s across the city estimated to be **LIVING IN POVERTY...**

That is **18.1%**

compared to an average of **14.7%** in England...

(2014/15 figures)

...With a growing child population, and that growth being greatest in the poorer and more diverse part of the city, this figure is set to rise



Research tells us that education is the key to building resilient adults and improving adult outcomes

However, regionally the educational progress and achievement of children and young people who could be classed as disadvantaged or vulnerable learners is below national



Yorkshire and Humber is the **2nd LOWEST**

English region for GCSE attainment for children on free school meals (2015)



Poor attainment at school has a stark impact on adult outcomes, including

employability, earning potential, long-term health in later life and life expectancy



We need to build the equivalent of

8 NEW HIGH SCHOOLS

by 2023 to manage projected demand for school places



What we're doing

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to improve the homes and places in which children live and play and better their overall health and wellbeing. Some young people are statistically more likely to have relatively poor outcomes: for example, those with learning difficulties and disabilities; those from some ethnic minority backgrounds; those with English as an additional language; poor school

attenders; and those involved in the social care system, as well as those living in more deprived backgrounds. Therefore, the next focus of our child-friendly city activity is a collective approach to ensure that children and young people are engaged in learning and achieving; improving outcomes for children from disadvantaged backgrounds through the three 'As': their 'attendance' at school; their ability to 'achieve' well socially; and their academic 'attainment'.

We will consult and continue to work with our partners to ensure that together we focus on supporting all children and young people to reach their potential.

Our collaborative approach is framed around 24 clusters: local multi-agency partnerships centred on schools and children's centres at the heart of communities. They include the children's social work service, governors, police, youth provision, the Youth Offending Service, housing services, third sector, health and local elected members. In 2017/18 we will strengthen these arrangements through the introduction of Restorative Early Support Teams (REST) to provide a local, co-ordinated response to children and families who require intensive support. Initially these will be based in eight high-need clusters before expanding further.

In early 2017 the Department for Education confirmed we had been successful in our bid for innovation funding. We will be awarded £9.6m over the next three years to support and accelerate our existing, successful strategy for child welfare in Leeds, building on our current 'good' Ofsted rating for safeguarding. The money will be used for three key areas: establishing the new RESTs; a restorative adolescent service, offering support and information about emotional wellbeing and mental health issues; and helping us share expertise with other local authorities as a 'Centre of Excellence' and DfE national 'partner in practice'.

We will continue to deliver the activity set out in our Children and Young People's Plan (CYPP) which is based around:

three 'obsessions' – to reduce the need for children to enter care; improve school attendance; and reduce the number of young people classed as 'NEET' (not in education, employment or training).

Complementing the CYPP is the Leeds Best Start Plan which describes a long-term broad preventative programme from conception to age 2 years aimed at ensuring a good start for every baby, with early identification and targeted support for vulnerable families early in the life of the child.

In 2017/18, through the Leeds Best Start Plan, we will introduce the Baby Buddy app, a comprehensive resource for parents of under 2s; carry out Happy Baby intergenerational work which aims to raise awareness to older people about how we raise happy, healthy children; and implement the recent Health Needs Assessment of Maternal and Child Nutrition, supporting our Health and Wellbeing Best Council Plan priority (see p.10).

Our growing child population is currently moving through the primary phase and so planning for additional secondary places is underway, helping us meet our statutory duty to ensure every child in Leeds has a school place. Between 2016 and 2023 the equivalent of 8 new high schools – over 1,400 additional year 7 places – will need to be created to manage projected demand.

Our social, emotional and mental health (SEMH) strategy has been developed in partnership with the NHS and we are the only local authority to have developed a joint strategy in this way.

A range of specialist learning provision, underpinned by a **£45m investment** will be operational by September 2018, ensuring world-class provision, when needed, for pupils with SEMH needs.

Leeds was subject to an Ofsted and CQC (Care Quality Commission) 'local area SEND inspection' in December 2016, assessing our arrangements for children with special educational needs and disabilities. The outcomes letter was published on the Ofsted and CQC websites in February 2017. It highlights areas of strength and for further development which correlate well with our own Scrutiny inspection findings. We are now creating a post-inspection action plan that will build on our strengths and address areas where further improvements can be made.

While the number of children in Leeds who are looked after by the state is at its lowest for more than 10 years, more work is needed to safely reduce this number further and to reduce the need for expensive, external placement providers. The Yorkshire and Humber regional adoption agency successfully submitted a bid to the government to set up a regional approach to adoption, with three sub-regional adoption agencies. Leeds City Council is acting as the lead agency for the west sub-region. The new agency will ensure that more children and young people are able to experience a safe and secure family life. These arrangements will also help respond to the financial pressures.

Key strategies and related documents:

- Leeds Children and Young People's Plan 2015-19
- Leeds Best Start Plan 2015-19
- Future in Mind: Leeds 2016-20 (A strategy to improve the social, emotional, mental health and wellbeing of children and young people aged 0-25 years)
- Leeds Joint Strategic Needs Assessment 2015
- Leeds Joint Health and Wellbeing Strategy 2016-21





BETTER LIVES FOR PEOPLE WITH CARE AND SUPPORT NEEDS

Tackling poverty and reducing inequalities

Helping people to be independent, live in dignity and enjoy happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Through this, one of our priorities is to ensure people with care needs are

given the right care at the right time. Where people are able to be independent, we will help them get the right support and access to services that enable this for as long as possible.

The challenges



We face the twin challenges of huge financial pressures and a growing and ageing population with more complex long-term health conditions, requiring greater and more intense levels of support

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Over the next 20 years the **65-85 AGE GROUP** is projected to increase by **1/3**



Residents aged 85 and over expected to double over the same period



10% of all road traffic accident casualties in Leeds are aged over 60

70,000 pensioner households in Leeds – over half are older people living alone
Source: 2011 census

15% older people described as lonely or socially isolated

Leeds' adult population with dementia is predicted to rise between 2014 and 2030 by

50% from just over 8,000 to 12,000



3,000 PEOPLE

This growth is particularly focussed amongst younger people with the most profound needs for care



5% increase over the last 4 years in the city's learning disabilities population: it now stands at more than

Trends suggest the working age population supported by the council with moderate or severe learning disabilities will increase by around **7.5%** between 2014 and 2020

Additionally there are rising public expectations about the opportunities and quality of life of people who use care and support services – this has led to a national drive to improve the quality and level of people's

CHOICE AND CONTROL
of their social care and support services and an increasing focus on the integration of health and social care services

What we're doing



We are facing these challenges together as a city, working collaboratively to transform how we support people's health and social care needs, while continuing the council's commitment to prioritise resources for the most vulnerable.

Our strategy is to work together with people with care and support needs and their families to find outcomes that draw on their strengths and assets to help them stay well and independent for as long as possible.

It promotes the opportunity for individuals to be co-producers of services and support rather than solely consumers of those services, thereby restoring their dignity as equal and independent citizens of Leeds.

Key elements of the strategy include: helping people with care and support needs to make the changes to live the way they want to; improving short-term help for older people leaving hospital; increasing the range of high quality care and support services; bringing communities together to support those who are isolated or with care and support needs; improving the help available to friends and family supporting people with social care needs; ensuring people with care and support needs are safe; helping people with physical or mental health conditions to learn/re-learn skills for independent living. The strategy can be broken down into three areas:

**better connections,
better living and
better conversations**

Better Lives through Better Connections

We are working with communities and partners to improve local support for people with care and support needs and continue to use citizen-driven technology to reduce isolation and promote independence. We are linking with the universities to promote social care research and innovation and with the private sector to support corporate social responsibility.

In 2017 this will include:

- Building on local partnerships with third sector providers;
- Developing integrated Health & Social Care approaches to commissioning services for people with long-term conditions and care and support needs; and
- Delivering asset-based community development approaches which will build capacity within communities to offer support to people with care and support needs.

Better Lives through Better Living

We are continuing our work to improve the access of people with care and support needs to a range of housing options and enabling more people to purchase their social care directly, either individually or collectively with others in a similar situation. We are also further developing our services targeted towards helping people to recover their independence following an accident or illness and will up our game on supporting and sustaining the quality of services which support people to remain at home safely. During 2017:

- Leeds will reduce the number of working age adults in residential care by further developing community housing and support alternatives, including Extra Care Housing options;
- Continue to provide specialist residential dementia care and incentivise providers to increase the amount of specialist nursing care available in Leeds; and
- Through the emerging Transport Strategy, develop a range of affordable and accessible transport to make getting into and around the city easier.

More broadly the council is working in partnership through its cross-cutting 'breakthrough project', *Making Leeds the best place to grow old in*. The project is considering: transport and housing for older people; how to ensure they feel, and are, safe; and involving older people in education, culture, employment, training and volunteering.

Better Lives through Better Conversations

During 2017 Leeds will implement a major programme of revision to its business process to introduce strengths-based social work processes across the city and simplify access to care and support through direct payments and individual service funds. We want people to have new and different conversations about a person's social care and support needs. These will focus on an individual's aspiration, independence and capacity; early intervention; swift responses in a crisis; and continued investment in effective, local community services that can be directly accessed by citizens.

Key strategies and related documents:



- Leeds Better Lives Strategy (*updated version in development – available summer 2017*)
- Leeds Joint Strategic Needs Assessment 2015
- Leeds Local Account 2016/17
- Leeds Joint Health and Wellbeing Strategy 2016-21
- Leeds Health & Care Plan (available later 2017)
- Leeds Housing Strategy 2016-21
- Leeds Interim Transport Strategy (December 2016) – *final Strategy due for publication end 2017*
- Leeds Affordable Warmth Strategy 2017-30



TRANSPORT & INFRASTRUCTURE

Tackling poverty and reducing inequalities

Leeds is a growing city. We have a population of more than 774,000 that is forecast to rise further as the city expands and the economy strengthens. A strategic, integrated approach to planning, funding and delivering improved infrastructure for Leeds will help us support this growth. Improving connectivity will bring new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers. In line with being a compassionate city, we need to do this in

a way that ensures Leeds is liveable and healthy, as well as prosperous. We need: a transport system that's fit for the 21st century, connecting people and places and helping us improve air quality; a digitally connected and enabled city and infrastructure that can cope with extreme weather and unexpected events; and enough quality, affordable and accessible homes that cater for our growing population, protect the quality of the environment and respect community identity.

The challenges

The current level of investment in infrastructure in the North is not enough

Source: IPPR

£247

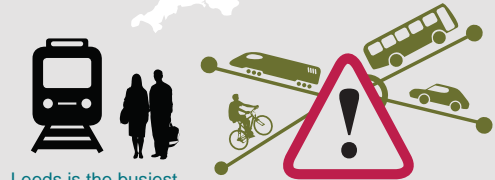
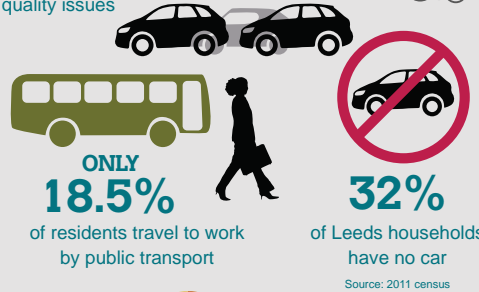
spend per person in **YORKSHIRE & HUMBERSIDE**

£1,870

spend per person in **LONDON**

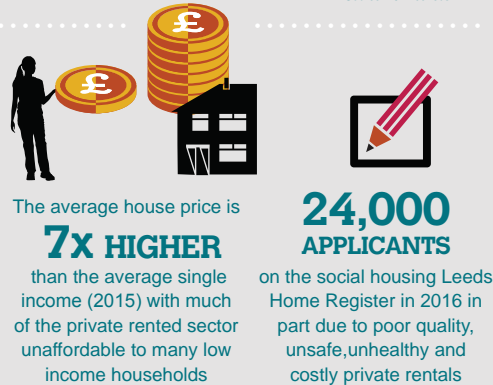


Congestion is an issue on busy junctions causing journey time delays and contributing to air quality issues



Leeds is the busiest station in the North with **37 million PASSENGERS**

Our transport system has major problems in reliability, accessibility and above-inflation price rises



What we're doing



Connecting with partners across the city and the region, we have a unique opportunity to invest in new transport initiatives to support growth in the city, using £173m government funding originally earmarked for the New Generation Transport (NGT) trolleybus system. With local and private sector

contributions the total investment package is worth around £270m. Later in 2017 we will publish a Leeds Transport Strategy, guided by an independent advisory panel and taking into account feedback from the 8,000 people who put their views forward during the 2016 'Transport Conversation'.

Shorter-term proposals include transforming the bus network with a more frequent service, more bus stops with real time information and new, cleaner vehicles that provide free wi-fi and contactless payments; developing high quality transport hubs across the district for key economic hubs such as Leeds Bradford Airport, Thorpe Park and White Rose, connecting people to jobs; and 2,000 additional park and ride spaces to reduce congestion.

As the largest city in Western Europe without a modern mass transit network, our longer-term ambition remains to have a transport system that can move large numbers of people through the city and city region

– be that tram, light rail or tram-train and an expanded Leeds Station to connect HS2, Northern Powerhouse Rail and local and regional services. Both short-term and longer-term measures contribute to our low carbon, better air quality aims.

HS2 is providing Leeds with an opportunity to re-imagine the city centre, accelerating delivery of what is already one of Europe's largest regeneration projects: Leeds South Bank. The waterfront will be completely redeveloped with 4,000 new homes built and 35,000 jobs created. We are constructing the innovative Leeds Flood Alleviation Scheme phase one, which will increase flood protection to the city centre and Hunslet, and developing proposals and the case for phase 2 to raise this level of flood protection, and to protect Kirkstall. We are also identifying flood protection measures on the River Wharfe.

Leeds is making significant advances in its digital infrastructure: the city is the home of the only operational (mutual, not for profit) internet exchange in the north of England; over 1,350 digital companies are based in Leeds and we have the highest number of scale-up digital companies outside the South East; we are a world leader in big data, home to the Open Data Institute and Data Mill North. Going forwards, we will build on these strengths, continuing our 'Smart Cities' work: seeking opportunities to use technology to help people and communities become more self-sufficient; expanding the use of open data; growing people's digital skills and their access to the internet to enable them to be better connected and informed. A significant priority over the next five years is to deliver the 'Health and Care Leeds Digital Roadmap': more integrated IT platforms and better information sharing between health and care organisations across the city, enabling more joined-up care.

The Leeds Housing Strategy 2016-21 sets out our ambitions for effectively meeting housing need to make Leeds the best place to live. We continue to work to deliver six priorities: affordable housing growth; improving housing quality; promoting independent living; creating sustainable communities; improving health through housing and meeting

the needs of older residents. Our Housing growth and high standards in all sectors 'breakthrough project' aims to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and quality.

With developers and housing associations we are identifying opportunities to build new homes – including affordable homes – and convert empty homes back into use to meet a target of 70,000 new homes in Leeds by 2028.

We're underway with the largest programme of council housing development for decades, delivering 1,000 new council homes

between 2015 and 2018, incorporating specialist Extra Care housing schemes. These will be built to the new Leeds Standard: better urban design, meeting space standards and using sustainable construction. Through a mixture of self-regulation and enforcement we're encouraging landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. These initiatives are also providing employment opportunities in construction and increasing the energy-efficiency of homes (see p.20)

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

Key strategies & related documents:



- Leeds Core Strategy 2014-28
- Leeds Site Allocations Plan 2012-28
- Leeds Housing Strategy 2016-21
- Leeds Growth Strategy 2017-20 (in development – due for publication summer 2017)
- Leeds Interim Transport Strategy (December 2016) – final Strategy due for publication end 2017
- Leeds City Region Strategic Economic Plan 2016-36
- Leeds Local Flood Risk Management Strategy (2014)
- West Yorkshire Low Emissions Strategy 2016-21
- West Yorkshire Local Transport Plan 2011-26
- West Yorkshire Combined Authority Transport Strategy (in development)



LOW CARBON

Tackling poverty and reducing inequalities

We want Leeds to be a healthy and green city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits through cleaner air and more affordable warmth. Technology will make homes and businesses more energy efficient, deliver more

sustainable transport, help us reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena. From the Best Council Plan perspective of reducing inequalities, lowering carbon plays a significant role in reducing fuel poverty.

The challenges



11.9%

of Leeds households live in fuel poverty, meaning their energy costs are high relative to their incomes

Source: Dept for Energy and Climate Change 2014

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This is above the **10.6%** English average

Fuel poverty disproportionately affects vulnerable people: houses are colder than they should be which is particularly damaging to the health of children, older people and those with underlying health conditions, affecting their quality of life and leading to additional pressures on health and social care services

High energy costs put extra strain on households on low or fixed incomes, many of whom are prepayment (or 'pay-as-you-go') energy customers whose tariffs can be some of the most expensive on the market



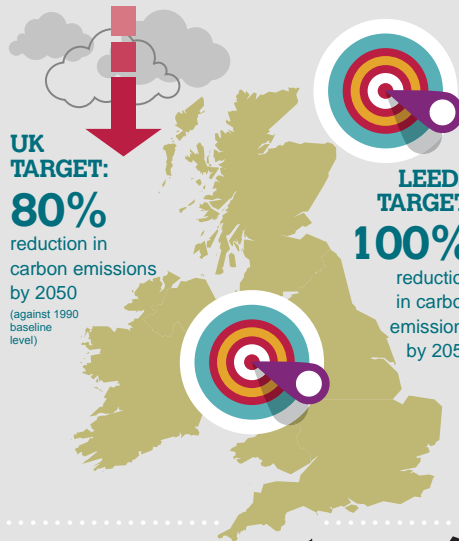
51% increase in real term domestic energy bills 2005-2013

Children's social and educational attainment can suffer as they have nowhere to comfortably do homework or entertain friends



700 people in Leeds die this year from illnesses related to air pollution...

...with an overall cost to the local economy of **£480m**



UK TARGET:

80%

reduction in carbon emissions by 2050 (against 1990 baseline level)

LEEDS TARGET:

100%

reduction in carbon emissions by 2050



70,000 solid-walled homes in Leeds – insulation could save £0.5bn in energy costs



950,000 tonnes of commercial and industrial waste produced each year

Source: based on most recent assessment for Leeds as set out in the Natural Waste and Resources Development Plan Document

What we're doing



We are working in partnership to tackle fuel poverty through our cross-cutting 'breakthrough project', *Cutting carbon and improving air quality*. A number of schemes are in place with more planned to widen access to low cost energy, improve domestic energy efficiency, provide energy advice, enable residents to benefit from renewable energy and provide additional targeted support to households at risk of falling into fuel poverty.

2017 will see us aiming to secure funding to begin construction of the first phase of a citywide district heating network

to pipe lower cost and lower carbon heat to businesses and residents in urban areas. Longer-term, we have a vision to create an interlinked series of district heating networks covering much of the city and so have begun detailed heat mapping to identify opportunities. We are working closely with businesses, developers and public sector partners to secure their interest. Solar panels installed on a number of council buildings and 1,000 council homes between 2012 and 2015, have saved around 1,200 tonnes of carbon dioxide per year. Tenants will see a significant reduction in their fuel bills. However, with drastic cuts in 2016 to government's 'Feed in Tariff Scheme' (where you can apply to get payments from your energy supplier if you generate your own electricity), solar schemes are currently not financially viable. Working with local universities, we are investigating how new technologies, such as greater use of energy storage, can be used to help make the business case work for more solar schemes.

Subject to investment, over the next two years we will work with public health, local clinical commissioning groups and Leeds Community Healthcare through the 'Warm Well Homes' initiative to identify residents suffering from cold-related illness (e.g. cardio-vascular, respiratory and mental illness), assess their homes and carry out heating and energy efficiency improvements. The scheme will enable people to live safely in their own homes without their health conditions being made worse by living in cold conditions.

Following two years of community engagement, advice and enforcement work in Holbeck – one of the most deprived areas in Leeds with many empty homes and private rentals – in 2017 we will carry out a range of energy efficiency work, including attic room and solid wall insulation. We are working with government to seek to make external wall insulation a national infrastructure priority. If all 70,000 solid-walled homes in Leeds were insulated, over £0.5bn could be saved and carbon cut by almost 4%. In those properties already insulated, people have seen on average a 34% reduction in their energy usage.

In September 2016, White Rose Energy was launched

– a partnership between the council and Robin Hood Energy, a not-for-profit energy company. Its aim is to provide low cost energy to all households with pricing that is fair and transparent, helping people to stay warm and comfortable in their own homes without paying over the odds. In 2017, the ambition is to acquire and retain 10,000 new customers from across the region.

The council is working with Northern Gas Networks (NGN) and the Local Enterprise Partnerships in Leeds and Teesside to make the case to government to support 'Leeds City Gate H21': a proposal to convert the existing natural gas network in Leeds to 100% hydrogen which produces zero CO2 emissions at the point of use and improves air quality. Leeds would be the first city to be converted in what is essentially a vision for the country, reducing emissions from the region by over 11% by 2030.

A cross-sector Leeds Committee on Climate Change is being established. The Committee will provide independent advice on the most effective steps needed to meet the city's carbon reduction targets: an interim 2030 target of a 60% reduction in the city's carbon emissions with the ultimate objective of Leeds having zero carbon emissions and running on green energy by 2050.

The council will do its part by continuing to reduce its own energy and carbon footprint.

Between 2008/09 and 2014/15 we cut carbon emissions by 20% across our buildings and operations

through a combination of investment, training and reviewing our processes and contracts. This also supports our ambition of becoming a more efficient and enterprising organisation (see p.22).

Key strategies and related documents:



- Leeds Climate Change Strategy: Making the change 2012-15
- Leeds Affordable Warmth Strategy 2017-30
- West Yorkshire Low Emissions Strategy 2016-21
- Leeds Interim Transport Strategy (December 2016)
- Leeds City Council Energy Policy (2015)
- Leeds City Council Sustainable Energy and Action Plan (December 2015)
- Cutting Carbon Breakthrough Project Annual Report (Executive Board, December 2016)

EFFICIENT & ENTERPRISING

Tackling poverty and reducing inequalities

In March 2016 Leeds City Council won the Local Government Chronicle's Children's Services award with judges praising our, "genuinely ambitious programme reaching out to all children and young people across the city through concerted interagency drive and an obvious clarity of leadership." In June 2016 we then won the Municipal Journal's prestigious 'Local Authority of the Year' award. The judges commended our "consistent and dynamic leadership" and "clear improvement vision", especially in regard to regeneration and health inequalities. They also noted that winning this category highlights a

local authority's success not just in one project or department but right across the organisation.

We are justifiably proud of receiving these accolades but we are not complacent: we recognise the complex challenges facing the city, as explained throughout this Best Council Plan, at a time of continued financial and demand pressures across all public services. In response, we are continuing to look hard at what we do and how we do it as part of our ongoing journey to become a more efficient and enterprising organisation, the 'Best Council' in the UK.



Though we have fewer people, we remain confident we can deliver our Best Council Plan priorities if staff continue to work more flexibly and innovatively, performing at their best.

To enable this, we will refresh our People and Culture Strategy this year to improve our leadership and management, workforce planning and talent management. We will focus on the role of leaders in encouraging a positive 'can do' culture across the organisation where people feel more confident in speaking up where they see that something might be done better and empowered to create solutions.

2017/18 will see an even greater focus on inclusion and diversity with individual improvement objectives for all staff, policy reviews, actions in team plans, improved training and reviews of recruitment practices and progression routes. These activities aim to raise awareness, eliminate barriers, celebrate differences and create a workforce more representative of our communities.

Having adopted the West Yorkshire Low Pay Charter, we will continue with a range of actions to support our lower paid staff: maintain a minimum pay rate of

£8.25



and review this alongside national pay negotiations; carry out impact assessments in relation to pay and poverty issues in our workforce; re-launch our Union Learn programme to support lower paid workers with basic skills and use the government's new Apprentice Levy to enhance their career progression.

From April 2017, the council's organisational shape is changing: we are moving from seven directorates to five, bringing services together in a simpler and clearer structure to better deliver priorities and create efficiencies at a senior management level. While structure is important, too much emphasis on it can lead to a silo approach in how people work. To counteract this, it is crucial that we keep encouraging multi-disciplinary teams from across council services, partners and communities to come together around shared issues. This approach underpins our eight 'breakthrough projects' which are helping deliver the Best Council Plan priorities. The projects will continue in 2017/18 alongside a strengthened 'key account management' approach aimed at capitalising on the relationships we have with city and regional partners from all sectors.

What we're doing

This journey centres on a programme of organisational cultural change aimed at making the best use of the resources within the council and more broadly across the city and region. It builds on the Leeds-led Commission on the Future of Local Government which, in 2012, developed a set of propositions based on the concept of:



'civic enterprise': councils becoming more enterprising, businesses and other partners more civic and the public more engaged.

The world of local government is changing: the geographies and demographics of the populations we serve are shifting; expectations from customers and staff are rising; technologies are advancing all the time; levels and sources of funding are evolving within a context of greater partnership working, integration and devolution. Against this backdrop, we recognise that the time is right to review and refresh the propositions laid out in the Commission to ensure they are fit for the future, again looking to draw national insight and expertise from across all sectors.

To date, we have responded to the financial challenge and been able to balance the budget each year, protecting front line services and avoiding large scale compulsory redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies, all of which will continue so that we can deliver the



£82m of savings required in 2017/18



This year we will further assess our fees and charges, strengthen budget accountabilities and review our joint funding arrangements to help ensure a consistent and strategic approach that is fair and equitable to all partners involved. Our approach to the financial pressures anticipated will be set out this summer through an updated medium-term financial strategy.

The council's workforce has shrunk in recent years, helping mitigate the financial pressures: in 2010 we employed nearly 15,400 'full-time equivalent' (FTE) posts (this includes staff employed in Education Leeds and the housing ALMOs who have since transferred into the authority); we now have 12,400 FTEs and anticipate a further net reduction of 484 posts by the end of 2017/18.

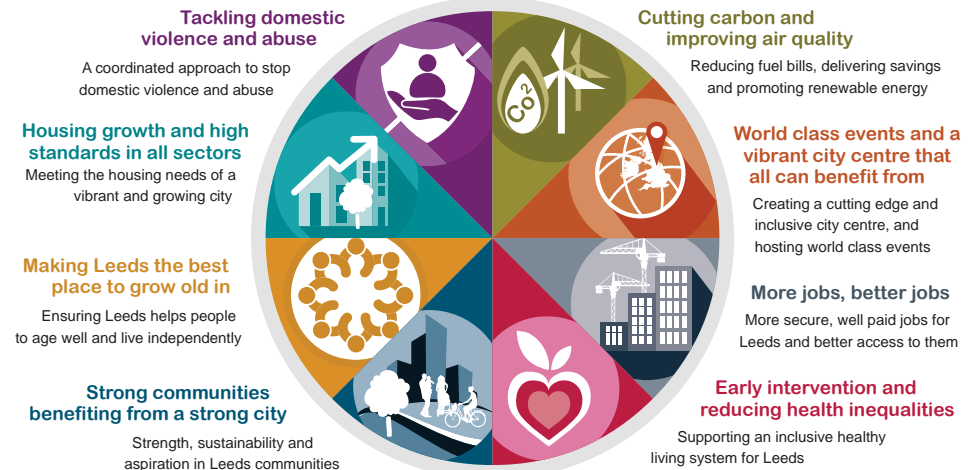
Since 2010 the council's costs have risen and our core funding from government has gone down by around **£214m (48%)** with a further reduction of £25m in 2017/18



BREAKTHROUGH PROJECTS

Helping deliver the Best Council Plan

i Innovation and collaboration, on a city-wide scale, driving change for individuals, communities and public services



A significant phase of our programme known internally as 'Changing the Workplace' goes live in 2017/18 as around 1,000 staff move into the newly refurbished Merrion building. The programme is helping deliver significant savings as we gradually move from 17 city centre buildings down to 4 by the end of 2018/19 and creating a modern, more flexible working environment.



When it re-opens, Merrion House will bring together the majority of front-line council services into one place and create a new customer services hub, improving customer access in the city centre

– with our wider rollout of Community Hubs serving as focal points for members of the public in other parts of Leeds.

The Go ON UK Digital Exclusion Heatmap has highlighted that

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13% of adults in Leeds have never been online and 23% lack all five basic digital skills



– managing information, communicating, transacting, creating (for example, completing online application forms) and problem solving (such as learning a new skill using online resources). In response, we have created a new '100% Digital Leeds' brand that reflects our ambition for a city where everyone has the opportunity to get online and can develop the five basic digital skills. We are asking all council staff to assess themselves against these skills and we will then develop an action plan. By using technology and training to grow people's digital skills, we will make it easier for staff and citizens to self-serve online, providing information and services on the web in a user-friendly way that encourages take-up. We will encourage customers to 'channel shift': to move away from face-to-face, phone and e-mail contact where appropriate so that they receive a quicker, more streamlined response and can access services at times that suit them.

Going digital incorporates technological change but is just as much about culture change, about being prepared to challenge often long-standing working practices. We will therefore maintain our approach of simplifying and

standardising how we work as well as consolidating and rationalising technology where possible as we refresh our IT hardware and software. Key projects include: upgrading the Microsoft infrastructure that underpins the running of most of our critical applications; modernising the council's communications tools; also modernising our network, server and data centre infrastructure to support flexible, multi-agency working and provide shared service capability for partners. Further rollout of our 'digital by design' principle will facilitate this work as part of the wider 'Smart Cities' agenda (see p.18)

We will continue to improve the quality and availability of information provided to customers and also to staff and elected members, bringing together data from across the city to aid operational and strategic decision-making and better prioritise interventions and resources to where they are most needed. A large-scale project for 2017/18 is to ensure all council services, contracts and the partners with whom we share information are ready for the new 'General Data Protection Regulations' which come into effect from 25th May 2018. These replace the current Data Protection Act with more stringent rules for handling personal and sensitive data.

Data provides valuable insights to inform decision-making, but this needs to be supplemented by what people tell us through engagement. Alongside ongoing consultation and engagement on specific changes to council services or major initiatives such as developing the Leeds Growth Strategy, 2017/18 will also mark the launch of 'Changing Leeds'. This is an invitation for anyone who lives, works, visits or studies in the city to talk about the challenges that public services and communities in Leeds are facing so that together we can come up with the right solutions. We are working with partners to create online and offline places for people to learn more and take part in the discussions through a conversational approach, making the best use of existing assets such as local groups, events, social media and other communications channels.

Key strategies & related documents:

- Leeds City Council People and Culture Strategy (currently being refreshed – to be published later 2017)
- Leeds City Council Annual Financial Plan 2017/18 and Medium-Term Financial Strategy 2017/18–2019/20
- Leeds City Council Equality Improvement Priorities 2016-20
- Leeds City Council Digital and Information Strategy (in development – to be published later 2017)
- Leeds City Council Asset Management Plan 2014-17
- Leeds City Council Annual Governance Statement 2016 (the next update will be published in summer 2017)
- Commission on the Future of Local Government 2012



KEY PERFORMANCE INDICATORS

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

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



BEST CITY KPIs

Good growth

Growth in jobs in the Leeds economy
Increased productivity
More people supported to improve their skills
More Leeds residents with at least a Level 4 qualification
Increased number of new business start-ups
Increased footfall as a result of major cultural events

Health & wellbeing

More adults are active
Fewer children are obese
Lower infant mortality rates
Reduced avoidable years of life lost
Suicide rates
Fewer people smoking
Claimant rate for Employment Support Allowance

Resilient communities

Increased self-reporting of domestic violence and abuse incidents
Reduced rate of serious acquisitive crime (burglaries and robberies)
Decrease in reported anti-social behaviour / nuisance concerns
Hate crime incidents
Number of adults of working age affected by in-work poverty
Increased earnings for the lowest paid 10% of working residents

Child friendly city

Safe reduction in the number of children looked after
Higher school attendance
Fewer young people not in education, employment or training (NEET) / unknown
Educational attainment at age 16

Transport & infrastructure

Increase in city centre travel by sustainable transport (bus, train, cycling, walking)
Number of people killed or seriously injured in road traffic accidents
More residents with all 5 basic digital skills
Growth in new homes in Leeds
Reduced homelessness

Better lives

More adults and older people helped to live at home
Increase in registered care services rated as 'good' or 'outstanding'
More people with choice and control of their care services
Fewer people return to hospital following discharge
Percentage of new client referrals for specialist social care resolved at point of contact or through accessing universal services

Low carbon

Fewer households in fuel poverty
Reduced carbon emissions across the city
Improved energy and thermal efficiency performance of houses
Increased waste recycled

BEST COUNCIL KPIs

Workforce more representative of our communities

More apprentices employed by the council

Lower average staff sickness levels

All staff have appraisals and mid-year reviews

Improved staff engagement scores

Minimise over/underspend for this financial year

Growth in business rates

Improved council tax collection rate

Increased percentage of ICT service desk calls fixed at the first point of contact

ICT system/service availability

Fewer customer complaints

More council customers using self-serve when getting in touch

Lower CO2 emissions from council buildings and operations

Percentage of council staff with all 5 basic digital skills

OUR VALUES

i Underpinning what we do and how we work

Our values underpin everything we do – our policies, strategies and processes – and how we work, defining our organisational culture. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from Leeds City Council.

In 2011, we developed our five core values. To make sure they are still relevant, in January 2017 we talked about them with staff from across the authority. Overall, people are positive and

enthusiastic about our values, feeling they fairly represent how we currently work, or how we should work. However, people also felt that more could be done to bring them to life. Our five values are explained below in terms of what they mean to staff now, in 2017, and what more we can do.

Working with our staff on the council's values helps us put those values into practice every day, in every service we deliver, so that Leeds can have confidence in a council which is honest, fair, good with money, joined up and proud to make a difference.



Being open, honest and trusted

– I can be my best

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The importance of this value is well understood based on integrity, transparency, trust and honest feedback. Going forward, being bold in our approach will be helpful, as will two-way communications focused on sharing successes more widely and more visibly.

How we can get better: We need to continue to encourage and support a climate of openness and knowledge sharing; welcome regular feedback reinforced through meaningful appraisals and one-to-one meetings; we need to be honest about what we can and cannot do and work more on our communications with staff, particularly at this time given the scope and scale of business change.

“I am set clear expectations and have regular meetings with managers”



Treating people fairly

– It feels like I count

People really appreciate this value: when things are not going so well it gives them something to point to and challenge behaviour that is not in line with it.

How we can get better: We need to focus more on enhancing staff wellbeing and resilience; make inclusion and diversity a priority and celebrate difference; acknowledge success throughout the year and not just at set points such as annual staff awards; continue to give staff a voice and act on ideas generated as opposed to blocking them; continue to build on the ‘can do’ approach that so many of our workforce embody and encourage and lead on cutting edge innovation, enabling this through more flexible systems and processes.

“It feels like I count when I have responsibility and am given authority to get on”



Spending money wisely

– I make every pound go further

“This means using all our resources efficiently, every day”

People feel that it is right that we have this value, particularly given the financial constraints we are operating in, but that ‘spending money’ needs to be considered more holistically than in purely cash terms.

How we can get better: We need to continue to encourage a better use of resources more widely, with more emphasis on talent, time, abilities and skills as well as tangible assets; to reinforce that the concept of ‘value for money’ is not just based on the lowest cost or best price but equally on the quality of service delivery and delivering better outcomes and that this sometimes requires investing more upfront to save in the longer term.

Working as a team for Leeds

– I am part of a team with a ‘can do’ attitude



Working collaboratively towards common goals was a common theme of staff discussions around this value. People understand the need to work differently and across silos but in practice, there is more to do to achieve a widespread collaborative mindset and the infrastructure to enable collaboration to take place across the city.

“As long as everyone shows a ‘can do’ attitude rather than ‘we’ve always done it that way’ then we can achieve great things.”

How we can get better: We need to actively encourage staff to work together on shared goals, sharing talent across services and with partners and recognising that this increases job satisfaction and creativity, leading to better results; maximise the use of technology to facilitate joint working; allow ‘permission to play’, to challenge and a ‘can do’ attitude and appreciate and recognise this.



Working with all communities

– There’s no wrong door into the council

“I am pleased to say I work with others, not ‘to’ or ‘for’ them.”

In our discussions there was recognition that we need to ‘work with’ our communities, not ‘do to’. A more collaborative, flexible mindset will help us to achieve this and our Best Council Plan ambitions and priorities. People are proud to make a positive difference and, when we do, would like to shout about it more.

How we can get better: We need to better enable and support communities and build this into our everyday work, in both frontline and back office functions; emphasise that safeguarding is everyone’s responsibility; be more responsive to customers, however they contact us, so they are not passed from one person or service to another; challenge elected members, staff and partners as needed to ensure we all put citizens at the core of every decision we make; despite the challenging economic climate, continue to work hard and work well with and for the people of Leeds.





You can stay up to date with all our news and services throughout the year.

 www.leeds.gov.uk

 [LeedsCC_News](#)

 [LeedsCouncil](#)



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Draft Scrutiny Board (City Development) Work Schedule for 2017/2018 Municipal Year

		Schedule of meetings/visits during 2017/18		
Area of review	June	July	August	
Inquiries		Formal Response – Advancing Bus Service Provision Inquiry - Scoping and first session		
Annual work programme setting - Board initiated pieces of Scrutiny work (if applicable)	Consider potential areas of review			
Budget	Budget update			
Pre Decision Scrutiny				
Policy Review				
Recommendation Tracking				
Performance Monitoring	Performance Report			
Working Groups				

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*Prepared by S Pentelow

Draft Scrutiny Board (City Development) Work Schedule for 2017/2018 Municipal Year

	Schedule of meetings/visits during 2017/18		
Area of review	September	October	November
Inquiries	<u>Evidence Gathering</u>	<u>Evidence Gathering</u>	<u>Evidence Gathering</u> Final Session
Pre Decision Scrutiny			
Policy Review			
Recommendation Tracking			
Performance Monitoring		KSI/ Road Safety - review	
Working Groups			

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Draft Scrutiny Board (City Development) Work Schedule for 2017/2018 Municipal Year

	Schedule of meetings/visits during 2017/18		
Area of review	December	January	February
Inquiries			
Budget and Policy Framework	Initial Budget Proposals 2018/19 and Budget Update (Budget and Policy Framework)		
Pre Decision Scrutiny			
Policy Review			
Recommendation Tracking			Advancing Bus Service Provision Inquiry
Performance Monitoring	Performance Report		
Working Groups			

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Draft Scrutiny Board (City Development) Work Schedule for 2017/2018 Municipal Year

Schedule of meetings/visits during 2017/18			
Area of review	March	April	May
Inquiries	<u>Agree Final Inquiry Report</u>		
Budget and Policy Framework	Local Flood Risk Management Strategy Annual scrutiny review		
Pre Decision Scrutiny			
Recommendation Tracking	Housing Mix		
Performance Monitoring			
Working Groups			

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Potential unscheduled to be considered-

- Highways Maintenance – Previous request for scrutiny by Cllr Robinson
- Housing on Brownfield Land – 5 year land supply
- East Leeds Extension and Orbital Road Progress
- Digital Inclusion Recommendation Tracking
- Road Congestion (ref Advancing Bus Service Provision Inquiry)

Updated – June 2017 *Prepared by S Pentelow

Key: SB – Scrutiny Board (Infrastructure and Investment) Meeting

WG – Working Group Meeting

Table of Scrutiny Major Areas of Work Relevant to City Development

Inquiry	Scrutiny Board	Year
Transport for Leeds – Supertram, NGT and Beyond	City Development	2016/17
Site Allocation Plan	City Development	2016/17
Aire Valley Leeds Area Action Plan	City Development	2015/16
Bus Provision	City Development	2015/16 and 2016/17
Digital Inclusion Inquiry	City Development	2015/16
Housing Mix Inquiry	City Development & Environment and Housing, (Housing and Regeneration 2014/15)	2015/16
20 mph Zones and KSI stats	City Development	2015/16
Asset Management	Sustainable Economy and Culture	2014/15
Community Infrastructure Levy	Sustainable Economy and Culture	2014/15
20 mph Zones	Sustainable Economy and Culture	2014/15
Housing Strategy	Housing and Regeneration	2014/15
Housing Growth	Housing and Regeneration	2011/12
Affordable Housing by Private Developers	Housing and Regeneration	2011/12

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Infrastructure and Investment)

Date: 21 June 2017

Subject: Financial Health Monitoring - Budget Update

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

Summary of main issues

1. The purpose of this report is to provide Board Members with information with regard to the financial health for areas aligned with the Boards terms of reference. For this purpose the Scrutiny Board has been provided with the Executive Board reports due to be considered on 21 June 2017.

2. This is the first opportunity for the Scrutiny Board to consider the outturn summary for the financial year 2016/17. Information appended to this report provides information relating to budget provision and actual spend. Appendix 1 and 3 are amended to reflect information relevant to this Scrutiny Board (for the Department for Environment and Housing this is with regard to car parking only). The financial update for the current financial year 2017/18 is also provided.

3. Representatives from financial management support have been invited to present the budget reports and address any further questions from the Board.

Recommendations

4. Members are asked to:
 - (a) note the financial report for 2017/18 and the outturn summary for the financial year 2016/17.
 - (b) make recommendations as deemed appropriate.

(c) to identify areas of concern which may require further Scrutiny focus during 2017/18

Background documents - None¹

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

Report of the Chief Officer Financial Services

Report to Executive Board

Date: 21st June 2017

Subject: Financial Performance - Outturn Financial year ended 31st March 2017

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

Summary of main issues

1. The purpose of this report is to inform members of the final outturn for the financial year 2016/17. The pre-audited accounts will be presented to the Corporate Governance and Audit Committee at its meeting on the 23rd June 2017.
2. As set out below, the final position on the General Fund shows an underspend of £2.6m after the creation of a number of earmarked reserves. This is an increase in the underspend of £0.6m when compared to the provisional outturn position that was received at Executive Board in April. The budget assumed a use of general reserve at £3.5m, however the final outturn underspend results in an actual use of reserves of only £0.9m
3. The Housing Revenue Account outturn reflects a surplus of £3.6m.
4. As at April 2015 General Reserve were £21.6m. As per table 3 at paragraph 5.2 the amount of General Reserve as at 31st March 2017 is £20.7m

Recommendations

5. Members of the Executive Board are asked to;
 - a. Note the outturn position for 2016/17 and to agree to the creation of earmarked reserves as detailed in paragraphs 3.5 and 5.5 and delegate their release to the Chief Officer Financial Services.

- b. Note that the Chief Officer Financial Services will be responsible for the implementation of these actions following the 'call in' period.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's financial outturn position for 2016/17 for both revenue and capital and includes the Housing Revenue Account and spending on schools.
- 1.2 The report also highlights the position regarding other key financial health indicators including Council Tax and Business Rates collection statistics, sundry income, reserves and the prompt payment of creditors.
- 1.3 It should be noted that in accordance with proper accounting practice, any significant event which occurs prior to the audit sign-off of the accounts in September 2017, could impact on the Council's final published outturn position and hence the level of reserves. This is known as a post balance sheet event and should such an event occur, it will be reported back to this Board at the earliest opportunity.

2. Main Issues

- 2.1 The 2016/17 general fund revenue outturn position after the creation and transfer of a number of earmarked reserves as detailed in paragraph 5.5 is an underspend of £2.6m.

Table 1 - summary outturn position

Directorate	Director	(Under) / Over spend for the year			
		Staffing	Total Expenditure	Income	Total (under) /overspend
		£000	£000	£000	£000
Adult Social Care	Cath Roff	(1,151)	2,060	(2,060)	0
Children's Services	Steve Walker	707	17,469	(9,484)	7,985
City Development	Martin Farrington	(721)	6,479	(12,929)	(6,450)
Environment & Housing	Neil Evans	(1,833)	8,204	(9,510)	(1,306)
Strategy & Resources	Alan Gay	(1,456)	(1,489)	1,158	(331)
Citizens & Communities	James Rogers	386	1,821	(1,741)	78
Public Health	Dr Ian Cameron	(321)	1,210	(1,262)	(52)
Civic Enterprise Leeds	Julie Meakin	490	997	(1,895)	(898)
Strategic & Central	Alan Gay	(480)	(4,211)	2,548	(1,663)
Total		(4,379)	32,540	(35,175)	(2,637)

2.2 Full details of the directorate variations, budget action plans and risk areas for the year can be found in the financial dashboards attached at . The main directorate issues contributing toward the outturn position are as follows:-

2.3 **Adult Social Care** - the directorate has achieved a balanced position at the financial year-end. Staffing savings across all services have delivered a £1.2m saving. This reflects a reduction in staffing numbers within the Community Support Service and general vacancies, partly offset by slippage relating to the Better Lives programme within older peoples residential and day care services.

Passenger Transport costs overspent by £0.7m where costs for clients have come in higher than budgeted. This is primarily due to increased level of support required for clients (along with an equal pay resolution) rather than increased demand for the service.

Income is slightly higher than budgeted through increased Service User contributions £0.2m and the directorate will be using £1m less of earmarked reserves than was assumed in the original budget.

Other variations across the net £200m budget total (£0.3m)

The cost of community care packages is consistent with the budget despite expenditure on the learning disability pooled budget exceeding the budget provision. Savings in Direct Payments mitigated the position.

2.4 **Children's Services** – at outturn the directorate overspent by £7.98m.

As reported during the year the main budget pressures faced by the directorate were on demand-led budgets, particularly Children Looked After (CLA) and transport. Together these accounted for £5.6m of the overspend after allowing for the release of £2.9m from the demand and demography reserve. The actual release from reserves was £0.4m lower than previously projected and accounts for the increase in the overall directorate overspend from that reported for the provisional outturn position. Lower partner funding than budgeted for accounted for £1.6m of the overspend. There were net other variances of £0.8m on all other budgets with an overspend on staffing accounting for £0.7m.

At outturn there are an additional 34 children looked after in external residential placements and with independent fostering agencies (IFAs) than the 2016/17 budget provided for. This has resulted in a £3.9m variation against the budget after allowing for the release from reserves of £2.3m. Other net variations on the CLA budget were £0.4m, mainly accounted for by an increase in leaving care costs. ER placements reduced during the first half of 2016/17 but steadily increased during the second part of the year. The number of children with IFAs reduced throughout the year but did not reduce to the level assumed in the 2016/17 budget.

The home to school and home to college transport budget overspent by £1.3m, after allowing for the release of reserves of £0.6m, and was a result of a rise in the number of young people with complex needs, a rise in the transport requirements outside the city and an increase in private hire rates.

Staff costs were £0.7m over budget. The 2016/17 budget included significant staff savings and these were largely achieved although there was an overspend on agency and overtime costs.

A shortfall in partner funding for family services amounted to £1.6m. This was budgeted income for Children's Centres in 2016/17 but the funding was actually received in 2015/16.

The outturn position also includes the carry forward to 2017/18 of all the £7.3m new DfE Innovations and Partners in Practice funding received in March 2017. This will enable the impact of the additional investment in services to be maximised over the next three years.

It has previously been reported that pressures have emerged during the year on the Dedicated Schools Grant in relation to Social Emotional and Mental Health provision, Funding for Inclusion numbers and the Central Early Years expenditure which totals £4.2m, slightly lower than previously projected. Other variations of £0.5m contribute towards reducing the overall outturn deficit on the DSG to £3.63m. This will be carried forward to 2017/18 and this deficit is included within the total schools reserves shown in Table 3.

2.5 City Development –The overall outturn position for 2016/17 is an under spend of £6.4m. This underspend is mainly due to a number of large one off items which include;

- £2.78m income from the PFI Street Lighting contract share sale;
- £1.79m use of items from the balance sheet to support the General Reserve;
- £930k of accrued income from Bridgewater Place, and
- £991k of additional capitalisation of Highways works.

2.6 Environment & Housing – At outturn the directorate position is an under spend of £1.3m against its £53m net managed budget. Within this overall figure, the waste management budget underspent by £1.0m, of which £0.45m relates to lower business rates costs of the RERF. Recycling processing costs are lower by £0.3m as a result of increases in the market prices of recycled material. Operational running costs of the service were £0.26m under the budget.

In car parking, staffing savings and additional income delivered a saving of £0.4m and in Community Safety there is an underspend of £0.3m due to a combination of staffing savings and additional income from the West Yorkshire Police and Crime Commissioner and the Ministry of Justice.

Environmental Action & Health have a £0.6m underspend mainly attributed to staffing savings and additional pest control income. Housing support also delivered a £0.1m underspend, again due to staffing savings.

Collectively these savings have enabled the directorate to both manage the directorate wide staffing efficiency target (£1m) and offset other net pressures within the directorate £0.1m.

2.7 **Public Health** –The 2016/17 budget reflected the reduction in government grant income of £1.1m and an associated reduction in spend on public health services.

The budget also assumed that public health would need to borrow £1.3m of reserves to fund spend on council led public health services. At outturn due to underspends of £0.8m, the actual amount borrowed was only £0.5m. This underspend and the reduced borrowing requirement net off and have no effect on the public health bottom line variation.

Supporting people services, which operate outside of the public health grant ring-fence, outturned with a small saving of £0.05m.

2.8 **Strategy & Resources** – In total the Directorate underspent by £0.3m. The Projects, Programmes and Procurement Unit overspent by £0.17m which has arisen from the NGT and Health Transformation projects not progressing (£0.7m) although this has been offset by corresponding staff savings. Savings in other support services divisions totalled £0.5m.

2.9 **Citizens & Communities** – The final outturn position is a small overspend of £0.08m against the £29m budget. This overspend is in line with previous forecasts and is mainly attributable to an overspend in Customer Access of £0.38m which is partially offset by savings in Elections of £0.25m. Other minor variations total a saving of £0.05m.

2.10 **Civic Enterprise Leeds (CEL)** – the overall outturn position reflects an underspend of £0.9m and is largely explained by the additional £1.0m saving resulting from vacant posts within Shared Services.

Facilities Management and Commercial Services achieved a balanced position. Within the catering service a variance of £0.2m arose from the impact of the loss of school contracts although this was offset by increased surpluses of (£0.2m) on Cleaning and Fleet.

There was a £0.1m overspend on the Corporate Property Management function due to additional building maintenance expenditure incurred on void properties.

2.11 **Strategic & Central budgets** - overall, the strategic & central budgets underspent by £1.7m. There are a number of key variations within this figure.

- The business rates levy to the Leeds City region pool is £1.2m compared to the budgeted sum of £3m.
- Savings of £2.8m from the additional capitalisation of eligible spend in general fund and school budgets.
- The strategic budget also recognises that the £1.9m corporate procurement savings and PFI contract savings have been achieved through Directorate budgets.
- New Homes Bonus is a funding mechanism rewarding councils that increase the number of occupied homes within their areas. The reward effectively

doubles the amount of Council Tax for every new home built or empty home brought back into use, and was initially payable for six years. The 2016/17 budget assumed some £19.2m in respect of New Homes Bonus, however reforms introduced in the 2017 Spring Budget reduced the number of year's payable and introduced a growth baseline. The outturn position recognises a shortfall of £4.76m, of which £0.26m relates to performance and £4.5m arises as a result of these changes to the scheme.

- Early Leavers Initiative – £2.7m of severance costs have been funded from the flexible use of capital receipts in line with the policy approved at full Council in March 2017.
- There was a reduction in level of section 278 income receivable of approximately £2.3m and this reflected lower development activity than was anticipated.
- Debt – the overspend of £1.1m was due to the conversion of short-term debt to long-term debt in order to take advantage of low long-term interest rates.
- An underspend of £9.3m in the MRP charge to revenue is due to a revision in the calculation of the charge. This review had identified that there was overprovision in previous years.
- Staffing cost variations of £0.1m reflect the a additional cost of implementing Leeds City Council's minimum pay rate on January 1st 2017 and a reduction in unfunded pension costs of £0.5m.
- Creation of £1.2m of new earmarked reserves which are further explained in paragraph 5.5 and the transfer of £1m of the Street Lighting contract share income to the capital reserve to be used to fund the 2017/18 base budget.
- Joint Committees. A £0.1m overspend for the West Yorkshire Coroners' services.
- Other variations amount to £0.2m

3. Housing Revenue Account (HRA)

- 3.1. Following finalisation of the HRA the outturn for the year is a surplus of £3.6m when compared against the 2016/17 budget.
- 3.2. The budget for disrepair was overspent by £0.7m. This was largely as a result of a combination of resolving an increased number of disrepair cases and by taking a more pro-active approach to avoid expensive claims in the future.
- 3.3. An increased level of Right to Buy resulted in lower rental income as stock numbers were lower than budgeted for although this was partially offset by lower void levels. The net variation was £0.2m.
- 3.4. The variations identified above have been offset by the following savings:

- Income other than rents was £1.2m higher than budgeted.
- Additional income of £0.6m was received through the 'Gainshare' arrangements with the Council's external maintenance contractors whereby the Council shares in the benefit of external contract costs being less than the initial target cost.
- An increase in Right To Buy (RTB) sales has generated additional fee income of £0.2m.
- External funding contributions for a number of initiatives such as Biomass, Solar Panel, Telecoms and secondments to external organisations have generated £0.3m more than budgeted.
- Income from miscellaneous streams such as insurance refunds, property income and charges for paralegal costs and additional leasehold income have generated £0.2m variation against budget
- This additional income has offset reduced income realised from the capitalisation of salaries. This was due to the service carrying a number of vacant posts in 2016/17.
- Against a budget of £43.5m expenditure on maintaining and repairing the Council's housing stock was £0.4m underspent.
- Savings of £0.7m on employees arose due to posts being held vacant pending the implementation of new structures.
- Net savings of £0.8m have been realised in relation to Supplies and Services. These include ICT budgets (£0.2m), office equipment (£0.1m), tenant mobility (£0.1m), reduced transaction charges (£0.1m), Changing the Workplace (£0.1m) and a range of other minor variations totalling (£0.2m).
- A reduction in charges for services commissioned from other Council services has resulted in a saving of £0.5m. These include services provided by legal, internal audit, community safety and environmental services.
- Other key savings include a reduction in the contribution to the provision for doubtful debts £0.3m, payments to external organisations £0.1m, transport costs £0.1m along with minor variations on remaining budget headings totalling £0.4m.
- The variation against budget on the Capital Programme of £1.9m expenditure on the Environmental Improvement Programme and Sheltered Housing schemes has been funded through the use of earmarked reserves. This contribution is reflected in the appropriation account.
- The Capital charges overspend of £1.6m is largely due to a revision to the timetable for the capital contribution from the Council to the contractor delivering the PFI contracts in Little London, Beeston Hill and Holbeck. The

£1.6m repayment of the PFI is offset by adjustments within the PFI Unitary Charge.

3.5. The surplus on the Housing Revenue Account is £3.61m. It is recommended that earmarked reserves are created for;

- £0.26m to fund costs of scanning Housing Management paper files. This will facilitate the Housing Service exiting the current Housing offices in order to provide the service from Community Hubs. The hubs will provide accessible and integrated services, bringing together existing one-stop shops, libraries and housing offices thereby realising capital receipts in excess of £2m.
- b) £0.35m to fund anticipated costs of 'Changing the Workplace'. The balance of the in year surplus of £3m will be transferred to the HRA Capital Reserve to fund expenditure on multi-storey dwellings.

4. Schools

4.1 The 2016/17 outturn position for schools is shown in table 2 below;

Table 2

4.2

Outturn	£m
Schools Reserves	
Balance Brought Forward	28.8
Net Contribution from Reserves	(8.2)
Balance Carried Forward	20.6
Extended Services & Partnerships	
Balance Brought Forward	10.2
Net Contribution from Reserves	(1.2)
Balance Carried Forward	9.0
Central Schools Block Dedicated Schools Grant	
Surplus Brought Forward	3.7
Contribution to Life Ready for Learning	(2.3)
2016/17 in year overspend	(5.0)
Deficit Balance Carried Forward	(3.6)

4.3 As schools are funded from the Dedicated Schools Grant (DSG) their reserves are ring fenced and must be carried forward. At 31st March 2017, mainstream school reserves stand at £20.6m.

In accordance with previous decisions, the development costs of School PFI and BSF funded schemes are initially met by borrowing from the overall level of school reserves which is then repaid over a period of time and at the close of the year £0.6m was still outstanding. In addition, there is outstanding borrowing against

school reserves for school VER costs totalling £0.7m together with a further £4.0m to support early intervention and preventative services in Children's Services in 2013/14.

After netting the above items from the £20.6m, the net mainstream schools reserves position totalled £15.3m as at 31st March 2017. There is also a further ring-fenced school reserve of £1.8m specifically relating to the carry forward of in year PFI scheme balances, giving overall school reserves of £17.1m as at 31st March 2017.

4.4 Extended Services & Partnerships reserves amount to £9.0m as at 31st March 2017. These include balances held by AIPs and Clusters.

4.5 At the start of 2016/17 the ring fenced DSG reserve totalled £3.7m. Of this Schools Forum agreed to use £2.3m in 2016/17 to fund A Life Ready For Learning in Children and Families. The balance of the reserves have helped reduce the in-year overspend. During 2016/17 there has been an overall overspend on DSG services of £5m, mainly in the High Needs block. This is largely due to increasing numbers of students and the increasing complexity of cases requiring additional top-up payments (£2.5m). In addition, place funding is now required for Wellspring (£1.0m) and there have been additional costs for deficit SILC balance (£0.7m). In total a deficit balance of £3.6m will be carried forward to 2017/18 after allowing for the unspent reserves brought forward from 2015/16. Schools Forum approval to the deficit being carried forward will be sought at the meeting on the 22nd June. Schools Forum have been consulted on options to balance the DSG in 2017/18 and to repay the deficit over the medium term. The Children and Families Directorate has also commenced a review of the High Needs Block which will include looking at options to address the pressures and the deficit DSG balance..

5.0 Reserves

5.1 A full statement of all Council reserves can be found at Appendix 2. A summary of the reserves is shown in table 3 below;

Table 3

Reserves	Balance at 31.3.16 £m	Transfer to/(from) £m	Balance at 31.3.17 £m
General Fund:			
General reserve	21.6	(0.9)	20.7
Earmarked reserves	29.6	(11.6)	18.0
Ring-fenced & grant reserves	6.7	4.3	11.0
Total	57.9	(8.2)	48.7
Schools			
Ring-fenced reserves	38.1	(15.6)	22.5
Housing Revenue Account:			
General reserve	7.3	(0.7)	6.6
Earmarked reserves	62.5	(10.6)	51.9

Total	69.8	(11.3)	58.5
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5.2 General Reserve

5.3 Table 4 below provides an explanation of the movement in the General Reserve;

5.4 *Table 4*

General Fund Reserve	£m
Opening Balance 1st April 2016	21.6
Budgeted usage	(3.5)
In-year underspend	2.6
Closing Balance 31st March 2017	20.7

5.5 Creation of New Earmarked Reserves

- Communities Innovations Fund £80k. This reserve is required to fund work that is committed with the Third Sector, primarily to support activities that seek to deliver financial sustainability within the sector by maximising external funding.
- Adult Social Care safeguarding reserve £94k. To carry forward the balance of partner contributions relating to adults safeguarding.
- Invest to Save Reserve £1m. This proposal is to create an invest to save reserve to enable Directorates to develop projects / schemes which will generate future revenue savings. Details of how the fund will operate are yet to be finalised, but it is intended that some of the savings realised should be recycled to back to the fund so that it is sustainable on an ongoing basis to resource future projects.
- In April 2017 Executive Board agreed to the creation of a reserve for Armed Forces Day £30k.

6. Capital Programme

6.1 The actual capital expenditure for General Fund and HRA in 2016/17 is £392.9m, an underspend of £8.8m or a 1.4% variation against the February 2017 Capital Programme projected outturn

6.2 General Fund

6.3 The following table shows the in-year actual General Fund capital expenditure against the estimated level of capital expenditure:

General Fund	Feb 17	Apr 17	Variation	
	Estimate	Outturn	£m	%
	£m	£m	£m	%
City Development	162,415.5	161,081.7	(1,333.8)	(0.8%)
Children's Services	67,369.9	65,907.9	(1,462.0)	(2.2%)
Environment & Housing	30,546.5	25,047.5	(5,499.0)	(18.0%)
Adult Services	1,866.0	2,092.8	226.8	12.2%
Strategy and Resources	42,228.3	46,182.9	3,954.6	9.4%
Total Spend	304,426.2	300,312.8	(4,113.4)	(1.4%)
Financed by				
General Fund Borrowing	189533.4	180018.0	(9,515.4)	(5.0%)
General Fund Specific Grants and Contributions	114892.8	120294.8	5,402.0	4.7%
Total Funding	304426.2	300312.8	(4,113.4)	(1.4%)

6.4 A full breakdown of the net variations is detailed in Appendix 3. Comments are also provided for schemes that have a material variation of greater than +/-£100k.

6.5 The general fund borrowing variation does not have a material effect on the treasury outturn position. The treasury outturn position is presented as a separate report to this Executive Board.

6.6 The General Fund capital programme delivered £300m of expenditure including major works on our Highways programme, Flood Alleviation, City Cycle Connect, Kirkstall Forge Rail Growth, Kirkgate Market Strategy, Change in the Workplace, Learning Places programme, Strategic Investment Fund, provision of adaptations grants, vehicle replacement programme underpinning the council's emissions reduction programme and essential technology and customer access programmes.

6.7 Housing Revenue Account

6.8 The following table shows the in-year actual Housing Revenue expenditure against estimate:

HRA	Feb 17	Apr 17	Variation	
	Estimate	Outturn	£000s	%
	£000s	£000s	£000s	%
Council Housing Growth Programme	17,614.7	16,030.1	(1,584.6)	(9.0%)
Housing Leeds Council House Programme	77,000.0	73,982.8	(3,017.2)	(3.9%)
BITMO Council House Programme	2,706.3	2,570.1	(136.2)	(5.0%)
Total Spend	97,321.0	92,583.0	(4,738)	(4.9%)
Financed by				
HRA Self-Financing	83273.9	77315.9	(5,958)	(7.2%)
HRA Capital Receipts RTBs	7723.4	9895.8	2,172.4	28.1%
HRA Specific Grants and Contributions	6323.7	5371.3	(952.4)	(15.1%)
Total Funding	97321.0	92583.0	(4,738)	(4.9%)

6.9 Capital Programme Resources

6.10 The following table details the overall capital financing position for the Council:

	Feb 17 Estimate	Apr 17 Outturn	Variation £m	
Net Capital Spend	401.7	392.9	(8.8)	(2.2%)
Financed by				
General Fund Borrowing	189.5	180.0	(9.5)	(5.0%)
General Fund Specific Grants and Contributions	114.9	120.3	5.4	4.7%
General Fund Capital Receipts	0	0	0	0%
HRA Self-Financing	83.3	77.3	(6.0)	(7.2%)
HRA Capital Receipts RTBs	7.7	9.9	2.2	28.6%
HRA Specific Grants and Contributions	6.3	5.4	(0.9)	(14.3%)
Total Funding	401.7	392.9	(8.8)	(2.2%)

6.11 Capital receipts of £3m have been utilised in 2016/17 as a funding source for general fund expenditure, primarily to make use of the new flexibility to treat transformational revenue expenditure as capital expenditure funded by capital receipts. In line with existing accounting policy £2.5m of receipts have been utilised to fund PFI liabilities and £16.3m have been used to repay debt, and borrowing of £2.9m has been undertaken in lieu of section 278 contributions.

6.12 HRA Council Housing Growth Programme, Housing Leeds and BITMO have utilised £77.3m of self-financing funding, £5.4m of external contributions and have utilised £9.9m of Right to Buy receipts.

6.13 The net debt of the Council as at 31st March 2017 is £1,809m. Further details of this and the debt financing costs will be presented in the 2016/17 Outturn Treasury Management report to this Executive Board.

7. Other Financial Performance.

7.1 The performance statistics for the year in respect of the collection of local taxation are as follows:-

	2010/11 Leeds Actual	2011/12 Leeds Actual	2012/13 Leeds Actual	2013/14 Leeds Actual	2014/15 Leeds Actual	2015/16 Leeds Actual	2016/17 Leeds Actual
Council tax collection	96.7%	96.6%	96.6%	95.7%	95.7%	95.9%	96.1%
Business Rates	97.9%	97.5%	97.6%	97.1%	97.3%	97.8%	97.5%

7.2 Following the introduction of the Council Tax support scheme in 2013/14 a 19% contribution scheme was implemented for working age claimants and this was increased to 26% for 2014/15 but was then set at 25% for 2015/16 and 2016/17. The collection position at the end of March was as follows:

- Council tax in-year collection rate – 96.1% (95.9% last year). The in-year collection rate target for the current year was 95.9%. £303.9m has been collected in respect of 2016/17 bills, an increase of £16.4m compared to the previous year.
- Collection rate for those affected by Council Tax Support scheme – 73.9% (71.7% last year)
- Collection rate for those previously getting 100% Council Tax benefit – 64.3% (63.6% last year)
- The collection of non-domestic rates for the year is 97.54% of the current net debit of £389.8m. This represents a decrease of 0.3% in comparison to 2015/16.
- Discretionary Business Rate Relief Scheme – against a budget of £500k in 2016/17 some £323k of local discounts were approved under the scheme to support the creation of employment and economic growth and to increase the business rates base

8. **Prompt Payment of Creditors**

8.1 The prompt payment result at the year-end was 91.79% of undisputed invoices processed within 30 days. This was against a target of 92%.

9. **Corporate Considerations**

9.1 Consultation and Engagement - This is a factual report and is not subject to consultation.

9.2 Equality and Diversity / Cohesion and Integration - The Council's revenue budget for 2016/17 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 24th February 2016

9.3 Council Policies and Best Council Plan - The 2016/17 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget in support of our Best Council ambition to be an efficient and enterprising organisation.

9.4 Resources and Value for Money -

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

9.6 **Legal Implications, Access to Information and Call In**

9.7 There are no legal implications arising from this report.

9.8 **Risk Management**

9.9 Budget management and monitoring is 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 and key income budgets. To reinforce this risk-based approach, specific project management based support and reporting around the achievement of the key budget actions plans was put in place for 2016/17.

10. **Recommendations**

- 10.1 Members of the Executive Board are asked to;
- 10.2 Note the outturn position for 2016/17 and to agree to the creation of earmarked reserves as detailed in paragraphs 3.5 and 5.5 and delegate their release to the Chief Officer Financial Services.
- 10.3 Note that the Chief Officer Financial Services will be responsible for the implementation of these actions following the 'call in' period.

11. **Background Documents¹**

- 11.1 There are no background documents relating to this report

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.

CITY DEVELOPMENT 16/17 BUDGET - OUTTURN FINANCIAL DASHBOARD

Appendix 1

Overall -

The 2016/17 outturn position is an underspend of (£6,450k). This underspend is due to a number of one off items which include £2.78m income from the PFI Street Lighting contract share sale, £1.79m use of balances to support the General Reserve, £930k of accrued income from Bridgewater Place, and £991k of additional capitalisation of Highways works.

The Planning and Sustainable Development Service has seen continued growth in activity across the service throughout 2016/17 resulting in exceeding income targets by over £800k, whilst still delivering staffing savings of over £200k through careful vacancy management. This has facilitated funding other activities and pressures within supplies and services, including a £239k overspend on Planning Appeals costs.

Kirkgate Market income remains the main pressure in Economic Development, a shortfall of £750k. This pressure is due in the main to the in year extension of rent discounts for both indoor and outdoor tenants, later than anticipated new lettings resulting from delays to the market redevelopment plus additional demands on maintenance and promotional expenditure.

Asset Management and Regeneration has been very successful in the acquisition of new income generating assets delivering a net £896k of additional income, which offsets the shortfall in advertising income of £328k from delays in the development and operation of new sites. An additional provision of £177K has been made in respect of a number of dilapidation claims made against the authority for premises formerly leased in, which is offset by the revised Arena debt savings of (£179k).

Highways and Transportation have contracted further work with their strategic partners Mouchel increasing external spend, offset by savings on Winter Maintenance which has resulted in a real position of an £80k underspend, however the one off income items detailed above are held here.

In Arts and Heritage there is a projected loss of income from Room Hire at the Art Gallery (closed for roof repairs) £100k, which is offset by a NNDR Rebate and increased Town Hall bar and catering income. Increased spend in supplies and services are generally funded by and relate to the increase in income from events.

Sport and Active Recreation increased expenditure on catering, resalable items and consultancy costs are offset by additional income. Pressures on income include £40k relating to the pool closure and refurbishment at John Smeaton and a £60k due to a VAT error on the Fitness and Swim Bodyline Offer. The service is also experiencing a downturn in Bodyline income due to the number of budget gyms that have opened across the city within the last 18 months.

The Directorate Strategy is to use the proposed £930k Bridge Water Place settlement to part fund these net pressures and contribute the balance to the corporate strategy. In the service analysis below £371k is utilised against specific services and £559k in Highways & Transportation.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Planning and Sustainable Development	8,647	(5,789)	2,858	(246)	25	363	(8)	259	0	0	0	0	393	(807)	(414)
Economic Development	5,145	(4,263)	882	50	151	2,463	3	28	0	(550)	0	0	2,145	(1,459)	686
Asset Management and Regeneration	11,195	(10,412)	783	(201)	539	(203)	(4)	1,077	0	(122)	0	0	1,086	(1,685)	(599)
Highways and Transportation	56,590	(40,688)	15,902	(391)	2,220	(553)	797	(1)	0	(40)	0	0	2,032	(8,232)	(6,200)
Arts and Heritage	17,004	(7,126)	9,878	39	(33)	(88)	75	43	22	402	57	0	517	(511)	6
Sport and Active Recreation	24,415	(18,693)	5,722	82	101	296	1	(89)	(85)	29	0	111	446	(241)	205
Resources and Strategy	1,855	(1,162)	693	(54)	(5)	(36)	(1)	(44)	0	0	0	0	(140)	6	(134)
Total	124,851	(88,133)	36,718	(721)	2,998	2,242	863	1,273	(63)	(281)	57	111	6,479	(12,929)	(6,450)

Key Budget Action Plans and Budget Variations:						RAG	Action Plan Value	Forecast Variation against Plan/Budget
		Lead Officer	Additional Comments			£'000	£'000	
A. Budget Action Plans								
1.	Planning and Sustainable Development	Tim Hill	Reduction in the net cost of service through management restructure, staffing savings and increased income generation.	G		550	(653)	
2.	Economic Development	Tom Bridges	Reduction in the net cost of service through staffing savings and increased income generation.	A		280	260	
3.	Asset Management & Regeneration	Tom Bridges	Reduction in the net cost of service through staffing savings and increased income generation.	G		410	(29)	
4.	Highways and Transportation	Gary Bartlett	Reduction in the net cost of service via alternative service delivery, removal of subsidies, staffing savings and additional income.	G		440	(80)	
5.	Arts and Heritage	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.	G		570	6	
6.	Arts Grant	Cluny MacPherson	Full Year Effect of new grant allocations will deliver the savings. DDN published 25 March 2015 and implemented 1st April 2015.	G		125	0	
7.	Sport and Active Recreation	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.	A		440	205	
8.	Resources and Strategy	Ed Mylan	Reduction in the net cost of service via efficiencies and staffing savings.	G		30	(134)	
9.	Directorate	All Chief Officers	Directorate-wide additional income target.	G		371	0	
B. Other Significant Variations								
1.	Asset Management	Tom Bridges	Reduced borrowing costs at Leeds Arena (£179k) income from new assets (£896k) offsetting reduced income from Advertising £328k and dilapidation claims £177k.				(570)	
2.	Planning Appeals	Tim Hill	Increased planning appeal costs.				239	
3.	Kirkgate Market	Tom Bridges	Extension of rent discounts and other rent reductions resulting from the delay in the Kirkgate redevelopment.				426	
4.	Bridgewater Place	Martin Farrington	As per the Directorate Strategy, use of balance of Bridgewater Place settlement to mitigate pressures and contribute to delivering an underspend to support the Council Financial Strategy.				(559)	
5.	Street Lighting	Gary Bartlett	PFI Street Lighting Contract Share Sale				(2,780)	
6.	Highways	Gary Bartlett	Additional Capitalisation				(991)	
7.	Balances	Martin Farrington	Use of releasable balances to support the the General Reserve				(1,790)	
						City Development Directorate - Forecast Variation		(6,450)

ENVIRONMENT & HOUSING DIRECTORATE SUMMARY
FINANCIAL DASHBOARD - 2016/17 FINANCIAL YEAR
Outturn

<p>Overall Position (£1,306k under budget)</p> <p>Community Safety (£254k under budget) The overall staffing underspend was £229k (offset by reduced charges to HRA of £77k). One off income in year has been received from West Yorkshire Police & Crime Commissioner (£219k) for contributions to LASBT (Leeds Anti social behaviour team), additional Ministry of Justice funds (£85k). There was a shortfall of CCTV income of £234k. Other variances total (£32k).</p> <p>Parks & Countryside (£158k under budget) The service has generated additional income, mainly due to the strong performance across all Cafes (£314k). Staffing savings and additional income has contributed to a net surplus of (£126k) within Bereavement Services. These savings have been partially offset by a reduction in Golf income £63k, additional bonfire expenditure of £73k and other variations in expenditure of £146k.</p> <p>Environmental Action & Health (£578k under budget) Env Action - Staffing savings of (£875k) have been offset by reduced income from HRA of £167k, loss of Wellbeing funding of £36k and additional transport costs of £261k in respect of additional hired vehicles and GPS system for gully tankers. Other variations total £69k. Env Health - staffing savings of (£206k) and additional pest control income (£39k) have been partially offset by increased legal costs £32k and other variations of (£23k).</p>	<p>Car Parking (£427k under budget) In year vacant attendant posts (£351k) and reduced expenditure variations of (£160k) have been partially offset by the reduction in overall income of £84k. Income variations include: Woodhouse Lane (£130k), of which (£90k) is for the 50p increase (in June); other off street parking of (£198k); a shortfall in on-street income of £383k and a shortfall in PCN income (including BLE) of £132k. Other income variations total (£103k).</p> <p>Housing Support/Partnerships/SECC/SP Contracts (£121k under budget) Housing staffing underspends (£458k), due to vacant posts, are partially offset by a reduction of £178k corresponding income charged to HRA. Variations in SP are £17k and SECC (£42k). Other variations across all areas are £184k, which includes additional Travellers costs £51k and £40k St Georges Crypt contribution.</p> <p>General Fund SS (+£948k over budget) A £1m staffing savings target was included in the 2016/17 budget as a centralised directorate wide target to give greater flexibility in-year over which services would achieve the savings. These savings have been delivered in full but the incidence is within individual services. This has had the impact of increasing the staffing underspend within services but presenting an overspend against the centrally held savings target.</p> <p>Leeds Building Services (+£339k over budget) Additional turnover has been generated through Housing Leeds repairs and work for capital schemes which has resulted in additional sub contractor spend, partially offset by reductions in internal costs. Vacancies early in the financial year within the service have resulted in an under-recovery of income. Investment of £140k has been incurred in respect of the integration of Construction Services and Property Maintenance which should generate significant efficiencies in 2017/18.</p>	<p>Waste Management (£1057k under budget)</p> <p>Refuse (£105k under budget) Additional staffing costs have been incurred in respect of back up routes, sickness cover, christmas cover and union support for the redesign of collection routes efficiency programme. These have been largely offset by other staffing and expenditure savings, with an underspend of £155k in respect of vehicle repairs.</p> <p>HWSS & Infrastructure (£156k under budget) Additional staffing costs of £146k have been incurred, reflecting additional operatives at HWSS dealing with the higher than anticipated waste volumes and also cover for increased sickness levels. These costs, together with other minor variations, have been offset by additional income (£319k) at the Council's weighbridges reflecting the increased volumes.</p> <p>Waste Strategy & Disposal (£797k under budget) Following the determination of the rateable value of the RERF, there has been a saving of (£450k) in respect of business rates from the budgeted amount of £1.07m. In addition, lower than anticipated tonnage volumes and a share of electricity/penalty income have resulted in a further underspend of (£115k) at the RERF. The reduction in SORT disposal costs experienced in recent months has resulted in a year end underspend of (£302k). There has been additional disposal costs associated with the increased volumes at Household Waste Sorting Sites (+£355k), partially offset by other variations of (£285k) which includes staffing savings of (£73k) and additional recycling income of (£203k).</p>
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Budget Management - net variations against the approved budget;

Summary By Service	OUTTURN VARIANCES															Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Community Safety	8,806	(6,847)	2,159	(215)	11	(181)	10	(193)	(58)		13		(581)	337	(254)	
Strategic Housing, SECC, Contracts	18,565	(8,564)	8,991	(820)	(10)	431	43	98	15				(43)	(78)	(121)	
General Fund Support	(333)	(439)	(772)	800		153	(2)	(3)					948	0	948	
Leeds Building Services	45,309	(51,376)	(6,067)	(352)	107	8,283	(243)					1,600	9,395	(9,055)	340	
Corporate Property Maintenance	907	0	907	6			(2)						4		4	
Parks & Countryside	29,349	(22,420)	6,929	(205)	(233)	1,892	(87)	342					1,717	(1,878)	(159)	
Waste Strategy and Disposal	20,372	(5,749)	14,823	(73)	(50)	(483)	(8)						(594)	(204)	(798)	
Household Waste Sites & Infrastructure	4,578	(574)	4,002	148	12	53	(48)	(2)					163	(319)	(156)	
Refuse Collection	18,680	(389)	18,301	114	(14)	(9)	(131)	(43)					(83)	(22)	(105)	
Environmental Action	15,566	(4,537)	11,019	(876)	77	140	258	(38)			19		(421)	79	(342)	
Environmental Health	3,145	(794)	2,351	(208)	(8)	(3)	(5)	43					(177)	(58)	(235)	
Car Parking	5,003	(12,670)	(7,667)	(352)	9	(145)	24	(48)					(512)	84	(428)	
Total	167,935	(115,159)	62,776	(1,833)	(97)	10,171	(189)	155	(41)	0	40	1,600	9,806	(11,112)	(1,306)	

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
1.	Dealing Effectively with the City's waste	Andrew Lingham	Projected underspend reflects savings on Business Rates at the RERF	G	(4.5)	(0.5)
2.	HWSS Strategic Review	Andrew Lingham	Service still reviewing options. Other savings identified in 16/17.	G	(0.1)	0.0
3.	Parks and Countryside additional income	Sean Flesher	Implement price rises, plus additional income at various attractions	G	(0.6)	0.0
4.	Leeds Building Services	Simon Costigan	Identification of savings to fund PPPU costs	G	(0.2)	0.0
5.	Car Parking	Helen Freeman	Review of Price tariffs and additional income target.	G	(0.2)	0.0
6.	WYP & CC grant use	Sam Millar	£713k funding budgeted - share of £1m for WY districts now agreed.	G	(0.7)	0.0
7.	Savings in Housing related support programme	Neil Evans	FYE of 15/16 plus recommissioning of more SP contracts	G	(0.3)	0.0
8.	Directorate wide staffing reductions	Neil Evans	Pressure of £0.98m offset by staffing savings in services (see 6 and 10 below)	G	(1.2)	0.9
9.	Contract / Procurement Savings / Line by Line		Contract savings target (£358k). Savings identified to offset.	G	(0.3)	0.0
10.	All Other action plan items			G	(0.1)	0.0
				Sub Total	(8.4)	
B. Other Significant Variations						
1.	Waste Disposal Costs	Andrew Lingham	Net budget £15.7m for 329.2k tonnes of waste; -£200k variation			(0.2)
2.	Refuse Collection staffing costs	Tom Smith	£12.2m pay budget in service; +£114k variation			0.1
3.	Refuse Collection vehicle costs	Tom Smith	Repairs £0.7m; Fuel £1.2m. Fuel +£8k variance, repairs £155k under			(0.1)
4.	Car Parking BLE / PCN Income	Helen Freeman	BLE £1.4m ; PCN's £2.3m. Outturn income overall £132k below budget			0.1
5.	Car Parking Fee Income	Helen Freeman	£8.4m budget increase of £810k from 15/16. (Introduced new WHLCP increased by 50p June 2016)			(0.0)
6.	Environmental Action staffing	Helen Freeman	£13.5m pay budget in service			(0.9)
7.	Property Maintenance	Simon Costigan	Budgeted surplus of £5.2m, £339k variation at outturn.			0.3
8.	Parks and Countryside - Attractions	Sean Flesher	£2.1m Income budget (incl. TWorld £1.3 m budget)			(0.0)
9.	Parks and Countryside - Bereavement Services	Sean Flesher	£3.5m net budget. Variance at outturn (£126k)			(0.1)
10.	All other variations		Mainly staffing			(1.0)

Environment & Housing - Forecast Variation (1.306)

Appendix 2

Description		Actual Balance 31st March 2016	Actual Transfers To & From Reserve to Date	Balance Outturn	Reason for the Reserve
		£k	£k	£k	
GENERAL FUND		(21,560)	814	(20,746)	
Adults & Health	S256 funding for health inequalities	(3,000)	(615)	(3,615)	Specific funding from Leeds South and East CCG for tackling health inequalities. Spend projected each year up to and incl 2019/20
Adults & Health	Health and Social Care (CCG)	(12,286)	10,295	(1,991)	To fund Health and Social Care priorities
Adults & Health	Safeguarding Adults	0	(94)	(94)	Independent Safeguarding Board - c/f of partner contributions
Children & Families	Health Innovations	(574)	(674)	(1,248)	Monies given by Health Service for a number of joint initiatives around commissioning & children's centres
Children & Families	Safeguarding (Children's)	(117)	(84)	(201)	Independent Safeguarding Board - c/f of partner contributions to fund serious case reviews
City Development	HS2	(156)		(156)	To support the costs of developing and progressing master planning for the Southbank, including HS2 planning.
Communities & Environment	Casino License	(597)	162	(435)	Reserve for creation of Social inclusion fund, as per license bid and to fund LCC inclusion teams.
Communities & Environment	Economic, Social and Environmental Wellbeing fund	(497)	148	(349)	C/f balances on the wellbeing budgets of Community Committees.
Communities & Environment	Parks Special Project	(81)		(81)	To cover cost of repairing fire damage at Temple Newsam Home farm. (To be used on Capital scheme)
Communities & Environment	Communities Innovation Fund	0	(80)	(80)	Fund work with 3rd sector to develop future financial sustainability in the sector
Communities & Environment	Immigration Advice reserve	(60)		(60)	Fund to assist Chapeltown Citizens Advice Bureau provide immigration advice to clients
Communities & Environment	Information Centre	(170)	170	0	To fund Customer Hub developments; Used in 16/17
Resources & Housing	Homelessness Prevention Fund	(120)		(120)	Homelessness prevention - planned to use to fund £40k for next 3 years
Resources & Housing	Business Transformation Reserve	(48)		(48)	Siebel review (system of customer facing communication etc)
Resources & Housing	Lord Mayor	(14)	(21)	(35)	Balance of budget carried forward
Resources & Housing	Armed Forces Day	0	(30)	(30)	Funding for Armed Forces Day 2017
Resources & Housing	Members club	(8)		(8)	Surplus on the members club.
Strategic	Capital reserve	(5,756)	2,384	(3,372)	Directorate contributions towards borrowing costs of capital schemes. Contributions received over life of asset and released back to revenue to cover debt costs over life of loan. Includes school contributions for Equal Pay.
Strategic	General Insurance Reserve	(763)	(1,896)	(2,659)	Additional £1m contributed as per 16/17 budget+ £896k additional following review of insurance provisions
Strategic	ELI Reserve	(2,000)		(2,000)	Reserve c/f to support 17/18 base; ELI severance now funded by capital receipts in line with Council agreed policy
Strategic	Invest to Save	0	(1,000)	(1,000)	Fund to get projects off the ground that will generate future revenue savings
Strategic	Demographic and Demand Reserves	(3,293)	2,913	(380)	Reserve to help fund future demographic demands ;
Strategic	Legal Cost of VAT claims	(63)		(63)	£100k set aside from £8.4m VAT claim refund received in 2010/11 to help fund legal costs for remaining VAT cases.
Strategic	Mutual Municipal Insurance Reserve	(11)		(11)	Reserve to fund potential additional clawbacks of past insurance receipts from MMI.
Strategic	Energy efficiency reserve - LCC	(4)		(4)	Energy efficiency reserves to fund invest to save energy efficiency initiatives.
Sub-total Earmarked Reserves		(29,617)	11,578	(18,040)	
EARMARKED RESERVES					
Total non-ring fenced Reserves		(51,177)	12,392	(38,786)	

	Description	Actual Balance 31st March 2016	Actual Transfers To & From Reserve to Date	Balance Outturn	Reason for the Reserve
		£k	£k	£k	
	GENERAL FUND RING FENCED RESERVES				
Schools	Extended schools balances	(10,194)	1,177	(9,017)	Surpluses on extended school activities carried forward;
Schools	Schools Balances	(24,214)	7,056	(17,158)	Schools Balances net of VER, Children's Services and BSF PFI borrowing.
Schools	Central schools block - DSG	(3,681)	7,314	3,633	Carryforward of ring fenced DSG for centrally managed pupil orientated services.
Resources & Housing	Taxi & Private Hire licensing surplus	(392)	78	(314)	Ring fenced reserve for taxi and private hire licensing service.
Strategic	Energy efficiency reserve - Salix	(22)	(136)	(158)	Energy efficiency reserve to fund invest to save energy efficiency initiatives.
Strategic	Revenue grants	(6,236)	(4,261)	(10,497)	Revenue grants carried forward as per IFRS requirements (see note 1 below)
	Sub-total General Fund ring fenced reserves	<u>(44,739)</u>	<u>11,228</u>	<u>(33,511)</u>	
	Note 1				
	Revenue Grants				
	City Development	(1,504)	913	(591)	Revenue grants carried forward
	Environment & Housing	(8)		(8)	Bal for Year end relates to ESIF scheme.
	Children's Services - other	(2,423)	1,326	(1,097)	Revenue grants carried forward
	Children's Services - Department for Education Partners in Education (Re-Imagining Children Services for the 21st Century)	0	(7,318)	(7,318)	£7.318m DfE Partners In Practise funding received in 16-17 but to be used in 17/18 and 18/19
	Strategic	(2,301)	818	(1,483)	To fund costs relating to flood damage. £1.2m likely owed to DCLG.
	Sub-total Revenue Grants	<u>(6,236)</u>	<u>(4,261)</u>	<u>(10,497)</u>	
	HRA RING FENCED RESERVES				
	HRA General Reserve	(7,328)	697	(6,631)	
	Major repairs reserve	(31,764)	1,262	(30,502)	Ringfenced to fund capital expenditure or redeem debt.
	Housing Advisory Panels (HAPs) Reserve	(554)	(145)	(699)	To fund projects identified by Housing Advisory Panels which benefit the tenants and residents in the community they represent.
	LLBH&H PFI Sinking fund	(7,631)	5,116	(2,515)	PFI Sinking Fund
	Environmental Works	(2,573)	905	(1,668)	To fund environmental works in the Swarcliffe PFI area
	Swarcliffe Environmentals	(26)	26	0	To fund environmental works in the Swarcliffe PFI area
	Sheltered Housing	(4,088)	850	(3,238)	To fund investment in sheltered housing schemes which still contain shared bathing facilities and fund improved access for people with mobility issues.
	Holdsworth Place - land purchase	(64)		(64)	To fund the purchase of land at Holdsworth Place
	Insurance - large claims	(386)	249	(137)	To fund the cost of insurance claims
	Welfare Change	(2,000)	216	(1,784)	To fund pressures arising from welfare reform.
	Swarcliffe PFI	(12,947)	2,604	(10,343)	PFI Sinking Fund
	Early Leavers' Initiative	(522)	115	(407)	Reserve to fund the cost of approved severance payments
	Changing the Workplace	0	(353)	(353)	To fund the cost of 'new ways of working' for staff in Housing Leeds as office moves are completed.
	eFiles Box It Project	0	(262)	(262)	Principally to fund the scanning of Housing Management paper files to electronic files. This will assist the Housing Service in the preparation for moving to Community Hubs.
	Sub-total HRA reserves	<u>(69,883)</u>	<u>11,280</u>	<u>(58,603)</u>	
	Total ring fenced Reserves	<u>(114,622)</u>	<u>22,508</u>	<u>(92,114)</u>	
	TOTAL RESERVES	<u>(165,799)</u>	<u>34,900</u>	<u>(130,900)</u>	

CAPITAL PROGRAMME - 2016/17 GENERAL FUND OUTTURN VARIATIONS

Appendix 3

The following table highlights main scheme variations between the estimates in February 2017 and the final 2016/17 outturn. The variations are based on those programmes/schemes with significant variations both over/under > £100k.

Directorate	Service	Programme/ Scheme	2016/17 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
City Development	Highways	Highways	77,001.8	1,938.1	Highways accounted for almost 50% of the City Development programme and while there have been some overs and under variances in Highways we have managed to deliver more than we estimated at the setting of the capital programme, within 2.5% of projections. The variances are mainly due to additional spend on Flood Alleviation £1.6m and the main highways maintenance programme £1.3m offset by circa (£1m) on various other schemes within the 350+ schemes delivered in year. Highways delivered large programmes including Flood Alleviation £21m, Local Transport Plan funded schemes £14m, Bridges and Structures £8m, Cycle City Ambition £6m and the annual maintenance programmes £15m .
		Sovereign Square Greenspace	665.9	539.8	To finalise the scheme a retrospective report to the Director of City Development in June 2017 will set out the funding solution £789k, being an injection of the overage payment received from the sale of Plot C at Sovereign Square to the developer and the agreed S106 contribution related to the development of 3 Sovereign Square. This will include the balance of spend on phase 2, £250k in 2017/18.
	Asset Management Services	Asset Management	57,969.6	(327.7)	The accounting treatment of the acquisition of 3 Sovereign square resulted in a transfer between capital and revenue at year end £0.7m which was not envisaged at the setting of the capital programme in Feb, this was offset by other expected acquisitions and the Heritage Asset annual programme coming in under expectations or being slipped to 2017/18 (£1m).
	Economic Development	Economic Development	20,626.5	(2,223.6)	Eastgate public realm works completed in 2016/17 but before we can release the payment (£0.9m) we are awaiting finalisation of receipts due in early 2017/18. Kirkgate Market has slipped (£0.6m) and will now complete in 2017/18. The residual Aire Valley Enterprise Zone programme (£0.3m) and Various other City centre management and public realm schemes (£0.3m) will now be delivered in 2017/18.
	Regeneration Management	Arts and Events	3,315.5	(526.4)	This is mainly due to contracts (£0.4m) on the Grand Theatre works not being signed in time resulting in payments not being made in year.
	Regeneration Management	Regeneration	559.5	(599.4)	A funding solution for the final scheme for the Chapeltown Townscape Heritage Initiative (THI) scheme (£0.3m) is now in place and will complete by November 2017. Lower Kirkgate THI (£0.2m) - Slow take up in grants by 3rd party for refurbishing shop frontages despite promoting the availability of this grant funding source. Spend to increase in 2017/18 with 3-4 new schemes expected on site during the year.
	Other schemes	Other City Dev Schemes	(160,038.8)	1,199.2	No material variances on remaining schemes within City Development.
				100.0	0.0

Environment & Housing General Fund	Equity Loans	9,230.4	(698.4)	The expected grant (£0.2m) to Leeds Credit Union to administer the energy repayment loans fund will now happen in 2017/18. Other equity loan take ups £0.4m for vulnerable households and Leeds Empties loans have been slow and less than expected. The District Heating Fees came in £0.1m under expected spend.
	Waste Management	8,224.0	(1,044.1)	Over estimated the Kirkstall Household Waste site spend in year so this slipped into 2017/18 £0.4m which includes the retention. The rollout of garden expansion and the recycling improvement plan have not happened £0.4m in 2016/17.
	Parks & Countryside	6,447.3	(1,664.7)	P&C overestimated spend on a number of schemes within their programme including Whinmoor Nursery £0.4m. A delay in the purchase of vehicles to determine whether electric or gas hybrid was more economical resulted in less than expected spend £0.2m. P&C delivered 50+ schemes in 2016/17.
	Environmental Action Team Vehicles	0.0	(1,137.9)	Vehicles ordered back in November 2016 expected end of financial year but due to the specialist nature of some supplier parts these have been delayed until the new year.
	Car Parking	168.6	(348.9)	The Car Parking system scheme initially earmarked for capital spend is now more cost effective to be funded from revenue and has been taken out of the capital programme.
	Leeds Building Services	909.0	(445.2)	Expected spend on the Total Mobile technology suite initially budgeted (£0.3m) to spend in 16/17 will now slip to 2017/18. Vehicles expected at year end (£0.1m) didn't materialise and will now happen next financial year.
	Other E&H General Fund	68.2	(159.8)	No other material variances on remaining 6 schemes within E&H general fund.
	25,047.5	(5,499.0)		
Total General Fund Variances	300,312.8	(4,113.4)		

Report of the Chief Officer Financial Services

Report to Executive Board

Date: 21st June 2017

Subject: Financial Health Monitoring 2017/18 – Month 2 (May 2017)

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

Summary of main issues

1. The purpose of this report is to inform the Executive Board of the financial health of the authority in respect of both the revenue budget and the Housing Revenue Account for the first two months of the financial year.
2. The 2017/18 financial year is the second year covered by the 2015 Spending Review and again presents significant financial challenges to the Council. The Council to date has managed to achieve considerable savings since 2010 and the budget for 2017/18 requires the Council to deliver a further £64m of savings.
3. The current and future financial climate for local government represents a significant risk to the Council's priorities and ambitions. Whilst the Council continues to make every effort possible to protect the front line delivery of services, it is clear that the position remains challenging.
4. This is the first budget monitoring report of the year, and Executive Board will recall that the 2017/18 general fund revenue budget, as approved by Council provides for a variety of actions to reduce net spend through the delivery of £64m of budget action plans by March 2018. At this early stage of the financial year, it is clear that the majority of these actions are on track to be delivered, however this report highlights a potential overall overspend of £2.9m and measures will be required to be identified and implemented so that a balanced budget position can be delivered.

5. At month 2, the Housing Revenue Account is projecting a balanced budget position.
6. Subsequent to Council agreeing the 2017/18 revenue budget in February 2017 the Council has been notified of additional resources of £14.702m for Better Care funding within Adults and Health and £1.636m of flexible Homelessness Support grant within Resources and Housing. These additional resources require injecting into the 2017/18 revenue budget.

Recommendation

7. (i) Note the projected financial position of the authority;

(ii) Agree the injection of £14.702m of additional Better Care funding into the Adults and Health 2017/18 revenue budget. The proposals in respect of the use of the grant will be submitted to a forthcoming Leeds and Health Wellbeing Board and subsequently reported to a future Executive Board. The Director of Adults and Health has the responsibility for the implementation of the decision.

(iii) Agree the injection of £1.636m of Flexible Homelessness Grant into the Resources and Housing 2017/18 revenue budget and note that the Director of Resources and Housing is responsible for implementing decisions as to the use of the grant.

1. Purpose of this report

- 1.1 This report sets out for the Executive Board the Council's projected financial health position for 2017/18 at month 2.
- 1.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget and highlights potential key risks and variations after the first two months of the year.

2. Background information

- 2.1 Executive Board will recall that the net budget for the general fund for 2017/18 was set at £492.7m.
- 2.2 Following the closure of the 2016/17 accounts, an underspend of £2.6m was achieved and this has been added into the Council's general reserves. This contribution to the Council's reserves had not been budgeted for in 2016/17.
- 2.3 The balance of general reserves at the end of March 2016 was £21.6m and when taking into account the budgeted use of £3.5m in 2016/17, and the contribution from the underspend in 2016/17, this leaves a balance at March 2017 of £20.7m.
- 2.4 Financial monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This has again been reinforced through specific project management based support and reporting around the achievement of the key budget actions plans.

- 2.5 This first monitoring report in 2017/18 is intended to highlight any known variations to the approved budget at an early stage in the financial year. A more detailed quarter 1 report, including financial dashboard information for all directorates, will be presented to the July meeting of the Executive Board.
- 2.6 Looking beyond 2017/18 a report is timetabled to be considered at Executive Board and this will provide an update to the medium-term financial strategy. This will take account of the government's 4-year funding settlement, the move to 100% business rate retention, potential increasing funding from local taxation and income, the impact of increasing demand and cost pressures and ultimately what actions and decisions will need to be taken in order to stay within the anticipated financial resources.

3. Main Issues

- 3.1 After two months of the financial year an overspend of £2.9m is projected, as shown in Table 1 below.

Table 1

Summary Position - Financial Year 2017/18

Reporting Period - Month 2

Directorate	Director	Projected Variation at Month 2			Total (under) /overspend
		Staffing	Total Expenditure	Income	
		£000	£000	£000	£000
Adults & Health	Cath Roff	(1,342)	5,780	(5,780)	0
Children & Families	Steve Walker	(100)	2,900	0	2,900
City Development	Martin Farrington	(1,094)	130	(130)	0
Resources & Housing	Neil Evans	433	407	(407)	0
Communities & Environment	James Rogers	260	(140)	140	0
Strategic	Doug Meeson	0	0	0	0
Total Current Month		(1,843)	9,077	(6,177)	2,900

- 3.2 The major variations are outlined below;
- 3.2.1 Whilst Adults and Health are currently projecting a balanced budget position there is a requirement that their budget should incorporate the receipt of additional Better Care funding. The Government have announced a total of £2.021bn as supplementary funding to the improved Better Care Fund (iBCF) to be spent on social care. This is to be distributed as £1.01bn in 2017/18, £674m in 2018/19 and £337m in 2019/20.

For Leeds the announced funding is:

- 2017/18 £14,702,309
- 2018/19 £ 9,430,235
- 2019/20 £ 4,677,589

This money is intended to fund social care services, for example: care packages for more people, support social care providers, and relieve pressure on the NHS locally e.g. reducing delayed transfers of care. The grant conditions for the iBCF require councils to include this money in the local BCF Plan, working with their NHS colleagues to consider how the funding can be best spent.

Whilst the detailed policy guidance has very recently been issued, a key determinant of the grant relating to the planning requirements of the improved Better Care Fund has still to be issued by Government.

Plans in Leeds are currently being developed and discussions with health partners are ongoing. It is recognised that this money is short-term in nature and reduces year on year and this is helping to inform the best use of the funding.

Since details of the additional grant were received after the determination of the 2017/18 budget for the Council the £14.702m receivable is required to be injected into the Adults and Health revenue budget. Detailed proposals in respect of the use of the grant will be submitted to a forthcoming Leeds and Health Wellbeing Board and subsequently reported to a future Executive Board.

3.2.2 Children's Services – overall at month 2 some significant pressures on the demand-led budgets means that Children's Services are projecting a £2.9m overspend. The main budget pressure is in the demand-led children in care budgets where a variation of £3.3m is projected. Of this £1.9m relates to externally provided residential placements and £1.4m relates to placements with Independent Fostering Agencies (IFAs). Whilst the 2017/18 budget includes an increase of £3.3m to the CLA budget when compared to 2016/17 this increase reflected the position that CLA numbers reduced but not to the level that was assumed in the 2016/17 budget. The current projection is that CLA numbers will be higher than those assumed in the 2017/18 base budget. Meeting budgeted assumptions around numbers of CLA remains the most significant budget challenge that the Directorate faces because numbers can fluctuate for a variety of reasons including demographic pressures and action remains ongoing to mitigate these pressures on the budget. This variation has partially been offset by £0.4m of other savings.

3.2.3 Within the Housing Options service details of the new flexible Homelessness Support Grant were received after Council agreed the 2017/18 revenue budget in February 2017 and as such this resource is required to be injected into the budget. The government has replaced Temporary Accommodation Management Fee (TAMF) with Flexible Homelessness Support Grant (FHSG) from April 2017. TAMF was a £60 per week management fee for temporary accommodation placements made through the private sector. Leeds has an average of 7 placements per night made through the private sector and therefore would have received £23k in TAMF if the funding arrangements had been maintained in 2017/18. FHSG has been calculated on the basis of homeless prevention outcomes and, as Leeds has

achieved a high level of preventions, the allocation for Leeds in 2017/18 has been set at £1.636m and at £1.794m in 2018/19. The government has stated that FHSG will continue in 2019/20 with allocations to be set at some point in 2017/18.

The FHSG allocation represents a significant windfall for the Council and, whilst the government has advised that it expects authorities to use the allocation to tackle homelessness, there is significant scope within this definition. Funding use proposals are currently being drawn up and will be set out for decision as appropriate. The expectation is that the funding will be used to achieve further increases in homeless prevention outcomes, further reductions in temporary accommodation placements and to best assist entrenched rough sleepers with drug and alcohol dependency issues.

3.3 Other Financial Performance

3.3.1 Council Tax

The Council Tax in-year collection rate at the end of April was 10.2% which is in line with the performance in 2016/17. At this early stage the forecast is to achieve the 2017/18 in-year collection target of 96.1% collecting some £318m of income.

3.3.2 Business Rates

The business rates collection rate at the end of April was 11.08% which is 0.32% ahead of the performance in 2016/17. The forecast is to achieve the 2017/18 in-year collection target of 97.7% collecting some £384m of income.

The total rateable value of business properties in Leeds has increased from £915.54m at 1st April to £916.18m at the month end, growth of £0.64m. To calculate Leeds' actual income from business rates this total rateable value is multiplied by the national business rates multiplier (46.6p in the pound). After reliefs and adjustments this amount is then shared between Leeds City Council (49%), West Yorkshire Fire Authority (1%) and Central Government (50%). Following deductions for the Business Rates tariff and to meet the business rates deficit brought forward, Leeds' actual business rates income is projected to be in the region of £142.4m, which is broadly in line with budgeted expectations.

3.3.3 Business Rates Appeals

The opening appeals provisions for 2017/18 is £20.5m which is made up of £18.5m relating to appeals received against the 2010 ratings list and £2m estimated costs in advance of appeals being received against the new 2017 ratings list. Under 50% Business Rates Retention, Leeds' budget is affected by 49% of any appeals provision.

On the 1st April 2017, there were 5,337 appeals outstanding. During April 360 appeals have been settled of which 309 of these have not resulted in changes to rateable values. At 30th April there are 4,979 outstanding appeals in Leeds, with 34.3% of the city's total rateable value currently subject to at least one appeal.

4. Housing Revenue Account (HRA)

4.1 At the end of month 2 the HRA is projecting a balanced position against the 2017/18 Budget.

5. Corporate Considerations

5.1 Consultation and Engagement

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

5.2 Equality and Diversity / Cohesion and Integration

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

5.3 Council Policies and Best Council Plan

5.3.1 The 2017/18 budget targeted resources towards the Council's policies and priorities as set out in the Best Council Plan. This report comments on the financial performance against this budget, supporting the Best Council ambition to be an efficient and enterprising organisation.

5.4 Resources and Value for Money

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

5.5 Legal Implications, Access to Information and Call In

5.5.1 There are no legal implications arising from this report.

6. Recommendations

6.1 Executive Board are asked to

(i) Note the projected financial position of the authority;

(ii) Agree the injection of £14.702m of additional Better Care funding into the Adults and Health 2017/18 revenue budget. The proposals in respect of the use of the grant will be submitted to a forthcoming Leeds and Health Wellbeing Board and subsequently reported to a future Executive Board. The Director of Adults and Health has the responsibility for the implementation of the decision.

(iii) Agree the injection of £1.636m of Flexible Homelessness Grant into the Resources and Housing 2017/18 revenue budget and note that the Director of Resources and Housing is responsible for implementing decisions as to the use of the grant.

7. Background documents¹

¹ The background documents listed in this section are available to download from the Council's website,

7.1 None

unless they contain confidential or exempt information. The list of background documents does not include published works.

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Report author: Manjit McKenzie
Tel: (37) 87839

Report of Director of City Development

Report to Infrastructure and Investment Scrutiny Board

Date: 21st June 2017

Subject: 2016/17 Best Council Plan Performance Report

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

Summary of main issues

- This report provides a summary of performance against the strategic objectives for the council relevant to the Infrastructure and Investment Scrutiny Board and within the annual 2016/17 part of the Best Council Plan 2015-20, as well as any other areas being monitored as previously requested by the City Development Scrutiny Board.

Recommendations

- Members are recommended to:
 - Note the Best Council Plan 2016/17 performance information and to consider if they wish to undertake further scrutiny work to support improvement work in any of these areas.
 - Note the new Best Council Plan Key Performance Indicators to be reported during 2017/18.

1.0 Purpose of this report

1.1 This report presents a summary of the performance data for 2016/17 in relation to progress against the delivery of the council's 2016/17 priorities within the Best Council Plan (BCP) 2015-20 together with additional items which the City Development Scrutiny Board previously asked to be monitored. It also provides details on the new Best Council Plan performance indicators to be reported in 2017/18.

2.0 Background information

2.1.1 This report has two appendices:

- Appendix 1: Best Council Plan Performance Summary 2016/17
- Appendix 2: Best Council Plan Performance Summary 2017/18

3.0 Main issues

3.1 2016/17 Best Council Plan Performance

3.1.1 The attached Best Council Plan (BCP) Performance Summary 2016/17 (Appendix 1) shows progress against the 2016/17 priorities relevant to the Infrastructure and Investment Scrutiny Board within the BCP 2015-20 together with additional performance indicators previously requested by the City Development Scrutiny Board.

3.1.2 The year end results of the 2016/17 Key Performance Indicators within the Best Council Plan are reported on the Performance Summary, together with a red/amber/green (RAG) rating to reflect if the 2016/17 targets have been met.

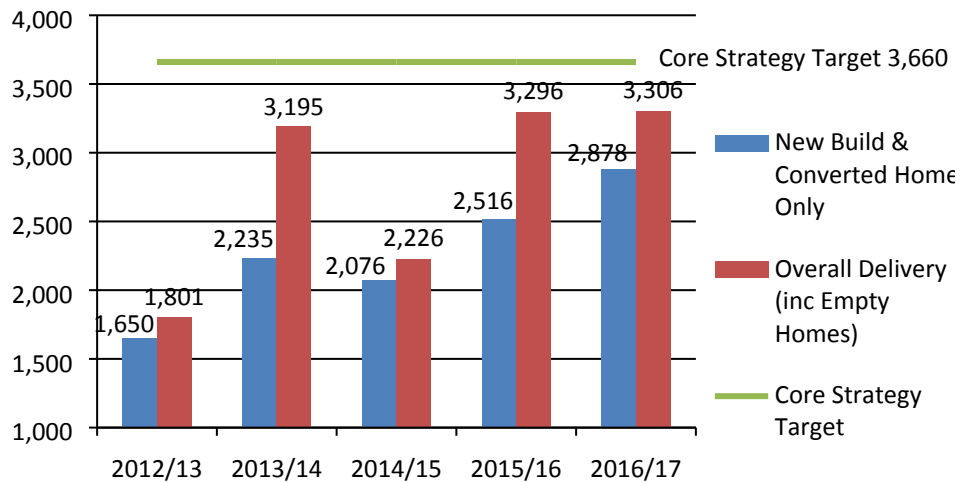
3.1.3 The Board's attention is drawn to the Key Performance Indicators on Appendix 1 relating to:

Housing Growth Target

3.1.4 Despite a combined total of 3,306 new build, converted and empty homes returned to use being delivered in 2016/17, the Core Strategy (CS) target of 3,660 was not met. 2016/17 saw the highest number of total new homes provided in Leeds as well as the highest number of new build (and converted) homes since the CS was adopted in April 2012. There was a 15% increase in the delivery of new build (and converted) homes compared with the previous year.

3.1.5 The 2016/17 breakdown is 2,878 new build (and converted) homes, 45 older person units and 437 empty homes returned to use, although the overall figure is reduced by 54 in-year demolitions. There has been a steady overall increase in new and converted homes since the CS began in April 2012 as shown in the graph below:

Housing Growth since Start of Core Strategy



3.1.6 Homes currently under construction at larger sites include: Sweet Street And Manor Road, Holbeck; East Street XI Aire; Land At Owlars Farm, Wide Lane, Morley; Horsforth Mill, Low Lane, Horsforth; Green Lane Dyeworks, Green Lane, Yeadon; and Bruntcliffe Road, Morley, with up to a total capacity of 1,546 new homes.

3.1.7 From the 1st April 2017, the new 'step up' CS annual target is applicable of 4,700 new homes (inclusive of new build, converted and empty properties returned to use). However, there is an accumulated under-delivery of 4,476 homes from 2012/13 to date, which must also be delivered alongside the higher CS target from April 2017.

3.1.8 On the 22nd November 2016, Development Plan Panel agreed to a proposal to review selective policy areas of the CS. The original CS housing requirement was based primarily on 2008-based population projections, however, these have since been updated three times, each time showing lower levels of projected growth than in 2008. Work is now underway on the Strategic Housing Market Assessment with one of the main purposes being to update the objectively assessed needs for housing and its distribution across the District i.e. the quantity of new dwellings needed in Leeds overall between 2017 and 2033, including:

- The amount of affordable housing needed, including housing of different sizes, types and levels of affordability
- The sizes and types of housing needed in different geographical housing market areas of Leeds, including housing needed by particular population groups (e.g. older people)
- The housing requirement (i.e. the CS target) in line with more recent 2014-based household projections.

3.1.9 Also, the Council is currently unable to demonstrate a 5 Year Land Supply (5YLS) and has under a 4 year supply, short by around 9,000 dwellings. The precise gap will be considered through the Strategic Housing Land Availability Assessment (SHLAA), a list of possible sites for future housing development, and the subsequent 5YLS review (currently underway) which is due to report in the summer. The 2017 update of the SHLAA will consider (amongst other things): the effects of economic growth; age of retirement; local demographic trends; migration/commuting; implications of Brexit; housing need backlog; affordable housing need; and the relationship between the current housing stock and current and future needs.

3.1.10 The Council will be in a position to remedy the 5YLS when adoption of the Site Allocations Plan (SAP) releases the necessary amount of greenfield (including Green Belt) land. The SAP will identify sites to ensure that sufficient land is available in appropriate locations to

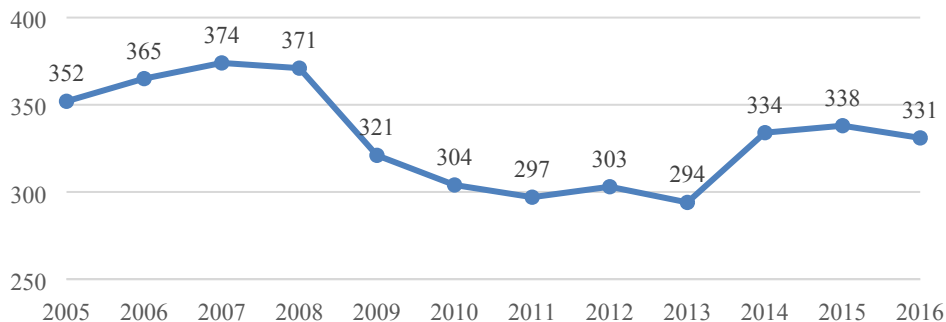
meet the growth targets set out in the CS. It is a key document in the Local Plan for Leeds in identifying allocations for housing, employment, retail and greenspace. The SAP Submission Draft Plan was submitted to the Secretary of State on the 5th May 2017. Examination is anticipated later in 2017 and should post-Examination modifications be requested by the Inspector, a further 6 weeks period of consultation will be required before the Plan's adoption which is expected in early 2018.

Reduce Number of People Killed or Seriously Injured (KSI) in Road Traffic Accidents

3.1.11 331 People were killed or seriously injured (KSI) in the calendar year 2016, 7 fewer than the previous year (338 in 2015), however the target of 263 was not met for 2016/17. In 2016, there were fewer fatalities, 9 compared with 16 in 2015. Therefore, overall there has been a reduction in both KSIs and fatalities in 2016.

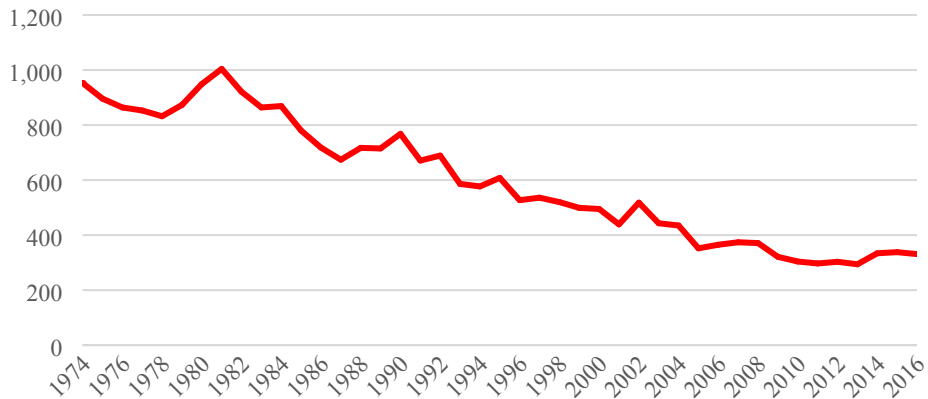
3.1.12 The 2016/17 target is based on a 50% reduction compared with the average number of KSIs between 2005 and 2009. This target commenced in 2011 to be achieved by 2026, and links with the period of the West Yorkshire Transport Plan 2011-2026. The graph below shows the KSI figures over the previous 11 years, and shows in spite of a more recent rise, there has been a general levelling off in KSIs since 2014.

Number of People KSI



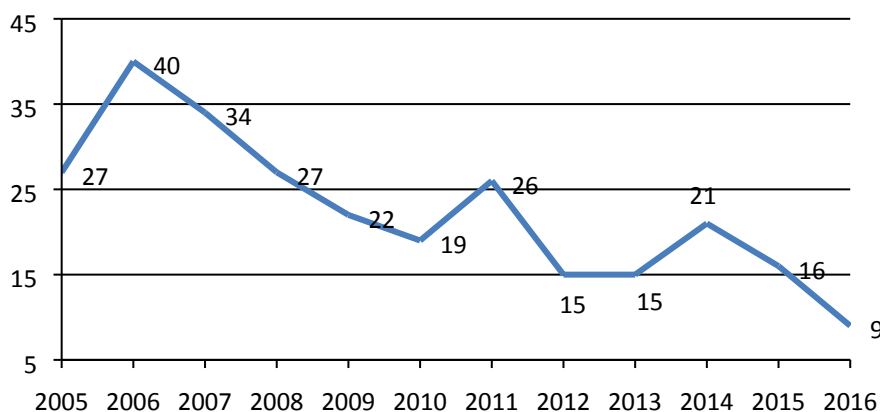
3.1.13 Despite not meeting the target in 2016/17, the graph below shows the substantial reduction made in the number of KSIs since 1974.

Number of People KSI



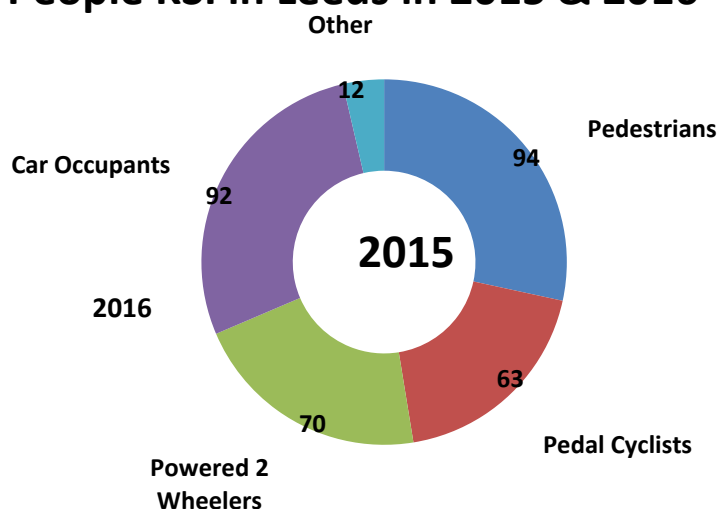
3.1.14 Over the past 11 years, the impact of the Highways and Transportation Service's programme of interventions has also seen a significant driving down of fatalities, with a record low in the number of fatalities in 2016 of 9.

Number of Fatalities in Leeds



3.1.15 The slight fall in KSI in 2016 is largely due to a reduction in the number of KSI car occupants and 'others' (good vehicles, bus occupants and other road users) relative to 2015, as seen on the pie chart below. However, there were increases in cyclist and powered two wheeler KSIs. Pedestrian KSIs have largely remained unchanged and this group of road users will continue to be targeted through road safety initiatives, especially the most vulnerable age groups.

People KSI in Leeds in 2015 & 2016



3.1.16 The priorities for the delivery of the current Road Safety Action Plan (RSAP) during 2017/18 will be:

- Town Centre Schemes at Harehills Rd and Dewsbury Rd which are both currently on site
- Targeted Vulnerable User Schemes such as pedestrian crossings and 20mph schemes
- Average Speed Cameras
- Emerging Casualty Locations
- Road Safety education and training focused in 'priority' areas where KSIs are highest and on the School Transition age (11-13/14 years)

3.1.17 The RSAP will see increased partnership working, in particular between engineering schemes targeting specific locations and education and promotion initiatives. This follows the success of the Harehills Lane (town centre) scheme where there has been a reduction in all casualties (not just KSI) from 10/11 per year to 3/4 per year over the 20mph scheme

area. In parts, where there were more significant changes, there has been a reduction from 17 casualties (all types) in the five years before the scheme to only 1 in the two years since the scheme was implemented.

3.1.18 During 2017/18, this comprehensive approach has been rolled out to include Harehills Road and Dewsbury Road and together with the A65 Kirkstall Road aims to reduce cyclist KSIs, such as raised junctions designed to give greater priority to cyclists and pedestrians, and forms the main delivery elements of the road safety engineering programme and the concurrent promotional focus. These schemes are already being augmented by targeted information and publicity, and the engineering programme will include the delivery of schemes concentrating on junctions with higher collisions, e.g. Oakwood Lane/Oakwood Drive junction.

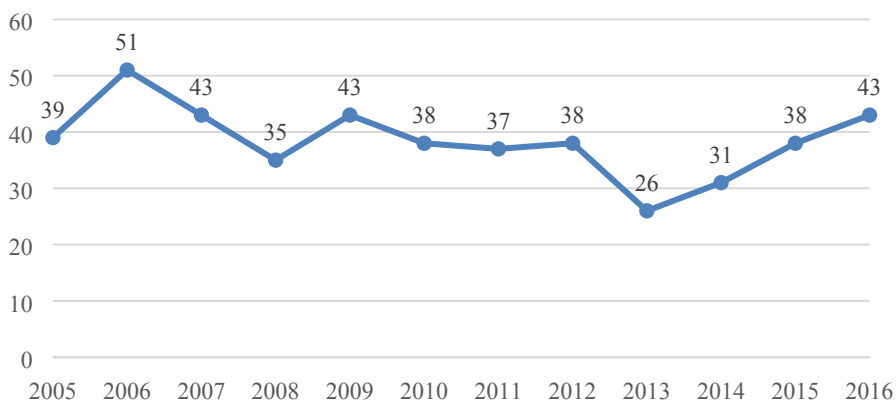
3.1.19 Another innovation for 2017/18 is the Emerging Casualty Locations which is a new initiative aiming to tackle specific locations with prevalent collision patterns or types of collision where a solution is readily identifiable and a scheme can be delivered relatively easily.

Reduce Number of Children and Young People (C&YP) Killed and Seriously Injured (KSI) on the City’s Roads

3.1.20 The number of children and young people (CYP) killed and seriously injured in 2016 was 43, an increase of 5 compared with 2015 and the target of 32 for 2016/17 was not met.

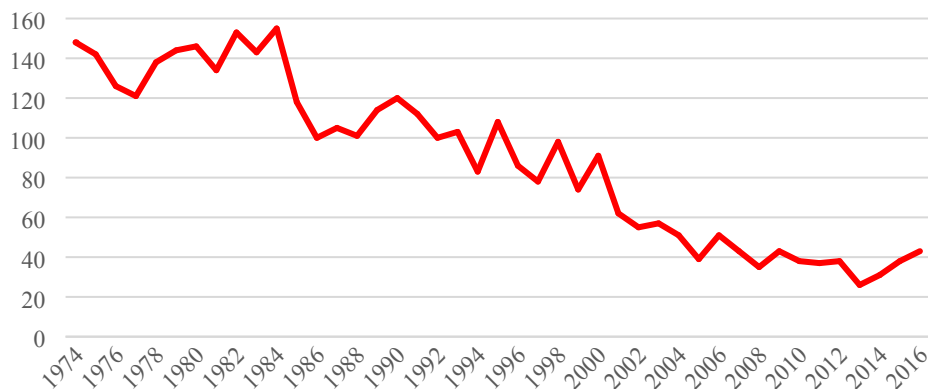
3.1.21 Similarly to KSIs above, the target is based on a 50% reduction against the 2005-09 average to be delivered between 2011 and 2026. This target commenced in 2011 to be achieved by 2026, and links with the period of the West Yorkshire Transport Plan 2011-2026. The graph below shows that although some progress has been made on reducing C&YP KSIs since 2005, over the last 4 years there has been a steady rise in KSI numbers to the 2007 level.

Number of Child KSI



3.1.22 However, the graph below does show the significant reduction in the number of Child KSIs in Leeds between 1974 and 2016, and the marked progress made over the long term.

Number of Child KSI



3.1.23 Road safety education and promotion will focus primarily on 'priority areas' identified on the basis of child KSI locations and pattern analysis. Initiatives targeting children aged 11 to 13/14 years, during the transition between primary and secondary schools when children are particularly at risk of becoming a casualty, will continue. This will include work with Year 6 pupils in the summer term before they move on to secondary school, workshop sessions in Year 7/8 and Theatre in Education performances in 20 schools. Information resources to support these educational initiatives will also be further developed and distributed to all pupils and parents, including a Transition DVD (prepared by Year 7 pupils and aimed at Year 6 pupils) produced in 2016, which will be used again in 2017, with a view to creating more DVDs at additional schools over the coming 24 months.

3.1.24 The Influencing Travel Behaviour Team will continue to support national campaigns e.g.: mobile phone use to link with the change in legislation on 1st March 2017; in car safety campaigns to link with the recent change to safety standards for child booster seats; driver – cyclist interaction on busy arterial routes, with the trial of a 'close pass' initiative planned for spring; and 'Look Look Look again' messaging to tie in with the three key road safety schemes being implemented on Harehills Road, Dewsbury Road and Kirkstall Road.

Access to Employment by Public Transport

3.1.25 The latest available result for Access to Employment by Public Transport is the 2015 result which is 83.8%, an improvement on the 2014 result of 81.3%. The indicator reports the percentage of the working population able to access key employment centres across West Yorkshire within 30 minutes using the core public transport service: i.e. a five minute walk to a bus stop with 4 buses per hour, or a 10 minute walk to a train station offering 2 trains per hour, both linking to main centres of employment (1,000 + jobs) between 7:30-9:30 am. The 2016 result should be available for reporting towards the end of 2017.

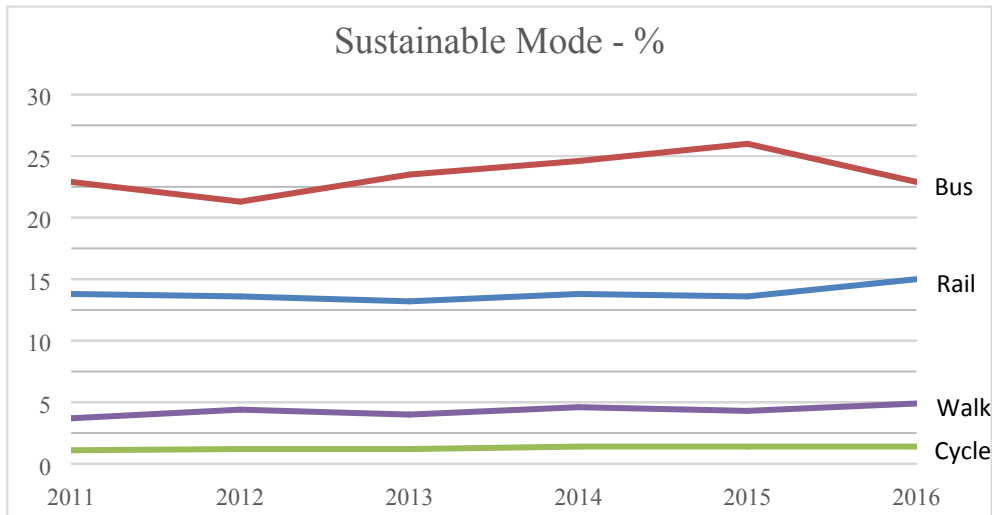
3.1.26 Although the Leeds' 2015 figure of 83.8% is an increase on the 2013 and 2014 results of 81.3%, the increase has not been sufficiently consistent to indicate an improving trend. Overall, the West Yorkshire regional figure (Bradford, Calderdale, Kirklees, Leeds and Wakefield) shows a discernible rise over the last 3 years which may be an indication that there has been a genuine improvement over this period.

3.1.27 As public transport is commercially operated there is little influence that WYCA and LCC can have on transport provision in respect of route and timetable changes that can affect this indicator. The council's main area of influence is through ensuring that new developments

conform to standards set out in the adopted Core Strategy defining requirements enabling residents' access to public transport as defined in 3.1.25 above.

Percentage of City Centre Travel by Sustainable Modes (bus, train, cycling, walking)

3.1.28 The percentage of travel by sustainable modes for 2016 was 44.2% and as it is a slight fall against the 2015 figure of 45.3%, the target was not met. Analysis shows a marked increase in the proportion of rail journeys compared with 2015 and a fall in bus share, while the proportion of other travel modes has largely remained static. Rail usage has been increasing for a number of years now, with the 2016 morning peak (7-9.30 a.m.) patronage 18% higher than in 2011. The graph below shows the change in the percentage of journeys by the different sustainable modes since 2011:



3.1.29 The total number of journeys into the city centre during the morning peak period has increased by 9%, i.e. 11,000 more journeys compared with 2011. After consistent increases between 2012 and 2015, the number of bus journeys has fallen over the last year, but still remains 9% above the 2011 numbers. In contrast, the numbers of cycling and walking journeys have increased markedly since 2011, up 39% and 46% respectively, although the growth in cycling appears to have levelled off since 2014. The proportion of car use has been falling fairly consistently, although the number of car trips in 2016 was 4% above the level recorded in 2011. It should be noted that the survey records journeys made on radial routes approaching the city centre and not all these trips will have a city centre destination. The different mode of transport options for cross city journeys are likely to be more limited than for those where the destination is the city centre.

3.1.30 The modal split indicator is influenced by a number of initiatives: the supply and cost of city centre parking including commuter parking on cleared sites; the delivery and promotion of cycling schemes; bus priority measures; and bus based park & ride schemes. Rail capacity is less influenced by council intervention, however the 2016 change in rail franchise included a commitment by the new operators to substantially increase the number of carriages on both Northern and Trans-Pennine Express trains by the end of 2019, equivalent to a 50% increase above autumn 2015 patronage levels.

3.1.31 There are a number of projects which have and are being delivered to support travel by sustainable modes across Leeds. The western section of Phase 1 of the City Connect Cycle Superhighway between Bradford and Leeds City Centre opened on 30th June 2016 and the eastern section is substantially complete. Proposals for the City Centre Phase 2 section have been developed and work is expected to commence on site in July, with an anticipated completion date of July 2018.

3.1.32 The new Kirkstall Forge Station opened in June 2016 and its increasing usage is being monitored. The new public Transport Investment Programme is in development and work continues with West Yorkshire Combined Authority and Transport for the North on an integrated ticketing system to facilitate easier passenger transition between different types of public transport.

3.1.33 Work started on the Temple Green Park and Ride site during September which will provide 1,000 parking spaces when it opens on 19th June 2017. The Elland Road Park and Ride scheme was awarded silver in the Local Authority Bus Project of the Year in 2016 and its extension was completed in December 2016 doubling its capacity to 800 spaces with usage now exceeding 700 cars on week days. Provision for a further extension is included within the public transport programme.

3.2 2017/18 Best Council Plan Performance

3.2.1 The attached Best Council Plan (BCP) Performance Summary for 2017/18 (Appendix 2) reflects the 2017/18 update to the BCP 2015-20. The Performance Summary shows the key performance indicators arising from the Best Council Plan which will be reported during 2017/18.

4.0 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is an information, rather than a decision-making, report so demonstrating due regard is not necessary.

4.3 Council Policies and City Priorities

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

4.4 Resources and value for money

4.4.1 There are no specific resource implications from this report.

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

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

5.0 Conclusions

5.1 This report provides a summary of performance against the objectives for the council related to the City Development Scrutiny Board.

6.0 Recommendations

6.1 Members are recommended to:





- Note the 2016/17 performance information and to consider if they wish to undertake further scrutiny work to support further improvement work in any of these areas.
- Note the new Best Council Plan Key Performance Indicators to be reported during 2017/18.

7.0 Background documents¹

7.1 Best Council Plan 2015 – 20

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

**Appendix 1:
Best Council Plan (BCP) Performance Summary 2016/17**

No.	Ambitions	Outcomes We want everyone in Leeds to:	Priorities	Key Performance Indicators (KPI)	2016/17 Target	2016/17 Result & RAG
1a	Leeds... A Strong Economy and a Compassionate City	Live in good quality, affordable homes within clean and well cared for places	Providing enough homes of a high standard in all sectors	Annual BCP KPI: Housing growth target	3,660 Homes	3,260 New Homes
1b						400 Empty Properties Returned to Use
2		Be safe and feel safe	Keeping the streets clean and improving road safety	Annual KPI: Reduce number of people killed or seriously injured (KSI) in road traffic accidents (Calendar year)	<=263 (2015/16 result = 338)	331* people 
3				Annual KPI: Reduce number of CYP killed and seriously injured (KSI) on the city's roads (Calendar year)	Reduce (2015/16 result = 38)	43* children 
4		Move around a well-planned city easily	Helping deliver a well-connected transport system	Annual BCP KPI: Access to employment by public transport (calendar year)	Increase (2014 result = 81.3%)	83.8% access (2015) 
5			Providing an inclusive, accessible range of transport options	Annual BCP KPI: Percentage of city centre travel by sustainable modes (bus, train, cycling, walking)	Increase (2014/15 result = 45.3%)	44.2% 

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**Appendix 2:
Best Council Plan (BCP) Performance Summary 2017/18**

No.	Ambition	Priorities	Outcomes - We want everyone in Leeds to:	Key Performance Indicators (KPI) <i>(Best Council Plan KPIs are highlighted in blue)</i>	2017/18 Target/ Latest Result	Notes	
1a	Leeds... A Strong Economy and a Compassionate City	TRANSPORT & INFRASTRUCTURE Connecting people and places, improving air quality, meeting housing needs	Live in good quality, affordable homes within clean and well cared for places	Quarterly KPI: Growth in new homes in Leeds	New & Converted Homes	>=4,700 homes	The 'step up' target applicable from 2017/18 for the rest of the lifetime of the Core Strategy. The Selective Review of the Core Strategy is underway, and early indications are that the combined new homes and empty homes returned to use target is likely to reduce.
1b				Net Reduction in Empty Homes			
2			Move around a well-planned city easily	Annual KPI: Increase in city centre travel by sustainable transport (bus, train, cycling, walking)	>44.2% of journeys	The last reported result i.e. 2016/17.	
3				Quarterly KPI: Number of people killed or seriously injured (KSI) in road traffic accidents	<=250 people	The target for 2017/18.	
4	Quarterly KPI: Reduce number of Children & Young People (CYP) killed and seriously injured (KSI) on the city's roads	<=43 CYP	The last reported result i.e. for 2016. This is only reported to Scrutiny Board.				

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