



**SCRUTINY BOARD  
(ADULTS,HEALTH & ACTIVE LIFESTYLES)**

---

Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 15th January, 2019 at 1.30 pm

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

---

**MEMBERSHIP**

**Councillors**

- C Anderson - Adel and Wharfedale;  
J Elliott - Morley South;  
B Flynn - Adel and Wharfedale;  
J Gibson - Weetwood;  
G Harper - Little London and  
Woodhouse;  
N Harrington - Wetherby;  
H Hayden (Chair) - Temple Newsam;  
M Iqbal - Hunslet and Riverside;  
S Lay - Otley and Yeadon;  
D Ragan - Burmantofts and Richmond  
Hill;  
K Wakefield - Kippax and Methley;  
A Wenham - Roundhay;

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

Dr J Beal - Healthwatch Leeds

---

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

---

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

Produced on Recycled Paper

# A G E N D A

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

3

### **LATE ITEMS**

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

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

4

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

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

5

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

To receive any apologies for absence and notification of substitutes.

6

### **MINUTES - 6 NOVEMBER 2018**

1 - 8

To approve as a correct record the minutes of the meeting held on 6 November 2018.

7

### **QUARTER 2 PERFORMANCE REPORT: BEST COUNCIL PLAN AND ADULTS AND HEALTH DIRECTORATE**

9 - 36

To consider a report from the Director of Adults and Health and the Director of City Development that provides an overview of outcomes and service performance related to the council priorities and services within the remit of the Adults, Health and Active Lifestyles Scrutiny Board.

8

### **BEST COUNCIL PLAN REFRESH 2019/20 - 2020/21**

37 - 48

To consider a report from the Head of Governance and Scrutiny Support that introduces the Executive Board report from 19 December 2018, presenting proposals to refresh the Best Council Plan for the period 2019/20 – 2020/21.

9		<b>FINANCIAL HEALTH MONITORING</b>	49 - 80
		To consider a report from the Head of Governance and Scrutiny Support that introduces the Financial Health Monitoring 2018/19 (Month 7) report presented to the Executive Board at its meeting on 19 December 2018.	
10		<b>INITIAL 2019/20 BUDGET PROPOSALS</b>	81 - 140
		To consider a report from the Head of Governance and Scrutiny Support that introduces details of the initial 2019/20 budget proposals presented to the Executive Board at its meeting on 19 December 2018.	
11		<b>CARE QUALITY COMMISSION (CQC) - ADULT SOCIAL CARE PROVIDERS INSPECTION OUTCOMES - AUGUST 2018 TO OCTOBER 2018</b>	141 - 154
		To consider a report from the Director of Adults and Health that provides details of recently reported Care Quality Commission inspection outcomes for social care providers across Leeds and to provide general information on the CQC ratings for providers in the city.	
12		<b>COMPLIMENTS AND COMPLAINTS ANNUAL REPORT 2017-18</b>	155 - 206
		To consider a report from the Director of Adults and Health that introduces the 2017/18 Annual Report for Compliments and Complaints.	
13		<b>CHAIR'S UPDATE</b>	207 - 208
		To receive an update from the Chair on scrutiny activity since the previous Board meeting, on matters not specifically included elsewhere on the agenda.	
14		<b>WORK SCHEDULE</b>	209 - 274
		To consider the Scrutiny Board's work schedule for the 2018/19 municipal year.	

**DATE AND TIME OF NEXT MEETING**

Tuesday, 19 March 2019 at 1:30pm (pre-meeting for all Board Members at 1:00pm).

**THIRD PARTY RECORDING**

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

Use of Recordings by Third Parties – code of practice

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

This page is intentionally left blank

## SCRUTINY BOARD (ADULTS,HEALTH & ACTIVE LIFESTYLES)

TUESDAY, 6TH NOVEMBER, 2018

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

Councillors C Anderson, J Elliott, B Flynn,  
J Gibson, G Harper, N Harrington, M Iqbal,  
S Lay, D Ragan, K Wakefield and  
A Wenham

Co-optee present - John Beal

**41 Appeals Against Refusal of Inspection of Documents**

There were no appeals against refusal of inspection of documents.

**42 Exempt Information - Possible Exclusion of the Press and Public**

There were no exempt items.

**43 Late Items**

There were no late items.

**44 Declaration of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

**45 Apologies for Absence and Notification of Substitutes**

There were no apologies for absence.

**46 Minutes - 18 September 2018**

**RESOLVED** – That the minutes of the meeting held on 18th September 2018 be approved as a correct record.

**47 Supporting System Flow: the Newton Europe analysis and next steps**

The Director of Adults and Health submitted a report that introduced and summarised the main findings of a major piece of diagnostic work undertaken by Newton Europe, identifying system flow issues for Leeds and outlining what health and social care services are doing to make improvements.

The following were in attendance:

- Councillor Rebecca Charlwood, Executive Member for Health, Wellbeing and Adults
- Cath Roff, Director of Adults and Health
- Shona McFarlane, Chief Officer Access and Inclusion, Adults and Health
- Sue Robins, Director of Operational Delivery, NHS Leeds CCG
- Dawn Marshall, Deputy Chief Nurse, Leeds Teaching Hospitals NHS Trust
- James Goodyear, Associate Director of Policy and Partnerships, Leeds Teaching Hospitals NHS Trust
- Eddie Devine, Interim Associate Director, Leeds and York Partnership NHS Foundation Trust
- Sam Prince, Executive Director of Operations, Leeds Community Healthcare NHS Trust

The Director of Adults and Health introduced the report and spoke to a PowerPoint presentation, highlighting some of the key messages from the Newton Europe report and how some of the issues are being addressed.

Members discussed a number of matters, including:

- *Staff knowledge regarding discharge procedure.* Members were concerned to hear that staff knowledge of criteria for reablement was low, along with the lack of clarity amongst staff regarding responsibility for providing patients with information around their expected day of discharge. Members were informed that the process surrounding discharge was complex, however since the analysis a project had been commissioned to assess the three pathways to discharge, along with better conversations with patients; and there had been some noticeable improvement. The Scrutiny Board challenged system leaders to demonstrate there had been sustained improvement in future reports.
- *Measuring patient experience.* Members sought clarity as to how patient experience of care and overall wellbeing was assessed, and were informed that a compassion audit was undertaken for each hospital ward every month. The Board requested that an update be provided focused on the findings of the compassion audit, as and when the figures become available.
- *Social work assessment targets.* There was some discussion around the appropriateness of time limited targets relating to social work assessments – similar to the A&E national targets currently in place. Members were informed that the national A&E targets are currently not being met by a number of hospitals and it was important to ensure sufficient resources are in place to meet any targets set..
- *The Frailty Unit at St James's Hospital.* Members welcomed the introduction of the Frailty Unit and acknowledged its success in preventing hospital admissions. The Scrutiny Board also encouraged ongoing conversations with care homes around improved transport arrangements from the hospital to care homes.



In summing up the discussion, the Chair requested that the Scrutiny Board be provided with a further report after the winter period, to highlight progress and any additional improvement areas and actions.

#### **RESOLVED –**

- a) That the contents of the report be noted.
- b) That a progress report be provided to a future meeting of the Scrutiny Board.

#### **48 Leeds Mental Health Framework (2014-2017)**

The Head of Governance and Scrutiny Support submitted a report that introduced a range of information, providing an update on progress against the key priorities of the Mental Health Framework 2014-17; an outline of the proposed next steps in terms of developing a new Mental Health strategy for the city; and other relevant and related information, including the assessed mental health needs for the adult population in Leeds.

The following was appended to the report:

- Leeds Mental Health Framework 2014 – 2017
- Leeds in Mind 2017 – Executive Summary

The following were in attendance:

- Councillor Rebecca Charlwood, Executive Member for Health, Wellbeing and Adults
- Cath Roff, Director of Adults and Health
- Sue Robins, Director of Operational Delivery, NHS Leeds CCG
- Kashif Ahmed, Head of Commissioning (Mental Health and Learning Disabilities), NHS Leeds CCG

The Head of Commissioning (Mental Health and Learning Disabilities) introduced the report and provided an overview of the progress against priorities within the previous framework, and recent developments in relation to the proposed strategy.

Members discussed a number of matters, including:

- *Patient and Public involvement in Mental Health Services.* Members highlighted the importance of retaining mental services as a priority for the City, and patient and public involvement in developing the new strategy. The importance of measuring outcomes was also highlighted.
- *System complexity.* Members commented on the complexity of the current system (perhaps as a result of commissioning arrangements), which creates a system that is difficult to navigate and leads to confusion for patients, relatives and professionals. Members welcomed plans to create a 'MindWell' app in addition to the existing website, which they felt would improve access to services.

- *Parity of esteem between mental and physical health.* Members felt that although progress had been made towards a holistic approach towards physical and mental health, there was more to be achieved, particularly in relation to the levels of funding for mental health services.
- *The transition from Child and Adolescent Mental Health Services (CAHMS).* Members were concerned that the transition from CAHMS to adult mental health services was not specifically identified in the report or the Mental Health Framework. The Board was informed that the new Mental Health Strategy would be an all-age plan and would acknowledge the transitional period.

In summing up the discussion, the Chair highlighted the need for the new Mental Health Strategy to specifically address the issues of:

- Simplicity of accessing services and navigating the system.
- Transition from CAMHS to Adult Mental Health Services.

#### **RESOLVED –**

- a) That the contents of the report and appendices be noted.
- b) That the comments and observations of the Scrutiny Board be taken into account when developing the new Mental Health Strategy for Leeds.

#### **49 Community Mental Health Services Redesign - Position Update**

The Head of Governance and Scrutiny Support submitted a report that introduced an update from Leeds and York Partnership NHS Foundation Trust detailing the redesign of Community Mental Health Services for adults in Leeds.

The following were in attendance:

- Sue Robins, Director of Operational Delivery, NHS Leeds CCG
- Eddie Devine, Interim Associate Director, Leeds and York Partnership NHS Foundation Trust
- Tom Mullen, Clinical Director, Leeds and York Partnership NHS Foundation Trust
- Kashif Ahmed, Head of Commissioning (Mental Health and Learning Disabilities), NHS Leeds CCG

The Interim Associate Director, Leeds and York Partnership NHS Foundation Trust, introduced the report and provided an update on the current position of services, the recent consultation and associated outcomes.

Members discussed a number of matters, including:

- *Consultation with service users.* Members were pleased to hear that groups of service users with specific needs had been targeted

throughout the consultation process, to ensure that their views help reshape the service.

- *Staff restructure.* Members were informed of plans to integrate staff from a centralised Crisis Resolution and Support Service team into the different localities, in line with the Local Care Partnerships (LCPs) and neighbourhood teams. Members enquired as to whether the restructure would result in staffing reductions but were assured that staffing levels would remain the same.
- *Aligning geographical boundaries.* Members were concerned about the realigning of secondary services for service users who live in Wetherby to Tees, Esk and Wear Valleys NHS Foundation Trust as a result of some changes to services for the population of Harrogate. Members sought clarity as to whether the population from any other Leeds areas received services from another service provider. The Scrutiny Board was assured this was not the case and that the specific proposed changes involving Tees, Esk and Wear Valleys NHS Foundation Trust would only impact residents of Wetherby.
- *Assessment Treatment Unit.* In response to a query, it was reported that work around ATUs was being undertaken at a West Yorkshire and Harrogate Health and Care Partnership level.

**RESOLVED** – That the contents of the report and appendices and the assurances provided at the meeting be noted.

*Councillor Iqbal and Councillor Lay left the meeting at 15:15pm and 15:45pm, respectively, during discussion of this item. Councillor Harper also left the meeting briefly at 15:20pm and returned at 15:40pm, during discussion of this item.*

## **50 Making Leeds the Best City to Grow Old In**

The Head of Governance and Scrutiny Support submitted a report that introduced an update from Leeds and York Partnership NHS Foundation Trust detailing the redesign of Community Mental Health Services for adults in Leeds.

The following was appended to the report:

- Age Friendly Leeds - Executive Board Cover Report
- Age Friendly Leeds - Executive Board Report - Appendix A
- Age Friendly Leeds - Executive Board Report - Appendix B
- 'Making Leeds the Best City to Grow Old In' Action Plan - June 2017

The following were in attendance:

- Councillor Rebecca Charwood, Executive Member for Health, Wellbeing and Adults
- Lucy Jackson, Chief Officer/Consultant in Public Health, Adults and Health

- Helen Laird, Head of Public Health (Older People), Adults and Health
- Jo Volpe, Leeds Programme and Partnership Manager, Centre for Ageing Better

The Head of Public Health (Older People) introduced the report, highlighting the Memorandum of Understanding (MoU) with the Centre for Ageing Better and the broad approach taken to facilitate the various projects and redesign of services, incorporating issues regarding transport, housing and outdoor spaces.

Members discussed a number of matters including:

- *Prioritising transport issues.* Members praised the Centre for Ageing Better for their focus on improving accessibility to public transport for older people within the redesign of services.
- *Retirement living villages.* Members requested an update regarding the progress on the development of extra care homes across the city, and were informed that there were 7 projects in progress to provide homes that older people can live in for longer with access to care on-site. Members were informed that the retirement accommodation would include a variety of occupier, private rented and social housing. The Board advised that more projects were needed in the inner city areas, which the Executive Member confirmed was a priority.
- *Faith partnerships.* Members were pleased to hear that faith partnerships had been recognised for their role in providing community support and improving the wellbeing of older people.

**RESOLVED** – That the contents of the report and appendices be noted.

## 51 Chair's Update

The Board considered a report from the Head of Governance and Scrutiny Support that provided an opportunity for the Chair of the Scrutiny Board to outline some areas of work and activity since the previous Scrutiny Board meeting in September 2018.

The Chair provided an update to the Board regarding a number of matters, including:

- The completion of an Improving Access to Psychological Therapies (IAPT) engagement report, which had been shared with Members.
- Some of the findings from the most recent CQC State of Care Annual Report, along with notification that local authority area profiles had been published and were due to be considered by the Board in early 2019.
- Some proposed changes to secondary mental health services for Harrogate, which would impact on the mental health offer for Wetherby residents.
- Proposals to close the Hyper Acute Stroke Unit at Harrogate Hospital considered by the West Yorkshire Joint Health Overview and Scrutiny

Committee (JHOSC) at its meeting on 8<sup>th</sup> October 2018, and the implications for Leeds.

- The Chair's meeting with a representative of Leeds Hospital Alert – a local campaign group – to discuss the provision of Homecare Services across the City.
- The Chair and Councillor Iqbal's ongoing conversations with the relevant organisations regarding bereavement arrangements, and specifically the timeliness of post mortems.
- The joint work undertaken by colleagues in Public Health and the Financial Inclusion Unit in relation to Problem Gambling and the recent announcement of a Problem Gambling Hub being located in Leeds.

Co-opted Member John Beal provided an update regarding the Leeds Big Chat which took place at the Kirkgate Market on 11<sup>th</sup> October 2018, and informed the Board that Healthwatch Leeds were currently producing a synopsis of feedback from attendees and this would be shared with Members in due course.

**RESOLVED** – That the contents of the report and the verbal update be noted.

## **52 Work Schedule**

The Head of Governance and Scrutiny Support submitted a report which invited Members to consider the Board's work schedule for the 2018/19 municipal year.

The Principal Scrutiny Adviser introduced the report and outlined the areas within the work schedule.

The Chair requested that Members contact the Principal Scrutiny Adviser regarding suggestions for a working group focused on Commissioned Homecare Services in Leeds.

**RESOLVED** – That the outline work schedule presented at the meeting be agreed.

*Councillor Wakefield left the meeting at 16:20pm during discussion of this item.*

## **53 Date and Time of Next Meeting**

Tuesday, 15 January 2019, at 1:30pm (pre-meeting at 1:00pm for all members of the Scrutiny Board).

*The meeting ended at 16:25pm.*

This page is intentionally left blank



Report author: Peter Storrie / Frank Wood / Chris Shillito  
Tel: 07891 277 053

## Report of Director of Adults and Health and Director of City Development

### Report to Scrutiny Board (Adults, Health and Active Lifestyles)

Date: 15 January 2018

Subject: Quarter 2 Performance report: Best Council Plan and Adults and Health Directorate

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

### Summary of main issues

This report provides an overview of outcomes and service performance related to the council priorities and services within the remit of the Adults, Health and Active Lifestyles Scrutiny Board. It is intended as a succinct overview ensuring visibility, providing assurance and informing ongoing scrutiny work.

### Recommendations

Members are recommended to consider and comment on the performance information contained in this report, considering:

- a) Assurance that current performance is visible, understood and responded to.
- b) How this information informs scrutiny work to support ongoing improvement.
- c) The nature and content of future performance updates.

## 1. Purpose of this report

- 1.1. This report is an overview of citizen outcomes and service performance for the first half of the 2018-19 municipal year. It provides updates and visibility of key performance measures reflective of stated local and national priorities. This is based on providing the latest published information this, especially with national measures, can relate to previous years results, predominately 2017-18. The intent is visibility of a breadth of information.

## 2. Background information

- 2.1. This report is based on currently available performance material
  - Best Council Plan 2018 - 21 indicators relevant to this committee.
  - Recently published results against the national Adult Social Care Outcomes Framework.
  - Public Health Report for quarter 2 highlighting key population and service measures, linked to the national public health outcomes framework.
  - Update on the council priority of more adults being active including the latest Sport England Active Lives Survey.
- 2.2. This report is based on the report presented earlier in the year and previously presented to a sub-group of this Board in the last scrutiny year; it is also similar to reports presented to other scrutiny boards. Feedback is welcomed on this report and on future content.

## 3. Main issues

### Best Council Plan Key Performance Indicators

- 3.1. Table 1 highlights performance reported for quarter 2 against the Best Council Plan current measures. These are lead measures by which to determine are we making a difference for the citizens of Leeds. The majority relate to the health and well-being priority, some indicators are shared with other boards, predominately children and families.
- 3.2. Overall performance against these measures is positive. Beneath the headline measures the issues of disadvantage and equality are recognised and made explicit in how performance is assessed and in where effort is focused. The indicators are summarised below in terms of what is going well, what is stable and areas of potential improvement, more detail is contained in table 1.
  - Smoking rates continue to reduce, including in deprived Leeds accepting rates in these areas remain higher.

A high percentage of people continue to have their needs fully or partially met when being the subject of a safeguarding inquiry.

CQC inspections of care provision continue to improve, accepting care home performance is stronger than domiciliary and that continued improvement in nursing



provision is needed. Over 65 admissions to residential provision continue to reduce with 18-64 admission rates remaining below national rates.

Nearly 80% of people surveyed in receipt of social care services, both in the community and residential provision, say they have control of their daily life, this represents improving performance, close to but above the national rate.

- The proportion of physically active adults based on the most recent national survey (up to May 2018) remains at close two thirds of adults and marginally above national, with inactive reducing.

The proportion of children aged 11 who are a healthy weight remains at just under two-thirds and consistent with England levels.

Infant mortality rates for 2015-17 have declined after a rise in the 2014-16 average, these are small numbers and small variations.

- Three year suicide rates saw a small increase in 2014-16, this is expected to continue when 2015-17 data is available.

While the proportion of 5 year olds being assessed as reaching a good level of development is increasing Leeds compares poorly with other authorities. On other measure for this group Leeds performs better.

**Table 1 Best Council Plan indicators**

BCP Indicators 2018/19 – 2020/21	Leeds			England
	2016-17	2017-18	2018-19	2017-18
<b>Priority: Health and Well-Being</b>				
Percentage of physically active adults – inactive % (active in brackets)	27.2% (60.4%) Nov 16	24.5% (63.6%) May 2017	23.7% (63.6%) May 2018	25.2% (62.3%)
The Active Lives Survey samples around 2000 Leeds residents on a rolling basis, this is extrapolated into whole population figures. The October 2018 publication covers the 12 months to May 2018. Active is defined as undertaking at least 150 minutes of moderate activity a week, inactive is less than 30 minutes per week, fairly active is the middle category. The most recent Leeds figures extrapolated imply 402,200 active adults, 75,300 fairly active and 155,600 inactive. Inactive has reduced 3.5% against the 2015/16 result, i.e. 20,100 fewer people in Leeds were inactive.				
Percentage of adults who smoke	20.13%	19.4%	19.0% Q2	
There is a continued trend of reduction in smoking prevalence in the over 18 population. In 2012-13 the figure was 22.93% and is now 19.0%. At the same point the figure for deprived Leeds was 35.7% this has now reduced to 30.3%, the definition used is areas considered in the 10% most deprived nationally.				
Potential avoidable years of life lost (per 100,000 population)	2013-15 5449	2014-16 5515		
In deprived Leeds the rated rises to 9363 years lost.				

BCP Indicators 2018/19 – 2020/21	Leeds			England
	2016-17	2017-18	2018-19	2017-18
Suicide rates Rates per 100,000 (3 year average)	2013-15 9.7	2014-16 10.0		2014-16 9.9 Not directly comparable
Suicide rates is based on a national definition for ages 10+. The suicide rate, has increase in Leeds and deprived Leeds. The causes of suicide are complex and multifactorial. Numbers for 2014-16 were 220 this is an increase from 208 for 2013-15. Analysis of suicide rates (and emergency admissions for self-harm) show rates are higher for males and associated with deprivation, the deprived Leeds suicide rate is 13.5. 2015-17 data in imminent and will show an ongoing incremental increase.				
Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'	68.5%	79.2%	80.7% October	82% July 18
There has been substantial improvement based on a clear commitment for supporting the quality of provision in the sector, this has included the reshaping of support. The measure is based on the average of the domiciliary (community providers), care homes and nursing homes. As at 28 September of inspected provision, 87% of care homes were rated good or better, 63% of nursing homes and 73% of domiciliary providers.				
Number of permanent admissions to residential and nursing care homes per 100,000 (a) for people aged 18-64 (b) for people aged 65+	a)7.7 b)615.6	a)11.7 b)594.6	a)10.3 b)535.2 September rolling 12 months	a)14.0 b)585.6
Admissions of over 65's has declined to close to national levels for 2017-18 and to be below comparator authority and regional averages. Rates have increased for 18-64 but remain below all comparator averages including national.				
Proportion of people who use social care services who have control over their daily life	77.6%	79.3%	Not available	77.7%
This measure is based on the annual personal services survey of people with an open social work case. The 2017-18 results saw continued improvement in the Leeds result which is now above national and comparator averages. Leeds ranks in the second quartile of local authorities for this question. There is no substantive difference between age 18-15 and 65+ responses.				
Infant mortality rates (per 1,000 births)	2013-15 4.1	2014-16 4.4	2015-17 4.2	2015-17 3.9
A three year average measure is used. The 2015-17 average saw a reduction after the increase of 2014-16 returning to a similar position to 2013-15. The regional 2015-17 figure is 4.1. The rate for deprived Leeds (10% IMD) in 2013-15 was 5.1 rising to 6.0 in the period 2014-16. Also considered by Children and Families Board as Children and Young People Plan priority.				
Children who are a healthy weight at age 11	64.8%	64.6%	na	64.3%
Figures from the National Child Measurement Programme and are based on school location. Almost 65 per cent of children at age 11 (year six) are of a healthy weight. This is 5265 out of 8145				

BCP Indicators 2018/19 – 2020/21	Leeds			England
	2016-17	2017-18	2018-19	2017-18
<p>children who were weighed. The year on year change is not significant. 34% of year 6 are considered overweight or obese, with the latter being 19.1%, 1.1% of children are underweight. At reception age 76.6% of children are a healthy weight this is the same as England. In 2016-17 40.8% of year 6 children in deprived Leeds were overweight compared to 33.5% overall</p> <p><i>Also considered by Children and Families Board as Children and Young People Plan priority.</i></p>				
Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage	62.5% 2015/16 academic year	64.8% 2016/17 academic year	65.7% 2017/18 academic year	71.5% 2017/18 academic year
<p>While there has been a considerable increase in the proportion of Leeds children (age 5) achieving a good level of development, from 58 per cent in 2014, to 65.7 per cent in 2018 Leeds remains below the national average by a gap of 5.8 percentage points and below core cities by just over two percentage points. Leeds performs comparatively better in terms of average points score per pupil where Leeds is close to national, Leeds has a higher proportion of children viewed as exceeding and emerging and less in the middle group of expected than most authorities.</p> <p><i>Also considered by Children and Families Board as Children and Young People Plan priority.</i></p>				
<b>Safe Strong Communities</b>				
Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met	95.1 (2029)	94.8 (2466)	96.6% October	
<p>There have been no changes to the handling of safeguarding episodes as high proportions of outcomes are met.</p>				
<b>Data Development</b>				
<p>Health and Well-being proposed - <i>social isolation and loneliness measure</i>  Housing - Number of new units of extra care housing will be update when appropriate</p>				

### Adults Social Care National Measures

- 3.3. Social Care in Leeds provides a range of care and support services to help meet the needs of older people, people with a learning disability, mental health issues and physical impairment. These services range from preventative support through to residential and nursing care, with a range of other options in between. Services can be provided directly and through commissioning and funding arrangements. In 2017/18, Adult Social Care in Leeds provided services to nearly 11,000 people. In recent years and despite the financial challenges faced both in relation to government funding and demand and demographic growth the budget available for Adult Social Care services has been maintained or increased.
- 3.4. The Leeds approach to Adult Social Care is informed by the Better Lives Strategy and its themes of better conversations, better living and better connections.
- Better Conversations – this reflects a reformed social work model that enables an improved front door, rapid response and ‘talking points’; ensuring the right

conversations at the right time. Less paperwork more working with people is implicit in this.

- Better Living – supporting carers and enabling people to have control through direct payments and ensuring that they are in the right place with the right housing and placement solutions of the right quality.
- Better Connections – make the most of partnership at all levels, in communities, at city level, across authorities and nationally. Working with all partners including business, educational and community organisations; promoting asset based approaches and realising the benefits that technology can have.

The Better Lives Strategy sets out a ‘strengths-based’ social care approach one that is based on working more collaboratively with people, looking first at what they can do with their own skills and resources and equally what those around them can do, within their relationships and community. For further information

<https://betterlivesleeds.wordpress.com/>

3.5. One way of assessing if our strategy is making a difference is through consideration of the Adult Social Care Outcomes Framework (ASCOF), a national framework that all local authorities are measured by, it is based on financial years with national results being published in the following autumn. Appendix 1 provides the Leeds results for 2017-18, these were published in October. The Framework is based on the four domains.

1. *Enhance quality of life*
2. *Delay and reduce the need for care*
3. *Ensure a positive experience of care*
4. *Safeguard and protect vulnerable adults*

3.6. ASCOF measures are calculated from a number of statutory national government returns, these include the Short and Long Term Services Return (SALT) and the Safeguarding Adults Return (SAR). Measures are also extracted from the results of an annual survey of services users and a bi-annual survey of carers. In addition measures relating to delayed transfers of care (DTC) and people supported from hospital draw upon health reported data. In addition to regional and national figures a comparator group of CIPFA defined nearest neighbour authorities is used in national publications.

3.7. The national surveys are administered by the council but have nationally defined processes including the selection and size of cohorts. These surveys are for existing Adult Social Care service users covering both those living in their own homes and people in nursing and care provision. The samples include over 65s and working age adults including those with learning difficulties. The Carers survey happens every two years, this was not a survey in 2017-18.

### 3.8. **Domain 1: Enhance quality of life**

3.8.1. The overall **quality of life** result for social care service users has increased for the last three years, Leeds is now ranked 9<sup>th</sup> nationally and equal top in the region. This is supported by good improvement in service users saying they have as much social contact as they would like. Accepting that while Leeds is in the top quartile of local authorities it was only 51% of respondents who said this. Reducing social isolation is a continued focus. The positive improvements in people saying they have control of their daily lives are mentioned above (para 5.2). A new, quite technical, measure called

adjusted quality of life is included. This attempts for people receiving community support to weight both quality of life factors and the level of need of each person. Leeds results are not considered significantly different from the majority of other authorities and or from the previous year.

3.8.2. Results for service users who receive self-directed support and carers receiving direct payments remain good, noting marginal reductions in results. Promoting people's independence and control through enabling and promoting the greater use of direct payments is an area for improvement.

3.8.3. The employment and accommodation measures relating to people with learning disabilities or those in contact secondary mental health services have improved, accepting data quality does impact on these measures, the mental health ones were not published nationally for LAs last year for this reason.

### 3.9. **Domain 2: Delay and reduce the need for care**

3.9.1. The Leeds rate of adults over 65 who best have their needs met through admission to nursing and care homes continues to reduce, both in the ASCOF measures and in terms of in year tracking. This is in line with our strategy and our 2017-18 rate was close to national and below regional and comparator authorities. Last year saw an increase in the admission rate for the 18-64 age range, though Leeds performance remains good in comparative terms and in year data is now showing a reduction.

3.9.2. Delayed Transfers of Care from hospital remain a national priority reflected in the recent CQC area review of Leeds over 65 pathways. Overall performance remains a challenge but there are positives. The rate for delays attributable to just social care combined with the rate for joint NHS social care responsibility was in September below the national figure. This was not the case in March when last reported and the social care only figure compares well. A majority of the delays attributable to both social care and NHS relate to the availability of specialist provision, especially nursing home provision, for people with high, complex and challenging needs. The overall Leeds rate in September was 17.1 daily beds per 100,000, compared to a national level of 11.0. When looking at just acute bed delays, arguably what delayed transfers are generally perceived as, Leeds is closer to national at 10.2 compared to 7.2 for England.

3.9.3. Leeds performance remains good, if not as high as the previous year, in relation to the proportion of older people who are supported with short term support from hospital and are at home 91 days later. There has been improvement in the sequel to service measure both year on year and currently in year, this reflect people's independence following such as a reablement service.

### 3.10. **Domain 3: Ensure a positive experience of care**

3.10.1. This domain is limited with the carers survey not happening this year, the remaining two questions are stable. There has been a small improvement in the overall satisfaction of people with their care and support and a small decrease in satisfaction with people with finding information about their support, but Leeds performance remains in the second quartile of local authorities.

### 3.11. **Domain 4: Safeguard and protect vulnerable adults.**

3.11.1. Survey results for how safe people feel and how well their service help them to feel safe have remained stable and Leeds continues to compare well. 73% of respondents feel safe and 87% say their services have helped them to feel safe and secure.

3.11.2. The Better Lives Strategy is highlighted in paragraph 5.3, the measures for this strategy are also contained in Appendix 1. There is an understandable large cross over with the Best Council Plan and ASCOF. Measures not already covered include improvements in the proportion of for social care resolved at initial point of contact or through accessing universal services and an increasing ratio of people supported in the community compared to care homes and increasing. Both reflective of the underlying principles of Better Lives.

### **Public Health population outcomes and service impact and usage**

3.12. This section provides an update on population health outcomes and the use of services commissioned by local authority public health teams in Leeds. Appendix 2 provides updates on measures this includes time series comparisons between Leeds and deprived Leeds populations. Measures where there have been annual updates include Suicide rate (updated method of calculation), Chlamydia detection rates (15-24 year olds); late diagnosis of HIV; and Breast Feeding indicators. A number of quarterly updates have also been made (each updated indicator is marked with an asterisk in the report). (Appendix 2).

### 3.13. ***Population indicators***

- **Adult smoking rates**, show a positive continuing downward trend overall, with a slight fluctuation in rates for deprived Leeds.
- **Excess weight in adults** show no significant change for Leeds or deprived Leeds populations.
- The **suicide rate**, has increase in Leeds and deprived Leeds. The actual number of suicides is small. This increase in 3 year rates equates to an increase from 208 in 2013-15 to 220 in 2014-16. However, the causes of suicide are complex and multifactorial. Therefore, rates remain under close examination. Further analysis of suicide rates (and emergency admissions for self-harm) show rates are higher for males in both cases and associated with deprivation. A project to update the Leeds Suicide Audit has been initiated and is scheduled to report next summer (2019).

### 3.14. ***Operational indicators***

- **Breast feeding initiation and maintenance at 6-8 weeks** updated figures show no significant change. The gap between Leeds and Deprived Leeds remains significant. Though Leeds initiation rates are lower than England, the maintenance rate is consistently higher. Local analysis has shown that the low initiation rate is driven by white mothers in general, and income deprived white mothers in particular.
- **Uptake of NHS Health Checks** a much larger number of people were offered a Health Check, but the proportion of completed Health Checks is lower (down from 83.8% this time last year to 61.7% for Q2 2018/19). Leeds still bench marks much higher than England despite funding shortfalls. The main issue is the decrease in

uptake amongst some key groups which we aim to address with the new contract currently being negotiated with the Leeds GP confederation.

- **People accessing Stop Smoking Services** there is minimal change in average rates of access. **Alcohol and Drug Dependency treatments** successfully completed are up for drug treatments but down for alcohol treatments for the rolling year to September 2018 compared to the rolling year ending in August 2018.
- **Recorded Diabetes (type 1 and type 2)**, rates of diagnosis for Leeds and deprived Leeds continue a positive upward trend. The current PHOF indicator for diagnosis rate (PHOF 2.17) shows Leeds to be similar to England.
- **HIV Late Diagnosis** newly diagnosed cases of HIV with a low CD4 count have increased from 48.7% in 2014-16 to 53.4% in 2015-17, the change is not statistically significant. Leeds remains in the red when compared to England (41.1%) the difference is now statistically significant. The rationale for this national indicator is to measure early diagnosis of HIV by comparing white blood cell count for new cases. The lower the proportion of new cases with a low count the better. However, it should be noted Leeds targets high risk groups, comparison to a national average which includes populations at lower risk is misleading. In addition, the three year average number of new cases of HIV in Leeds continues to decrease (from 232 in 2014-16 to 191 in 2015-17).
- **Chlamydia detection rates for 15-24 year olds** remain significantly higher than England, but Leeds rates have fallen slightly from 2017/18 Q4 (3,550) to 2018/19 Q1 (3,098). High detection rates for chlamydia are generally used as a positive indicator of effective targeting of screening for those people most likely to be at risk of infection.

### **More adults are active**

3.15. The Active Lives Survey (ALS), carried out by Sport England produces information about Leeds residents activity and lifestyle including the Best Council Plan indicator outlined in para 5.2. The Leeds 2017/18 ALS result was 23.7% representing 150,600 people who were deemed 'inactive, a reduction of 0.8% against the previous year and 3.5% against 2015/16 result, i.e. 20,100 fewer people in Leeds were inactive. Leeds has the second lowest proportion of inactive people of all the core cities and was also lower than the England average. In addition, Leeds had the biggest decrease in the percentage of inactive people of all the core cities, where a fall in the percentage of people who are inactive is the objective. The Active Lives Survey does not provide locality detail at locality levels. Active Leeds (using Sport England funding) are commissioning a piece of research to generate a better understanding of physical activity participation in the Inner South, Inner East and New Wortley areas. Appendix 3 has more information on this measure and on the overall Leeds approach to the promotion of active lifestyles.

3.16. The active lifestyles measure is supported through the council's Vision for Leisure Centre Refurbishment Programme including: increasing the provision of private swimming and gymnastics sessions; maximising Health & Fitness membership; the growing Leeds Let's Get Active Community Scheme; improving Go Tri sessions take up; the Leeds Girl Can programme; promoting cycling and walking and health

programmes; and the Bike Park in Middleton. A number of these programmes focus primarily on reducing inactivity by expanding opportunities for people to participate, in particular among underrepresented groups such as women and girls, disabled people and those from deprived communities. However, the indicator result is also a reflection of activities outside of the council's remit and the growth of private sector provision, such as the increase in budget gyms in Leeds.

3.17. The council continues to maintain and promote an active lifestyle through the expansion and promotion of the use of the City Connect Cycle Superhighway (CCCSH). Phase 1, which includes the Eastern and Western sections, has recorded over 700,000 trips since it first opened in 2016, with the number of cyclists entering the city centre at peak times rising by 178% since 2004. Completion of CCCSH Phase 2 which includes links across the city centre is currently estimated by summer 2019.

3.18. A report was presented to the Scrutiny Board (Inclusive Growth, Culture and Sport) on the introduction of a "Systems approach to physical activity in Leeds", a proposal to work across all areas that are effective in tackling inactivity including policy, the physical environment, local interventions, social marketing; and community assets at an individual, environmental and societal level.. Work continues with partners to develop this approach.

## **Corporate considerations**

### **4. Consultation and engagement**

4.1. This is an information report and as such does not need to be consulted on with the public. All performance information is available or will be once confirmed to the public.

### **5. Equality and diversity/cohesion and integration**

5.1. This is an information report, rather than a decision report and so due regard is not relevant. However, equality issues are implicit in the priorities presented in this report, for example Public Health measures are presented at Leeds and deprived Leeds levels. The adult social care and many of the health outcomes relate to vulnerable adults and reflect how well their needs are being met and vulnerabilities addressed. The purpose of the strategic and operational activity in this report is to ensure that the needs of people at risk of poor outcomes are identified and responded to both as individuals and at a community level.

### **6. Council policies and city priorities**

6.1. This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework and the Best Council Plan. It also relates to the Joint Health and Well Being Strategy, the Leeds Health and Care Plan and the Better Lives Strategy.

### **7. Resources and value for money**

7.1. There are no specific resource implications from this report.

### **8. Legal implications, access to information and call in**



8.1. All performance information is publicly available. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

## **9. Risk management**

9.1. In presenting performance against key priorities key risks and challenges are highlighted. This report forms part of a comprehensive risk and performance management process in the council to monitor and manage key risks.

## **10. Conclusions**

10.1. This report provides a summary of performance against the strategic priorities for the council, as articulated in the Best Council Plan, relevant to this Scrutiny Board.

## **11. Recommendations**

- 11.1. Members are recommended to consider and comment on the performance information contained in this report, considering:
- a) Assurance that current performance is visible, understood and responded to.
  - b) How this information informs scrutiny work to support ongoing improvement.
  - c) The nature and content of future performance updates.

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

- Better Lives Strategy Website <https://betterlivesleeds.wordpress.com/>
- Leeds Public Health Profile at <http://fingertipsreports.phe.org.uk/health-profiles/2017/e08000035.pdf>
- Active Lives Adult Survey May 17-18 report <https://www.sportengland.org/media/13563/active-lives-adult-may-17-18-report.pdf>

---

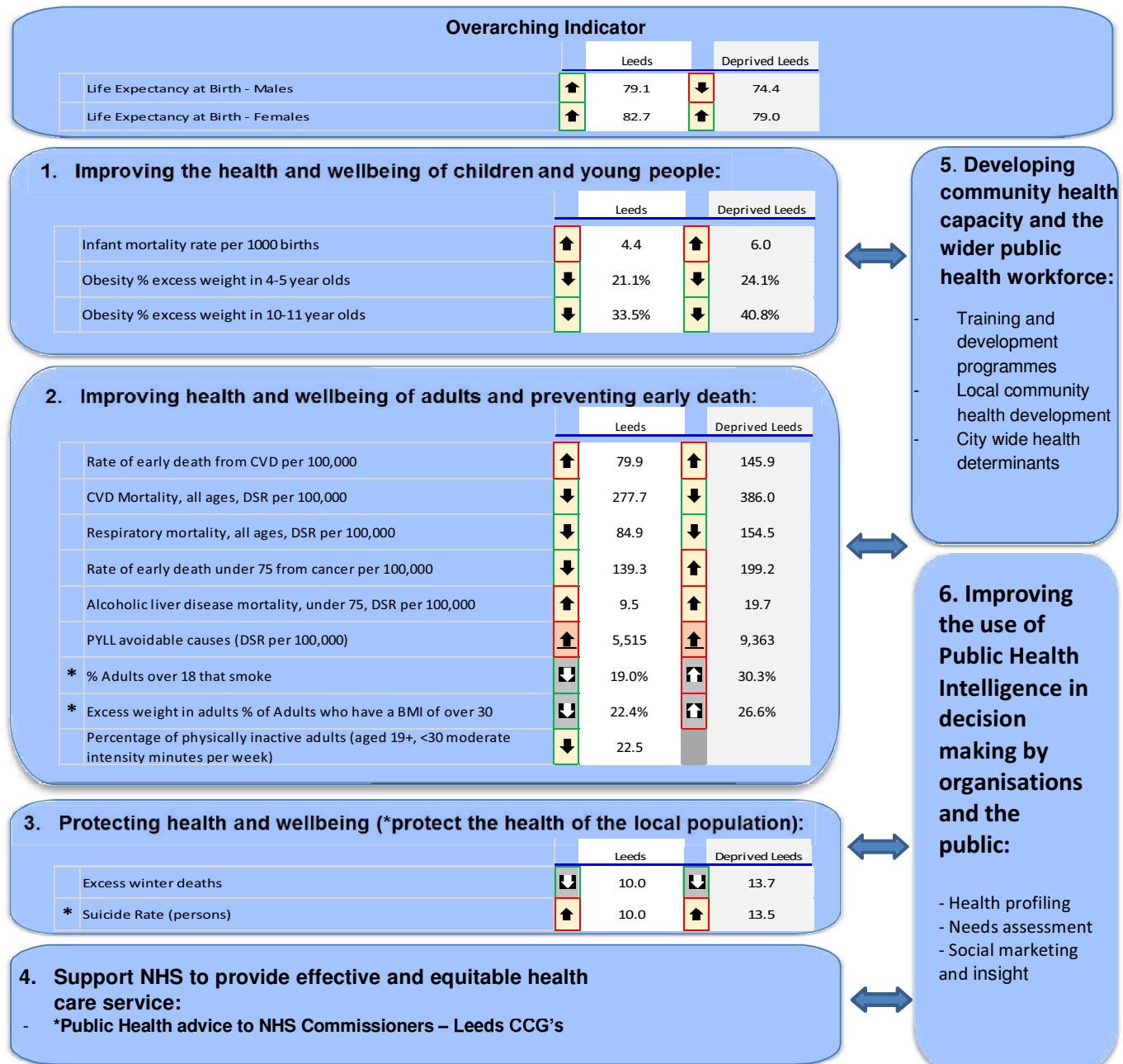
<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

This page is intentionally left blank

Appendix 1 (ASCOF)		Leeds Adult Social Care Outcomes Framework & Better Lives Strategy Measures				Leeds				2017-18 Comparison			Leeds LA Rank 2017-18		2018-19
ASCOF Measure		2014-15	2015-16	2016-17	2017-18	3yr trend	1yr trend	Age 18-64	Age 65+	Yorkshire & Humber	Comparator*	England	National Rank	Quartile	Half Year ****
<b>Domain 1: Enhancing quality of life for people with care and support needs</b>															
1A	Social care-related quality of life score	18.9	19.2	19.4	19.7		↑	20.2	19.4	19.2	19.1	19.1	9	1	
1B	The proportion of people who use services who have control over their daily life	77.3	73.7	77.6	79.3		↑	79.9	79	78.2	77.4	77.7	58	2	
1C(1A)	The proportion of people who use services who receive self-directed support	82.3	94.9	98.3	98.1		↔	96.4	99.7	89.3	87.7	89.7	57	2	98
1C(1B)	The proportion of carers who receive self-directed support	73.1	97.4	95.6	94.6		↓	95.9	93.8	75.5	80.8	83.4	107	3	
1C(2A) BL7	The proportion of people who use services who receive direct payments	16.9	18.9	21.1	20.1		↓	28.4	11.9	27.2	27.7	28.5	126	4	19.7
1C(2B) BL2	The proportion of carers who receive direct payments	68.8	91.8	89.2	88.4		↓	90.7	65-84 86.1 85+ 64.3	70.4	76.6	74.1	91	3	
1D**	Carer-reported quality of life	7.9	NA	7.4	NA			NA	NA	8.0	7.7	7.7	101	3	
1E	The proportion of adults with a learning disability in paid employment	7.0	6.4	6.1	6.7		↑	NA	NA	7.4	4.4	6.0	57	2	4.5 YTD
1F***	The proportion of adults in contact with secondary mental health services in paid employment	10.7	9.9	NA	8.0		↓	NA	NA	9.0	7.3	7.0	51	2	11.0
Page 21	The proportion of adults with a learning disability who live in their own home or with their family	79.8	65.5	61.9	71.9		↑	NA	NA	80.9	80.0	77.2	121	4	44.8 YTD
1H**	The proportion of adults in contact with secondary mental health services living independently, with or without support	54.2	51.1	NA	59		↑	NA	NA	69.0	67.7	57.0	87	3	60.9
1I(1)	The proportion of people who use services who reported that they had as much social contact as they would like	44.3	45.2	45.5	50.8		↑	51.7	50.4	47.5	46.0	46.0	21	1	
1I(2)**	The proportion of carers who reported that they had as much social contact as they would like	38.7	NA	29.9	NA			NA	NA	38.7	36.1	35.5	111	3	
1J	Adjusted Social care-related quality of life – impact of Adult Social Care services	NA	NA	0.413	0.407		↔	NA	NA	0.404	0.405	0.405	77	3	
<b>Domain 2: Delaying and reducing the need for care and support</b>															
2A(1) BL 8	Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population	11.1	7.9	7.7	11.7		↑	NA	NA	14.5	16.0	14.0	63	2	10.8 Oct
2A(2) BL 9	Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population	763.7	726.5	615.6	594.6		↓	NA	NA	632.6	663.5	585.6	80	3	507.7 Oct
2B(1)	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	81.3	84.8	89.2	85.8		↓		65-74 81.6 75-84 87.4 85+ 86.4	84.2	80.7	82.9	65	2	76.4
2B(2)	The proportion of older people (aged 65 and over) who received reablement/rehabilitation services after discharge from hospital	4.6	4.4	2.9	3.3		↑	1.4	65-84 3.0 85+ 7.9	2.3	3.7	2.9	59	2	
2C(1)	Delayed transfers of care from hospital, per 100,000 population	12.7	15.0	12.7	16.9		↑	NA	NA	10.9	12.2	12.3	133	4	17.1
2C(2) BL 5	Delayed transfers of care from hospital that are attributable to adult social care, per 100,000 population	3.9	4.0	3.8	4.2		↑	NA	NA	3.4	4.2	4.3	99	3	0.8
2C(3)	Delayed transfers of care from hospital that are attributable to NHS and adult social care, per 100,000 population				1.0			NA	NA	0.9	0.9	0.9	116	4	2.8
2D	The outcome of short-term services: sequel to service	64.4	69.8	54.9	59.5		↑	64.1	59.1	72.2	70.7	77.8	127	4	66.2 Oct

Appendix 1 (ASCOF) Leeds Adult Social Care Outcomes Framework & Better Lives Strategy Measures		Leeds								2017-18 Comparison			Leeds LA Rank 2017-18		2018-19
ASCOF Measure	2014-15	2015-16	2016-17	2017-18	3yr trend	1yr trend	Age 18-64	Age 65+	Yorkshire & Humber	Comparator*	England	National Rank	Quartile	Half Year ****	
<b>Domain 3: Ensuring that people have a positive experience of care and support</b>															
3A	Overall satisfaction of people who use services with their care and support	63.2	66.0	60.9	62.4		↑	62.2	62.6	65.0	64.0	65.0	96	3	
3B**	Overall satisfaction of carers with social services	42.0	NA	41.6	NA			NA	NA	41.3	33.0	39.0	44	2	
3C**	The proportion of carers who report that they have been included or consulted in discussion about the person they care for	76.1	NA	70.2	NA			NA	NA	73.6	71.6	70.6	74	2	
3D(1)	The proportion of people who use services who find it easy to find information about support	70.4	77.6	75.7	74.1		↓	69.9	76.5	73.6	72.3	73.3	63	2	
3D(2)**	The proportion of carers who find it easy to find information about services	67.5	NA	64.5	NA			NA	NA	66.4	64.6	64.2	75	2	
<b>Domain 4: Safeguarding adults whose circumstances make them vulnerable and protecting them from harm</b>															
4A	The proportion of people who use services who feel safe	67.3	70.9	72.8	72.7		↔	74	71.9	69.6	69.2	69.9	45	2	
4B	The proportion of people who use services who say that those services have made them feel safe and secure	86.5	83.6	86.9	86.9		↔	89.1	85.7	88.3	86.7	86.3	76	2	
<b>Additional Leeds Better Lives Strategy Measures</b>															
BL 1	Percentage of referrals for social care resolved at initial point of contact or through accessing universal services	NA	NA	20.8	24.1		↑			Local Measure					26.0 Oct
BL 2	Ratio of people who receive community-based support vs people who are supported in care homes	NA	1.81	1.87	1.99		↑			Local Measure					
BL 2	People completing a re-ablement service (Data is not comparable given service redesign in 2017-18, the figure for that year is for 8 months)	1238	1363	1717	1868	Service change	↑			Local Measure					239 ave
BL 6	Proportion of Care Quality Commission registered care services in Leeds rated overall as good or outstanding	NA	53.2	65.2	75.9		↑			76% (04/18)	80.9% (04/18)				80.7
BL 10	The percentage of people with a concluded safeguarding enquiry for whom their outcomes were fully or partially met (overall number)	NA	NA	95.1 (2029)	94.8 (2466)		↔			Local Measure					96.6 Oct
BL=	<b>Better Lives Strategy Measure</b>														
<b>Notes</b> *Comparator Authorities - CIPFA agreed group (nearest neighbours) of LAs for comparing outcomes **Carers survey occurs ever two years ***National caution on the reliability of these measure meant they weren't released in 2017 **** Half Year is provisional and may be current month measures															

## Population Indicators



### Notes

For the majority of these indicators a reduction represents an improvement. Notable exceptions are Life Expectancy at Birth, service / health intervention uptake and successful completion / continuation

\* Indicators marked with an asterisk have been updated

Significance of change since previous period:	
Statistically significant, direction is positive	↑ ↓
Statistically significant, direction is negative	↓ ↓
Not statistically significant, direction is positive	↑ ↓
Not statistically significant, direction is negative	↓ ↓
Unable to test, direction is positive	↑ ↓
Unable to test, direction is negative	↓ ↓

### Oct 2018 update:

Suicide rates updated with revised calculation for ages 10+, to match PHOF suicide rates criteria and to correspond with latest JSNA reported figure, with time series also updated.

Adult smoking and excess weight prevalence updated to Q2 2018/19.

<L:\PUBLIC HEALTH INTELLIGENCE\Performance Reporting\Latest versions\PHLT indicators 20180726.xlsx>

## Operational Indicators

### 1. Improving the health and wellbeing of children and young people:

		Leeds	Deprived Leeds
Best start - number of under 2s taken into care	↑	124	76
* Breast feeding % initiation	↓	73.0%	65.5%
* Breast feeding % maintenance at 6-8 weeks	↓	48.4%	44.0%
Alcohol – rate of admissions of under 18's to hospital for alcohol related problems (per 100,000)	↑	36.7	

### 5. Developing community health capacity and the wider public health workforce:

- Training and development programmes
- Local community health development
- City wide health determinants

### 2. Improving health and wellbeing of adults and preventing early death:

		Leeds	Deprived Leeds
* Uptake of NHS Health Checks	↔	61.7%	
* Increase in the number of people accessing stop smoking services	↔	650	239
Rate of alcohol related admissions to hospital per 100,000	↑	662	
* Increase in successful completions of drug dependency treatment	↑	361	
* Increase in successful completions of alcohol dependency treatment	↔	864	
* Recorded diabetes type 1 and 2 (per 100,000)	↑	6,201	9,021.2

### 6. Improving the use of Public Health Intelligence in decision making by organisations and the public:

- Health profiling
- Needs assessment
- Social marketing and insight

### 3. Protecting health and wellbeing (\*protect the health of the local population):

		Leeds	Deprived Leeds
* Percentage of adults (aged 15 or above) newly diagnosed with HIV with a CD4 count less than 350 cells per mm <sup>3</sup>	↑	53.4%	
* Chlamydia detection rate (15-24 year olds) (per 100,000)	↔	3,098	
Uptake of Long-acting reversible contraceptives (LARC) (per 1,000)	↓	52.7	
Emergency Admissions from Intentional Self-Harm (DSR per 100,000)	↑	225	355

### 4. Support NHS to provide effective and equitable health care service:

- \*Public Health advice to NHS Commissioners – Leeds CCG's

#### Notes

For the majority of these indicators a reduction represents an improvement. Notable exceptions are Life Expectancy at Birth, service / health intervention uptake and successful completion / continuation

- \* Indicators marked with an asterisk have been updated

Significance of change since previous period:	
Statistically significant, direction is positive	↑ ↓
Statistically significant, direction is negative	↓ ↓
Not statistically significant, direction is positive	↑ ↓
Not statistically significant, direction is negative	↑ ↓
Unable to test, direction is positive	↑ ↓
Unable to test, direction is negative	↑ ↓

#### Oct 2018 update:

Breast feeding initiation and maintenance updated to 2017/18 with significance testing added for deprived Leeds.

HIV late diagnosis updated to 2015-17 and new time series data. Chlamydia detection updated to Q1 2018/19.

Uptake of NHS Health Check, number accessing stop smoking services, and diabetes rates updated to Q2 2018/19.

Successful completions of drug and alcohol treatment updated to Sep 18

[L:\PUBLIC HEALTH INTELLIGENCE\Performance Reporting\Latest versions\PHLT indicators\\_20180726.xlsx](L:\PUBLIC HEALTH INTELLIGENCE\Performance Reporting\Latest versions\PHLT indicators_20180726.xlsx)

# Population Indicators

Leads      Deprived Leads      Latest period      Previous period Leads      Previous period Deprived Leads      Previous period      An improving direction is an      PHOF id / core city chart link

Overarching Indicator										
Life Expectancy at Birth - Males	↑	79.1	↓	74.4	2014-16	79.1	74.8	2013-15	increase	<a href="#">PHOF 0_1_ii</a>
Life Expectancy at Birth - Females	↑	82.7	↑	79.0	2014-16	82.6	78.8	2013-15	increase	<a href="#">PHOF 0_1_ii</a>

## 1 Improving the health and wellbeing of children and young people:

Infant mortality rate per 1000 births	↑	4.4	↑	6.0	2014/16	4.1	5.1	2013-15	decrease	<a href="#">PHOF 4_01</a>
Obesity % excess weight in 4-5 year olds	↓	21.1%	↓	24.1%	2016-17 School Year	21.4%	24.6%	2015-16 School Year	decrease	<a href="#">PHOF 2_06i</a>
Obesity % excess weight in 10-11 year olds	↓	33.5%	↓	40.8%	2016-17 School Year	35.5%	41.7%	2015-16 School Year	decrease	<a href="#">PHOF 2_06ii</a>

## 2 Improving health and wellbeing of adults and preventing early death:

Rate of early death from CVD per 100,000	↑	79.9	↑	145.9	2014-16	79.3	140.2	2013-15	decrease	<a href="#">PHOF 4_04i</a>
CVD Mortality, all ages, DSR per 100,000	↓	277.7	↓	386.0	2014-16	287.7	390.0	2013-15	decrease	na
Respiratory mortality, all ages, DSR per 100,000	↓	84.9	↓	154.5	2014-16	89.8	161.1	2013-15	decrease	na
Rate of early death under 75 from cancer per 100,000	↓	139.3	↑	199.2	2014-16	143.3	198.1	2013-15	decrease	<a href="#">PHOF 4_05j</a>
Alcoholic liver disease mortality, under 75, DSR per 100,000	↑	9.5	↑	19.7	2014-16	9.2	19.4	2013-15	decrease	<a href="#">PHOF 4_06i</a>
PYLL avoidable causes (DSR per 100,000)	↑	5,515	↑	9,363	2014-2016	5,449	9,069	2013-15	decrease	na
* % Adults over 18 that smoke	↔	19.0%	↔	30.3%	Q2 2018/19	19.2%	30.2%	Q1 2018/19	decrease	<a href="#">PHOF 2_14</a>
* Excess weight in adults % of Adults who have a BMI of over 30	↔	22.4%	↔	26.6%	Q2 2018/19	22.4%	26.6%	Q1 2018/19	decrease	<a href="#">PHOF 2_12</a>
Percentage of physically inactive adults (aged 19+, <30 moderate intensity minutes per week)	↓	22.5			2016-17	24.8		2015-16**	decrease	<a href="#">PHOF 2_13ii</a>

## 3 Protecting health and wellbeing (\* protect the health of the local population):

Excess winter deaths	↔	10.0	↔	13.7	2015/16	23.9	26.6	2014/15	decrease	<a href="#">PHOF 4_15iii</a>
* Suicide Rate (persons)	↑	10.0	↑	13.5	2014-16	9.7	12.5	2013-15	decrease	<a href="#">PHOF 4_10</a>

## Operational Indicators

	Leads	Deprived Leads	Latest period	Previous period Leads	Previous period Deprived Leads	Previous period	An improving direction is an	PHOF id / core city chart link
<b>1 Improving the health and wellbeing of children and young people:</b>								
Best start - number of under 2s taken into care	124	76	2017/18	122	65	2016/17	decrease	<a href="#">PHOF 2_07i</a>
* Breast feeding % initiation	73.0%	65.5%	2017/18	73.8%	66.9%	2016/17	increase	<a href="#">PHOF 2_02i</a>
* Breast feeding % maintenance at 6-8 weeks	48.4%	44.0%	2017/18	49.1%	45.3%	2016/17	increase	<a href="#">PHOF 2_02ii</a>
Alcohol – rate of admissions of under 18's to hospital for alcohol related problems (per 100,000)	36.7		2014/15 - 2016/17	33.6		2013/14-2015/16	decrease	na
<b>2</b>								
* Uptake of NHS Health Checks	61.7%		Q2 2018/19 ytd	83.8%		Q2 2017/18 ytd	increase	<a href="#">PHOF 2_22iv</a>
* Increase in the number of people accessing stop smoking services	650	239	Q2 2018/19	876	383	Q1 2018/19	increase	na
Rate of alcohol related admissions to hospital per 100,000	662		2016/17	634		2015/16	decrease	<a href="#">PHOF 2_18</a>
* Increase in successful completions of drug dependency treatment	361		Rolling 12m to Sep 2018	352		Rolling 12m to Aug 2018	increase	<a href="#">PHOF 2_15.i.ii</a>
Increase in successful completions of alcohol dependency treatment	864		Rolling 12m to Sep 2018	867		Rolling 12m to Aug 2018	increase	<a href="#">PHOF 2_15iii</a>
Recorded diabetes type 1 and 2 (per 100,000)	6,201	9,021.2	Q2 2018/19	6,168	8,935.1	Q1 2018/19	increase	<a href="#">PHOF 2_17</a>
<b>3 Protecting health and wellbeing (*protect the health of the local population):</b>								
* Percentage of adults (aged 15 or above) newly diagnosed with HIV with a CD4 count less than 350 cells per mm <sup>3</sup>	53.4%		2015-17	48.7%		2014-16	decrease	<a href="#">PHOF 3_04</a>
* Chlamydia detection rate (15-24 year olds) (per 100,000)	3,098		Q1 2018/19	3,551		Q4 2017/18	decrease	<a href="#">PHOF 3_02</a>
Uptake of Long-acting reversible contraceptives (LARC) (per 1,000)	52.7		2016	53.8		2015	increase	<a href="#">LARC_92254</a>
Emergency Admissions from Intentional Self-Harm (DSR per 100,000)	225	355	2016-17	193	317	2015-16	decrease	<a href="#">PHOF 2_10ii</a>



## Notes

### \* Indicators marked with an asterisk have been updated

"Deprived Leeds" is the population of Leeds living in an area ranking in the 10% most deprived nationally

### October 2018 update

[L:\PUBLIC HEALTH INTELLIGENCE\Performance Reporting\Latest versions\PHLT indicators\\_20180726.xlsx](L:\PUBLIC HEALTH INTELLIGENCE\Performance Reporting\Latest versions\PHLT indicators_20180726.xlsx)

Suicide rates updated with revised calculation for ages 10+, to match PHOF suicide rates criteria and to correspond with latest JSNA reported figure, with time series also updated. Adult smoking and excess weight prevalence updated to Q2 2018/19.

Breast feeding initiation and maintenance updated to 2017/18 with significance testing for deprived Leeds added. HIV late diagnosis updated to 2015-17 and new time series data. Chlamydia detection updated to Q1 2018/19. Uptake of NHS Health Check, number accessing stop smoking services, and diabetes rates updated to Q2 2018/19. Successful completions of drug and alcohol treatment updated to Sep 18

### For the majority of these indicators a reduction represents an improvement. Notable exceptions are Life Expectancy at Birth, service / health intervention uptake and successful completion / continuation

Population' and 'Operational' indicators are defined as follows. Population level indicators are health outcomes (i.e. Increased life expectancy, Reduced premature mortality, People living healthier lifestyles). Operational indicators are measures of service delivery or health intervention, and the outcome of that service delivery or health intervention (i.e. breast feeding initiation, and continuation at 6-8 wks, health checks and numbers on diabetes register, completion of alcohol dependency treatment and admission to hospital for alcohol harm).

The figures for emergency hospital admission for intentional self harm are counts, with people from deprived Leeds having a disproportionate share (approx. 1/3rd for a 1/5th of the population)

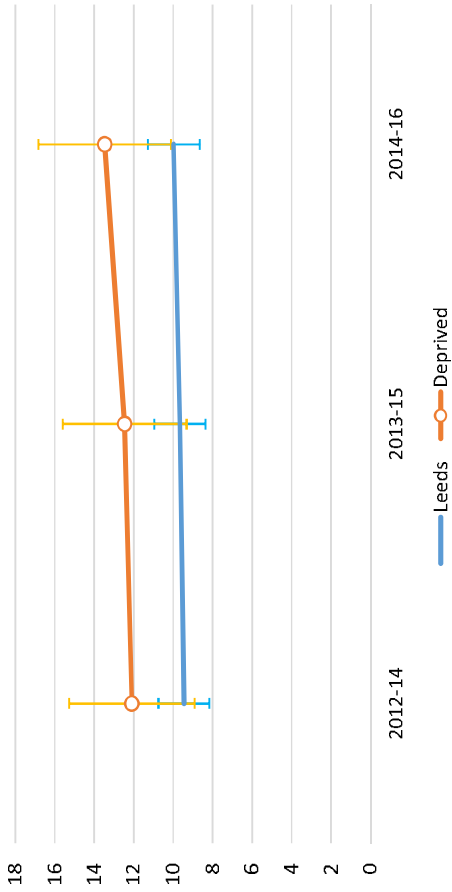
Page 17

\* Physical activity update from PHE. "The data provider, Sport England, has replaced the Active People Survey with Active Lives. The new survey provides the same indicators but the methodology has changed, both in terms of questions and the mode of completion (telephone to online/postal version)", further information at the link below

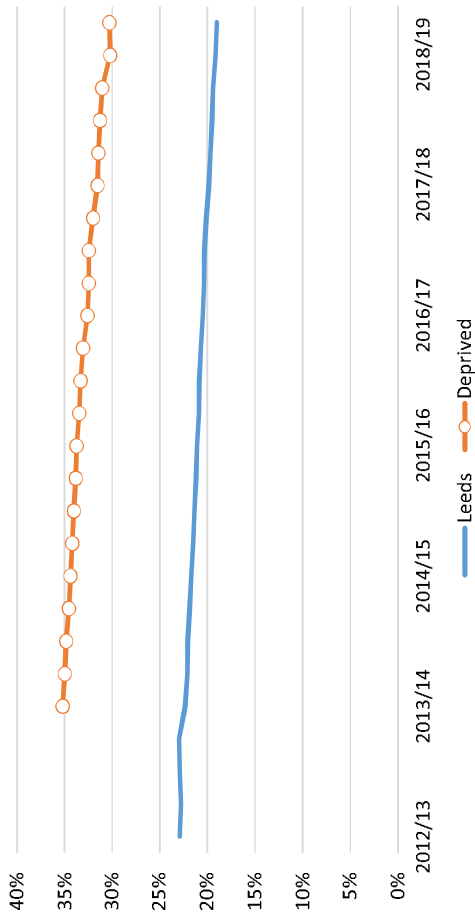
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/641915/Physical\\_activity\\_indicators\\_short\\_statistical\\_commentary.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/641915/Physical_activity_indicators_short_statistical_commentary.pdf)

Population Indicators

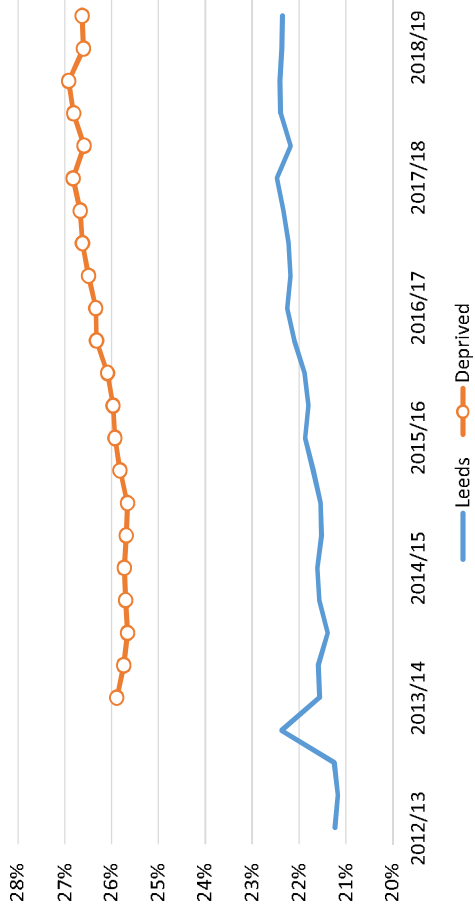
\* Suicide rates (persons - 3 year average)



\* % Adults over 18 that smoke

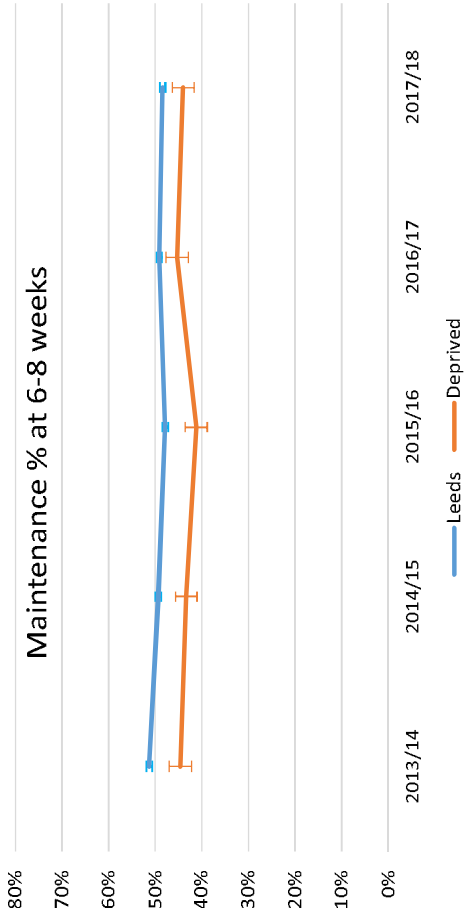


\* Excess weight in adults % of Adults who have a BMI of over 30

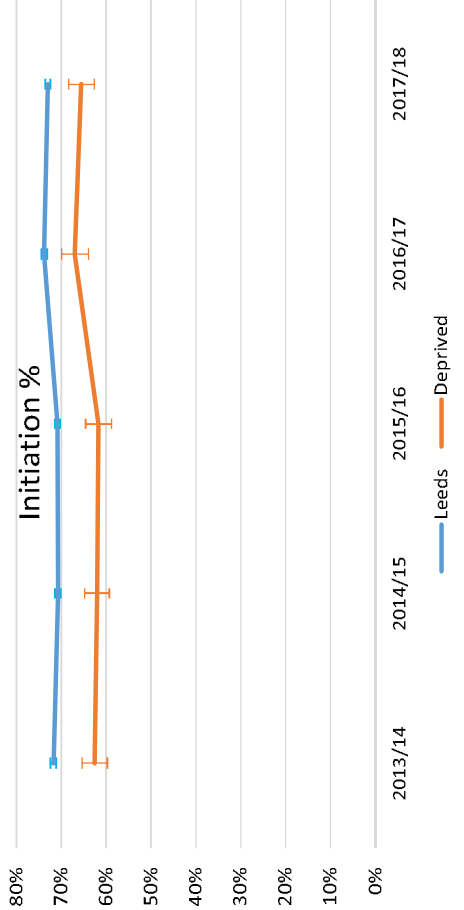


## Operational Indicators

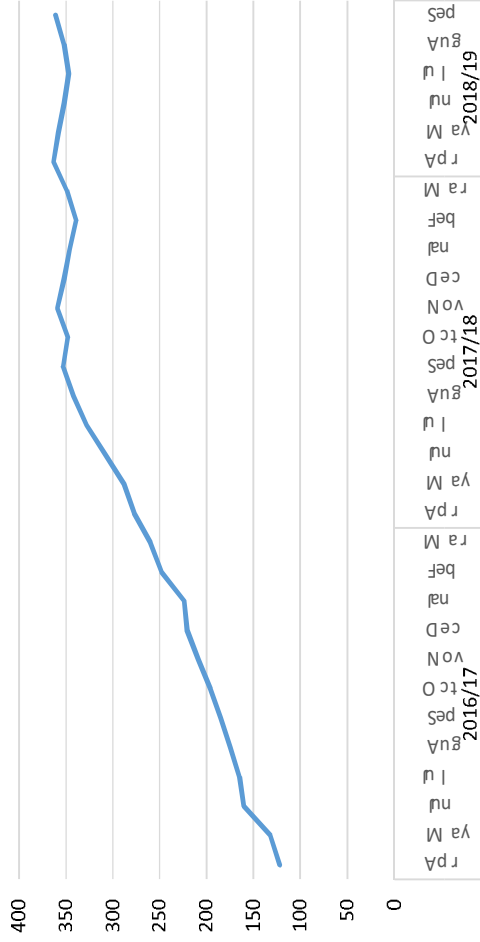
**\* Breast feeding maintenance at 6 to 8 weeks**



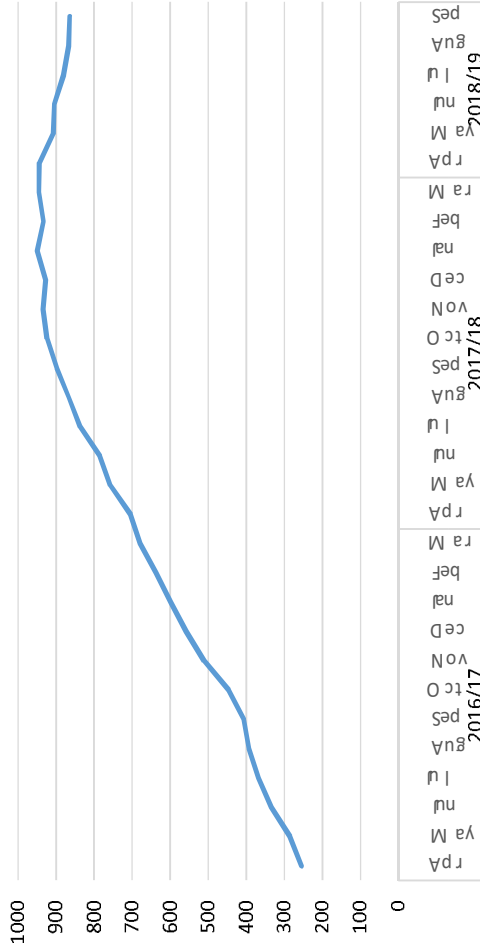
**\* Breast feeding initiation**



**\* Increase in successful completions of drug dependency treatment**

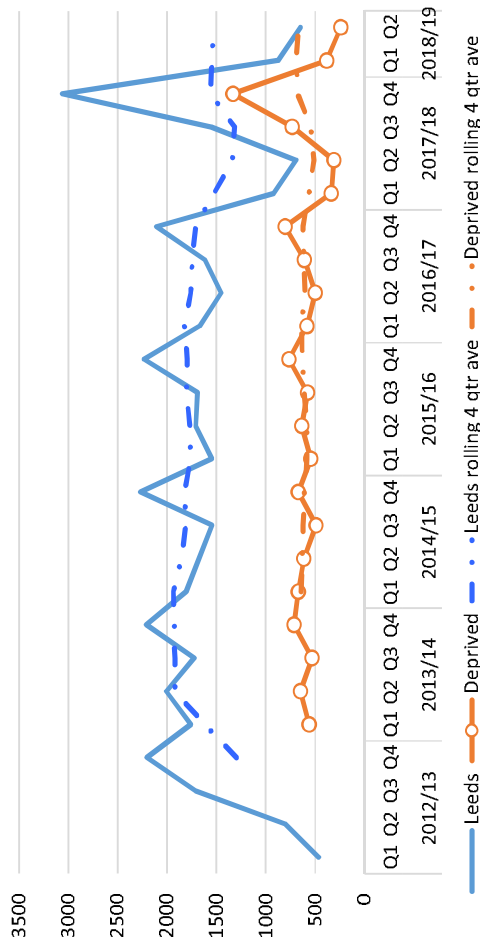


**\* Increase in successful completions of alcohol dependency treatment**

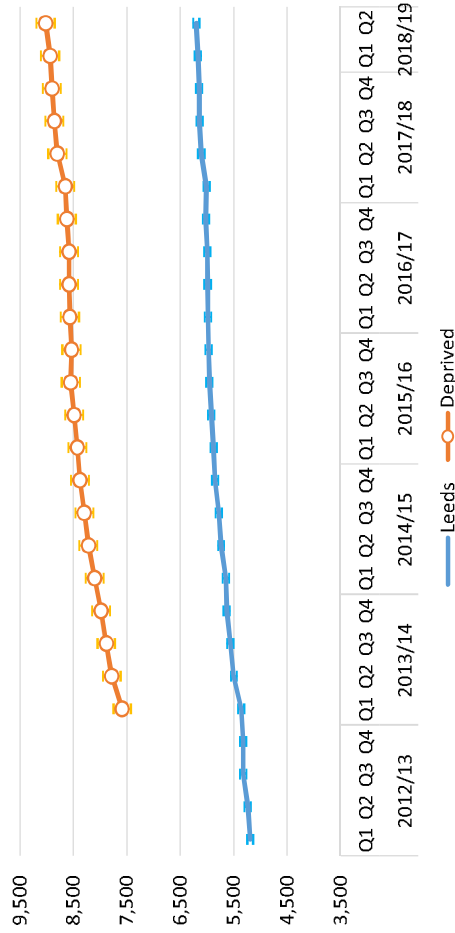


### Operational Indicators

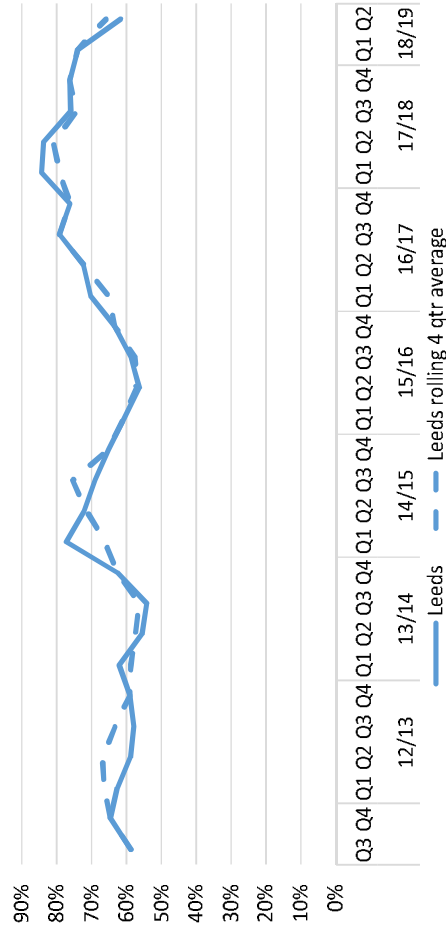
\* Increase in the number of people accessing stop smoking services (referrals)



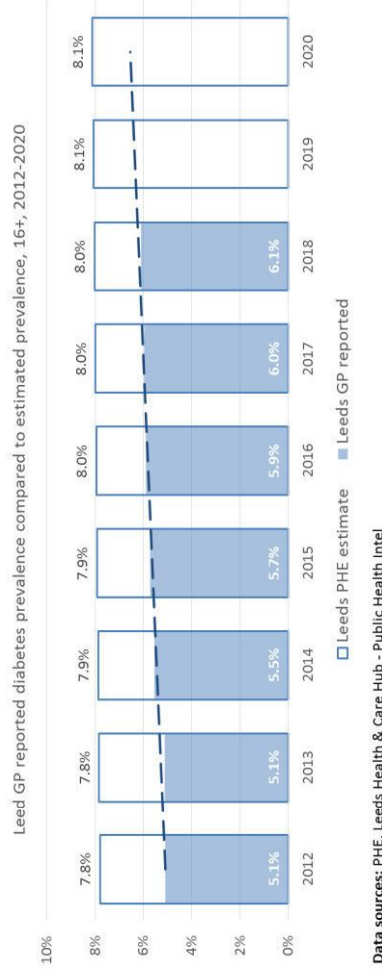
\* Recorded diabetes type 1 and 2 (per 100,000)



Uptake of NHS Health Checks

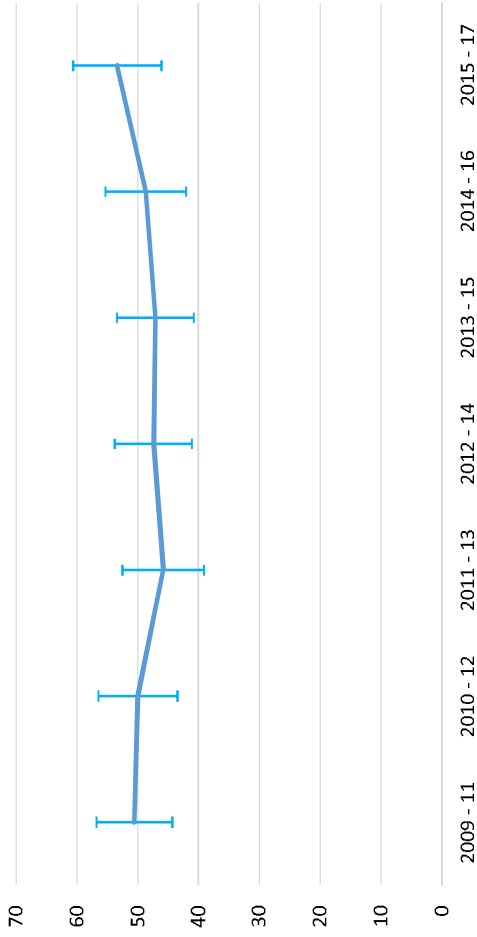


ADDITIONAL - Observed and expected Diabetes prevalence

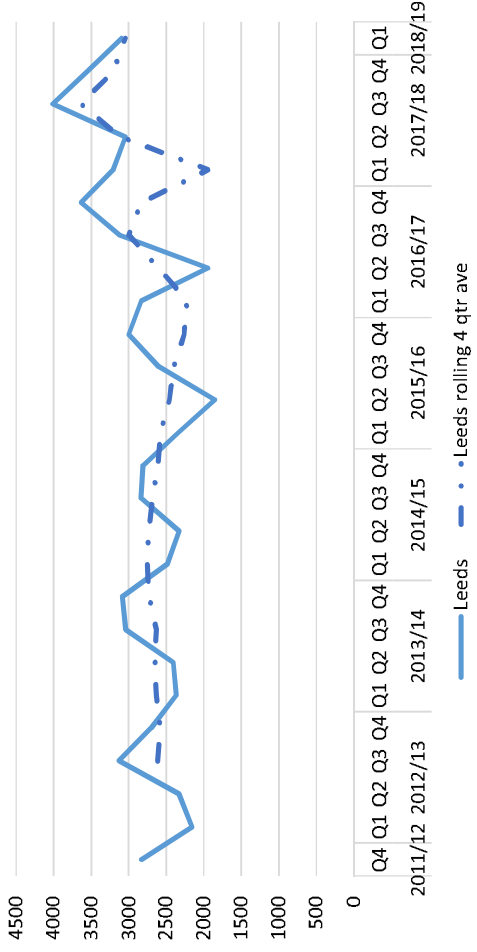


### Operational Indicators

\* HIV late diagnosis: % 15+ or above newly diagnosed with HIV with a CD4 count < 350 cells per mm3



\* Chlamydia detection rate (15-24 year olds) (per 100,000)



This page is intentionally left blank

## Percentage of Physically Active Adults

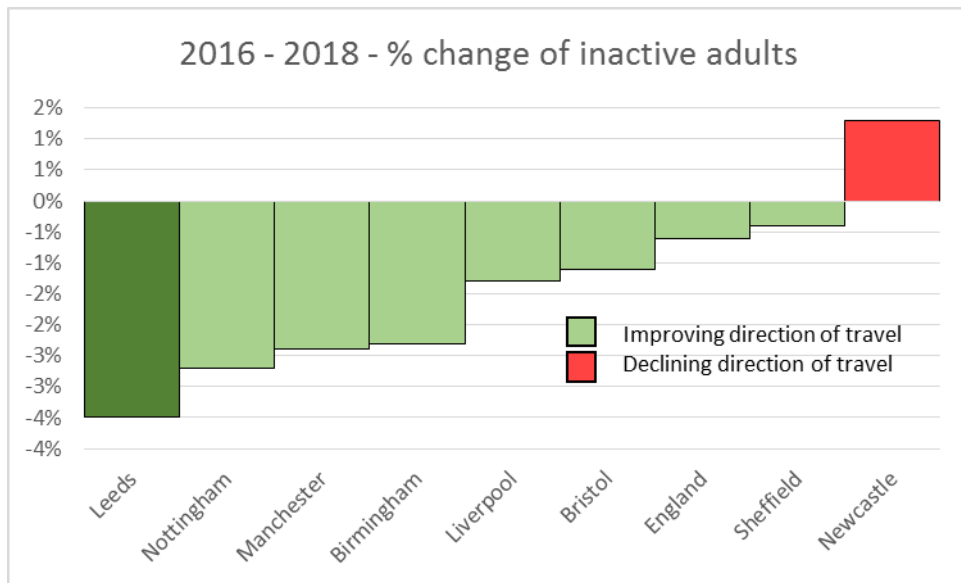
The Active Lives Survey (ALS), carried out by Sport England was first reported 2015/16 (replacing the previous Active People Survey) and is used to provide the data for this indicator. The survey is reported six monthly with interim results available in October and the annual result available in March. The survey produces in depth information about participants' activity and lifestyle and summarises with three top level performance indicators. The BCP 2018-21 performance indicator uses the "percentage of people who are inactive" in order to determine if more 'inactive' people are becoming 'active', and a reduction in the number of adults who fall into the 'inactive' category is sought.

The first 2015/16 ALS result of people in Leeds classed as 'inactive' was 27.2%, which represented 170,700 people. In October 2016/17 the level dropped to 24.5% which represented 155,100, a reduction of 2.7% with 15,600 fewer people deemed 'inactive'.

The Leeds 2017/18 ALS result was 23.7% representing 150,600 people who were deemed 'inactive, a reduction of 0.8% against the previous year and 3.5% against 2015/16 result, i.e. 20,100 fewer people in Leeds were inactive. Leeds has the second lowest proportion of inactive people of all the core cities and was also lower than the England average. In addition, Leeds had the biggest decrease in the percentage of inactive people of all the core cities, where a fall in the percentage of people who are inactive is the objective.

Region	Percentage of Adults who are Inactive			
	2016/17	2017/18	October 2018	2016-2018 % Change
Leeds	27.2%	24.5%	23.7%	-3.5%
Nottingham	28.2%	25.8%	25.5%	-2.7%
Manchester	26.3%	27.7%	23.9%	-2.4%
Birmingham	29.8%	29.1%	27.5%	-2.3%
Liverpool	27.4%	27.1%	26.0%	-1.3%
Bristol	18.7%	19.8%	17.6%	-1.1%
England	25.6%	25.7%	25.2%	-0.6%
Sheffield	26.0%	26.8%	25.6%	-0.4%
Newcastle	23.2%	24.8%	24.5%	+1.3%

The graph below clearly shows that Leeds has had the greatest drop in the number of inactive adults of all the core cities between 2016 and 2018.



The Active Lives Survey is statistically significant when considering activity levels among adults at a Leeds level however the data sample is not large enough to enable conclusions to be drawn in specific localities within the city. Active Leeds (using Sport England funding) are commissioning a piece of research to generate a better understanding of physical activity participation in the Inner South, Inner East and New Wortley areas.

The indicator is supported through the council's Vision for Leisure Centre Refurbishment Programme including: increasing the provision of private swimming and gymnastics sessions; maximising Health & Fitness membership; the growing Leeds Let's Get Active Community Scheme; improving Go Tri sessions take up; the Leeds Girl Can programme; promoting cycling and walking and health programmes; and the Bike Park in Middleton. A number of these programmes focus primarily on reducing inactivity by expanding opportunities for people to participate, in particular among underrepresented groups such as women and girls, disabled people and those from deprived communities. However, the indicator result is also a reflection of activities outside of the council's remit and the growth of private sector provision, such as the increase in budget gyms in Leeds.

The number of visits to the Council's Leisure Centres have started to recover following a dip earlier in the year which was caused by the particularly good weather at the start of the first quarter. To the end of October, annual visitor numbers were only 4% lower than the previous year and continue to show signs of recovery.

The work associated with the Vision for Leisure Centres is progressing on East Leeds Leisure and Wellbeing Centre, Middleton, Aireborough, and Rothwell Leisure Centres.



Leeds continues to bid for and attract high profile events and once again will be holding the HSBC City Ride and the International Triathlon Union World Series Event. Leeds is also working closely with Yorkshire County Cricket Club to build momentum in advance of the Cricket World Cup in 2019. The city is also looking forward to being one of the host locations for the cycling World Road Race Championships in 2019 and continues to explore and bid for future events to support the council's BCP priority to "Enhance the image of Leeds through major events and attractions". Currently the city is awaiting a decision on the bid to host the men's, women's and wheelchair games for the Rugby League World Cup (RLWC) being held in England in 2021; bids have also been made to host training camps and team bases. The decision on the final choices for RLWC2021 Hosts will be announced in January 2019.

The council continues to maintain and promote an active lifestyle through the expansion and promotion of the use of the City Connect Cycle Superhighway (CCCSH). Phase 1, which includes the Eastern and Western sections, has recorded over 700,000 trips since it first opened in 2016, with the number of cyclists entering the city centre at peak times rising by 178% since 2004. Construction of CCCSH Phase 2 which includes links across the city centre is currently underway with contractors on site and completion estimated by Summer 2019

A report was presented to the Scrutiny Board (Inclusive Growth, Culture and Sport) which provided an overview of the introduction of a "Systems approach to physical activity in Leeds", i.e. a proposal to work across all areas that are effective in tackling inactivity including policy, the physical environment, local interventions, social marketing; and community assets at an individual, environmental and societal level. The approach has required cross-service and cross-agency collaboration and is driven by the needs of the most deprived communities in Leeds, seeking to influence the behaviour of the most inactive and to evoke a cultural change in which being physically active becomes the norm. Work continues with partners to develop this approach.

A new Active Leeds App was launched in late 2017 which allows people to book activities, log workouts, update their details, undertake activity challenges and access news, push notifications, and obtain leisure centre information and community information. This first phase of the app has gone well, and in January 2019 the service will be launching the next phase, this will enable the logging of workouts with body composition scans to enable the service to track and monitor progress in terms of people's health focusing on muscle mass, metabolic rate, body fat and water retention rather than just using weight as a measurement. There have been 5,864 downloads of the app to date and the service is working with Public Health in promoting the app for GP's to signpost their patients to activities.

Digital marketing has grown substantially and there is now a significant online following across the service of over 59,000 followers, an increase of 5,000 over the last 6 months, enabling contact with an increasing number of Leeds' residents to engage with the social content that is being posted. The service has also moved to Instagram to attract different audiences and develop the social presence further.

Work is ongoing to look at how future digital development can be used to track all activity levels, not just council facilities and programmes, but all activity in Leeds rather than just relying on the Active Lives Survey. This will be supported with improved data management and a reporting platform to help inform future provision. The data management tools will be implemented in January 2019. Work is currently underway with Public Health, and other providers, to build a web portal on the Active Leeds website and to add approved activity sessions to the Active Leeds app so it can be used as a 'one stop shop' for physical activities available for the public.

**Report of Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Adults, Health and Active Lifestyles)**

**Date: 15 January 2019**

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

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

**Summary of main issues**

1. On 19<sup>th</sup> December 2018 the Executive Board considered an approach for refreshing the Best Council Plan for 2019/20 to 2020/21. The Executive Board report is appended which fully details the initial proposals.
2. For such Budget and Policy Framework matters, the Council's constitution sets out a process which includes referral to appropriate Scrutiny Boards in order to consider and comment on any initial proposals. The attached proposals are therefore submitted to Scrutiny Board for consideration and review.
3. While the appended Best Council Plan initial proposal provides a full overview of the council's priorities and ambitions to provide context, the focus of Scrutiny Board (Adults, Health and Active Lifestyles) should relate to its specific terms of reference. Each of the Council's Scrutiny Boards will consider the proposals and have the opportunity to comment on matters within each Scrutiny Board's terms of reference.
4. Any comments or recommendations identified by the Scrutiny Board (Adults, Health and Active Lifestyles) will need to be submitted to the Director of Resources and Housing by the end of January 2019, in order that the Executive Board can consider these at its meeting in February 2019; and prior to submission of the proposals to full Council on 27<sup>th</sup> February 2019.
5. In line with the approach to the initial budget proposals for 2019/20, it is intended to produce a summary of the discussion and comments from all Scrutiny Boards in order to make a single submission to Executive Board.

6. Relevant Executive Members and Directors (or their nominees) have been invited to the meeting to contribute to the discussion and address any questions raised by the Scrutiny Board.

### **Recommendations**

7. The Scrutiny Board (Adults, Health and Active Lifestyles) is recommended to:
  - a) Consider the appended Executive Board report and the initial proposals for the Best Council Plan for 2019/20 – 2020/21; and,
  - b) Provide input to help shape the emerging Best Council Plan for 2019/20 – 2020/21, making any recommendations for consideration by Executive Board as deemed appropriate.

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

8. None

---

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

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

**Report to Executive Board**

**Date: 19 December 2018**

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

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

**Summary of main issues**

1. The Best Council Plan is the council's strategic plan, setting out the authority's ambitions and priorities for both the city (working in partnership) and the organisation, underpinned by the values that encompass what we do and how we work. The current 2018/19 – 2020/21 Best Council Plan was adopted by Council in February 2018.
2. This paper sets out an approach to refresh the current Best Council Plan for the period 2019/20 – 2020/21 based on ongoing organisational development and improvement activity, the latest Best Council Plan annual performance report and socio-economic insight gained from the recently updated Joint Strategic Assessment.
3. It is proposed that much of the current Best Council Plan is retained, notably the 'Best City' ambition, outcomes and priorities, with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers in tackling poverty and reducing inequalities (please also refer to the report, 'Tackling poverty and inequality' being considered today). Also that the 'Best Council' ambition is kept but with further refinement and more detailed explanation of how the authority will enact this in support of the Best City ambition. The Best Council Plan key performance indicators will be reviewed and updated as needed.
4. This approach underpins the Medium-Term Financial Strategy 2019/20 – 2021/22 approved by the Executive Board in July 2018 and the Initial Budget Proposals for 2019/20 on today's agenda.

**Recommendations**

Executive Board is asked to approve:

1. Engagement with Scrutiny Boards on the emerging Best Council Plan in accordance with the Budget & Policy Framework Procedure Rules.
2. The approach set out in the report to refresh the Best Council Plan for 2019/20 – 2020/21.
3. That the Director of Resources and Housing will be responsible for developing the Best Council Plan for its consideration by this Board and Full Council in February 2019 alongside the supporting 2019/20 Budget.

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

- 1.1 This paper sets out proposals to update the Best Council Plan for the period 2019/20 – 2020/21. Subject to Executive Board's approval, the proposals will then be considered in consultation with all Scrutiny Boards alongside the 2019/20 initial budget proposals. Following this, a final draft of the updated Best Council Plan will be brought to February's Executive Board with the final budget proposals, recommending its adoption by Full Council later that month.

## **2. Background information**

- 2.1 In February 2018, Council adopted the Best Council Plan 2018/19 to 2020/21 (available [here](#)) an update to the previous Best Council Plan 2017/18. The Best Council Plan is Leeds City Council's strategic plan, bringing together the headline aspirations from a range of supporting council and partnership plans to set out the authority's overall ambitions, policy direction and priorities for both city and organisation, underpinned by the authority's values. It informs the council's budget-setting and financial strategies, helps our staff understand how the work they do makes a real difference to the people of Leeds and shows our partners how we contribute to city-wide issues.
- 2.2 The updated Plan maintains the clear, strategic message expressed in recent years around Best City meaning a strong economy in a compassionate city, tackling poverty and inequalities; the Best Council ambition of being an efficient and enterprising organisation supporting this. Whilst the Best City outcomes and the council's underpinning values did not change as part of the update, the opportunity was taken to further refine the Best City priorities and to centre these around the, at the time, draft Leeds Inclusive Growth Strategy 2017-23 and Leeds Health & Wellbeing Strategy 2016-21. The Plan's key performance indicators were also refreshed and expanded.
- 2.3 Whilst the current Best Council Plan was written as a three-year document, the intention was that, as with the council's medium-term financial plan, it should be reviewed and refined annually as needed. This paper therefore sets out proposals to update the Best Council Plan for the period 2019/20 – 2020/21, taking into account progress in delivering the Plan's priorities (as considered by the Executive Board in September 2018 through the Annual Performance Report available [here](#)) and latest insight from the Joint Strategic Assessment.

## **3. Main issues**

- 3.1 A Joint Strategic Needs Assessment (JSNA) analyses the health needs of populations to inform and guide commissioning of health, wellbeing and social care services within a local authority area. In Leeds, we have over the last decade adopted a wider approach to the JSNA, extending the analysis to cover the wider determinants of health, not only to ensure we gain a deeper insights into the relationship between health, wider-wellbeing, the economy and environment, but also to inform the Best City strategic framework. The findings from the 2015 JSNA – which incorporated socio-economic and health data - informed the 2016 updates to the Best Council Plan as well as key 'city' plans, notably the Health & Wellbeing Strategy.
- 3.2 The JSNA has recently been updated for 2018 based around the Best Council Plan 'Best City' priorities. In 2018 we have adopted a wider approach to this work, focusing not only on need but also the key assets of our communities: as such, we are terming this as a 'Joint Strategic Assessment' (JSA).

- 3.3 The emerging findings from the JSA 2018 corroborate the rationale for Health and Wellbeing and Inclusive Growth as the primary strategies in achieve our Best City ambition. Headlines from the draft working document are attached at Annexe 1. The analysis highlights socio-economic diversity and an intensification of inequalities. It confirms our broadly strong economy with some genuine areas of excellence and competitiveness, but also identifies some challenges in terms of productivity, linked in part to growth in 'lower productivity' sectors such as consumer-services.
- 3.4 In terms of service provision, the JSA also confirms the very dynamic and multi-faceted challenges often in our most deprived communities and the requirement for the council and our partners to respond more collaboratively – particularly at either end of the age-spectrum.
- 3.5 With the insight from the Annual Performance Report and the JSA validating that the overall strategic direction set out in the current Best Council Plan remains highly relevant, we therefore propose that a relatively light-touch update is carried out, resulting in a refreshed Best Council Plan for the period 2019/20 – 2020/21 incorporating the following:
- Retention of the Best City ambition and priorities, with Health and Wellbeing and Inclusive Growth being at the head of the hierarchy of supporting and inter-related strategies. (Over time, we intend to move to a position of having fewer such supporting strategies.) This supports the strategic approach to tackling poverty Executive Board is asked to endorse within the report on today's agenda, 'Tackling poverty and inequality' whereby inclusive growth and the health and wellbeing of citizens is at its centre. That report also explains how the seven city priorities within the Best Council Plan contribute to this shared vision on tackling poverty.
  - Review of the key performance indicators to ensure they remain up to date and focused on the overarching vision to tackle poverty and inequalities.
  - A more detailed review of the Best Council ambition. How we progress our journey of improvement against a backdrop of changing patterns of service demand and continuing financial constraints requires a stronger emphasis. Potential areas for greater prioritisation include: workforce planning and development; organisational development and culture; digital at the heart of improving services; a focus on the best use of our assets; trading; simplification of processes; and shared services.
  - Expanding the Best Council 'efficient and enterprising' strapline to incorporate 'healthy', encompassing a focus on health across the council's workforce, operations and finances. The updated Best Council ambition would then become, 'An Efficient, Enterprising and Healthy Organisation'.
  - No change to the Values that underpin what we do and how we work.
  - An updated Foreword from the council's Leader and Chief Executive.
- 3.6 Should these proposals be agreed, a final draft updated Best Council Plan will be presented to Executive Board and Full Council in February 2019 for approval.

## **4. Corporate considerations**

### **4.1 Consultation and engagement**

- 4.1.1 The Best Council Plan 2018/19 to 2020/21 was developed through engagement with a range of stakeholders, notably with the Executive Board, all Scrutiny Boards, Community Committee Chairs, the Corporate Leadership Team and other senior

officers. It also draws on priorities set out in existing council and partnership plans and strategies which themselves have been subject to extensive consultation and engagement.

- 4.1.2 The proposed update to the Best Council Plan 2019/20 - 2021/22 will also be developed in consultation with members and staff and will draw on insights from the council's annual staff survey and annual budget public consultation.

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

- 4.2.1 A strategic equality impact assessment (EIA) will be carried out in the coming weeks and presented to Executive Board in February with the final Best Council Plan 2019/20 – 2020/21 proposals. As in previous years, this will be a joint EIA covering both the Best Council Plan and Budget proposals. Additional EIAs have been carried out on key supporting plans and strategies.

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

- 4.3.1 This report presents initial proposals for refreshing the Best Council Plan for 2019/20 – 2020/21, continuing to provide a framework for the council's approach to responding to the inequality challenges in Leeds through growing the economy while being a compassionate city.
- 4.3.2 The emerging Best Council Plan will be discussed with Scrutiny Boards in the coming weeks, prior to the final Best Council Plan and budget proposals being presented to Executive Board and Full Council in February. This process is in accordance with the council's Budget and Policy Framework (Article 4 of the council's Constitution) and the Budget and Policy Framework Procedure Rules (Part 4 Rules of Procedure).
- 4.3.3 Detailed delivery plans and key performance indicators are in place for the range of supporting plans and strategies that sit beneath the Best Council Plan. Accountability for monitoring and managing these falls within existing governance arrangements – for example, with partnership boards and project boards and additional scrutiny via Scrutiny Boards – with escalation processes as required to members and the Corporate Leadership Team. Annual assurance reports on the robustness of the council's performance management arrangements are considered by the council's Corporate Governance and Audit Committee, providing one of the sources of evidence for the authority's Annual Governance Statement. The most recent assurance report was received by the Committee in June 2018 (available [here](#)) with no issues identified.

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

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

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

- 4.5.1 There are no significant legal issues relating to this report and all information within this report is publicly available. This report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the initial Best Council Plan proposals, once approved by the Board will be submitted to



Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2019 meeting of this Board at which proposals for the 2019/20 – 2020/21 Best Council Plan will be considered prior to submission to full Council on 27 February 2019. As such, this report is not eligible for call-in in line with Executive & Decision Making Procedure Rule 5.1.2 which states that ‘the power to Call In decisions does not extend to decisions made in accordance with the Budget & Policy Framework Procedure Rules’.

## **4.6 Risk management**

- 4.6.1 The council’s corporate and directorate risk registers will continue to be reviewed in light of any amendments to the Best Council Plan to ensure that the key risks that could impact upon new and evolving strategic objectives and priorities are appropriately identified, assessed and managed.
- 4.6.2 A full risk assessment will also be undertaken of the council’s financial plans - which support the delivery of the Best Council Plan - as part of the normal budget process with some of the most significant potential risks to the council’s budget and medium-term financial strategy outlined in today’s ‘Initial Budget Proposals’ paper. These arrangements comply with the council’s Risk Management Policy.

## **5 Conclusions**

- 5.1 Executive Board has received a range of reports in recent years on the progress being made towards our Best City vision and ambition of Leeds having a strong economy and being a compassionate city, but also the ongoing challenges of persistent and significant inequalities. Most recently, the Best Council Plan Annual Performance Report and emerging findings from the Joint Strategic Assessment 2018 confirm this mixed picture. As the council’s strategic plan that brings together a range of supporting council and partnership plans and strategies, it is therefore proposed that the updated Best Council Plan maintains its focus on addressing these challenges whilst retaining our ambitious programme to support economic growth.
- 5.2 At a time of continued financial pressures, it is also important that the council continues to play its part through ongoing improvement and prioritisation, using its resources to support the Best City vision. It is therefore further proposed that the updated Plan retains the ‘Best Council’ ambition but with greater detail provided on how the authority will enact this, with a particular focus on organisational / workforce development, digitalisation / data analytics and more effective use of intelligence in resource allocation.
- 5.3 This approach provides the framework for the Initial Budget Proposals for 2019/20 being considered today. Alongside the emerging budget, the 2019/20 – 2020/21 Best Council Plan will be developed further in the coming weeks through consultation with members and officers with final detailed proposals coming back to Executive Board in February recommending its adoption by Council.

## **6 Recommendations**

- 6.1 Executive Board is asked to approve:
  - 1. Engagement with Scrutiny Boards on the emerging Best Council Plan in accordance with the Budget & Policy Framework Procedure Rules.
  - 2. The approach set out in the report to refresh the Best Council Plan for 2019/20 – 2020/21.

3. That the Director of Resources and Housing will be responsible for developing the Best Council Plan for its consideration by this Board and Full Council in February 2019 alongside the supporting 2019/20 Budget.

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

- 7.1 There are no background documents.

---

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

## Annexe 1: Headlines from the Leeds Joint Strategic Assessment 2018

### Overall

- The Leeds economy continues to grow and there are genuine strengths in our overall levels of employment. There is continued growth in high quality jobs in digital, health, social care, professional and managerial roles.
- Our comparative position on most health and social care indicators with other Core Cities is strong, although like all Core Cities, stubborn challenges and inequalities remain.
- There is evidence of an intensification of inequalities, confirming the very dynamic and multi-faceted challenges often in our most deprived communities and the requirement for us and partners to respond more collaboratively – particularly at either end of the age-spectrum.
- The assets we have in communities and our growing city centre reflect a confident and ambitious city.
- The analysis in this Joint Strategic Assessment supports the priorities and ambitions outlined in our Health and Wellbeing and Inclusive Growth strategies.
- Our ambition to improve the health of the poorest the fastest and drive compassionate, inclusive economic growth is supported by the evidence from the JSA.
- In particular, commissioners and policy makers need to better understand the actions they can take in relation to the interplay between population growth in deprived areas, low skills, low-waged employment, poor quality private rented accommodation and lifetime health.
- Social capital in communities is a protective factor that mitigates the worst impacts of these social determinants. So, how partners can better work together to focus on creating the conditions for people to reshape the bonds of modern communities and build community assets will be a central factor in successfully responding to these challenges.

### Population

- Since 2011 there has been a disparity between ONS population estimates and data based on GP registrations. The greatest variance in population numbers is found primarily in our most deprived communities, particularly for the male population of these areas.
- International immigration remains an important factor behind the city's growth, with the population continuing to become more ethnically diverse since the 2011 Census. EU countries such as Romania, Poland, Italy and Spain make up a significant proportion of new arrivals, as do more well-established countries from south-east Asia and Africa.
- The wider trend of the city's ageing population continues, as the baby-boomer generation grows older there will be a range of implications for service provision, not least as a result of a far more ethnically diverse older population, with a greater concentration in the city's inner areas
- The child population is growing at a faster rate than the population of the city as a whole, this is particularly acute in our deprived communities. Data from the city's schools, shows there are more children and young people of black and minority ethnic heritage, particularly Black African and White Eastern European.

### Inclusive Growth

- 450,000 people work in Leeds, with three quarters in the private sector, putting the city in the top five nationally for private sector employment. Very strong private sector growth since 2010 has maintained the city's employment rate, with 77% of the economically active in employment, above regional and national averages.
- Leeds continues to be the main driver of economic growth for the city-region, and has key strengths in financial and business services, advanced manufacturing, health and creative

and digital industries, with a strong knowledge-rich employment base. These strengths linked to the city's universities and teaching hospitals are major innovation assets for Leeds. Leeds also performs well in terms of business start-ups, with strong growth in digital and medical technologies, telecoms and creative industries.

- An area for concern is the 'hollowing-out' of skilled and semi-skilled occupations increasing across a wider range of sectors. Recently this has been accompanied with growth in high skilled/high valued jobs in the knowledge-based sectors, together with growth in lower skilled/lower income jobs often in consumer-services, which combined with flexible employment and perhaps the early impact of welfare reforms has seen a growth of in-work poverty.
- Despite our high levels of employment, our economic output growth has only been mid-table in relation to core cities in recent years (despite doing relatively well in terms of productivity per worker - reflecting our significant knowledge-base). This could be a hangover from the 'great recession', where key sectors particularly in financial and business services have faced prolonged challenges or due to recent employment and output growth been in 'lower productivity' sectors - e.g. consumer-services.

### Health and Wellbeing

- Realising our ambition for Leeds to be the best city for health and wellbeing requires improvements in all the factors that support healthy lives: the social determinants - particularly employment and skills; the living conditions - such as housing, air quality, access to green space; and lifestyle choices - such as physical activity levels, food choices, alcohol intake and smoking.
- Over 170,000 people in Leeds live in areas ranked amongst the most deprived 10% nationally. One in five children in Leeds live in poverty. Childhood poverty has lifelong implications for health and wellbeing.
- At the heart of our Health and Wellbeing Strategy is to improve the health of the poorest, fastest. Analysis of key indicators confirms that, in line with wider national trends, people living in deprived neighbourhoods continue to have poorer health outcomes. Whilst there has been some improvement (smoking continues to reduce, more people are surviving for longer with long term conditions) in some cases progress has slowed and the gaps have widened.
- A particular concern is the stalling of improvements in life expectancy for people living in deprived areas.
- The 2017/18 Annual Report from the Director of Public Health in Leeds identifies a number of areas of concern: infant mortality, multiple morbidities, life expectancy, deaths in men from drug overdose, deaths in women from alcoholic liver disease, a rise in male suicides, a rise in women who self-harm.

### Child-Friendly City

- More children in Leeds are now safe and secure in their families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes. However, this is an ongoing journey: we need to maintain this progress, staying focused on keeping children safe and working collectively to ensure that families get the support they need.
- Since 2011, the number of children looked after has seen a 12% reduction in Leeds compared to an 11% rise over that period across England. More recently numbers have risen slightly over 2017/18 from 1,253 (76.6 per 10,000 children and young people) to 1,275 (77.4 per 10,000), broadly tracking the general increase in the under-18 population in the city.

- Educational attainment, particularly of more disadvantaged children, is still a significant challenge. Performance at Foundation and Key Stage Two is below regional and national averages, particularly amongst disadvantaged children, with the gap in attainment towards the bottom of the rankings. This performance recovers somewhat by Key Stage 4, where the city's performance (for non-disadvantaged children) is close to the national average.

### Safe, Strong Communities

- The analysis suggests some intensification of inequalities across the city and reaffirms the very dynamic and multi-faceted challenges often in our most deprived communities and the requirement for us and partners to respond more collaboratively – particularly at either end of the age-spectrum.
- Child poverty is at the root of many poor outcomes for children and young people and their families. In 2015 almost 20% of children (under 16s, 28,000 children) were estimated to live in poverty in Leeds, compared to 17% nationally.
- National estimates of 'relative poverty after housing costs' when applied to Leeds equate to almost 172,000 people living in relative poverty.
- More recently we have seen growth of in-work poverty, with an estimated 70,000+ working age adults across the city are from working households and in poverty
- After sustained periods of crime reductions both nationally and locally, crime levels have started to increase. In Leeds, we have seen total recorded crime rise in the last three years. In 2017, there were 95,011 crimes, an increase of 11.7% on the previous year. The reasons for these increases are not straight forward. Although there have been changes in how crimes are, the nature and type of crime has also changed; cyber related crime has become more prevalent and there are a multitude of platforms that are now used to facilitate, exploit and groom vulnerable people.

### Housing

- The overarching challenge is to provide enough quality and accessible homes to meet the city's growing population, whilst protecting the quality of the environment and respecting community identity. Within this overall context the need for affordable housing and affordable warmth are key issues. Good quality housing is a pre-requisite for good health. People who live in clean, warm, safe and affordable homes are less likely to experience housing-related ill health.
- The mix of housing tenure has changed significantly of the two decades. The significant growth of the private rented sector is a key trend which brings with it associated challenges, particularly at the low cost end of the market where housing conditions can be poor. The only reliable city-wide data is the 2011 Census, which confirms growth in the private rented sector, which almost doubled between 2001 and 2010, to 18%. It is likely that this rate of change has continued if not accelerated.
- Research highlights the change in composition of our most deprived neighbourhoods influenced by the growth of the private rented sector, with an expansion of 'disconnected' neighbourhoods. It is notable that some of our neighbouring authorities, most notably Wakefield have far more positive housing markets in their relatively deprived areas. The extent to which these localities provide affordable 'starter housing' for a wider geography should be considered.

This page is intentionally left blank



Report author: Steven Courtney  
Tel: (0113) 378 8666

**Report of Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Adults, Health and Active Lifestyles)**

**Date: 15 January 2019**

**Subject: Financial Health Monitoring**

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 members of the Scrutiny Board (Adults, Health and Active Lifestyles) with information regarding the financial health of those service areas that fall within the Board's remit.
2. Attached is the latest financial health monitoring report (month 7) that was considered by the Executive Board at its meeting on 19 December 2018.
3. The Scrutiny Board will consider the initial 2019/20 budget proposals at the meeting, which are presented elsewhere on the agenda.
4. Appropriate representatives have been invited to the meeting to discuss the attached report and address any issues raised by the Scrutiny Board.

**Recommendations**

5. That the Scrutiny Board (Adults, Health and Active Lifestyles) considers the attached Executive Board report in relation to the financial health of those service areas that fall within the remit of the Scrutiny Board and agrees any specific scrutiny actions that may be appropriate.

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

None

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

This page is intentionally left blank



**Report of the Chief Officer Financial Services**

**Report to Executive Board**

**Date: 19<sup>th</sup> December 2018**

**Subject: Financial Health Monitoring 2018/19 – Month 7**

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 at Month 7 of the financial year.
2. The 2018/19 financial year is the third 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 2018/19 requires the Council to deliver a further £34m 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 sixth budget monitoring report of the year and Executive Board will recall that the 2018/19 general fund revenue budget, as approved by Council, provides for a variety of actions to reduce net spend through the delivery of £34m of budget action plans by March 2019. Whilst the majority of these actions are on track to be delivered, this report does highlight a potential overall overspend of £3.55m. It is incumbent upon respective Directors to identify and implement appropriate measures so that a balanced budget position can be delivered.

5. At Month 7, the Housing Revenue Account is projecting a balanced budget position.

## **Recommendations**

6. Executive Board are recommended to:
- note the projected financial position of the authority as at Month 7; and
  - request that Directors identify and implement appropriate measures so that a balanced budget position can be delivered.

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

- 1.1 This report sets out for the Executive Board the Council's projected financial health position for 2018/19 at Month 7.
- 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 seven months of the year.

### **2. Background information**

- 2.1 Executive Board will recall that the net budget for the general fund for 2018/19 was set at £510.9m.
- 2.2 Following the closure of the 2017/18 accounts, the Council's general fund reserve stood at £25.7m. The 2018/19 budget assumes a further contribution of £1.0m to this reserve during this financial year. In October Executive Board approved the release of £1.7m in 2018/19 to address income pressure in the Children and Families budget arising as a consequence of the re-profiling of the final payment of the Partners in Practice Project by the DfE - this amount to be repaid to the reserve in 2019/20 once received. Consequently it is anticipated that the general fund reserve will stand at £25.0m at 31<sup>st</sup> March 2019.
- 2.3 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.

### 3. Main Issues

- 3.1 At Month 7 an overspend of £3.55m is projected, as shown in Table 1 below. The most significant increase has occurred in the City Development directorate (£0.6m) although this has been offset by an improvement in Strategic (£0.8m). Directorate positions will be discussed in more detail below.

Table 1

#### Summary Position - Financial Year 2018/19

#### Reporting Period: Month 7

Directorate	Director	(Under) / Over spend for the current month				Previous month's Position
		Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	£000
Adults & Health	Cath Roff	(1,085)	(383)	383	0	0
Children and Families	Steve Walker	120	2,986	(955)	2,031	2,032
City Development	Martin Farrington	(1,152)	1,156	(181)	976	350
Resources & Housing	Neil Evans	(988)	2,276	(2,276)	0	0
Communities & Environment	James Rogers	552	679	(136)	543	565
Strategic	Doug Meeson	(49)	(680)	680	0	790
<b>Total Current Month</b>		<b>(2,602)</b>	<b>6,033</b>	<b>(2,485)</b>	<b>3,550</b>	<b>3,737</b>
<b>Previous month (under)/over spend</b>		<b>(2,431)</b>	<b>5,076</b>	<b>(1,339)</b>	<b>3,737</b>	

- 3.2 The major variations are outlined below, with additional detail provided on the Directorate dashboards which are appended to this report;

- 3.2.1 **Adults & Health** are currently projecting a balanced position. Within this projected balanced position it is anticipated that there is some slippage in demand-related budget action plans but that 89% of plans are effectively delivered. Within this balanced position there are a number of variations, including £0.6m of anticipated cost pressures associated with general running costs, primarily due to increased transport costs. Within Public Health, staffing-based savings are allocated as a contingency against potential demand pressures in drug, alcohol and sexual health services, and additional client and external income is offset by lower forecast contributions from partners due to slippage in the formation of the Leeds Plan team resulting in a net pressure of £0.4m. Community Care budgets are projected to break even, although it is noted that there are pressures on delivery of some budget action plans. Demand is currently lower than projected within several directly commissioned services.

The above pressures are offset by £1.1m of projected savings relating to staff turnover.

A £0.1m underspend within Leeds Adult Safeguarding Board is projected and it is proposed to carry this forward into 2019/20.

The recent Winter Funding Announcement will see Leeds receive £3.3m of the £240m announced nationally. Discussions with partners on the most effective use of this funding are at an advanced stage. This funding has not been incorporated into Month 7 projections, pending confirmation of planned spend.

**3.2.2 Children and Families** – The projected year-end position at Month 7 is an overspend of £2.03m, unchanged from the position reported to Executive Board in November, however there have been some changes in individual service projections.

Significant demand and demography pressures on the CLA budget are resulting in an upward pressure in terms of costs, with both External Residential (ER) and Independent Fostering Agency (IFA) placements continuing to be higher than the budgeted assumptions. The number of children in ER placements has reduced since the start of the financial year, however at the end of October 2018 External Residential (ER) numbers were 63 compared to the budgeted number of 53, whilst the number of Independent Fostering Agencies (IFA) were 199 compared to the budgeted number of 179. It is anticipated that there will be a small reduction in demand as a number of children currently in ER placements will turn 18 during the year. The ER budget is projected to overspend by £1.1m and the IFA budget by £0.25m, both unchanged from Month 6.

Additionally, there are pressures in Leaving Care Special Guardianship Orders due to growth in demand of £0.25m, on the Leaving Care budget of £0.3m and £0.52m relating to Section 17 (Children's Act 1989) costs associated with safeguarding and promoting a child's welfare ( an increase of £0.25m since Month 6). The position continues to recognise a pressure of £0.36m relating to the Council's contribution to the One Adoption West Yorkshire Partnership.

There has been a notable increase in the number of children requiring transport and also an increase in contract prices. At this stage in the year an increase in costs of £0.55m is projected, partly offset by savings of £0.36m including savings on WYCA contracts and additional DGS grant income of £0.15m, leaving a net pressure of £0.04m. There is a risk that demand continues to increase and costs increase further during the year. The Directorate is working with Civic Enterprise Leeds to mitigate these potential demand pressures.

The Social Care staffing budget is projected to be overspent by £0.12m by the end of the year, assuming that further action plan savings will be achieved. The Directorate is strictly controlling post releases to mitigate this pressure and the projected position assumes that not all vacant posts will be released. Additionally there are projected income pressures of £0.5m in regard to Trading and Commissioning budgets and it is projected that external legal disbursement costs will exceed budget by £0.53m.

These pressures are offset by £0.4m of anticipated additional High Needs Block funding from the Dedicated Schools Grant towards the education costs of External Residential placements and net other additional income of £0.1m, increased income from Adel Beck of £0.29m and other additional actions of £0.3m across services. In

addition net one-off contributions have been agreed with Adults and Health towards the costs of adults utilising post-16 provision whilst a longer term solution is developed and towards the positive behaviour support services; services which are being developed to reduce longer-term demand, particularly on Adults provision.

- 3.2.3 City Development** – At Month 7 the Directorate is projecting an overspend of £0.98m, an increase of £0.63m from Month 6 which is largely a consequence of a forecast increase of £0.65m regarding street lighting electricity costs, now forecast to exceed budget by £1m. £0.4m of Street Lighting PFI Dispute Resolution balances will be used to partially mitigate this energy pressure.

With the exception of this pressure, the Directorate is on track to successfully manage around £3.2m of other budget pressures. The budgeted return on the Council's commercial asset portfolio increased by £1m to £3.36m in the approved 2018/19 budget but the development of the Council's commercial asset portfolio has been slower than anticipated, largely due to a lack of suitable market opportunities, creating a pressure of £1.58m, however there are a number of potential lettings at a detailed stage with some expected to conclude in the current financial year. Mitigating actions of around £2m have been identified, including £0.3m of additional Arena income, £0.25m of savings across Asset Management, £0.1m from further anticipated road closures at Bridgewater Place and £0.5m for one off easements and covenant releases. Easements grant other parties a right to cross or use council land for a specified purpose, such as a developer requiring access to enable them to progress a development. When the Council sells land it sometimes attaches conditions (restrictive covenants) to the sale. Subsequently, interested parties may approach the Council to seek release of this covenant, for example to develop the land for an alternative purpose.

Work is ongoing to strengthen and develop further advertising opportunities in response to a projected £0.1m shortfall in advertising income. The Arts & Heritage service is reporting a pressure of £0.43m and a £0.29m shortfall is forecast against budgeted savings in Sport and Active Lifestyles. Further net pressures of £0.5m include a shortfall in Kirkgate Market income and increased security costs which are offset by the application of balance sheet items.

The Directorate is working to identify an additional £0.62m of action plan savings, including evaluating the impact of robust management of vacancies and staff turnover.

The Authority has received notification that our allocation of the additional Local Transport Capital Funding for 2018/19 announced in the Autumn Budget will be £3.86m. This additional capital grant has been made available for local highways maintenance, including the repair of potholes, to keep local bridges and structures open and safe and to help aid other minor highway works.

- 3.2.4 Resources & Housing** – at Month 7 the Directorate are projecting a balanced position, assuming delivery of an action plan of £0.3m, which has reduced by £0.2m from Month 6.

Within the Resources group of services there is a net overall pressure of £0.27m. This mainly reflects the projected shortfall on schools income to HR (£0.7m) and pressures within Finance of £0.3m, including continuing reductions in court fee

income which are offset by savings on staffing and running costs within Strategy and Improvement, Legal & Democratic Services and Shared Services of £0.72m. A directorate action plan will deliver a further £0.32m of savings through continued control of non-income generating posts and other non-essential spend.

A £0.1m underspend is projected for Housing and Property Services, primarily due to underspend on staffing through managing vacant posts within the Strategic Housing Service. An overspend of £0.15m is projected for Civic Enterprise Leeds as a consequence of underlying income and inflationary pressures on food costs within the Catering Service.

**3.2.5 Communities & Environment**– there is a projected budget pressure of £0.54m at Month 7. Within the Refuse Service it is currently anticipated that there will be an overspend of £0.75m, largely due to non-implementation of the budgeted route efficiencies in the current financial year as work continues on the route review programme. However this pressure is partly offset by net savings against budget of £0.43m in HWSS & Waste Strategy.

Pressures of £0.32m in Customer Access relating to delays in delivering budgeted staffing efficiencies whilst maintaining performance levels in the Contact Centre and increased security provision in community hubs are partially offset by projected additional income of £0.16m in other areas of the service. Electoral and Regulatory Services is projecting an overspend of £0.14m of which £60k relates to a shortfall in Nationality Checking Service income and £80k to the continued reducing trend in other Registrar income. A further £0.1m mainly reflects a projected shortfall in on-street car parking income, partially offset by expenditure savings within the service.

Parks and Countryside are projecting an underspend of £50k at Month 7, with income pressures of £350k at Lotherton Hall, Tropical World and Temple Newsam anticipated to be offset by expenditure savings and additional income in other areas of the service. Other underspends are projected within Communities (£25k), Environmental Health (£59k) and Community Safety (£50k), mainly due to staffing savings within these services.

**3.2.6 Strategic & Central Accounts** - At Month 7 the Strategic & Central budgets are projecting a balanced position, an improvement of £0.8m when compared to the previous month. This is largely due to a £1m increase in business rates multiplier threshold compensation grant, resulting from MHCLG's review of the calculation methodology, of which £0.5m relates to 2017/18.

The other key variations are:

- A £1.4m projected shortfall in S278 income as a result of predicted lower levels of development activity;
- projected shortfalls of £0.2m in business rates income and £0.5m in New Homes Bonus;
- A projected variation of £0.5m in respect of realising discounts from suppliers for the prompt payment of their invoices;
- £0.1m of additional external debt costs as a consequence of an increase in interest rates, offset by additional prudential borrowing recharges of £0.2m;
- An increase of £0.5m in the level of general capitalisation assumed; and
- Release of £1.0m from the General Insurance reserve.

### **3.3 Other Financial Performance**

#### **3.3.1 Council Tax**

The Council Tax in-year collection rate at the end of October was 63.65% which is slightly behind performance in 2017/18. At this stage the forecast is to achieve the 2018/19 in-year collection target of 96.1% collecting some £341m of income.

#### **3.3.2 Business Rates**

The business rates collection rate at the end of October was 65.28% which is 0.1% behind performance in 2017/18. The forecast is to achieve the 2018/19 in-year collection target of 97.7% collecting some £383m of income.

The total rateable value of business properties in Leeds has increased from £921.06m at 1<sup>st</sup> April to £929.01m at the end of October, growth of £7.9m. To calculate Leeds' actual income from business rates this total rateable value is multiplied by the national business rates multiplier (48.0p in the pound). After reliefs and adjustments this amount is then shared between Leeds City Council (99%) and West Yorkshire Fire Authority (1%). 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 £208.1m, which is £1.0m below budgeted expectations.

#### **3.3.3 Business Rates Appeals**

The opening appeals provisions for 2018/19 are £21.5m, made up of £11.5m relating to appeals received against the 2010 ratings list and £10m estimated costs in relation to the 2017 ratings list. Under the 100% Business Rates Retention pilot, Leeds' budget is affected by 99% of any appeals provision made in this year but provisions brought forward from 2017/18 were made at 49%.

On the 1<sup>st</sup> October 2018, there were 1,843 appeals outstanding against the 2010 ratings list. During October 143 appeals have been settled, of which 103 have not resulted in changes to rateable values. 7 new appeals were received in October, the low number received reflecting that appeals are no longer accepted against the 2010 list except in very specific circumstances. At 31<sup>st</sup> October there are 1,707 outstanding appeals in Leeds, with 17.2% of the city's total rateable value in the 2010 list currently subject to at least one appeal.

No appeals have been received to date against the 2017 list, with only 1.9% of the city's total rateable value in the 2017 list currently subject to either a 'check' or a 'challenge', the pre-appeal stages of the new appeals process introduced in 2017.

### **4. Housing Revenue Account (HRA)**

- 4.1 At the end of Month 7 the HRA is projecting a balanced position against the 2018/19 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 2018/19 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 21<sup>st</sup> February 2018.

### **5.3 Council Policies and Best Council Plan**

5.3.1 The 2018/19 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.

### **5.6 Risk Management**

5.6.1 There remains a risk that a balanced budget position is not delivered in year or that the reported projected overspend could worsen as a consequence of demand-led pressures, non-achievement of Budget Action Plans, price increases and other inflationary pressures. Failure to achieve a balanced budget position would impact on future years and thus require the Council to consider difficult decisions that will have a greater impact on front-line services, including those that support the most vulnerable, and thus on our Best Council Plan ambition to tackle poverty and reduce inequalities.

5.6.2 An analysis of budget risks will continue throughout the year and is subject to monthly review as part of the in-year monitoring and management of the budget. Any significant and new risks/budget variations will continue to be included in these in-year financial reports brought to Executive Board.

## **6. Conclusions**

6.1 This report informs the Executive Board of the financial health of the authority in respect of both the revenue budget and the Housing Revenue Account at Month 7 of the financial year, with an overspend of £3.55m against the approved 2018/19 budget projected. Directors are requested to identify and implement appropriate measures so that a balanced budget position can be delivered.



## **7. Recommendations**

7.1 Executive Board are recommended to:

- note the projected financial position of the authority as at Month 7; and
- request that Directors identify and implement appropriate measures so that a balanced budget position can be delivered.

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

8.1 None.

---

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

# ADULTS AND HEALTH

## Financial Dashboard - 2018/19 Financial Year

### Month 7 (October 2018)

The Directorate is projected to deliver a balanced position for the year.

Budget Action Plans for demand are showing some slippage, but it is noted that 89% of the plans are effectively delivered.

The main variations at Period 7 across the key expenditure types are as follows:

#### Staffing (-£1.1m – 2.1%)

There is a pressure within Access & Care which is being addressed with the service; savings are forecast across most areas but principally within Strategic Commissioning (however there is a review currently being undertaken) and there is still some slippage within the Leeds Plan team.

#### Community care packages (-£0.02m – 0.1%)

The community care budgets are forecast to break even, though it is noted that there are pressures on delivery of some budget action plans. Demand is lower than projected within several directly commissioned services.

#### Public Health Commissioning (+£0.27m - 0.7%)

It is currently assumed that staffing based savings will be used to fund cost pressures arising this year on PH's commissioned services, specifically drugs, alcohol and sexual health. Earlier in the year all Local Authorities received a letter from Public Health England/NHS Business Authority warning about an increase in cost of prescribing buprenorphine (a drug treatment). PH England have recently written to LA's again confirming that there will be issues with buprenorphine costs for the remainder of the financial year, this is being closely monitored. It is forecast that any underspend is earmarked against this additional expenditure during the year and if at the end of the year there are any balances available this shall be used to contribute towards reducing the pressure arising from the PH grant reduction of £1.1m in the next financial year.

#### Leeds Adults Safeguarding Board- LASB (+£80k - 10%)

Underspend due to staff savings within LASB that are planned to be carried forward into the next financial year.

#### General Running Costs (+£0.6m- 2%)

Internal charges are higher than the budgeted level this is primarily due to increased transport costs.

#### Income (+£0.4m – 0.2%)

Additional client income and other external income is offset by lower forecasted contributions from partners due to slippage in the formation of the Leeds Plan team.

Government has announced funding of £240m for social care to meet the demands of Winter pressures. Leeds will receive £3.3m. This figure has not been incorporated into the P7 projection awaiting confirmation of areas of spend.

#### 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	
Health Partnerships	1,286	(893)	393	(276)	0	3	0	0	0	0	0	0	(273)	311	39
Access & Care Delivery	260,488	(46,331)	214,157	(63)	121	(176)	(21)	525	1,399	(1,372)	0	79	492	26	518
Service Transformation Team	1,301	0	1,301	(69)	0	0	0	0	0	0	0	0	(69)	(2)	(71)
Commissioning Services	34,222	(47,196)	(12,974)	(534)	0	29	0	100	(271)	0	0	0	(676)	104	(572)
Resources and Strategy	5,089	(585)	4,503	109	0	5	8	0	0	0	0	0	122	(36)	86
Public Health (Grant Funded)	45,014	(44,607)	407	(252)	0	4	0	0	269	0	0	0	21	(21)	(0)
Appropriation Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>347,400</b>	<b>(139,613)</b>	<b>207,787</b>	<b>(1,085)</b>	<b>121</b>	<b>(135)</b>	<b>(13)</b>	<b>625</b>	<b>1,397</b>	<b>(1,372)</b>	<b>0</b>	<b>79</b>	<b>(383)</b>	<b>383</b>	<b>(0)</b>

**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£m	£m
<b>A. Key Budget Action Plans</b>						
1.	Additional funding	S Hume	iBCF, Spring Budget, War Pension Disregard Grant, Social Care Grant	B	24.4	0.0
2.	Demand Based Savings - Learning Disability	S McFarlane		R	2.5	1.0
3.	Demand Based Savings - Mental Health	S McFarlane		G	0.1	0.0
4.	Demand Based Savings - Physical Impairment	S McFarlane		G	0.2	0.0
5.	Demand Based Savings - Telecare	S McFarlane		G	0.2	0.0
6.	Demand Based Savings - Chc / 117	S McFarlane		B	0.2	(0.1)
7.	Demand Based Savings - Reablement	S McFarlane		R	0.2	0.2
8.	Demand Based Savings - Direct Payment Trend	S McFarlane		G	0.1	0.0
9.	Demand Based Savings - Recovery Beds	S McFarlane		G	0.1	(0.0)
10.	Direct Payment Audit Team	S McFarlane		G	0.4	0.0
11.	Client Transport	S McFarlane		G	0.2	0.0
12.	Vacancy management	Various	Mainly non-frontline services	G	0.9	0.0
13.	Fees and charges	S Hume	Improved income collection and income recovery from direct payment audit	A	1.0	0.1
14.	Recovery Model/Full Year Effect Of Phase III	S Hume	Recovery of unspent sums	B	0.9	0.0
15.	Review non-essential spend	Various	Review and top-slicing of non-essential spend	G	0.6	0.0
16.	Public Health	I Cameron	Review of commissioned services	B	1.2	0.0
<b>B. Other Significant Variations</b>						
1.	Staffing	All	Relating to staffing turnover and slippage in employing new staff			(1.1)
2.	Community care packages	Various	Anticipated variation			(1.0)
3.	General running costs	All	Primarily increase in transport spend			0.6
4.	Use of reserves	All	Contribution to reserves (Safeguarding Board)			0.1
5.	Income	S Hume	Reduced income related to delay in setting up Leeds Care Plan Team, offset by additional income and client contributions			0.3
					<b>Adults and Health Directorate - Forecast Variation</b>	<b>0.0</b>

## CHILDREN & FAMILIES 2018/19 FINANCIAL YEAR FINANCIAL DASHBOARD - Period 7

**Overall Summary** - At the end of October (period 7) the directorate is projecting an overspend of £2.03m against the approved budget of £120.972m. There has been no change in the net variance from period 6 although there have been some changes in service projections ie there has been a net increase in Learning for Life of £150k, increase in Section 17 spend of £251k, reduction of In House placed CLA £295k and increase of Trading staffing pressure of £70k. These changes are offset by additional income.

**Children Looked After (CLA):** - The Children Looked After budget (CLA) was increased by £4.9m in the 2018/19 budget. The budget took into account the level of supported children in the autumn of 2017 with only a small reduction in numbers anticipated in 2018/19 equivalent to a 1.5% reduction in overall CLA numbers over the year. At period 7 the External Residential (ER) numbers were 63 compared to the budgeted number of 53 , whilst the number of Independent Fostering Agencies (IFA) were 199 compared to the budgeted number of 179. It is anticipated that there will be a small reduction in numbers by the end of the year as a number of children currently in ER placements turn 18 during the year. As the average level of ER and IFA placements has remained above budget for 7 mths of the year the projected overspend is £1.1m for ER and £0.25m for IFA.

**Non CLA Financially supported:** - There is a pressure in Special Guardianship Orders due to growth in demand of £0.25m and projected additional spend on the Leaving Care budget of £0.3m. Section 17 payments paying for support costs for families in need are expected to exceed the budget by £0.521m. The service is proactively working with Housing to manage this spend and secure the most appropriate outcomes for the families.

**One Adoption West Yorkshire:** - It is anticipated that the Council's contribution to the Partnership will increase by £0.36m this financial year as a result of increase of the inter-agency payment rates, reprofiling of the payments and additional staffing, principally Adoption Support.

**Staffing: Overall projected overspend of £0.120m.** The staffing budget is projected to be overspent by £0.120m by the end of the year. It is assumed that action plan savings of £765k through the strict management of recruitment and agency spend for the remainder of the year will be achieved.

**Transport** - There has been a notable increase in the number of children requiring transport and also an increase in contract prices. An increase in costs of £550k is now projected to be mainly offset by various savings of £360k which include savings on the WYCA contracts and additional Dedicated Schools Grant income from the High Needs Block towards the costs of Personal Transport Allowances of £150k leaving a net pressure of £40k. There is a risk that demand continues to increase and costs increase further during the year. The Directorate is working closely with CEL to mitigate potential demand pressures.

**Trading and Commissioning** : Although the Trading areas of the directorate collectively underachieved their income targets in 2017/18, action plans have been developed for the areas where income was below budget in 2017/18. An action plan has been developed to look at maximising income from Learning for Life, but a shortfall of £500k against net managed budget is now projected, partly offset by other savings in the service.

**Other Costs** -It is projected that external legal disbursement costs will exceed the 2018/19 budget by £525k.

**Other Income** - Additional Income of £400k is anticipated from the High Needs Block of the Dedicated Schools Grant to contribute to the education costs of External Residential placements and net £80k from other contributions. It has been identified that Adult Social Care could make a contribution of £0.75m to services provided to post 16 children in Childrens and Families.

### Budget Management - net variations against the approved budget

	Expenditure Budget	Income Budget	Latest Estimate	PROJECTED VARIANCES											Total (under) / overspend	
				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
<b>Demand Led Budgets:</b>																
In House placed CLA	19,994	(3,195)	16,799	0	0	0	0	0	50	0	0	0	50	0	50	
Independent Fostering Agency	7,446		7,446	0	0	0	0	0	250	0	0	0	250	0	250	
External Residential	10,886		10,886	0	0	0	0	0	1,100	0	0	0	1,100	(400)	700	
Other Externally placed CLA	2,599		2,599	0	0	0	0	0	77	0	0	0	77	(77)	0	
Non CLA Financially Supported	13,066	(2,389)	10,677	0	0	0	0	0	1,146	0	0	0	1,146	0	1,146	
Transport	14,451	(467)	13,984	0	0	0	0	0	190	0	0	0	190	(150)	40	
<b>Sub total Demand Led Budgets</b>	<b>68,442</b>	<b>(6,051)</b>	<b>62,391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,813</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,813</b>	<b>(627)</b>	<b>2,186</b>	
<b>Other Budgets</b>																
Partnerships & Health	11,617	(5,979)	5,638	78	3	123	(8)	(14)	300	0	0	(37)	445	(438)	7	
Learning	88,627	(83,102)	5,525	14	(8)	9	0	(167)	8	0	0	0	(144)	426	282	
Social Care	116,640	(69,222)	47,418	28	94	45	22	(498)	969	(448)	0	(340)	(128)	(316)	(444)	
<b>Sub total Other Budgets</b>	<b>216,884</b>	<b>(158,303)</b>	<b>58,581</b>	<b>120</b>	<b>89</b>	<b>177</b>	<b>14</b>	<b>(679)</b>	<b>1,277</b>	<b>(448)</b>	<b>0</b>	<b>(377)</b>	<b>173</b>	<b>(328)</b>	<b>(155)</b>	
<b>Total</b>	<b>285,326</b>	<b>(164,354)</b>	<b>120,972</b>	<b>120</b>	<b>89</b>	<b>177</b>	<b>14</b>	<b>(679)</b>	<b>4,090</b>	<b>(448)</b>	<b>0</b>	<b>(377)</b>	<b>2,986</b>	<b>(955)</b>	<b>2,031</b>	

<u>Key Budget Action Plans and Budget Variations:</u>		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation £m
<b>A. Significant Variations</b>						
	Children Looked After	Steve Walker	Pressure on CLA demand led budgets (External Residential placements £1.1m and Independent Fostering Agencies £0.25m). Also In-House placed CLA £0.05m	R		1.40
	Non CLA Financially Supported	Steve Walker	Special Guardianship Orders projected to exceed the budget by £0.25m; Leaving Care costs to exceed the budget by £0.30m ; Other support costs £0.075m. Section 17 payments for the support costs of Children & Families in need to exceed the budget by £0.521m.	R		1.146
	Learning for Life	A Richardson	There is a projected net overspend of £500k.	R		0.50
	External Legal Disbursements	CSLT	Reflects the current high level of external legal disbursements	R		0.53
	One Adoption West Yorkshire	CSLT	Increase in the Leeds contribution to OAWY of £0.36m as a result of in year cost pressures mainly from an uplift in inter-agency placement rates and change in the payment profile.	R		0.36
	Miscellaneous	CSLT	School Improvement intervention costs £0.1m. Also premises and supplies pressure in Social Care £0.1m	A		0.20
	Passenger Transport	Sue Rumbold	Increase in demand and prices net of various savings & DSG Income of £0.10m	A		0.04
<b>B. Key Budget Action plans (BAP's)</b>						
	Staffing - Service Reviews / Restructures	CSLT	Savings likely to slip depending on MSR/ELI process. Stage 1 review complete. Stage 2 reviews to be progressed once revised directorate structure has been implemented. Shortfall is in part offset by other staff savings and will require strict management of vacant posts for the remainder of the year.	A	(1.27)	0.12
	Progress alternative Transport funding models	S Rumbold / S Martin	Pilots are being established around alternative payment approach	G	(0.25)	0.00
	Family Services restructure and reduced funding	A Richardson	Proposals in place to secure the savings, DDN to implement the new structure implemented.	G	(0.25)	0.00
	Reduced spend on Independent Support Workers	S Rumbold	Based on current spend the savings should be exceeded by £0.25m.	G	(0.25)	(0.25)
	Commissioning Reviews	S Rumbold	Various commissioning reviews are in progress. There is the risk that the level of savings will not be achieved.	G	(0.30)	0.00
	Achieve Increased income from Adel Beck	S Tariq	Day rates at Adel Beck have been increased. Higher charges may impact on demand but current income levels suggest the budget will be exceeded.	G	(0.35)	(0.29)
	Achieve Increased income from Child Protection: Education Safeguarding Team	S Rumbold	The Team is anticipated to continue high level of trading.	G	(0.10)	0.00
	Achieve additional Unaccompanied Asylum Seeking Children grant	S Tariq	This action is linked to the number of unaccompanied asylum seeker children	G	(0.40)	0.00
	Achieve additional DfE Improvement Partner Income	S Tariq	In line with the agreement with Kirklees.	G	(0.10)	0.00
	Other Action Plans which have been achieved.	various	Includes continuation of School Improvement and Brokerage grant £0.7m ; SENSAP set up costs £50k	G	(1.75)	(0.31)
<b>C. Contingency Plans</b>						
	External Income		Additional Dedicated Schools Grant funding (High Needs Block) contribution to area External Residential placements £0.4m reflecting the increase in spend in 2018/19 and other net additional income £0.08m.	G		(0.48)
	Contributions from Adult Social Care		Anticipated additional contribution to the Positive Behaviour Support service and other post 16 services from the Better Care Fund in Adults Social Care.	G		(0.75)
	Contributions from Housing Revenue Account		Funding of CHAD citywide	G		(0.18)
<b>Children and Families Directorate - Forecast Variation</b>						<b>2.031</b>

# CHILDREN & FAMILIES 2018/19 FINANCIAL YEAR

## DEDICATED SCHOOLS GRANT FINANCIAL DASHBOARD - PERIOD 7

**Overall Summary** - From 2018/19, the Dedicated Schools Grant (DSG) is made up of 4 separate blocks - the Schools Block, Central School Services Block, Early Years Block and High Needs Block. At month 7 there is a projected overspend of £160k on general DSG and an underspend of £55k on de-delegated services making a net overspend of £105k.

**Schools Block** - This is the largest element of the DSG and mostly consists of delegated funding to local authority maintained schools. When a school becomes an academy, funding payments are made directly by the ESFA and not paid to local authorities to distribute. There have been a number of academy conversions during the year meaning that the grant income due and the allocation to school budgets have reduced by the same amount. There are a number of "de-delegated" services where schools have agreed for the local authority to retain funding back to cover some costs centrally which otherwise would need to be charged to schools (such as maternity costs, trade unions costs and the libraries service). These budgets are currently projected to be £55k underspent largely as a result of a projected underspend on schools contingency. The Growth Fund budget remains part of this block and is currently projected to be underspent by £100k as the full allocation for secondary provision is unlikely to be required.

### **Central School Services Block**

This is a new block created from 2018/19 which covers costs such as prudential borrowing repayment, equal pay costs, the admissions service and the retained duties element of what used to be the Education Services Grant (which covers statutory and regulatory duties, asset management and welfare services). There are no variances currently projected on these services.

**Early Years Block** - This element is concerned with provision to pre-school children. The final grant amount received is largely based on the January 2019 census and so will not be confirmed until the 2019/20 financial year. Following the significant underspend in 2017/18, the unit rates paid to providers has been increased for both 2 year old and 3 & 4 year old providers. However, it is still expected that there will be an underspend of £2,080k.

- at the end of 2017/18, an estimate was made of the final grant due in respect of early years DSG. The final grant was for £456k more than the estimate and has contributed to the projected underspend.
- initial information on the costs for the summer term (which is traditionally the term with the highest costs) indicate that the take up of places is lower than usual. As the grant income for this period will not change, a significant underspend of £1,454k is projected. However, more work is needed to verify these figures and assess any potential impact on projections for the rest of 2018/19.
- the contingency fund is not expected to have any calls on it during 2018/19 and so is expected to be underspent by £170k.

**High Needs Block** - This element is used to support provision for pupils and students with special educational needs and disabilities. This block is currently experiencing increasing costs due to high levels of demand and increasing complexity of cases. Overall, this block is expected to be £2,340k overspent. The main variances in this block are:-

- following confirmation of the import / export adjustment for 2018/19 there is a slight increase in grant due of £233k
- the deficit on the North West SILC budget has increased from £1,355k to £1,761k, though there is a risk that this deficit could increase further.
- SEN top-ups to institutions is projected to be overspent by £1,584k largely as a result of more children receiving a diagnosis of complex communication difficulties.
- there is an overspend on outside and external residential placements as there have been a number of very high cost placements for which there is no provision in Leeds.
- services managed by Children & Families are projecting to be underspent by £241k due to an increase in staff vacancies.
- due to the projected overspends listed above, the budgeted contribution to reserves is not expected to be made.

## Budget Management - net variations against the approved budget

## DSG Grant Reserves

	Budget	Projection	Variance
	£'000	£'000	£'000
<b>Schools Block</b>			
DSG Income	(320,706)	(304,796)	15,910
Individual Schools Budgets	313,490	297,580	(15,910)
De-delegated budgets	4,616	4,561	(55)
Growth Fund	2,900	2,800	(100)
Contribution to /from reserves	(300)	(300)	0
	0	(155)	(155)
<b>Central School Services Block</b>			
DSG Income	(5,171)	(5,171)	0
CSSB Expenditure	5,171	5,171	0
	0	0	0
<b>Early Years Block</b>			
DSG Income	(55,367)	(57,516)	(2,149)
FEEE 3 and 4 year olds	44,216	45,255	1,039
FEEE 2 year olds	7,903	7,355	(548)
Other early years provision	3,248	2,826	(422)
	0	(2,080)	(2,080)
<b>High Needs Block</b>			
DSG Income	(60,300)	(60,533)	(233)
Funding passported to institutions	53,393	57,116	3,723
Commissioned services	1,549	1,586	37
In house provision	4,412	4,171	(241)
Contribution to /from reserves	946	0	(946)
	0	2,340	2,340
<b>Total</b>	0	105	105

## Latest Estimate

Balance b/fwd from 2017/18  
 Net contribution to/from balances  
**Deficit c/fwd to 2019/20**

## Projected Outturn

Balance b/fwd from 2017/18  
 Net contribution to/from balances  
**Deficit c/fwd to 2019/20**

General	De-delegated	Total
£'000	£'000	£'000
3,379	(425)	2,954
(946)	300	(646)
<b>2,433</b>	<b>(125)</b>	<b>2,308</b>
3,379	(425)	2,954
160	245	405
<b>3,539</b>	<b>(180)</b>	<b>3,359</b>

<b>Key Budget Action Plans and Budget Variations:</b>			<b>Lead Officer</b>	<b>Additional Comments</b>	<b>RAG</b>	<b>Action Plan Value</b>	<b>Forecast Variation against Plan/Budget</b>
<b>A. Key Budget Action Plans</b>						<b>£m</b>	<b>£m</b>
Transfer funding to High Needs Block		Transfer of £2m from the schools block and £500k from the central school services block to the high needs block as detailed in report to Schools Forum in January 2018.			B	2.50	0.00
Reduction in Funding for Inclusion unit value		The reduction in the unit rate from £684 to £600 has been applied.			B	1.37	0.00
Reductions in mainstream funding for additional places		A change in the criteria before additional funding is due will be applied.			G	0.49	0.00
<b>B. Significant Variations</b>							
Schools Block		Secondary provision within the growth fund is unlikely to be required					(0.10)
Schools Block		Projected underspend on de-delegated services					(0.06)
Early Years Block		Likely underspend on early years block mainly as a result of low take up in summer term.					(1.45)
Early Years Block		Under-accrual of income into 2017/18.					(0.46)
Early Years Block		Unspent contingency					(0.17)
High Needs Block		Increase in grant due					(0.23)
High Needs Block		Increase in payments to institutions due to increase in number and complexity of cases					2.00
High Needs Block		Deficit balance on North West SILC as academy conversion due to take place during 2018/19					1.76
High Needs Block		Underspend on in-house services					(0.24)
High Needs Block		Budgeted contribution to reserves will not be made					(0.95)
					<b>Dedicated Schools Grant - Forecast Variation</b>		<b>0.10</b>



## CITY DEVELOPMENT 2018/19 BUDGET - PERIOD 7 FINANCIAL DASHBOARD - MONTH 7 (APRIL - OCTOBER)

At Period 7 City Development are projecting an overspend of £0.98m which represents an increase of £0.63M from the previous month. This adverse movement is primarily due to the rising cost of electricity tariffs for street lighting which are now forecast to give the Directorate a bottom-line budget pressure of £0.98M (previously £0.35m). Leaving this new pressure aside, the Directorate is on track to successfully manage circa £3.2M of other budget pressures to deliver a balanced budget.

As per the Medium Term Financial Plan, the budgeted return on the Council's commercial asset portfolio has increased by £1m in 2018/19 to £3.36m. The development of the Council's commercial asset portfolio is reliant upon suitable market opportunities with the right risk profile and as a result is currently projecting a £1.58M shortfall as a worst case, with a number of potential lettings at a detailed stage with some expected to conclude this financial year. The Directorate will seek to further mitigate against this through savings within other areas of income and expenditure. As such mitigating actions of circa £2m have been identified including £300k of additional Arena income, £509k for one off easements and covenant releases, £248k savings across Asset Management, and £100k from further anticipated road closures at Bridgewater Place.

Advertising income is another budget pressure rolling through from 2017/18. The previously reported pressure of £200k at P5 has reduced to £100k and work is ongoing to strengthen and develop further advertising opportunities.

In Highways a pressure of £1m has been reported in respect of electricity for Street Lighting. The tariffs can be volatile and fluctuate significantly in response to energy market conditions. The 2018/19 Budget Estimate Circular suggested provision for a 5% price increase however the first two months of billing has shown some tariffs rising as much as 18%. This will continue to be closely monitored throughout the financial year. £400k of Street Lighting PFI Dispute Resolution balances are to be used to partially mitigate this energy pressure.

The Arts & Heritage service is reporting a pressure of £0.43M of which £0.17M relates to additional spending pressures around the Carnival and Black Music Festival events.

Active Leeds is projecting an underachievement of income of £478k of which £318k is due to delays in the refurbishment of Airborough Swimming Pool due to additional essential capital works over and above the original capital scheme estimate. This pressure is partly mitigated by savings of £50k in respect of PFI charges (penalties) and other running cost savings. The refurbishment started in May 2017 and was expected to take 6 months to complete, however the latest estimate is that works will not be completed until April 2019.

The Directorate has implemented a 3% increase in recharge rates for Highways engineering and technical staff and anticipates that this increase, in conjunction with normal staff turnover and rigorous control over the release of vacant posts will significantly mitigate the pressures outlined above. Any further windfall income in respect of easements/covenants will be used to further mitigate the overall pressure on the Directorate's budget.

### 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 & Sustainable Development	9,219	(7,368)	1,851	(190)	0	10	0	0	0	0	0	0	(180)	6	(174)
Economic Development	1,859	(508)	1,351	(34)	0	(17)	1	48	0	0	0	0	(2)	110	108
Markets & City Centre	2,958	(3,612)	(654)	(8)	61	40	0	5	0	0	0	0	98	169	267
Asset Management & Regeneration	17,031	(20,655)	(3,624)	(338)	912	81	(1)	(39)	0	0	0	0	615	(67)	548
Employment & Skills	3,881	(2,166)	1,715	(20)	0	0	0	0	0	0	0	0	(20)	0	(20)
Highways & Transportation	62,367	(46,582)	15,785	(626)	1,031	(144)	97	132	0	0	0	0	490	305	795
Arts & Heritage	18,691	(8,405)	10,286	141	(27)	314	(5)	8	0	0	0	0	431	(1)	430
Active Leeds	24,544	(19,936)	4,608	(23)	(40)	(69)	0	(4)	(50)	0	0	0	(186)	478	292
Resources & Strategy	1,113	0	1,113	(54)	0	(36)	0	0	0	0	0	0	(90)	(1,180)	(1,270)
<b>Total</b>	<b>141,663</b>	<b>(109,232)</b>	<b>32,431</b>	<b>(1,152)</b>	<b>1,937</b>	<b>179</b>	<b>92</b>	<b>150</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,156</b>	<b>(181)</b>	<b>976</b>

<b>Key Budget Action Plans and Budget Variations:</b>				<b>RAG</b>	<b>Action Plan Value</b>	<b>Forecast Variation against Plan/Budget</b>
		<b>Lead Officer</b>	<b>Additional Comments</b>		<b>£'000</b>	<b>£'000</b>
<b>A. Budget Action Plans</b>						
1.	Planning and Sustainable Development	Tim Hill	Additional income from charging	G	(400)	6
2.	Economic Development	Eve Roodhouse	Expenditure savings	R	(120)	108
3.	Markets & City Centre	Susan Upton	Additional income from events and speciality markets	G	(70)	16
4.	Asset Management & Regeneration	Angela Barnicle	Strategic Investment Fund & fee income	R	(1,520)	1,000
5.	Highways and Transportation	Gary Bartlett	Fees & Charges	G	(810)	0
6.	Arts and Heritage	Cluny MacPherson	Savings via increased income opportunities across the Service	G	(400)	(1)
7.	Employment and Skills	Sue Wynne	Staffing & running cost savings	G	(20)	(20)
8.	Sport and Active Lifestyles	Cluny MacPherson	Reduction in the net cost of service via increased income, operational cost reductions and VAT exemption	R	(1,585)	292
<b>Total Budget Action Plan Savings</b>					<b>(4,925)</b>	<b>1,401</b>
<b>B. Other Significant Variations</b>						
1.	Asset Management & Regeneration	Angela Barnicle	Shortfall in Strategic Investment Fund Income against 2017/18 Budget Action Plan			580
2.	Highways and Transportation	Gary Bartlett	Street Lighting Electricity Costs			1,000
3.	Asset Management & Regeneration	Angela Barnicle	West Gate Rent and Service Charge (net of expected £500k disturbance payment from ESFA)			340
4.	Asset Management & Regeneration	Angela Barnicle	Advertising Income			100
5.	Markets & City Centre	Susan Upton	Kirkgate Market Income and Security Costs			251
6.	Asset Management & Regeneration	Angela Barnicle	EX PPPU Income Recovery			140
7.	Arts and Heritage	Cluny MacPherson	Staffing and Expenditure Variations across Arts and Heritage			260
8.	Arts and Heritage	Cluny MacPherson	West Indian Carnival			171
9.	Asset Management & Regeneration	Angela Barnicle	Additional Income - Symons House, Holdforth Court, Thornes Farm Way, ELOR Gas Easement, rents			(809)
10.	Resources & Strategy	Ed Mylan	Partial use of Street Lighting PFI Dispute Resolution Balances			(400)
11.	Resources & Strategy	Ed Mylan	Historic S38 balances			(360)
12.	Asset Management & Regeneration	Angela Barnicle	Arena Income			(300)
13.	Asset Management & Regeneration	Angela Barnicle	Staffing Savings			(338)
14.	Planning and Sustainable Development	Tim Hill	Staffing Savings			(190)
15.	Resources & Strategy	Ed Mylan	Bridgewater Place - assumed income from further closures			(100)
16.	City Development	All	Other Variations across the Directorate			(150)
17.	Resources & Strategy	Ed Mylan	Action Plans to mitigate net budget pressure including utilisation of balance of street lighting PFI balances are now included within headline forecast. Work ongoing to identify further savings and quantify potential impact of robust management of vacancies and staff turnover			(620)
<b>City Development Directorate - Forecast Variation</b>						<b>976</b>

# RESOURCES AND HOUSING

## FINANCIAL DASHBOARD - 2018/19 FINANCIAL YEAR

### MONTH 7

#### Overall

The Directorate is projecting a balanced position overall at month 7, assuming delivery of an action plan of £319k, a reduction of almost £200k from month 6. The overspend is primarily accounted for by a shortfall against the schools income within the directorate offset by savings on staffing and running costs across various service areas as outlined below.

#### Resources

It is assumed that support services will achieve the £3.5m savings which formed part of the 2018/19 budget. Most of these (£2.2m) centred on staffing savings and at half way through the financial year, it is forecast these savings will be delivered. Whilst there is an overall staffing pressure in the group, this mainly arises from recruitment within DIS and will be offset by additional income. This aside, there is a net overall pressure within this group of services of £269k arising from a reduction in schools income, particularly in HR and pressures within finance of around £300k, including continued reductions in court fee income. These income pressures are being offset by savings on staffing through managing turnover and vacant posts and running costs within Strategy and Improvement (£96k), Legal (£127k), Democratic Services (£170k) and Shared Services (£336k). A directorate action plan will be compiled to bring the budget into the assumed balanced position through continued control of non income generating posts and other non essential spend.

#### Leeds Building Services

The budget assumes an additional surplus of £1.1m to be delivered through increased turnover of around £9.6m when compared to the 17-18 budget. Delays in the recruitment of front line staff are assumed to be offset by the additional use of sub contractors to deliver the 2018-19 programme. At half year, the service is on target to deliver the budget but risks remain in the delivery of the £65m turnover. To date, £25m of income has been received and there is around £8m of Work in Progress.

#### Housing and Property Services

A £100k underspend is projected for within Housing and Property Services in 2018-19 at month 7 which is primarily explained by the staffing underspend as a result of managing vacant posts within the Strategic Housing Service. Within Corporate Property Management an additional £0.5m has been included in the 2018/19 budget. Current projected spend assumes that £0.4m of works can again be capitalised in 2018/19 to balance the budget.

#### Civic Enterprise Leeds

At month 7 an overspend of £150k is projected which is after managing the £88k NDR pressure for Westgate through savings on running costs and generation of additional income within parts of the business. There is a £150k pressure within the Catering service and reflects the underlying income pressures and inflationary pressures on food costs. No other pressures are identified at this stage although we will continue to closely monitor some of the significant income generating services within the group.

#### 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	
Resources	94,215	(29,966)	64,249	432	(66)	(261)	1	139	0	0	0	(276)	(31)	(19)	(50)
LBS	55,675	(65,286)	(9,611)	(2,613)	0	1,968	0	0	0	0	0	0	(645)	645	0
Housing & Property	26,532	(13,579)	12,953	(189)	35	46	25	10	133	0	0	36	96	(196)	(100)
CEL	75,221	(64,538)	10,683	1,382	(5)	641	809	29	0	0	0	0	2,856	(2,706)	150
<b>Total</b>	<b>251,643</b>	<b>(173,369)</b>	<b>78,274</b>	<b>(988)</b>	<b>(36)</b>	<b>2,394</b>	<b>835</b>	<b>178</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>(240)</b>	<b>2,276</b>	<b>(2,276)</b>	<b>0</b>

**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
<b>A. Key Budget Action Plans</b>						
<b>Efficiencies</b>						
1	LBS	Simon Costigan	Additional turnover has been identified; budget reflects increased staffing to deliver turnover required and recruitment is underway;	G	(1.10)	
2	Housing	Julie Staton	Commissioning Contract Savings - FYE of existing savings	G	(0.15)	
3	Housing	Jill Wildman	Review of housing support costs that can be more appropriately charged to the capital programme	G	(0.08)	
4	CPM	Simon Costigan	Target reduction in spend on repairs/security at Void properties	G	(0.20)	
5	Cleaning/Catering	Sarah Martin	Annual equipment replacement programme & investment in kitchen facilities to deliver savings.	A	(0.05)	
6	Cleaning/Catering	Sarah Martin	Operational cost savings within CEL from ASC Better Lives programme	G	(0.20)	
7	Cleaning	Sarah Martin	Additional income	G	(0.04)	
8	Facilities Management	Sarah Martin	Operational cost review.	G	(0.12)	
9	Fleet Services	Sarah Martin	Staffing restructure	G	(0.03)	
10	Fleet Services	Sarah Martin	Operational savings	G	(0.05)	
11	Directorate wide	All COs	Staffing savings above amounts in service accounts	G	(0.20)	
12	DIS	Dylan Roberts	Review of staff & other costs that can be more appropriately charged to the capital programme	G	(0.38)	
13	DIS	Dylan Roberts	Reduction in licence costs, the continued rationalisation of printers and a review of telephone costs as Skype is fully rolled out	G	(0.33)	
14	DIS	Dylan Roberts	Income from additional services to WY Joint Services; Alternative savings to be found.	A	(0.07)	
15	DIS	Dylan Roberts	Charge for personal use of Mobile phones; Alternative savings to be found	A	(0.06)	
16	DIS	Dylan Roberts	Mobile phone growth - additional budget required from Directorates	G	(0.05)	
17	Financial Services	Doug Meeson	Deliver £0.5m staffing savings to balance the 18/19 budget; ELIs in progress to deliver future savings	A	(0.50)	0.14
18	HR	Lorraine Hallam	Deliver £0.19m staffing savings to balance the 18/19 budget; Additional staffing savings used to offset income shortfall	G	(0.19)	(0.20)
19	HR	Lorraine Hallam	Additional income -mainly schools (price increases, fee on supply contract; Income from attendance/disciplinary training)	A	(0.10)	0.10
20	HR	Lorraine Hallam	Replace HELP contract with telephone support service.	R	(0.09)	0.09
21	HR	Lorraine Hallam	P-card payments - agency contract	A	(0.05)	
22	HR	Lorraine Hallam	Secure £40k of income chargeable to the Apprentice Levy	A	(0.04)	
23	Legal & Democratic Services	Catherine Witham	Deletion / Reconfiguration of posts or other cost savings	G	(0.07)	(0.30)
24	Low Carbon	Polly Cook	Charges to University for contribution towards salary costs	G	(0.02)	
25	Shared Services	Helena Phillips	Deliver £1.1m staffing savings to balance the 18/19 budget	G	(1.10)	(0.33)
26	Shared Services	Helena Phillips	Mail and Print - cross cutting savings (found with alternative savings)	G	(0.10)	
27	Strategy and Improvement	Mariana Pexton	Deliver £0.13m staffing savings to balance the 18/19 budget	G	(0.13)	(0.09)
28	Strategy and Improvement	Mariana Pexton	Additional comms team income - mainly from Schools	A	(0.05)	

**B. Other Significant Variations**

1	HR	Lorraine Hallam	Shortfall against schools income	R		0.70
2	Finance	Doug Meeson	Court fee income pressures	A		0.14
3	CEL	Sarah Martin	Catering income and inflationary pressure on food costs.	A		0.15
4	Housing	Jill Wildman	Staffing savings	G		(0.10)
5	All Other Variations			A		0.02
5	Directorate Action Plan	All Chief Officers	Savings to find to balance budget	A		(0.32)

<b>Resources and Housing Directorate - Forecast Variation</b>	<b>0.00</b>
---	-------------

**COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY**  
**FINANCIAL DASHBOARD - 2018/19 FINANCIAL YEAR**  
**Period 7 (October 2018)**

**Overall Position (+£543k over budget)**

**Communities (£25k under budget)**  
 The service is projecting an underspend of £25k due to additional grant income mainly due to a contribution from the Syrian resettlement grant to offset a proportion of staff costs.

**Customer Access (+£161k over budget)**  
 The projected overspend relates to the Contact Centre (+£200k) reflecting the delays in delivering budgeted staffing efficiencies in respect of Channel shift/shove whilst maintaining performance levels in the face of increased call volumes. In addition increased security provision within the community hubs has resulted in a further pressure of £126k. These overspends have partially been offset by projected additional income within other areas of the service.

**Electoral and Regulatory Services (+£140k)**  
 The service is projecting an overspend of +£140k. This relates to Nationality Checking Service income (+£60k) and the continued reducing trend in other Registrars income (+£80k).

**Environmental Health (-£59k under budget)**  
 The projected underspend can be attributed to staff savings including the Dog Garden service which has transferred from Environmental Action (City Centre).

**Welfare and Benefits (nil variance)**  
 A balanced position is currently projected. Although the service has secured additional grant funding, mainly in respect of Verify Earnings and Pensions Alerts (£327k), this will be offset by additional expenditure to meet the grant requirements and other staffing variations across the service including the cost of Immigration advice (£60k).  
 The level of overpayment income will continue to be monitored as there remains

**Parks and Countryside (£50k under budget)**  
 The service is projecting an underspend of £50k at period 7. There is a projected income shortfall at Lotherton Hall, Tropical World and Temple Newsam (approx £350k), although it is anticipated that these shortfalls will be offset by expenditure savings and additional income in other areas of the service.

**Car Parking (+£102k over budget)**  
 The projected overspend mainly relates to shortfalls against phased budgets in respect of 'on street' (+£348k) and 'off street' (+£62k) parking. Assumptions have been made that an element of this income will be recovered during the remainder of the year but will continue to be closely monitored. It is also projected that these shortfalls will be partially offset by other expenditure savings by the year end.

**Cleaner Neighbourhoods Teams (£24k under budget)**  
 The service is projecting an underspend due to delays in recruitment.

**City Centre (+£21k over budget)**  
 The service is projecting an overspend due to additional staffing costs including the cost of covering events.

**Waste Management (+£327k over budget):**

**Refuse: (+£752k over budget)**  
 Within the Refuse Service it is anticipated that there will be a net overspend of £690k due to the non-implementation in the current year of the budgeted collection route efficiency programme as the route review continues. In addition, an extra collection route (+£231k) has been provided to meet the additional demand from new build properties; other staffing pressures within the service are projected to cost an additional £282k; and delays in the review of the medi-waste collection service are projected to cost an additional £85k. Partially offsetting these pressures is a £458k saving in respect of collection costs and other projected expenditure savings of £78k.

**HWSS & Waste Strategy: (-£425k under budget)**  
 The projected underspend relates to increased SORT disposal costs (+£298k), reflecting a reduction in market prices and increased contamination rates; a reduction in the level of disposal savings assumed from the rollout of the new garden waste routes (+£242k). Offsetting these pressures is additional recycling and weighbridge income of £184k, disposal savings of £319k, mainly at Household Waste Sites, other anticipated disposal savings of £400k and projected expenditure variations across the service of £50k.

**Community Safety (-£50k under budget)**  
 The service is projecting an underspend due to staffing savings which have been partially offset by additional costs incurred by the 'Street support' team.

**Budget Management - net variations against the approved budget;**

Summary By Service	Period 7 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		
Communities	19,015	(14,036)	4,979	(25)	0	(23)	0	(220)	0	0	0	0	(268)	243	(25)	
Customer Access	23,668	(4,192)	19,476	201	125	1	0	1	0	0	0	0	328	(167)	161	
Electoral & Regulatory Services	6,194	(5,440)	754	(122)	59	41	0	44	0	0	0	0	22	118	140	
Welfare And Benefits	252,566	(248,692)	3,874	(3)	6	(218)	6	57	0	0	0	0	(152)	152	0	
Car Parking Services	4,936	(13,168)	(8,232)	(59)	0	(162)	0	0	0	0	0	0	(221)	323	102	
Community Safety	8,043	(5,872)	2,171	(118)	0	(83)	0	73	0	0	0	0	(128)	78	(50)	
Waste Management	41,662	(7,861)	33,801	776	(7)	71	82	(167)	0	0	0	0	755	(428)	327	
Parks And Countryside	31,420	(24,842)	6,578	77	27	460	(59)	3	0	0	0	0	508	(558)	(50)	
Environmental Action (City Centre)	2,008	(427)	1,581	23	2	(4)	0	0	0	0	0	0	21	0	21	
Environmental Health	2,238	(565)	1,673	(90)	0	(2)	(3)	(4)	0	0	0	0	(99)	40	(59)	
Cleaner Neighbourhood Teams	12,321	(4,556)	7,765	(140)	(2)	(60)	115	0	0	0	0	0	(87)	63	(24)	
Action Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>	<b>404,071</b>	<b>(329,651)</b>	<b>74,420</b>	<b>520</b>	<b>210</b>	<b>21</b>	<b>141</b>	<b>(213)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>679</b>	<b>(136)</b>	<b>543</b>	

<b>Key Budget Action Plans and Budget Variations:</b>						
		<b>Lead Officer</b>	<b>Additional Comments</b>	<b>RAG</b>	<b>Action Plan Value (£000s)</b>	<b>Forecast Variation</b>
<b>Communities</b>						
<b>Communities team</b>	Communities Team - review management & leadership arrangements - saving of 1 fte	Shaïd Mahmood	Review process ongoing, savings expected to be delivered in year	G	(50)	0
<b>Community Centres</b>	Community Centres: reduce net cost by reviewing lettings income and Facilities Management costs	Shaïd Mahmood	Additional income due in 18/19 from full year effect of Free Lets termination in 17/18. Meeting to be held with Facilities Management re delivery of remaining savings.	G	(60)	0
<b>Third Sector Infrastructure Fund</b>	10% saving on VAL contract	Shaïd Mahmood	VAL have been informed of the decision and the contract is to be renegotiated	G	(34)	0
<b>Customer Access</b>						
<b>Libraries</b>	Re-tender Library Management Systems contracts as single contract	Lee Hemsworth	To retender as part of a West Yorkshire Consortium. This will allow potential bigger savings but it is unlikely that the full amount can be delivered in year. Other savings to be identified to cover this in current year.	G	(50)	0
<b>Compliments &amp; Complaints</b>	Review structure to deliver staffing savings	Lee Hemsworth	Factored into proposed structure changes - Delivered	G	(17)	0
<b>Contact Centre</b>	Migration of telephone lines to new datelines'	Lee Hemsworth	Lines migrated Friday 11th May so should be on line to deliver savings	G	(80)	0
<b>Contact Centre</b>	Closer working between Council Tax Recovery and Contact Centre - saving of 1 fte	Lee Hemsworth	Savings now incorporated into Channel shift/shove target (see below re Ctax emails)	G	(30)	0
<b>Contact Centre</b>	Channel shift/shove - further savings due to fewer calls - saving of 12 ftes	Lee Hemsworth	Whilst implementation is underway delays are putting delivery of full savings at risk. Added to this is the current adverse call answer rate and it may be that performance issues need to be addressed which could also impact on savings being delivered	R	(280)	200
<b>Contact Centre</b>	Reduce service failure - saving of 1.3 ftes	Lee Hemsworth	On track and should be delivered in year.	G	(40)	0
<b>Contact Centre</b>	Implement automated switchboard in Contact Centre - saving of 2.5 ftes	Lee Hemsworth	Business case approved at FPG, to be funded by Invest to Save reserve - £20k savings forecast due to delays.	R	(50)	30
<b>Home Library Service</b>	Transfer of Home Library Service to voluntary sector - transfer of 1 fte	Lee Hemsworth	Currently under review - advice being sought from HR, savings may be delivered from elsewhere.	G	(30)	0
<b>Interpreting &amp; Translation Service</b>	Secure additional income (net) from Interpreting and Translation Service - Total Income budget £846k	Lee Hemsworth	Revising contract arrangements with Health Service. This could lead to a longer term arrangement, but may need to review pricing.	G	(180)	0
<b>Staffing efficiencies</b>	Community Hubs & Libraries ELIs/Vacancy Factor	Lee Hemsworth	Expected to be achieved	G	(974)	0
<b>Welfare &amp; Benefits</b>						
<b>Welfare and Benefits</b>	Re-tender Advice Consortium contract	Lee Hemsworth	Delivered	G	(50)	0
<b>Welfare and Benefits</b>	Local Welfare Support Scheme - review eligibility for white goods and arrangements for carpet replacements in Council properties	Lee Hemsworth	Budget reduced by £200k. Funding & award approach revised such that we will operate within allocated budget for allocation of white goods. However service incurring additional costs of Immigration advisor £60k within the budget.	A	(200)	60
<b>Electoral &amp; Regulatory Services</b>						
<b>TPHL</b>	Implement fee review to achieve additional income target of £438k to achieve balanced budget. Overall income target £2,241k	John Mulcahy	The fee review was implemented from the 1st October. Income levels continue to be monitored to ensure increase in fees is sufficient to generate required income. £1.8m achieved in 17/18.	G	(438)	0
<b>Waste Management</b>						
<b>Refuse</b>	Continue with the re-design of collection rounds to deliver remaining £1.1m savings in base budget, plus additional lieu day savings of £0.25m	Helen Freeman	Route review ongoing - currently assuming 10 months delay.	R	(1,350)	690
<b>Refuse</b>	Work with NHS colleagues to review medi-waste collection service to eliminate subsidy	Helen Freeman	Ongoing discussions with NHS - assumed delayed implementation for 1/2 year	R	(170)	85
<b>Environmental Action Services</b>						
<b>Car Parking</b>	Increase charges at Woodhouse Lane car park by 50p for a full day	Helen Freeman	Price increase implemented 6th July 2018	A	(130)	35

<b>Parks and Countryside</b>						
<b>Parks and Countryside</b>	Continue to progress Attractions Development Plan to achieve additional net surplus	Sean Flesher	A bid has been submitted to the Rural Development Fund to help the cost of the ongoing development at Lotherton Hall. Income to period 7 is below profile. To continue monitoring.	G	(100)	0
<b>Parks and Countryside</b>	Increase turnover to achieve additional plant/retail income target (additional net £100k surplus) from the Arium	Sean Flesher	Additional net surplus built into budget. To be monitored in year.	G	(100)	0
<b>Parks and Countryside</b>	Staffing savings - achievement of vacancy factor (5% all services, 8.9% Parks Operations)	Sean Flesher	Period 7 savings in line with profile. To be monitored in year.	G	(1,124)	0
<b>Community Safety</b>						
<b>Community Safety</b>	Identify efficiencies in use of Community Safety funding	Paul Money	Efficiencies have been identified, proposals to be approved by Safer Leeds Executive	G	(50)	0
<b>Directorate Wide</b>						
<b>Directorate Wide</b>	Undertake additional works for Housing Leeds	All COs	Additional CCTV and Tree Inspection works undertaken in 17/18, need to identify appropriate areas in 18/19	G	(300)	0
<b>Other Significant Variations</b>						
All services			Other expenditure variations		(557)	0
			Directorate wide Action Plan			0
<b>Communities &amp; Environment - Forecast Variation</b>						<b>543</b>



**STRATEGIC & CENTRAL ACCOUNTS - 2018/19 FINANCIAL YEAR  
FINANCIAL DASHBOARD - PERIOD 07**

**Overall :**

At month 7 the Strategic & Central budgets are projected to be in balance

The key variations are:

- predicted shortfall so £0.209m in S31 business rates income and £0.466m in New Homes Bonus income, offset by a £1m increase in multiplier threshold compensation grant, of which £0.5m relates to 2017/18
- £1.4m less Section 278 income due to predicted lower levels of development activity
- additional external debt costs of £0.1m partially offset by additional prudential borrowing recharges of £0.226m
- a projected variation of £0.5m in respect of realising discounts from suppliers for the prompt payment of their invoices
- proposed use of £1.0m from insurance reserve following a review of the level of the reserve
- an increase in the target of general capitalisation of £0.5m

**Budget Management - net variations against the approved budget**

Page 75

				PROJECTED VARIANCES										Total (under) / overspend £'000	
	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000		Income £'000
Strategic Accounts	(7,330)	(19,964)	(27,294)			50						(1,000)	(950)	1,400	450
Debt	24,747	(15,276)	9,471							319			319	(390)	(71)
Govt Grants	9,740	(36,895)	(27,155)										0	(325)	(325)
Joint Committees	36,913	0	36,913										0		0
Miscellaneous	5,930	(852)	5,078	(49)									(49)	10	(39)
Insurance	11,079	(11,079)	0			162						(162)	0		0
<b>Total</b>	<b>81,079</b>	<b>(84,066)</b>	<b>(2,987)</b>	<b>(49)</b>	<b>0</b>	<b>212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>319</b>	<b>(1,162)</b>	<b>(680)</b>	<b>695</b>	<b>15</b>

## STRATEGIC & CENTRAL ACCOUNTS - 2018/19 FINANCIAL YEAR

### Key Budget Action Plans and Budget Variations:

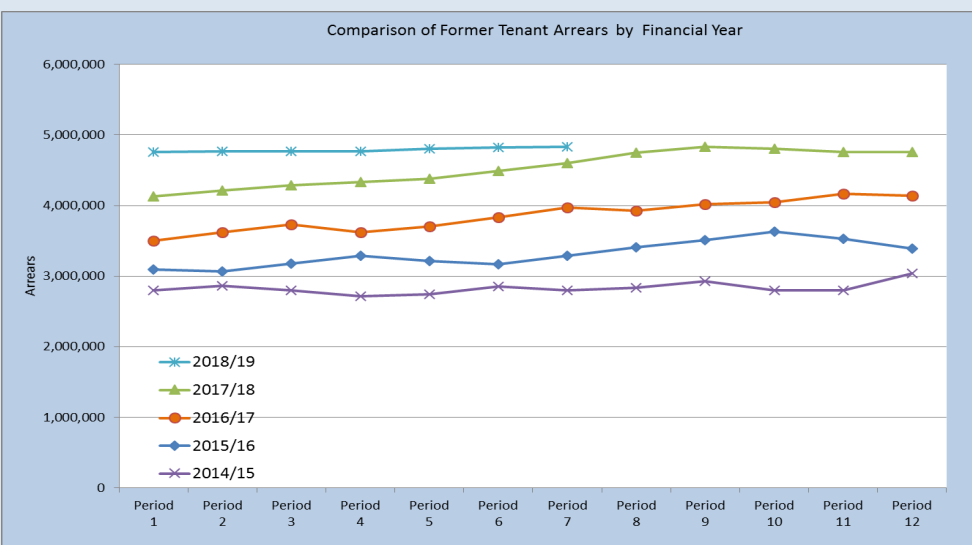
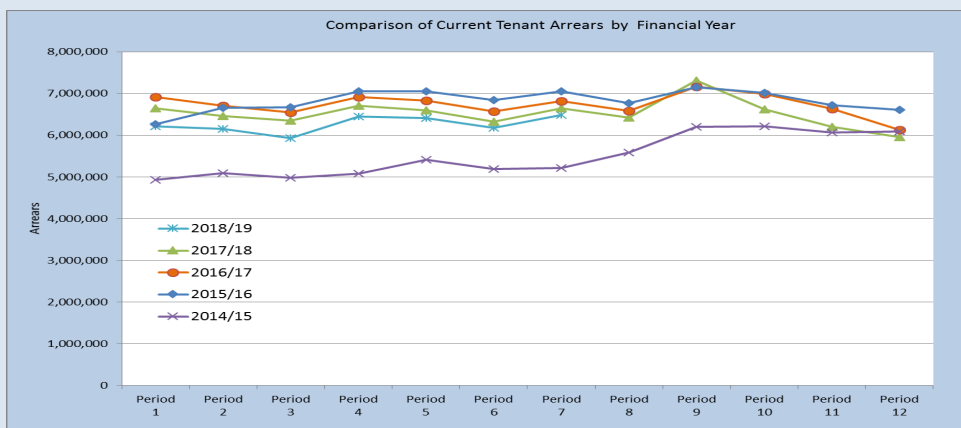
			RAG	Budget	Forecast Variation against Budget	
				£m	£m	
			Lead Officer	Additional Comments		
<b>A. Major Budget Issues</b>						
1.	Debt Costs and External Income	Doug Meeson	External interest payments greater than anticipated	A	22.6	0.1
2.	Minimum Revenue Provision	Doug Meeson	No variation is anticipated for 2018/19	G	1.0	0.0
3.	New Homes Bonus	Doug Meeson	Projected shortfall of £466k	A	(11.2)	0.5
4.	Business Rates (S31 Grants & retained income)	Doug Meeson	Projected shortfall of £209k in S31 grants, offset by £1m additional transitional protection payments across 2017/18 and 2018/19	A	(25.6)	(0.8)
5.	S278 Contributions	Doug Meeson	Potential risk of £1.4m shortfall	R	(3.9)	1.4
6.	General capitalisation target	Doug Meeson	Capitalisation of eligible spend in directorate/service revenue budgets. No variation anticipated at this stage.	G	(4.5)	(0.5)
7.	Schools capitalisation target	Doug Meeson	Capitalisation of eligible spend in school revenue budgets.	G	(4.0)	0.0
8.	Prompt payment discount target	Doug Meeson	Difficulties in supplier engagement have meant that it will take longer than originally targeted to generate savings.	R	(0.6)	0.5
9.	Joint Committees	Doug Meeson	No significant variation anticipated at this stage.	G	36.9	0.0
<b>B. Other Significant Budgets</b>						
1.	Insurance	Doug Meeson	Slight overspend projected at this stage.	G	0.0	0.0
2.	Prudential Borrowing Recharges	Doug Meeson	Small surplus anticipated at this stage.	G	(14.1)	(0.2)
3.	Earmarked Reserves	Doug Meeson	Use of capital and other earmarked reserves.	R	0.7	(1.0)
4.	Prompt payment discount savings target	Doug Meeson	Achievement of target depends on getting sufficient suppliers enrolled on PPD scheme	G	(0.6)	0.0
5.	Miscellaneous	Doug Meeson	No significant variation anticipated at this stage.	G	5.1	0.0
6.	Central recharges	Doug Meeson	Recharges ref PPPU break-up to allocate to directorates	G	0.4	0.0
<b>Strategic &amp; Central Accounts - Forecast Variation</b>					<b>(0.0)</b>	

## Housing Revenue Account - Period 7 Financial Dashboard - 2018/19 Financial Year

### Summary of projected over / (under) spends (Housing Revenue Account)

Directorate	Current Budget	Projected Spend	Variance to budget	Comments	Previous period variance
	£000	£000	£000		£000
<b>Income</b>					
Rents	(212,042)	(212,084)	(42)		90
Service Charges	(7,774)	(7,694)	80	Reduced income due to change of heating service provision.	(4)
Other Income	(31,346)	(31,938)	(591)	Capitalised salaries at 100%, IAS19 and Transport costs charged 100% to Capital.	(357)
<b>Total Income</b>	<b>(251,162)</b>	<b>(251,716)</b>	<b>(553)</b>		<b>(272)</b>
<b>Expenditure</b>					
Disrepair Provision	2,050	2,700	650	Disrepair compensation and fees.	650
Repairs to Dwellings	43,548	43,548	-		-
Council Tax on Voids	654	654	-		-
Employees	29,055	27,805	(1,251)	Housing Management £758k savings due to turnover. P&C £584k saving on structure partly due to savings due from Housing Growth restructure.	(985)
Premises	8,311	8,647	336	Silk Mill Insurance less compensation costs. Seacroft rent & NNDR savings - offset in internal charges. £250k utilities additional cost.	346
Supplies & Services	3,853	3,618	(235)	£150k saving on bank charges, £45k saving on tenant incentive mobility scheme.	(279)
Internal Services	40,324	40,845	520	£207k legal charges - service priorities. Internal charges Communities & Environments.	507
Capital Programme	65,502	65,502	-		-
Unitary Charge PFI	9,476	9,278	(198)	Offset with Sinking Fund - see below.	(198)
Capital Charges	44,476	44,681	205	To reflect the latest Treasury position.	-
Other Expenditure	6,716	6,100	(616)		(20)
<b>Total Expenditure</b>	<b>253,965</b>	<b>253,377</b>	<b>(588)</b>		<b>20</b>
<b>Net Position</b>	<b>2,803</b>	<b>1,661</b>	<b>(1,141)</b>		<b>(251)</b>
Appropriation: Sinking funds	(1,753)	(631)	1,122	Increased contributions to the PFI Reserve to offset future pressures.	422
Appropriation: Reserves	(1,050)	(1,031)	19	Silk Mill Insurance Claim charge to the 'Insurance - large items' reserve. Transfer to general reserve.	(171)
<b>(Surplus)/Deficit</b>	<b>(0)</b>	<b>(1)</b>	<b>(0)</b>		<b>(0)</b>
Proposed New Reserves			-		-
Transfer to Capital Reserve			-		-
<b>Total Current Month</b>	<b>(0)</b>	<b>(1)</b>	<b>(0)</b>		<b>(0)</b>

## Housing Revenue Account - Period 7 Financial Dashboard - 2018/19 Financial Year



Change in Stock	Budget	Projection
Right to Buy sales	530	530
New Build (PFI)	0	0
New Build (Council House Growth)	(22)	(22)
<b>Total</b>	<b>508</b>	<b>508</b>

\*Actual sales to date 315

Right to Buy Receipts	2017/18 Actual	2018/19 Projection
Total Value of sales (£000s)	26,356	28,013
Average Selling Price per unit (£000s)	51.9	52.9
Number of Sales*	508	530
Number of Live Applications	1,417	1,669

Arrears	2017/18	2018/19	Variance
	£000	£000	£000
<b>Dwelling rents &amp; charges</b>	<b>2017/18 Week 31</b>	<b>2018/19 Week 31</b>	
Dwelling Rents (HMA1 Figure)	6,010	5,704	(306)
Non dwelling rents/charges (garages/Court costs)	632	776	144
Former Tenants	4,604	4,835	231
	5,235	5,611	375
<b>Under occupation</b>	<b>2017/18 Week 52</b>	<b>2018/19 Week 26</b>	
Volume of Accounts	4,357	4,184	(173)
Volume in Arrears	1,873	1,938	65
% in Arrears	43.0%	46.3%	3.3%
Value of Arrears	502	476	(26)
<b>Collection Rates</b>	<b>2017/18 Week 52</b>	<b>2018/19 Week 26</b>	
Dwelling rents	97.44%	96.89%	-0.6%
Target	97.50%	97.50%	
Variance to Target	-0.06%	-0.61%	

## Housing Revenue Account - Period 7 Financial Dashboard - 2018/19 Financial Year

Projected Financial Position on Reserves	Reserves b/f	Use of Reserves	Contribution to Reserves	Closing reserves
	£000	£000	£000	£000
<b>HRA General Reserve</b>	<b>(6,495)</b>	<b>0</b>	<b>(190)</b>	<b>(6,685)</b>
<b>Earmarked Reserves</b>				
Insurance - large claims	(137)	137		0
Welfare Change	(1,782)	684		(1,098)
Housing Advisory Panels	(541)			(541)
Sheltered Housing (Committed in capital programme)	(3,238)			(3,238)
Holdsworth Place - land purchase	(64)			(64)
Early Leavers' Initiative	(408)			(408)
Changing the Workplace	(332)			(332)
eFiles Box-It Project	(262)			(262)
<b>New Earmarked Reserves</b>				<b>0</b>
Wharfedale View	(10)			(10)
Concierge Pilot	(400)	400		0
Sheltered Housing (Furniture and Carpets)	(280)			(280)
	<b>(7,453)</b>	<b>1,221</b>	<b>0</b>	<b>(6,232)</b>
<b>PFI Reserves</b>				
Swarcliffe PFI Sinking Fund	(7,410)	2,512	0	(4,898)
LLBH&H PFI Sinking Fund	(2,710)	0	(1,882)	(4,592)
	<b>(10,121)</b>	<b>2,512</b>	<b>(1,882)</b>	<b>(9,491)</b>
<b>Capital Reserve</b>				
MRR (General)	(27,212)	63,727	(68,327)	(31,812)
MRR (New Build)	(4,258)	2,872	0	(1,386)
	<b>(31,470)</b>	<b>66,599</b>	<b>(68,327)</b>	<b>(33,198)</b>
<b>Total</b>	<b>(55,540)</b>	<b>70,332</b>	<b>(70,399)</b>	<b>(55,606)</b>

This page is intentionally left blank

**Report of Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Adults, Health and Active Lifestyles)**

**Date: 15 January 2019**

**Subject: Initial 2019/20 Budget Proposals**

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

**Summary of main issues**

1. In accordance with the Council’s Budget and Policy Framework, the Chief Officer – Financial Services submitted the attached report to the Executive Board, which sets out the Initial Budget Proposals for 2019/20. The proposals are subsequently submitted to Scrutiny for consideration and review.
2. The Scrutiny Board (Adults, Health and Active Lifestyles) is asked to consider matters and proposals relating to service areas that fall within its remit; as other Scrutiny Boards will be considering elements of the budget proposals relevant to their terms of reference.
3. Any comments or recommendations made by the Scrutiny Board will be submitted to the Executive Board for consideration at its meeting in February 2019; prior to submission of the proposed budget to full Council on 27<sup>th</sup> February 2019.
4. As in previous years, it is intended to produce a summary of the discussion and comments from all Scrutiny Boards in order to make a single submission to Executive Board.
5. While the main focus of the discussion relates to the 2019/20 budget proposals, the Scrutiny Board may also wish to consider the anticipated medium to longer-term budget pressures likely to be faced by Council, in conjunction with current performance and service demand, and consider any areas where early involvement of the Scrutiny Board may help inform future proposals / approaches.
6. Relevant Executive Members and Directors (or their nominees) have been invited to the meeting to discuss the Executive’s initial budget proposals.

## **Recommendations**

7. The Scrutiny Board (Adults, Health and Active Lifestyles) is recommended to:
- (a) Consider the Executive's initial 2019/20 budget proposals as set out in the attached Executive Board report;
  - (b) Identify any comments and/or recommendations to be submitted for consideration by the Executive Board; and
  - (c) Consider any areas where early involvement of the Scrutiny Board may help inform future budget proposals or approaches.

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

8. None

---

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



**Report of the Chief Officer – Financial Services  
Report to Executive Board  
Date: 19<sup>th</sup> December 2018**

**Subject: Initial Budget Proposals for 2019/20**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In? Recommendations 15.3 and 15.4 are eligible for call in; 15.1 and 15.2 are not eligible.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. The purpose of this report is to set out the initial budget proposals for 2019/20.
2. These budget proposals support the Council's Best City/Best Council ambitions, policies and priorities aimed at tackling inequalities (please refer to the Best Council Plan 2018/19 refresh report which is on today's agenda).
3. These budget proposals are set within the context of the 2019/20 – 2021/22 Medium Term Financial Strategy which was approved by the Executive Board on the 25<sup>th</sup> July 2018 and the implications of the Chancellor's Autumn budget statement on 29<sup>th</sup> October 2018.
4. Whilst the Government's multi-year funding settlement 2016/17 to 2019/20 provides some certainty, there are still a number of assumptions within the budget proposals that will not be known until the provisional Local Government Finance Settlement is announced, which will now take place in Parliament after the meaningful vote on December 11<sup>th</sup> in respect of Brexit.
5. The current financial climate for local government continues to present significant risks to the Council's priorities and ambitions. The Council continues to make every effort possible to protect the front line delivery of services and to avoid large scale compulsory redundancies. It is clear that the position is becoming increasingly challenging to manage and over the medium term it will be increasingly difficult to maintain current levels of service provision without significant changes in the way the Council operates.

6. The headlines from the 2019/20 initial budget proposals, when compared to the 2018/19 budget, are as follows:
- A reduction in the Settlement Funding Assessment of £15.3m (7.7%)
  - An increase in council tax of 2.99% together with a further 1% in respect of the Adult Social Care precept and an increase in the council tax base, generating an additional £16.4m of local funding
  - A combination of reduced core funding and cost pressures means that the Council will need to deliver £24.4m of savings by March 2020
  - An increase in the Council's net revenue budget of £6.0m to £516.9m
7. In respect of the Housing Revenue Account, whilst there are proposals to increase service charges, the continued implementation of the Government's rent cap, introduced from April 2016, will mean that the majority of tenants, excluding those properties that have benefited through PFI investment, will again see reductions of 1% from April 2019.
8. The Leeds City Region 100% Business Rates Retention pilot, of which Leeds City Council is a member, concludes on the 31<sup>st</sup> March 2019. All local authorities were invited to submit applications to pilot 75% Business Rates Retention in 2019/20 and a North Yorkshire West Yorkshire bid, which includes the five West Yorkshire districts, North Yorkshire County Council, York City Council and the seven shire districts in North Yorkshire, has been submitted in accordance with the Government's timetable. However, funding for pilot schemes is limited and it is anticipated that not all applications will be successful. Successful applications will be announced alongside the publication of the Provisional Local Government Finance Settlement which will be announced in Parliament by way of an oral statement after the meaningful vote in respect of Brexit on December 11<sup>th</sup>. These initial budget proposals assume that the application to pilot 75% retention is successful.
9. Since 1st April 2013 Leeds City Council has charged a 50% council tax premium on empty dwellings unoccupied for more than two years. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 permits councils to increase this premium to 100% from 1st April 2019. A final decision on whether to implement this additional premium will be made by Full Council in January 2019. The estimated Council Tax base used for these initial budget proposals assumes that this additional premium will be implemented.
10. At the Autumn Budget 2018 the Chancellor announced new business rates reliefs for small retail businesses with a rateable value of less than £51,000, who will receive a one third reduction in their business rates liability for the next two years, local newspaper offices will continue to receive a £1,500 reduction for a further year and public lavatories are to receive 100%

business rates relief. Local authorities will be compensated in full by Government for any resultant loss of income.

### **Recommendations**

11. Executive Board is asked to agree the initial budget proposals and for them to be submitted to Scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders.
12. Executive Board is asked to note the assumptions contained in these proposals regarding the Council Tax base and the Authority's application to pilot 75% Retention.
13. Should the bid to pilot 75% Business Rate Retention be successful then Executive Board is asked to agree that Leeds becomes a member of the new North and West Yorkshire Business Rates Pool and acts as lead authority for it. Notwithstanding this decision, the establishment of this new Pool will be dependent upon none of the other member authorities choosing to withdraw within the statutory period after designation. Should the bid not succeed, all members of the existing Leeds City Region Pool have agreed to its continuation in 2019/20.
14. Further, Executive Board is asked to agree that the Authority will implement the new business rate reliefs announced at the Autumn Budget. Leeds will be compensated in full by Government for any resultant loss of income.

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

- 1.1 In line with the Council's constitution, the Executive Board is required to publish initial budget proposals two months before approval of the budget by Full Council, scheduled for the 27th February 2019. This report sets out the initial budget proposals for 2019/20, set within the context of the Medium Term Financial Strategy approved by Executive Board in July 2018, the implications of the Chancellor's Autumn Budget statement in October 2018 and further savings proposals to bridge the revised estimated budget gap.
- 1.2 Subject to the approval of the Executive Board, these initial budget proposals will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on the 13th February 2019. These budget proposals will also be made available to other stakeholders as part of a wider and continuing process of engagement and consultation. Further, at the meeting of this Board in February 2019, it is proposed to provide an update of the Medium Term Financial Strategy approved by the Board at its July 2018 meeting.
- 1.3 In accordance with the Council's budget and policy framework, decisions as to the Council's budget are reserved to Full Council. As such, the

recommendations in paragraphs 15.1 and 15.2 are not subject to call in as the budget is a matter that will ultimately be determined by Full Council.

- 1.4 However the recommendations in paragraphs 15.3 and 15.4, regarding the Council's participation in the 2019/20 75% Business Rates Retention pilot scheme and the implementation of business rate reliefs announced at the Autumn Budget, are decisions of the Executive Board and as such are subject to call-in.

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

- 2.1. The economic context in which public spending must be considered continues to be very much dominated by the debate concerning the impact of the EU referendum and the strength and resilience of the national economy. Whilst Public Sector Current Expenditure (PSCE) is forecast to be higher in 2019/20 than was forecast in the Spring Statement in March 2018, this is mainly due to the additional £20bn of expenditure already announced for the NHS. The Office for Budget Responsibility (OBR) points out that although NHS spending will rise steadily over the forecast period, expenditure in other departments will remain broadly flat.
- 2.2. The OBR has revised its forecast for GDP growth in 2019 upwards from 1.3% to 1.6% due to, in the OBR's own words, the Autumn Budget "giveaway". Forecast growth in 2020 has also risen slightly from 1.3% in the Spring Statement to 1.4%, after which it returns to the levels forecast in March. This rate of growth remains historically low, with most observers before the financial crisis believing the UK economy could sustainably grow by 2.5% per year. There has been comment that this continues to be the result of low productivity growth, however the OBR has lowered its forecast on unemployment in 2019 from 4.5% in the Spring Statement to 3.7%, mainly because of its decision that the level of sustainable unemployment in the economy should be lowered from 4.5% to 4%.
- 2.3. Average earnings are expected to grow by 2.6% in 2018 as a whole, falling slightly to 2.5% in 2019 and rising to 2.8% in 2020. The forecast fall in 2019 reflects the impact of Government policy in the main, including the Apprentice Levy and continued pension auto-enrolment.
- 2.4. Having averaged 2.4% in the second quarter of 2018, CPI inflation is forecast to fall to 2.0% and 2.0% respectively in 2019 and 2020, higher than the 1.8% and 1.9% forecast at the Spring Budget. The forecast fall in 2019 is due to the anticipated fading of the effect of higher oil prices and the anticipated result of policy measures.
- 2.5. All of these forecasts are based on there being a Brexit deal, and "a disorderly [Brexit] could have severe short-term implications for the economy, the exchange rate, asset prices and the public finances"<sup>1</sup>. It is

---

<sup>1</sup> OBR, Economic and Fiscal Outlook – October 2018, p7, para 1.12

within this economic context that the initial budget proposals for 2019/20 need to be considered.

## 2.6. **Autumn Budget 2018**

2.6.1. On the 29<sup>th</sup> October 2018, the Chancellor delivered his second Autumn Budget.

2.6.2. The key announcements in the 2018 Autumn Budget were:

- A one third cut in business rates for eligible retail businesses with rateable value under £51,000 for the next two years and a continuation of the £1,500 business rates discount for office space occupied by local newspapers in 2019/20. Public lavatories will receive 100% business rates relief. Local authorities will be fully compensated for the loss of business rates income as a result of each of these measures;
- A range of measures to increase housing supply, including abolishing the cap on borrowing through the Housing Revenue Account (HRA) in England, lifting stamp duty for first time buyers of shared ownership properties worth less than £500,000, and increasing the Housing Infrastructure Fund, funded by the National Productivity Investment Fund (NPIF), by £500m to a total £5.5bn, unlocking up to 650,000 new homes. In addition, a simpler system of developer contributions will be introduced and a review into relaxing town planning rules to ease the conversion of under-used retail units will be held;
- £675m Future High Streets Fund will be made available between 2019/20 and 2023/24 to transform and redevelop high streets, including heritage-based regeneration, restoring historic high streets, reinstating shops and bringing buildings back into use;
- An additional £650m in 2019/20, £240m of this as a continuation of 2018/19 funding for adult social care winter pressures and the remaining £410m for adults and children's social care;
- £20m of additional funding will be allocated to support more local authorities to meet their air quality obligations and £10m has been made available between 2019/20 and 2022/23 for local community street trees and urban trees;
- An extra £3.5bn will be allocated to major local routes, which fall under the remit of local councils. Government will also make £150m of the NPIF available to local authorities for small improvement projects such as junctions and roundabouts to support projects across England that ease congestion on local routes;
- The National Living Wage will rise to £8.21 in April 2019, an increase of 4.9%, the rate for 21 to 24 year olds will be £7.70 per hour, 18 to 20 year olds £6.15 per hour, 16 to 17 year olds £4.35 per hour and apprentices £3.90 per hour.

- 3. Developing the 2019/20 budget and Medium Term Financial Strategy with the refreshed 2018/19 Best Council Plan.**
- 3.1. Between the 2010/11 and 2018/19 budgets, the Council's core funding from Government has reduced by around £251m. Additionally the Council has faced significant demand-led cost pressures, especially within Adult Social Care and Children's Services. To date, the Council has responded successfully to the challenge since 2010 through a combination of stimulating good economic growth, creatively managing demand for services, increasing traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies, including reducing staffing levels by over 3,200 FTEs.
- 3.2. Through targeting resources into preventative services the Council has ensured that the implications of demand and demographic pressures that have resulted in significant cost pressures in other local authorities have been contained within Leeds. Specifically within Housing Services Leeds had just 61 households registered in temporary accommodation in 2017/18 and this compares favourably with Birmingham and Manchester who had 15,481 and 3,948 respectively. This is reflected in comparative levels of spend whereby Leeds spent £700k on temporary accommodation in 2017/18 whilst Birmingham and Manchester spent £23m and £21m respectively. Similarly since 2010 the rate per 10,000 of Children Looked After has reduced by 18.3% whilst the national average has increased by 12.7%.
- 3.3. In February 2018, Council approved the 2018/19 Best Council Plan and the supporting budget. The Best Council Plan is the Council's strategic planning document and sets the context and policy direction against which the budget and Medium Term Financial Strategy are developed. The policy direction is clearly explained in the 2018/19 Best Council Plan: that the Council's 'Best City' and 'Best Council' ambitions remain - articulated around Leeds having a strong economy and being a compassionate city and the Council being an efficient and enterprising organisation – with a focus on reducing poverty and tackling the range of interlinked inequalities that persist across the city.
- 3.4. Inevitably, managing the large reduction in Government funding and increasing cost pressures has meant that the Council has had to make some difficult decisions around the level and quality of services. However, as signposted in the 2018/19 Best Council Plan and 2018/19 budget reports to Council in February 2018, it will become increasingly difficult over the coming years to identify further financial savings without significant changes in what the Council does and how it does it. This will have significant implications for directly provided services and those commissioned by the Local Authority, impacting upon staff, partners and service users. In order to deliver the Council's ambitions of tackling poverty and reducing inequalities, consideration may have to be given to stopping, delivering differently or charging for those services that are no longer affordable and are a lesser priority than others. This will be achieved

through a continuing process of policy and service reviews across the Council's functions and ongoing consultation and engagement.

#### 4. Estimating the net revenue budget for 2019/20

##### 4.1. Settlement Funding Assessment – reduction of £15.3m

4.1.1. Settlement Funding Assessment is essentially the aggregate of government grant and business rate baseline funding for a local authority. As part of the 2016/17 financial settlement, Government offered councils a 4-year funding settlement for the period 2016/17 to 2019/20, which Executive Board agreed to accept in September 2016.

4.1.2. 2019/20 represents the final year of this 4-year funding offer, approved by Executive Board in September 2016 and confirmed by DCLG in November 2016. The Council continues to expect to receive the amounts published as part of that offer, barring any exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement.

4.1.3. Table 1 below sets out the Council's Settlement Funding Assessment for 2019/20, which is in line with the multi-year settlement. This represents a reduction of £15.3m compared to 2018/19 which is equivalent to a 7.7% reduction. Nationally, the reduction in SFA between 2018/19 and 2019/20 totals £1.2bn and is a 7.6% decrease.

**Table 1 – Settlement Funding Assessment**

	2018/19	2019/20	Change	
	£m	£m	£m	%
Revenue Support Grant	0.0	0.0	0.0	0.0
Business Rates Baseline Funding	198.9	183.5	(15.3)	-7.7
<b>Settlement Funding Assessment</b>	<b>198.9</b>	<b>183.5</b>	<b>(15.3)</b>	<b>-7.7</b>

4.1.4. The business rates element of the Settlement Funding Assessment is determined by taking the 2018/19 baseline business rates amount and uplifting it by inflation, this has then been adjusted to allow for the assumed move from 100% retention to 75% retention and the associated tariff payment due to Government. The business rates baseline continues to be uplifted by CPI, rather than RPI, for which Local Authorities receive full compensation.

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

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

	2018/19	2019/20	Change
	£m	£m	£m
Formula Grant	154.49	138.60	(15.89)
Council tax freeze grant 2011/12	6.64	6.64	0.00
Council tax freeze grant 2013/14	2.77	2.77	0.00
Early intervention grant	15.03	13.73	(1.30)
Preventing homelessness	0.86	0.86	(0.00)
Lead local flood authority grant	0.24	0.24	0.00
Learning disability & health reform grant	11.26	11.46	0.21
Local welfare provision	2.59	2.59	0.00
Care act funding	4.98	6.62	1.65
Sustainable drainage systems	0.02	0.02	0.00
Carbon monoxide & fire alarm grant	0.00	0.00	0.00
<b>Settlement Funding Assessment</b>	<b>198.88</b>	<b>183.54</b>	<b>(15.33)</b>

#### 4.2. Business Rate Retention

4.2.1. Leeds has the most diverse economy of all the UK's main employment centres and has seen the fastest rate of private sector jobs growth of any UK city in recent years. Yet this apparent growth in the economy has not translated into business rate growth; in fact the income from business rates available to the Council declined from 2014/15 to 2016/17, only returning to 2014/15 levels in 2018/19.

4.2.2. The total projected rateable value of businesses in Leeds is £928.7m which would generate gross business rates income of £456m. Further business rates growth anticipated in 2019/20 increases gross business rates collected to £461m. However, as shown in Table 3, the impact of a range of business rate reliefs (see paragraph 4.3 below) and statutory adjustments reduces this to a net income figure of £371.2m.

4.2.3. Under the projected 75% Business Rates Retention (BRR) scheme, Leeds City Council's share of this income is £274.66 (74%). The Authority then pays a tariff of £73.01m to Government because Leeds is assessed to generate more business rates income than it needs and must also meet its share of the business rates deficit created in 2018/19, a further £1.8m. This leaves net income of £199.86m which contributes to the Council's net revenue budget.



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

	£m
<b>Rateable Value in Leeds projected to 31 December 2018</b>	<b>928.70</b>
multiplied by business rates multiplier	0.491
<b>Gross business rates based on projected rateable value</b>	<b>455.99</b>
Estimated Growth	5.10
<b>equals gross business rates to be collected in Leeds</b>	<b>461.10</b>
less: -	
Uprated Mandatory Reliefs	-67.72
Uprated Discretionary Reliefs	-2.45
Transitional Adjustments (year 3)	5.81
<b>equals net business rates paid by ratepayers</b>	<b>396.74</b>
less adjustments for: -	
Bad debts and appeals	-17.24
Cost of collection	-1.23
Projected Enterprise Zone and renewable energy projects yield	-1.28
Transitional Adjustments repaid to Government	-5.81
<b>equals non-domestic rating income in Leeds</b>	<b>371.17</b>
Split into shares: -	
<b>Leeds City Council (74%)</b>	<b>274.66</b>
<i>West Yorkshire Fire Authority (1%)</i>	3.71
<i>Central Government (25%)</i>	92.79
less deductions from operation of business rates retention scheme: -	
Leeds City Council's tariff from Local Government Finance Settlement	-73.01
Leeds City Council's share of deficit from 2018-19	-1.80
<b>Leeds City Council 's 2019-20 income from business rates</b>	<b>199.86</b>

- 4.2.4. As shown above, business rates income is shared between local and central government. Under the 75% Business Rates Retention scheme local authorities experiencing business rates growth are able to retain 74% of that growth locally, but also bear 74% of the risk if business rates fall or fail to keep pace with inflation, although a safety-net mechanism is in place to limit losses in year.
- 4.2.5. In particular, BRR exposes local authorities to risk from reductions in rateable values. The system allows appeals if ratepayers think rateable values have been wrongly assessed or that local circumstances have changed. One major issue is that successful appeals are usually backdated to the start of the relevant valuation list, which means that for every £1 of rateable value lost on the 2010 list growth of £6 would be necessary to fund the cost. At the end of October 2018 there were around 1,700 outstanding appeals against the 2010 ratings list in Leeds.
- 4.2.6. A new rating list, primarily based on rental values in 2015, was introduced on 1<sup>st</sup> April 2017. This ratings list should be more accurate than the previous 2010 list which was based on rental values in 2008, just before the 'financial & economic crisis'. Further, appeals submitted against this new list can only be backdated to 1<sup>st</sup> April 2017. This, together with the impact of the new 'check, challenge, appeal' appeals process also introduced on 1<sup>st</sup> April 2017, should reduce business rate appeals and volatility going forward. At the end of October 2018, the Council has received 905 checks

and challenges against the 2017 ratings list, with 189 of these remaining outstanding. No appeals have been received as yet.

4.2.7. Since 2013/14 the total amount repaid by way of business rate appeals is £141.9m, at a cost to the Council's general fund of £77.9m. The provision for business rate appeals within the collection fund has been reviewed and recalculated to recognise new appeals and the settlement of existing appeals, and the 2019/20 initial budget proposals provide for an additional £1.8m contribution from the general fund to fund this provision.

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

4.3.1. From April 2017, Government increased the rateable value threshold for small businesses from £6,000 to £12,000 and the threshold above which businesses pay the higher national business rates multiplier from £18,000 to £51,000. As a result an additional 3,300 small businesses in Leeds now pay no business rates at all and in total almost 12,000, about 40%, of business properties in Leeds will pay no business rates in 2019/20. Whilst Small Business Rates Relief and other threshold changes reduce the business rates income available to Leeds, the Authority recovers 71.1% of this lost income through Government grant and a further proportion through ratepayers who pay rates based on the higher business rates multiplier. The overall proportion any individual authority recovers depends on the mix of large and small businesses in that area.

4.3.2. Unlike Small Business Rates Relief, in 2019/20 Leeds will bear 74% of the cost of other mandatory business rate reliefs such as mandatory charity relief and empty rate relief, but has no control over entitlement and no powers to deal with their use in business rates avoidance. Costs of mandatory reliefs have increased significantly since the introduction of BRR, further reducing Leeds's retained business rates income: in real terms mandatory charity relief alone has increased by almost 30%, from approximately £21.7m in 2012/13 to £28.0m in 2018/19, costing the Council an estimated £6.3m more in lost income under 100% retention in 2018/19.

4.3.3. At the Autumn Budget 2018 the Chancellor announced new business rates reliefs for small retail businesses, particularly focussing on the High Street. Eligible businesses with a rateable value of less than £51,000 are to receive a reduction in their liability for business rates of a third for the next two years, local newspaper offices will continue to receive a £1,500 reduction for a further year and those maintaining public lavatories are to receive 100% relief against any business rates. Local authorities will receive a government grant to compensate them for any resultant loss of income.

4.3.4. At the Spring Budget 2017 the Chancellor announced funding for billing authorities to offer discretionary relief to businesses most impacted by the 2017 Revaluation. Billing authorities were obliged to design their own local discount schemes in order to receive this funding over four years. In June 2017 Executive Board approved the proposed four year scheme in Leeds

and in 2019/20 the Council will be able to distribute £0.3m in reliefs to businesses in the city. The full cost to the Council of awarding these reliefs will be met by Government grant.

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

4.4.1. In terms of the initial budget proposals, it is estimated that the local share of business rates funding in 2019/20 will be £274.7m, as set out in Table 3 above. As per Table 4 below, the initial budget proposals recognise business rate growth above the baseline of £18.08m, a decrease of £5.48m from the 2018/19 budget. Whilst this is a significant decrease (23.3%), this is due to the assumed move from 100% Business Rates Retention in 2018/19 to 75% Business Rates Retention in 2019/20.

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

	2018/19 £m	2019/20 £m	Change £m
Business rates local share	359.38	274.66	(84.71)
Less: business rates baseline	335.82	256.58	(79.24)
Growth above baseline	23.56	18.08	(5.48)

4.4.2. The £274.7m local share of business rates funding is then reduced by a £73.0m tariff payment and £1.8m deficit on the collection fund to give the £199.8m estimated business rates funding shown in Table 5 below.

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

	2018/19 £m	2019/20 £m
<b>Business rates baseline (including tariff)</b>	<b>198.9</b>	<b>183.5</b>
Projected growth above the baseline to March	18.7	14.3
Estimated growth in the year	4.8	3.8
<b>Total estimated growth</b>	<b>23.6</b>	<b>18.1</b>
Estimated provision for appeals	(13.6)	(1.8)
Additional cost of transitional arrangements and provision for bad debts	0.3	0.1
<b>Estimated year-end Collection Fund deficit (Leeds Share)</b>	<b>(13.3)</b>	<b>(1.8)</b>
<b>Estimated Business Rates Funding</b>	<b>209.1</b>	<b>199.8</b>
<b>Increase/(reduction) against the Business Rates baseline</b>	<b>10.2</b>	<b>16.3</b>
<b>Business Rates Retention - Additional General Fund Income</b>		<b>6.1</b>

4.4.3. Comparing the £199.8m of business rates funding against the £183.5m business rates baseline produces a surplus of £16.3m which is a £6.1m net improvement against the budgeted surplus in the 2018/19 financial year.

Contained within this £6.1m net improvement is an £11.5m improvement in the budgeted deficit (£1.8m in 2019/20 and £13.3m in 2018/19), releasing additional funding for frontline services.

4.4.4. The Council, as a member of the Leeds City Region Business Rates Pool, is piloting 100% Business Rates Retention in 2018/19. The Council has submitted a bid on behalf of North and West Yorkshire Authorities to pilot 75% Business Rates Retention in 2019/20 and the initial budget proposals assume that this bid will be successful. Further detail on this application and potential outcomes of piloting 75% Retention are provided in Section 4.5 below.

#### 4.5. **Application to Pilot 75% Business Rate Retention**

4.5.1. In July 2018, Government invited applications from local authorities to pilot 75% Business Rates Retention in 2019/20. The pilot is intended to help Government and the local government sector to explore options for the design of future increased business rate retention.

4.5.2. These pilot schemes are for one year only and would allow participating authorities to retain 75% of additional growth in business rates above the business rate baseline determined by Government. Government wants to see this additional growth income being used to promote financial stability and sustainability in pooled areas and being invested to encourage further growth.

4.5.3. Following discussion with members of the existing Leeds City Region Business Rates Pool and with North Yorkshire County and Districts, a joint 2019/20 pilot has been submitted. The proposed North and West Yorkshire Business Rates Pool offers the opportunity to test 75% retention in a region made up of both unitary and two tier authorities, a total of 14 organisations. It is hoped that a successful bid will demonstrate to Government that local government can work together to share the risks and rewards of increased Business Rates Retention across such a diverse region.

4.5.4. However, funding for pilot schemes is limited and it is anticipated that not all applications will be successful. Successful applications are expected to be announced alongside the publication of the Provisional Local Government Finance Settlement, expected after the meaningful vote in Parliament in respect of Brexit on December 11<sup>th</sup> 2018. These initial budget proposals assume that the North and West Yorkshire bid will be successful.

4.5.5. The application itself is not binding. Should the application be successful, any member of the proposed pilot Pool will still be able to withdraw during the statutory 28 day window after Government designates the new pilot Pool, as set out in the Local Government Finance Act. It must be noted however that, should any member withdraw, not only would the pilot Pool be revoked but there would be no opportunity to fall back on existing pooling arrangements.

- 4.5.6. This report asks Executive Board to agree that, should the application to pilot 75% retention succeed, Leeds should become a member of this new Business Rates Pool and should act as lead authority for it. Notwithstanding this decision, the continuation of the Pool will be dependent upon none of the other member authorities choosing to withdraw within the statutory period after designation. It should be noted that, should the bid not be successful, all members of the existing Leeds City Region Pool have agreed to its continuation in 2019/20. In these circumstances the Leeds City Region Pool would revert to the 50% Business Rates Retention scheme.
- 4.5.7. The financial benefit to the Council assumed in these budget proposals is estimated to be £7.97m. If the bid to pilot 75% business rate retention is unsuccessful then the Council will revert back to the 50% Retention scheme for the Leeds City Region and this will require the identification of a further £7.97m of savings.

#### 4.6. Council Tax

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

**Table 6 – 2018/19 Council Tax Levels (Figures include Police and Fire Precepts)**

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

- 4.6.2. Government provided funding for the on-going effect of previous council tax freezes up to 2015/16. The council accepted council tax freeze grant for the years 2011/12 to 2013/14. As a result government funding of £9.4m was built into the council's 2015/16 settlement (the grant for freezing council tax in 2012/13 was for one year only).
- 4.6.3. The 2019/20 initial budget proposals recognise £4.4m of additional income from increases to the Council Tax base (3,161 band D equivalent properties) but also a decrease in the contribution from the collection fund

of £1.2m (a budgeted £0.23m collection fund surplus in 2018/19 decreasing to an estimated deficit on the collection fund of £0.96m in 2019/20).

- 4.6.4. Under section 11B of the Local Government Finance Act 1992, since 1st April 2013 Leeds City Council has charged a 50% council tax premium on empty dwellings that have been unoccupied for more than two years. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018, which received Royal Assent on 1st November 2018, permits councils to increase this premium on dwellings unoccupied for more than two years to 100% from 1st April 2019. Additionally the Act provides that from 2020 the maximum premium is 200% in respect of any dwelling where the empty period is at least 5 years and from 2021 300% in respect of any dwelling where the empty period is at least 10 years. A final decision on whether to implement this additional premium for dwellings unoccupied for more than two years will be made by Full Council as part of their decision on the Council Tax base in January 2019. The estimated change in the Council Tax base for these initial budget proposals assumes that this additional premium will be implemented.
- 4.6.5. In 2018/19 Government increased the limit of council tax increases to up to but not including 3%, above which a Local Authority must seek approval through a local referendum. Whilst the referendum ceiling for 2019/20 has yet to be announced, the Technical Consultation on the 2019/20 Local Government Finance Settlement indicates that the same principle is likely to apply in 2019/20, and as such it is reflected in these initial budget proposals. Subject to this confirmation, it is proposed that core council tax is increased by 2.99%, although a final decision on this matter will be taken by Full Council.
- 4.6.6. In the 2017/18 Provisional Local Government Finance Settlement, the Secretary of State announced additional flexibility, permitting local authorities to increase council tax by up to an additional 3% each year between 2017/18 and 2019/20 specifically to fund adult social care services, with the maximum total increase in these three years not exceeding 6%. This flexibility recognised demographic changes leading to growing demand for adult social care, and increased pressure on council budgets. The initial budget proposals for 2019/20 include an increase of 1% in this regard, which would take our cumulative increase over the three year period to 6%.
- 4.6.7. Table 7 below sets out the estimated total council tax income in 2019/20, recognising the estimated increase in the council tax base and the £1.0m estimated deficit on the collection fund together with £3.1m of additional income generated from the Adult Social Care precept and the general increase in the council tax rate. In total the level of Council Tax receivable by the Council in 2019/20 will increase by £15.2m when compared to that receivable in 2018/19.

**Table 7 – Estimated Council Tax Income in 2019/20**

	2018/19 Baseline £m	2019/20 Forecast £m
Previous year council tax funding	284.7	301.7
Change in tax base - increase / (decrease)	4.0	4.4
Increase in council tax level	8.6	9.0
Adult Social Care precept	5.7	3.1
<b>Council Tax Funding before surplus/(deficit)</b>	<b>303.0</b>	<b>318.2</b>
Surplus/(Deficit) 2017/18	1.5	
Surplus/(Deficit) 2018/19	0.2	0.2
Surplus/(Deficit) 2019/20		(1.0)
<b>Change in collection fund contribution - increase/(decrease)</b>	<b>(1.3)</b>	<b>(1.2)</b>
<b>Total - Council Tax Funding</b>	<b>301.7</b>	<b>317.0</b>
Increase from previous year		<b>15.2</b>

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

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

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

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

4.7.3. In applying the precept, Government requires Councils to demonstrate that adult social care budgets, (when compared to changes in other non-ring fenced services), are not reduced by a greater proportion than those non-ring fenced services. Based on the format of the return made to Government in 2017, the 2019/20 initial budget proposals for Adults and Health are consistent with this requirement.

4.7.4. The Chancellor of the Exchequer announced in his Autumn budget that an additional £650m would be made available for Adults and Children’s Social Care in 2019/20. Of this £240m provides for the continuation of an additional resource to address adult social care winter pressures, a similar

sum has been provided in 2018/19, and the amount receivable by Leeds is £3.3m. This additional resource has to be accounted for within the Better Care Fund with spending priorities to be agreed with Health partners.

4.7.5. Offsetting these additional resources is a reduction in both the Spring Budget monies, announced in the March 2017 budget, and the Adult Social Care Support Grant. The ‘Spring Budget’ monies targeted three areas: sustaining the care market, provision of social care and easing the pressures on local health services.

4.7.6. Table 8 below outlines how the additional funding provided by the Better Care Fund, the “ Autumn Budget” grant announcement and the proposed adult social care council tax precept all combine to increase the spending power within adult social care.

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

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

4.7.8. Members should note that the increased “spending power” figures reflected in the table above will not necessarily translate into how the Council’s Adults and Health managed budget for 2019/20 will look. This is because the grant income and associated expenditure will net each other off in budget terms in each year that the grant is received.



#### 4.8. The Net Revenue Budget 2019/20

- 4.8.1. After taking into account the anticipated changes to the Settlement Funding Assessment, business rates and council tax, the Council's overall net revenue budget is anticipated to increase by £6.0m or 1.17% from £510.9m to £516.9m, as detailed in Table 9 below and at Appendix 1.

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

	2018/19 £m	2019/20 £m	Change £m
Revenue Support Grant	0.0	0.0	0.0
Business Rates Baseline	198.9	183.5	(15.3)
<b>Settlement Funding Assessment</b>	<b>198.9</b>	<b>183.5</b>	<b>(15.3)</b>
Business Rates Growth	23.6	18.1	(5.5)
Business Rates Deficit	(13.3)	(1.8)	11.5
Council Tax (incl. Adult Social Care Precept)	301.5	318.0	16.4
Council Tax surplus/(deficit)	0.2	(1.0)	(1.2)
<b>Net Revenue Budget</b>	<b>510.9</b>	<b>516.9</b>	<b>6.0</b>

- 4.8.2. Table 10 below analyses this £6.0m estimated increase in the net revenue budget between the Settlement Funding Assessment and locally determined funding sources.

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

Funding Envelope	2019/20 £m
Government Funding	
Settlement Funding Assessment	<u>(15.3)</u>
<b>Sub-total Government Funding</b>	<b>(15.3)</b>
Locally Determined Funding	
Council Tax (incl tax base growth)	15.2
Business Rates	<u>6.1</u>
<b>Sub-total Locally Determined Funding</b>	<b>21.3</b>
<b>Increase/(decrease) in the Net Revenue Budget</b>	<b>6.0</b>

## 5. Initial budget proposals 2019/20

- 5.1. This section provides an overview of the changes in funding, primarily specific grants (paragraphs 5.3 to 5.4), and cost increases (paragraphs 6.1 to 6.23) which the Council is facing in 2019/20 and concludes with the savings proposals (paragraphs 7.1 to 7.11) to balance the 2019/20 budget to the estimated available resources.
- 5.2. Table 11 provides a high level of summary of these changes:

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

	<b>£m</b>
<b>Funding</b>	
Additional Net Revenue Charge	(6.0)
Other Non-Collection Fund Business Rates Movements	(1.0)
Increases in Specific Grant	(18.8)
Fall Out of Specific Grant	13.9
Contribution to/from General Reserve	(4.0)
Contribution to/from Earmarked Reserves	(3.4)
	<hr style="width: 100%; border: 0.5px solid black;"/> <b>(19.3)</b>
 <b>Pressures</b>	
Pressures - Pay Inflation	11.9
Pressures - General Inflation	16.8
Pressures - Other	15.0
	<hr style="width: 100%; border: 0.5px solid black;"/> <b>43.7</b>
 Funding and Cost Pressures	 <b>24.4</b>
 <b>Solutions</b>	 <b>£m</b>
Efficiencies	(16.0)
Changes to services	(0.1)
Income - fees & charges	(2.4)
Income - traded services, partner & other income	(3.5)
Other Income including Capital Receipts Flexibilities	(1.9)
Use of Section 106 balances	(0.5)
	<hr style="width: 100%; border: 0.5px solid black;"/> <b>(24.4)</b>

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

5.3.1. Changes in both the Settlement Funding Assessment (SFA) of £15.3m and local funding (£21.3m), a net increase of £6.0m, are detailed in sections 4.1.3, 4.4.2 and 4.6.7 respectively.

5.3.2. **Specific Grant Funding Changes- Adults and Health (£6.6m).** The 2015 Spending Review made available additional social care funds for local government for the period 2017 to 2020 to be included in an improved Better Care Fund. The forthcoming financial year, 2019/20, represents the final year for the receipt of this money, with Leeds receiving £10.1m. In February 2017 the Government announced a total of £2.021bn as supplementary funding to the improved Better Care Fund (Spring Budget money) which is required to be spent on social care. Of the £329m to be distributed in 2019/20 Leeds will receive £4.7m and this represents the final year of the additional funding announced.

5.3.3. The one off Adult Social Care Support Grant of £2.1m, partly funded by changes in New Homes Bonus, and the 2018/19 Spring Budget Grant money of £9.4m will fall out of the base budget in 2019/20.

5.3.4. On 2nd October 2018 the Secretary of State for Health and Social Care announced £240m of additional funding for councils to spend on adult social care services to help councils alleviate winter pressures on the NHS in 2018/19. The amount allocated to Leeds is £3.3m. Subsequently, as referenced in paragraph 4.7.4, as part of the Chancellor's Autumn Budget a further allocation of £240m was announced for 2019/20 to enable councils to plan the winter funding over this two year period. This latter allocation, of which the Leeds share will again amount to £3.3m, is required to be pooled into the Better Care Fund and reported on through the BCF. The Adult Social Care financial projections in 2018/19 already reflect a significant increase in the provision of and expenditure on Home Care services, over and above those planned in the Original Budget for 2018/19, reflecting the local focus on the 'Home First' policy in relation to transfer of care from hospital, and the Initial Budget Proposals for 2019/20 include provision for this trend in increased Home Care to continue. In addition to this, additional spending plans are being finalised in 2018/19 for Adult Social Care Services to support the NHS this winter, including extra measures to support people in their own homes and avoid admissions to hospital. These plans are in the process of being finalised with our NHS partners, including the Acute Trust, in accordance with the grant determination requirements. As some provision had already been made within the overall projections of Adult Social Care Expenditure in 2018/19 for additional home care expenditure, this additional funding is likely to enable slippage in the budget to be carried forward into 2019/20, which will enable not only the additional Home Care requirements to be met in 2019/20, but also for the additional spending plans, currently being finalised, to be maintained for winter 2019/20, in accordance with the Government's requirements.

- 5.3.5. In the 2015 spending review the Government indicated its intention to make savings on local authority public health spending and a further £1.2m reduction in the **Public Health Grant** has been included in these initial budget proposals for 2019/20.
- 5.3.6. **Specific Grant Funding Changes – Children and Families Directorate (£1.7m).** The residual sum of the Partners in Practice grant will cease in 2019/20. This resource had been used to both trial new approaches to working with children and families and investing in and reforming preventative services in order to manage demand. The initial budget proposals provide for funding of £3.1m to enable these important services to continue. In addition the School Improvement Monitoring and Brokerage Grant (£0.4m) is expected to cease after August 2019 and DfE SEN funding of £0.5m is also expected to fall out next year. The Chancellor's Autumn Budget in October 2018 announced £410m nationally which could be used for supporting either adult or children's social care (or both), as referenced in paragraph 4.7.4. These initial budget proposals assume that Leeds's share of this £410m, £5.6m, is used to support Children's Services.
- 5.3.7. **Specific Grant Funding Changes – Communities and Environment £0.1m.** The Housing Benefits and Local Council Tax Support administration grants are expected to reduce by £0.4m reflecting the continuing reductions in the national quantum of funding allocated to local authorities. This reduction is partially offset by an assumption that £0.1m of additional new burdens funding will be received from the DWP during 2019/20 to compensate local authorities for additional workstreams. Following the Prime Minister's announcement in March 2018, parents will no longer have to meet the costs of burials or cremations. The fees will be waived by all local authorities and met instead by a Government Funeral Fund for grieving parents who have lost their child. However, as Leeds City Council had already announced that it would abolish these fees as a part of the 2018/19 approved budget, the assumed level of funding of £0.2m will offset the loss of income already provided for.
- 5.3.8. **Specific Grant Funding Changes – Flexible Homelessness Support Grant £0.7m.** The Government have announced that the level of Flexible Homelessness Support Grant receivable will reduce by £0.7m in 2019/20. This grant, introduced in 2017/18, is designed to provide additional resources to local authorities to tackle homelessness and the level of allocation is based on homelessness prevention outcomes.
- 5.3.9. **Specific Grant Funding Changes – New Homes Bonus.** Government introduced the New Homes Bonus in 2011 to encourage housing growth: initially councils received grant for six years for each net additional property added to the tax base each year. This grant is funded by top slicing Revenue Support Grant. In 2016/17 Government made some changes, including gradually reducing the number of years 'legacy payments' are receivable from six to four years and imposing a 0.4% growth baseline on new allocations before any Bonus is paid. The £1.4m budget pressure in 2019/20 reflects the impact of these changes, particularly as payments

relating to all of the last four years are now subject to this growth baseline. The budget in 2019/20 in respect of NHB reduces to £9.8m, based on a 0.4% growth baseline. However, Government stated in a recent consultation that this growth baseline may be increased further in the 2019/20 Local Government Finance Settlement: every 0.1% increase would reduce Leeds's allocation of funds by approximately £0.5m. The Government has also indicated that NHB may be more fundamentally reformed beyond 2019/20.

- 5.3.10. **Other Non-Collection Fund Business Rates Movements** - Section 31 grants are allocated to local authorities to compensate them for changes made by Government to the business rates system. An authority's allocation depends on the level of business rates yield in that authority's area, the extent to which it awards certain reliefs and its share of any losses resulting from these. These initial budget proposals assume that the bid to pilot 75% retention will be successful, and will result in a reduction in business rates income as Leeds moves from 100% Retention in 2018/19 to 75% Retention in 2019/20. Consequently section 31 grant compensation is estimated to reduce by £4.6m in 2019/20. The historic capping of business rates multipliers will continue to be compensated, although this will reduce because of lower retention, and Government will continue to compensate authorities for capping the multiplier at CPI in 2019/20 instead of RPI. The net result is that compensation for under-indexing the multiplier is estimated to increase by £0.4m in 2019/20. In November 2018 the Government informed local authorities that they had been undercompensated for changes to multiplier thresholds in 2017/18 and would receive further funding. The estimated impact of this in 2019/20 is an additional £0.5m.
- 5.3.11. In addition to these movements in section 31 grant, there are two further impacts of a successful bid to pilot 75% retention. Firstly Leeds will be required to contribute £1.6m to the levy/safety net mechanism within the new North and West Yorkshire Pool. Secondly the Authority will make payments to and receive payments from the new Pool, a net gain of £6.3m to Leeds.
- 5.4. **Contributions from Reserves** – the increase of £7.4m in the use of reserves to support the base budget reflects the application of £3m and £2m from the Council's General Reserve and ELI Reserve respectively. It is also proposed that £1.0m is used from Adult Social Care earmarked reserves to support specific costs associated with Post 16 provision. In addition, the budget submission reflects the deletion of the budgeted contributions of £1.0m and £0.75m respectively to the General and Invest to Save Reserves. The budgeted contribution of £0.4m from the Wellbeing Reserve ceases in 2019/20.

## 6. **Projected Cost Increases**

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

6.2. **Table 12 Cost Increases**

	<b>£m</b>
Pay - Leeds City Council	12.0
Pay costs - commissioned services	7.1
Employer's LGPS contribution	0.9
Fall-out of capitalised pension costs	(1.1)
Inflation: General	6.8
Inflation: Electricity and Gas Tariffs	2.9
Demand and demography - Adult Social Care	1.9
Demand and demography - Children Looked After	1.5
Demand and demography - Other	0.4
Transforming Care Programme	2.0
Income pressures (including academisation)	1.6
Leeds 2023	1.5
Migration to Microsoft Cloud	0.8
Housing Benefit Overpayment income	0.4
West Yorkshire Regional Adoption	0.4
Managed Approach	0.2
Hostile Vehicle Mitigation Scheme	0.1
Other Pressures	2.0
Debt - external interest / Minimum Revenue Provision	2.2
<b>Cost Increases</b>	<b>43.7</b>

6.3. **Inflation** - the initial budget proposals include allowance for £28.7m of net inflation in 2019/20. This includes provision of £12m for a 2% pay award and for the costs of the Council's minimum pay rate (see paragraph 6.5 below). The initial budget proposals allow for inflation where there is a contractual commitment, but anticipate that the majority of other spending budgets are cash-limited. Specific energy increases for gas and electricity have been incorporated into these initial budget proposals and this additional provision is consistent with projected price increases for both metered and unmetered usage. An anticipated 3% general rise in fees and charges has also been built into the budget proposals where they can be borne by the market, although there are instances where individual fees and charges will increase more than this.

6.4. **Local government pensions** - the most recent actuarial valuation took place in December 2016 and, in line with the agreed phased increase, the employer's contribution will rise from the 15.9% contribution in 2018/19 to 16.2% in 2019/20. This increase creates a pressure of £0.9m which has been incorporated into these initial budget proposals for 2019/20.

6.5. **Leeds City Council minimum pay rate**— at its September 2015 meeting Executive Board agreed that the Council would move towards becoming a Real Living Wage employer. In November 2015 the Living Wage Foundation announced a living wage of £8.25 per hour (outside London) and this was implemented by the Council in January 2017. The initial budget submission provides for further increases in the Leeds City Council minimum wage, which will now rise to £9.18 per hour for employees which

is 18p above the Real Living wage rate of £9 per hour. Apprentices and new starters on the A1 spinal point will be paid £9 per hour for the first year only.

- 6.6. **National Living Wage for commissioned services and the Ethical Care Charter** - in respect of services commissioned from external providers by both Adults and Health and Children and Families directorates, provision of £7.1m has been included and this is consistent with the national minimum wage assumptions for 2019/20. Elements of the Ethical Care Charter, particularly in respect of better terms and conditions including improved rates of pay for care staff, have already been implemented. These initial budget proposals for 2019/20 will permit further developments in this area.
- 6.7. The increased costs associated both with paying our staff the Real Living Wage and ensuring that the services we commission pay their staff the national minimum wage have been resourced by the Council without the receipt of any additional funding from the Government.
- 6.8. The fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's Initiative (ELI) will save an estimated £1.1m.
- 6.9. The initial budget proposals recognise the increasing **demography** and consequential **demand pressures** for services in Adults and Health and Children and Families. Within Adults and Health the population growth forecast assumes a steady increase from 2018 in the number of people aged 85-89 during 2019, 2020 and 2021 (2.9%, 3.6% and 2.6% respectively) resulting in additional costs for domiciliary care and placements. In addition, the Strategy reflects demographic growth for working age adults. In particular the Learning Disability demography is expected to grow by 0.3% (based on ONS data) over the period. It should be noted that the high cost increase in this area of service is primarily a combination of increasingly complex (and costly) packages for those entering adult care, as well as meeting the costs of the increasing need for existing clients whose packages may last a lifetime. A sum of £1.9m has been built in to deal with this demand and demographic growth.
- 6.10. Children and Families directorate continues to face **demographic and demand pressures** reflecting relatively high birth rates (particularly within the most deprived clusters within the city), increasing inward migration into the city (particularly from BME groups from outside the UK), the increasing population of children & young people with special and very complex needs, greater awareness of the risks of child sexual exploitation, growing expectations of families and carers in terms of services offered and changes in Government legislation, including 'staying put' arrangements that enable young people to remain with their carers up to the age of 21. The initial budget proposals provide £1.5m for the projected growth in the 0-19 population to increase the Children Looked After budget (£1.2m) and the transport budget (£0.3m).

- 6.11. Based on assumed housing growth, provision of £0.4m has been made for an additional refuse collection round and the increased disposal costs of waste to the RERF.
- 6.12. **Transforming Care** is a national NHS England programme designed to place people with learning difficulties and autism, currently based in a hospital setting, into the community with the right support and close to home. The net impact of this programme is anticipated to be £2m in 2019/20.
- 6.13. The Initial Budget Proposals include £1.6m for a number of income variations. Specifically £0.8m provides for a reduction in the level of income receivable as a result of schools no longer buying in services at the level or of the type previously received and increasingly more of them buying back a pay as you go service. Whilst costs have reduced in the provision of these services there is still a need to provide statutory functions to protect the interests of the Council and its employees. Similarly a £0.1m reduction in income for the schools catering function reflects a reduction in activity levels. Other income variations include a reduction of £0.4m in partnership income within Children and Families which is receivable from other local authorities. Court fee income is projected to fall by £0.2m as a result of fewer prosecutions for non-payment of Council tax whilst income within DIS will reduce by £0.2m largely as result of reduced external income.
- 6.14. A report received at Executive Board in June 2018 set out the details of Leeds Cultural Strategy with the creation of a Trust being identified as the most appropriate model for the delivery of this strategy. In accordance with the decision of Executive Board an additional £1.5m is provided for Leeds 2023.
- 6.15. The Microsoft Enterprise Agreement is renewed every 3 years. It was last signed in September 2016 and this fixed all Microsoft product license prices for 3 years – over this period Microsoft have been applying annual price increases ranging from 15% to 22% to their license price list which Leeds has been exempt from, however these price increases all impact on the 2019/20 budget as Leeds will have to renegotiate renewal pricing effective from September 2019. Microsoft are encouraging organisations to move to cloud based services and this is reflected in the price model as they increase the cost of on premise services. In addition, LCC took a payment holiday on M/S Office which removed the costs of Office product software maintenance. Whilst this has delivered revenue savings in excess of £1m, the next renewal will require LCC to upgrade Office software versions thus re-introducing this cost into the revenue base. Cloud based services are on a subscription (pay as you go service) and Leeds will be looking to transfer services to the cloud (Microsoft Azure & Office 365) commencing in 2019/20. One of the first items that will be moved to the cloud is Microsoft Exchange Online (email) and it is intended that this will be transitioned during 2019/20 – moving this service to the cloud will prevent the requirement for significant further capital investment before the move to Office 365 in 2021/22. A staged approach will be taken in moving services



in an attempt to minimise the impact on the revenue budget but due to compliance issues there is an immediate requirement to move Exchange. The Initial Budget Proposals include £0.8m to meet this cost pressure in 2019/20.

- 6.16. In recent years there has been a decline in the average value of Housing Benefit overpayments which the Council can recover and this is expected to be further impacted upon by the introduction of Universal Credit which is now live in Leeds. The net impact on the 2019/20 budget is estimated to be £0.4m.
- 6.17. One Adoption West Yorkshire was formed in response to the DfE's White Paper "Regionalising Adoption." As a result of fee increases for inter-agency placement rates Leeds City Council's contribution is required to increase by an additional £0.4m.
- 6.18. An additional £0.2m is required for the managed approach area in Holbeck. These additional resources will fund both additional resources from West Yorkshire Police and additional street cleansing.
- 6.19. An additional £0.1m is required for the new city centre Hostile Vehicle Mitigation Scheme which requires additional staffing resources to ensure that the CCTV will be manned for access 24 hours a day.
- 6.20. Debt – The Council forecasts an additional cost of £2.2m to fund the existing and new borrowing requirements of the capital programme. The additional costs reflects the full year effects of the 2018/19 capital programme, new 2019/20 capital programme borrowing requirement, increased forecast interest rate assumptions and a provision to secure fixed rate long term borrowing. The Council will continue to challenge scheme proposals to ensure that they are robust and deliver the Council's priorities. It will also continue to monitor the markets to ensure that the exposure to interest rate risk is managed.
- 6.21. Clean Air Zone (CAZ) – The Council are under instruction from Government to formulate a plan to achieve compliance with air quality standards within the shortest possible timescales. Following a public consultation process, proposals for implementing a charging CAZ were approved at the Council's Executive Board in October 2018. The commencement date of the CAZ go-live is the 6<sup>th</sup> January 2020. From this date the Council will be able to introduce a charge for any buses, coaches, HGVs and taxi and private hire vehicles that operate within the CAZ boundary and which do not meet pre-determined emission standards. Any year-end surplus (or deficit) which arises as a result of the CAZ will be transferred to an earmarked reserve. Balances held in this reserve are to be used to improve air quality and support the delivery and ambitions of the zone. As such there is not expected to be any impact on the 2019/20 budget.

6.22. The draft 2019/20 budget for the West Yorkshire Combined Authority (WYCA) assumes no increase in the levy when compared to 2018/19. In respect of the West Yorkshire Joint Services Committee (WYJSC) the contribution from Leeds will be consistent with contribution in 2018/19. The final determination as to how much Leeds will contribute to both WYCA and the WYJSC is subject to a separate approval process.

- 6.23. **Other Pressures** - other budget pressures of £2.0m have been identified for 2019/20. These pressures include:
- Additional provision for property maintenance costs in Corporate Property Management £0.2m;
  - Increased security costs of £0.1m at Community hubs across the city;
  - An additional £0.3m for the West Indian Carnival ensure that there is an appropriate level of budget provision for this event and that project support and event management is strengthened;
  - Service charges and insurance costs for Merrion House requires an additional £0.2m;
  - Establishment of a team (£0.1m) to monitor compliance with the requirement for providers commissioned by Adult Social Care to pay their staff a wage that is consistent with either the Real Living Wage or the elements of the Ethical Care Charter that have been implemented.
  - The continuation of level 2 and level 3 immigration advice for more complex cases requires a contribution of £0.1m;
  - Other pressures of £1.1m: £0.4m in Children & Families directorate, £0.1m in Communities & Environment, £0.4m in Resources & Housing directorate and £0.2m in Strategic & Central Accounts.

## 7. The Budget Gap – Savings Options - £24.4m

7.1. After taking into account the impact of the anticipated changes in funding of £19.3m and cost pressures of £43.7m outlined above, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £24.4m in 2019/20 to balance to the anticipated level of resources available.

7.2. Table 13 below summarises the proposed savings to balance the 2019/20 budget with additional detail in the sections below and in Appendix 2.

7.3. *Table 13 Proposals to Balance*

<b>Solutions</b>	<b>£m</b>
Efficiencies	(16.0)
Changes to services	(0.1)
Income - fees & charges	(2.4)
Income - traded services, partner & other income	(3.5)
Other Income including Capital Receipts Flexibilities	(1.9)
Use of Section 106 balances	(0.5)
	(24.4)

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

7.5. **Efficiencies – savings of £16.0m**

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

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

7.5.3. Appendix 2 provides the detail of a range of proposed efficiency savings across all directorates which total some £16.0m in 2019/20. These savings are across a number of initiatives around:

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

- 7.6. **Changes to Services – savings of £0.1m**
- 7.6.1. Appendix 2 sets out the detail of these service change proposals, which together target savings of £0.1m by March 2020.
- 7.7. **Fees & Charges – additional income of £2.4m**
- 7.7.1. At its February 2016 meeting, Executive Board approved the recommendations from Scrutiny Board (Strategy & Resources) on fees and charges which included agreement that all fees would be reviewed annually and increased by at least the rate of inflation, that officers should benchmark their charging frameworks each year and that full-cost recovery in line with CIPFA guidance should apply as part of the annual budget setting process.
- 7.7.2. The initial budget proposals continue to reflect these principles and assume a general increase in fees and charges of 3%, and Appendix 2 sets out detailed proposals around a number of fees, charges and subsidised services. Contained within these increases in charges is an inflationary uplift within bereavement services to cover an increase in costs associated with providing the service. If approved, in totality these proposed increases will generate an additional net £2.4m of income in 2019/20.
- 7.8. **Traded Services, partner income & other income – additional income of £3.5m**
- 7.8.1. Appendix 2 provides details across directorates of a number of proposals that together would generate additional net income of £3.5m.
- 7.9. **Other Income – £1.4m**
- 7.9.1. It is proposed to capitalise a further £1m of revenue expenditure that should more appropriately be charged to the Capital Programme. In addition the City Development Directorate have reviewed the level of resources that support their capital programmes and the £0.4m increase in charges from the revenue budget now more accurately reflects the costs associated with supporting these programmes.
- 7.10. **Flexible use of Capital Receipts - £0.5m**
- 7.10.1. In March 2016 the Secretary of State for Communities and Local Government issued guidance which allowed Local Authorities to use capital receipts to support the delivery of more efficient and sustainable services, by extending the use of capital receipts to finance costs of efficiency initiatives that deliver significant savings. This guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy. The Strategy, received at Council on February 22<sup>nd</sup> 2017, agreed the use of capital receipts to fund the severance/redundancy costs associated with the transformation of the council implemented through the policy and service programme and with members of staff seeking to exit the Authority through the Early Leaver's Initiative. These initial budget

proposals assume that capital receipts are set aside to resource similar transformational expenditure in 2019/20.

7.10.2. In addition it is proposed to extend the use of capital receipts flexibilities through funding £0.5m of activities that are driving a digital approach to the delivery of more efficient public services. In accordance with the statutory guidance on the flexible use of capital receipts, full details of this expenditure will be incorporated into the 2019/20 Revenue Budget report which is to be received at Executive Board and subsequently Full Council in February 2019.

7.10.3. Using capital receipts in the manner described above will increase the estimated budget gap for 2020/21, since the pressure identified in the Medium Term Financial Strategy received at July's Executive Board assumed the full use of capital receipts to contribute towards offsetting the pressure associated with the required increase in the Council's Minimum Revenue Provision (MRP).

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

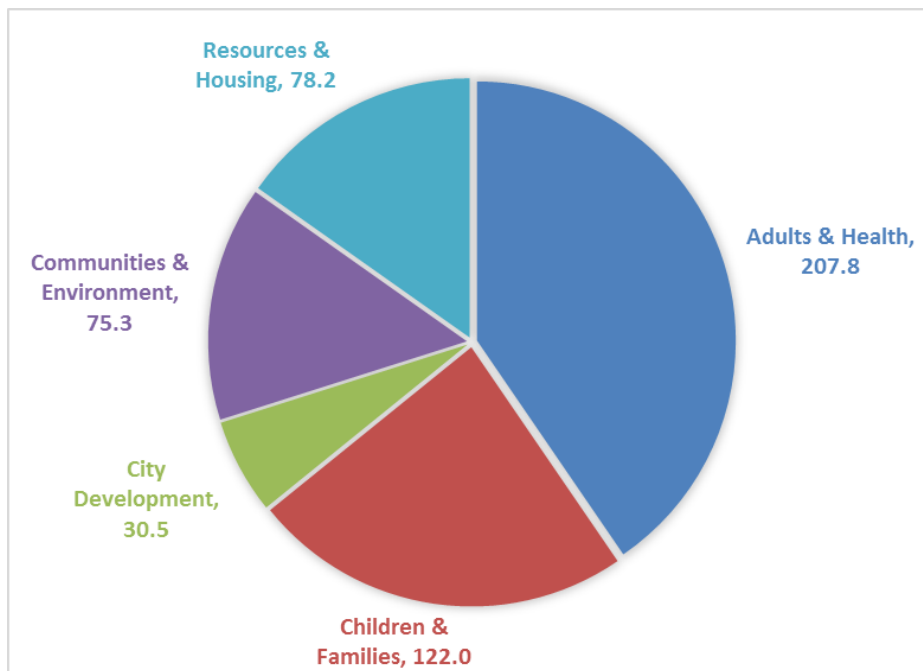
7.11.1. Planning obligations, also known as Section 106 agreements (based on that section of the 1990 Town & Country Planning Act) are private agreements made between local authorities and developers and can be attached to a planning permission. Through this mechanism contributions can be sought for the costs associated with providing community and social infrastructure the need for which has arisen as a consequence of a new development taking place.

7.11.2. At 31st March 2017 the Council had £32.1m of Section 106 earmarked reserves on its balance sheet. Subject to satisfying any legal requirements contained in the Section 106 agreement, e.g. clawback, it is proposed that a further £0.5m of these balances held are used to support the 2019/20 revenue budget. If the balances are used in this way it needs to be recognised that this creates an obligation in future years, as the Council will be required to identify the resources to meet expenditure commitments that would previously have been funded through Section 106 balances.

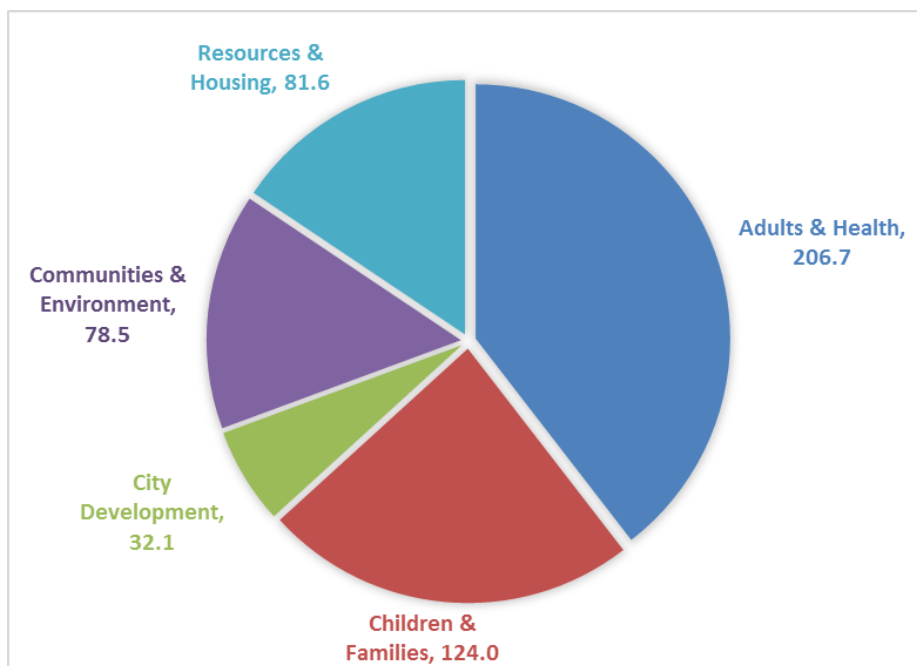
#### 7.12. **Summary Budget By Directorate**

7.12.1. The pie charts below show the share of the council's net managed expenditure between directorates for 2018/19 and the proposed allocations for 2019/20 based on these initial budget proposals.

7.12.2. **Net Managed Expenditure 18/19 OE £m (restated)**



7.12.3. **Net Managed Expenditure 19/20 OE £m (Proposed)**



7.12.4. It should be noted that these resource allocations may be subject to amendment as we move through the budget setting process. Net managed expenditure represents the budgets under the control of individual directorates and excludes items such as capital charges, pensions adjustments and allocation of support costs in directorate budgets.

- 7.12.5. The initial budget proposals would mean that whilst the Council's spend on Children and Families and Adult Social Care will decrease slightly from 64.2% of service budgets in 2018/19 to 63.2% in 2019/20, the spending power within Adult Social Care will increase as a result of targeted Government funding. The size of this overall share of the Council's resources continues to reflect the Council's priorities around supporting the most vulnerable across the city and therefore to prioritise spending in these areas.

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

- 8.1. The Council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the workforce of around 3,200 ftes to March 2018.
- 8.2. The Council re-issued a S188 notice on the 3<sup>rd</sup> August 2017 which indicated, based on the estimated budget gaps identified in the Medium Term Financial Strategy, that an estimated reduction of a further 415 FTEs would be required by 2020.
- 8.3. The initial budget proposals outlined in this report provide for an estimated net reduction of circa 74 full time equivalents by 31st March 2020. Again, in the context of these staffing reductions required in 2019/20 and further reductions that will be required to meet the estimated budget gap of £83m for 2020/21 and 2021/22 as detailed in the Medium Term Financial Strategy received at Executive Board in July 2018, it is the Council's intention to issue an updated S188 notice on 19th December 2018.
- 8.4. The Council remains committed to doing everything it can to try to avoid compulsory redundancies through natural turnover, continuing the voluntary early leaver scheme, staff flexibility, reviewing and reducing both agency and overtime spend and continuing the positive consultation and joint working with the trade unions.

## **9. General Reserve**

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

budget. These risks should include corporate/organisation wide risks and also specific risks within individual directorate and service budgets. This analysis of risks should identify areas of the budget which may be uncertain and a quantification of each “at risk” element. This will represent the scale of any potential overspend or income shortfall and will not necessarily represent the whole of a particular budget heading. Each assessed risk will then be rated and scored in terms of impact and probability.

- 9.4. The initial budget proposals for 2019/20 assume a contribution of £3m from the general reserve and the level of general reserves at 31st March 2020, as set out in Table 14 below, is projected to be £23.7m. Due to the incidence of the receipt of the final payment of the Partners in Practice grant, which has been delayed until 2019/20 at the DfE’s request, Executive Board in October 2018 agreed the release of £1.7m from the general reserve to support the revenue budget. Table 14 below reflects the release of this amount in 2018/19 with the subsequent re-imburement in 2019/20.

**Table 14 - General Reserve**

<b>General Reserve</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£m</b>	<b>£m</b>
Brought Forward 1st April	25.7	25.0
Change in Incidence of Receipt of Innovation Grant	(1.7)	1.7
Budgeted Contribution/(Use) in-year	1.0	(3.0)
Carried Forward 31st March	<b>25.0</b>	<b>23.7</b>

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



## 10. **Schools Budget**

- 10.1. The Dedicated Schools Grant (DSG) for 2019/20 is funded in four separate blocks for early years, high needs, schools and central schools services.
- 10.2. A new National Funding Formula (NFF) was implemented from April 2018 for high needs, schools and central schools services. The schools formula was initially a “soft” formula to allow local authorities some limited flexibility in 2018/19 and 2019/20 and it has now been confirmed that local authorities will continue to set local formulae for schools until at least 2020/21.
- 10.3. The early years block will fund 15 hours per week of free early education for 3 and 4 year olds and the early education of eligible vulnerable 2 year olds. From September 2017, there is an additional 15 hours per week provision for working families of 3 and 4 year old children. The per pupil units of funding will be confirmed later in 2018/19 and the grant received will continue to be based on participation. The actual grant received during 2019/20 depends on pupil numbers in the 2019 and 2020 January censuses. The early year’s pupil premium is now included in this calculation and is payable to providers for eligible 3 and 4 year olds. The hourly rates for 2019/20 have not yet been confirmed though it is assumed that they will remain the same. The grant value shown below is based on the projected pupil numbers in January 2019.
- 10.4. The high needs block will support places and top-up funding in special schools, resourced provision in mainstream schools and alternative provision; top-up funding for early years, primary, secondary, post-16 and out of authority provision; central SEN support and hospital & home education. A draft allocation under the NFF calculation has been published, though the final allocation will not be issued until December 2018. The value in the table below is before any deductions are made by the Education and Skills Funding agency (ESFA) in respect of funding for academies, free schools and post 16 places. The high needs block is facing a number of financial pressures and although Leeds is a net gainer under the national funding formula the full benefit of the increase in funding will not be felt for a number of years as there is an annual cap on gains within the national funding formula. Children and Families directorate led a review during 2017 of the high needs block which has included consultation with partners on options to bring spend back in line with the available funding. A range of savings proposals were agreed and implemented along with a transfer of funding from other blocks.
- 10.5. The schools block funds the delegated budgets of primary and secondary schools for pupils in reception to year 11. The grant for 2019/20 will be based on pupil numbers (including those in academies and free schools) as at October 2018. The pupil numbers from this census are not yet available, but it is expected that there will be an increase. Schools have been consulted on options for the local formula in 2019/20. The results of the consultation have been presented to Schools Forum to enable further

discussion with a final decision being made by the Director of Children and Families in early 2019. At the Schools Forum meeting in November, it was also agreed to transfer £2.5m from the Schools Block to the High Needs Block and to contribute funding of £200k towards severance costs.

- 10.6. As part of the NFF, the central school services block (CSSB) was created from the DSG funding that is held centrally by the local authority for central services. This includes the funding which was previously delivered through the retained duties element of the ESG along with ongoing responsibilities and historic commitments. A draft allocation under the NFF calculation has been published, though the final allocation will not be issued until December 2018. It is anticipated that there will be funding available of up to £800k to transfer to the High Needs Block and a final decision on the amount to transfer will be made by the Director of Children and Families in early 2019.
- 10.7. Funding for post-16 provision is allocated by the ESFA. From the start of the 2019/20 academic year, funding for high need post-16 pupils will no longer be part of this grant and is now included in the DSG High Needs Block totals. Funding for 2019/20 will be based on 2018/19 lagged student numbers.
- 10.8. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on the schools roll in January each year. The rates for 2019/20 are expected to remain at: primary £1,320, secondary £935, for each pupil registered as eligible for free school meals (FSM) at any point in the last 6 years and £300 for children of service families. The pupil premium plus rate for children looked after and children who have ceased to be looked after by a local authority because of adoption, a special guardianship order, a child arrangements order or a residence order is also expected to remain the same at £2,300.
- 10.9. The Primary PE grant will be paid in the 2018/19 academic year to all primary schools at a rate of £16,000 plus £10 per pupil.
- 10.10. For the Year 7 catch up grant in 2018/19, funding is allocated to schools on the basis that they receive the same overall amount of year 7 catch-up premium funding received in 2017/18. It will be adjusted to reflect the percentage change in the size of their year 7 cohort, based on the October 2018 census. It is assumed that 2019/20 will be on the same basis and so dependent on the October 2019 census information.
- 10.11. A grant for the universal provision of free school meals for all pupils in reception, year 1 and year 2 was introduced in September 2014. Funding for the 2018/19 academic year is based on a rate of £2.30 per meal taken by eligible pupils, giving an annual value of £437. Data from the October and January censuses will be used to calculate the allocations for the academic year.
- 10.12. A further grant has been announced in relation to additional teacher's pay costs from 1<sup>st</sup> September 2018. The values below are a part year impact on

2018/19 and the estimated full year grant in 2019/20.

### 10.13. Schools funding summary

All the grant values are before ESFA deductions (e.g. for payments to academies) for 2018/19 (latest estimate) and 2019/20 estimates are shown in table 15 below. The amounts for 2019/20 are subject to final confirmation in December 2018 and will be based on pupil numbers as at October 2018.

**Table 15 – The Estimated Schools Budget**

	2018/19 Current £m	2019/20 Estimate £m	Change £m
DSG - Schools Block	498.97	507.10	8.13
DSG - Central Schools Services Block	5.17	5.25	0.08
DSG - High Needs Block	66.97	69.83	2.86
DSG - Early Years Block	57.15	59.07	1.92
ESFA Post 16 Funding	29.63	27.35	-2.28
Pupil Premium Grant	42.89	42.89	0.00
PE & Sports Grant	4.14	4.06	-0.08
Year 7 Catch-up Grant	0.91	0.91	0.00
Universal Infant Free School Meals Grant	10.01	9.97	-0.04
Teachers Pay Grant	2.69	4.61	1.92
	<u>718.53</u>	<u>731.04</u>	<u>12.51</u>

## 11. Housing Revenue Account

11.1. The Housing Revenue Account (HRA) includes all expenditure and income incurred in managing the Council's housing stock and, in accordance with Government legislation, operates as a ring fenced account. The key movements in 2019/20 are detailed in Table 16 below.

11.2. The 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17. This reduction was implemented by the Council in 2016/17 with a subsequent loss of £2.1m in rental income in that year. Reducing rents by a further 1% in each of the three years from 2017/18 to 2019/20 equates to an additional estimated loss of £18.5m in rental income over this period.

11.3. When compared to the level of resources assumed in the financial plan (and assuming that from 2020/21 rent increases will revert back to the previous policy of CPI+1%) this equates to a loss of £283m of rental income over the 10 year period (2016/17 to 2024/25). The Government has confirmed a return to allowing up to a CPI+1% rent increase for five years beyond 2021/22.

- 11.4. Whilst the 2016 Act requires that social rents have to reduce by 1% per annum until 2019/20, properties funded through PFI can be exempt from this requirement. An increase in accordance with the Government's rent formula of CPI (2.4% as at September 2018) +1% is therefore proposed. This overall 3.4% rise equates to approximately £0.4m in additional rental income.
- 11.5. It is proposed to increase garage rental rates by RPI (3.3%).
- 11.6. A reduction in the qualifying period after which tenants are able to submit an application to purchase a council house through the Government's Right to Buy (RTB) legislation continues to sustain an increase in the number of sales with a subsequent reduction in the amount of rent receivable. Based on latest sales, a further 530 sales are forecast in 2019/20. Collectively the impact of these RTB sales and the 1% reduction in social housing rents will cost the HRA around £3m in lost income in 2019/20.
- 11.7. Tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and only pay a partial contribution towards the cost of these services, meaning other tenants are in effect subsidising the additional services received. It is proposed to increase these charges by £0.75 per week on multi storey flats with an inflationary increase of RPI (3.3%) on low/medium rise flats. In 2019/20 this would generate an additional £341k compared to 2018/19.
- 11.8. Currently tenants in sheltered accommodation receiving a warden service are charged £13 per week for this service. This charge is eligible for Housing Benefit. In 2016/17 a nominal charge of £2 per week was introduced for those tenants who benefited from the service but did not pay. This was increased to £4 a week in 2017/18, £6 in 2018/19 and it is proposed to increase this charge by a further £2 per week in 2019/20.
- 11.9. An analysis of the impact on individual tenants of reducing rents by 1% for non-PFI tenants, increasing rents by 3.4% for PFI tenants, and implementing the proposed charges above has been undertaken. These figures are based on average rents for various categories of tenants as individual levels will vary.
- 11.10. The analysis shows that 80.5% of tenants will pay less overall than in 2018/19. 12.1% of tenants will pay the same amount as an overall freeze has been applied to any tenant who would have seen a weekly overall increase of less than £1 per week. 2.9% of tenants will pay £2.90 per week more. The remaining 4.5% will pay additional amounts ranging between

£1.29 and £3.50. It is proposed to cap the increases any individual tenant will be charged at £3.50 per week.

- 11.11. These increases will be funded through Housing Benefit for eligible tenants. Approximately 59% of tenants are in receipt of Housing Benefit.
- 11.12. The rollout of Universal Credit in Leeds commenced in 2016 and, once fully implemented, it will require the Council to collect rent directly from around 21,000 tenants who are in receipt of full or partial Housing Benefit. Although the financial impact of this is still difficult to quantify it is likely to have implications for the amount of rental income receivable since the level of arrears is anticipated to increase.
- 11.13. This net reduction in rental income will need to be managed in addition to other pay, price and service pressures, such as the agreed pay award and rising utility costs. A combination of staffing efficiencies and a review of the level of revenue expenditure that can be more appropriately charged to capital (shown as Internal Income on the table below) are proposed to be used to balance the 2019/20 budget.
- 11.14. The costs associated with servicing the HRA's borrowing have increased due to a combination of lower rates previously applied to the overall level of debt falling out and the planned increase in borrowing to support the Council's new build programme.
- 11.15. Since all housing priorities are funded through the HRA any variations in the rental income stream will impact upon the level of resources that are available for the delivery of housing priorities. Resources will be directed towards key priority areas, which include fulfilling the plan to improve the homes people live in, expanding and improving older person's housing and improving estates to ensure that they are safe and clean places to live.
- 11.16. The Council remains committed to prioritising resources to meet the capital investment strategy and to replace homes lost through Right to Buy by the planned investment in new homes. The Council aims to maintain a consistent level of capital expenditure with a view to improving the condition of the housing stock including fire safety work. The proposals include budget for three new fire safety officers to increase the frequency of Fire Risk Assessments Inspections within High Rise blocks. The capital programme includes the costs for sprinkler works to eight high rise blocks, to be delivered from September 2018 until November 2020. The total draft capital programme for the HRA remains at around £80m in 2019/20.

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

	£m
<b>Income</b>	
Reduction in rental income due to stock reduction and 1% rent reduction	3.07
Apply CPI+1 % rent increase to PFI funded areas	(0.39)
Internal Income – review of charge to capital.	(2.23)
Increase Service Charges	(0.34)
Increase in Other Income	(0.24)
<b>Total</b>	<b>(0.14)</b>
<b>Expenditure</b>	
Pay and Price pressures	1.06
Supplies and Services	0.08
Concierge Service	0.40
Increased Utility Costs	0.26
Provision for Bad Debts	(0.59)
Private Finance Initiative –payments to contractor	0.39
Use of additional Right to Buy Receipts to fund capital	(1.94)
Capital Charges	0.14
Other	0.34
<b>Total</b>	<b>0.14</b>

## 12. Capital Programme

- 12.1. Over the period 2018/19 to 2021/22 the existing capital programme includes investment plans which total £1.2bn. The programme is funded by external sources in the form of grants and contributions and also by the Council through borrowing and reserves. Where borrowing is used to fund the programme, the revenue costs of the borrowing will be included within the revenue budget. Our asset portfolio is valued in the Council's published accounts at £5.3bn, and the Council's net debt, including PFI liabilities stands at £2.59bn. It is also noted that removal of the HRA housing debt cap will impact upon the investment and borrowing plans as additional investment is agreed.
- 12.2. The initial budget proposals provide for a £2.8m increase in the cost of debt and capital financing. This assumes that all borrowing is taken short term at 0.85% interest for the remainder of 2018/19 and at an average of 1.25% in 2019/20. This includes the provision to acquire further long term borrowing of £25m in 2018/19 and £100m in 2019/20 at an average of 3.0%.
- 12.3. The strategy allows for capital investment in key annual programmes, major schemes that contribute to the Best Council Plan objectives and schemes that generate income or reduce costs. Capital investment will continue to be subject to robust business cases being reviewed and approved prior to schemes approval. Whilst the capital programme remains affordable, its

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

- 12.4. A capital programme update report will be presented to the Executive Board in February 2019.

### **13. Corporate Considerations**

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

- 13.1.1. The Authority's financial strategy is driven by its ambitions and priorities as set out in the Best Council Plan 2018-21, approved by Council in February 2018. The Best Council Plan was subject to consultation with members and officers throughout its development, with additional extensive stakeholder consultation carried out on the range of supporting plans and strategies.
- 13.1.2. The Council's Medium Term Financial Strategy 2019/20 – 2021/22, received at Executive Board in July 2018, was informed by the public consultation exercise carried out between December 2017 and January 2018 on the Council's 2018/19 budget proposals. Whilst the consultation covered the key 2018/2019 proposals it also incorporated questions around the ongoing principles that underlie both the Best Council Plan and the Authority's financial plans and was therefore relevant to the Medium Term Financial Strategy.
- 13.1.3. Consultation is an ongoing process and residents are consulted on many issues during the year. It is also proposed that this report is used for wider consultation with the public through the Leeds internet and with other stakeholders. Consultation is on-going with representatives from the Third Sector and plans are in place to consult with the Business sector prior to finalisation of the budget.
- 13.1.4. Subject to the approval of Executive Board, this report will be submitted to Scrutiny for their consideration and review with the outcome of their deliberations to be reported to the planned meeting of this Board on the 13<sup>th</sup> February 2019.

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

- 13.2.1. The Equality Act 2010 requires the Council to have "due regard" to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay "due regard" be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show "due regard".
- 13.2.2. The Council is fully committed to ensuring that equality and diversity are given proper consideration when we develop policies and make decisions. In order to achieve this the Council has an agreed process in place and has

particularly promoted the importance of the process when taking forward key policy or budgetary changes. Equality impact assessments also ensure that we make well informed decisions based on robust evidence.

- 13.2.3. The proposals within this report have been screened for relevance to equality, diversity, cohesion and integration (Appendix 3) and a full strategic analysis and assessment will be undertaken on the 2019/20 Revenue Budget and Council Tax report which will be considered by Executive Board and subsequently by Full Council in February 2019. Specific equality impact assessments will also be undertaken on all budget decisions identified as relevant to equality as they are considered during the decision-making process in 2019/20.

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

- 13.3.1. The refreshed Best Council Plan 2019/20, which is elsewhere on this agenda, will set out the Council's priorities aligned with the Medium Term Financial Strategy and annual budget. Developing and then implementing the Best Council Plan will continue to inform, and be informed by, the Council's funding envelope and by staffing and other resources.

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

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

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

- 13.5.1. This report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the initial budget proposals, once approved by the Board, will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2019 meeting of this Board at which proposals for the 2019/20 budget will be considered prior to submission to Full Council on the 27<sup>th</sup> February 2019.
- 13.5.2. The initial budget proposals will, if implemented, have implications for Council policy and governance and these are explained within the report. The budget is a key element of the Council's budget and policy framework, but many of the proposals will also be subject to separate consultation and decision making processes, which will operate within their own defined timetables and be managed by individual directorates.
- 13.5.3. In accordance with the Council's budget and policy framework, decisions as to the Council's budget are reserved to Full Council. As such, the recommendations at paragraphs 15.1 and 15.2 are not subject to call in, as the budget is a matter that will ultimately be determined by Full Council, and this report is in compliance with the Council's constitution requiring publication of initial budget proposals two months prior to adoption.



13.5.4. However the recommendations in paragraphs 15.3 and 15.4, regarding the Council's participation in the 2019/20 75% Business Rates Retention pilot scheme and the implementation of business rate reliefs announced at the Autumn Budget, are decisions of the Executive Board and as such are subject to call-in.

### 13.6. **Risk Management**

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

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

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

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

#### **Risks to Funding**

13.6.5. The 2019/20 Initial Budget Proposals assume that the North and West Yorkshire bid to pilot 75% Business Rate Retention is successful. The announcement as to whether the bid has been successful will coincide with the announcement of the provisional Local Government Finance Settlement after the meaningful vote on Brexit on December 11<sup>th</sup>. If the bid to pilot 75% Retention is unsuccessful then the Council will revert back to the 50% Retention scheme for the Leeds City Region and this will require the identification of a further £7.97m of savings.

13.6.6. The level of business rates appeals continues to be a risk. Whilst there is very limited scope for new appeals against the 2010 list and the Council has appropriate provision for these, there is very little information available on which to assess appeals against the 2017 list. Therefore income could be adversely affected both by appeals against the 2017 list and by business rate growth being less than assumed. This in turn would reduce

the overall level of resources available to fund the services that the Council provides.

- 13.6.7. The level of council tax collected could be affected by either the increase in the Council tax base being less than assumed and/or collection rates being below budgeted assumptions.

### **Key risks to cost and income assumptions**

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

## **14. Conclusions**

- 14.1. The Initial Budget Proposals for 2019/20 reflect the Government's planned reductions in public sector funding as set out in the current Comprehensive Spending Review and assumptions around the level of resources available through Council Tax and Business Rates. They also take account of increasing costs from rising demands for services, inflation and cost pressures.

- 14.2. Based on the Government's multi-year settlement there will be a further reduction in the Settlement Funding Assessment for 2019/20 of £15.3m. This is offset by additional funding from business rates and council tax of £21.3m to give an increased net revenue budget of £516.9m in 2019/20. However, the initial budget proposals for 2019/20 set out in this report, subject to the finalisation of the detailed proposals in February 2019, will still require savings and additional income of £24.4m to produce a balanced budget.
- 14.3. These budget proposals need to be seen in the context of a challenging economic outlook which, combined with the uncertainty around the implications of the UK's exit from the EU, could have the potential to impact on both the Council's resources and levels of demand for its services. Where it is possible to determine the financial implications of these they have been accommodated within the 2019/20 Initial Budget Proposals.

## **15. Recommendations**

- 15.1. Executive Board is asked to agree the initial budget proposals and for them to be submitted to Scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders.
- 15.2. Executive Board is asked to note the assumptions contained in these proposals regarding the Council Tax base and the Authority's application to pilot 75% retention.
- 15.3. Should the bid to pilot 75% Business Rate Retention be successful then Executive Board is asked to agree that Leeds becomes a member of the new North and West Yorkshire Business Rates Pool and acts as lead authority for it. Notwithstanding this decision, the establishment of this new Pool will be dependent upon none of the other member authorities choosing to withdraw within the statutory period after designation. Should the bid not succeed, all members of the existing Leeds City Region Pool have agreed to its continuation in 2019/20.
- 15.4. Further, Executive Board is asked to agree that the Authority will implement the new business rates reliefs announced at the Autumn Budget. Leeds will be compensated in full by Government for any resultant loss of income.

## **16. Background documents<sup>2</sup>**

None.

---

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

This page is intentionally left blank

2019/20

	Adults & Health	Children & Families	City Development	Communities & Environment	Resources & Housing	Strategic & Central	Total Net Revenue Budget
	£m	£m	£m	£m	£m	£m	£m
<b>Net managed budget (2018/19) - RESTATED</b>	<b>207.78</b>	<b>122.02</b>	<b>30.51</b>	<b>75.32</b>	<b>78.24</b>	<b>(2.99)</b>	<b>510.88</b>
Pay - Leeds City Council	1.20	2.39	1.49	2.45	4.52		12.04
Wage costs - commissioned services	6.53	0.59					7.12
Employer's LGPS contribution	0.11	0.19	0.12	0.17	0.31		0.90
Fall-out of capitalised pension costs						(1.07)	(1.07)
Inflation: General	4.20	0.55	0.90	0.64	0.12	0.40	6.81
Inflation: Electricity and Gas Tariffs			0.80		0.07	2.00	2.87
Demand and demography - Adult Social Care	1.90						1.90
Demand and demography - Children Looked After		1.50					1.50
Demand and demography - Other				0.40			0.40
Transforming Care Programme	2.00						2.00
Income pressures (including academisation)		0.40			1.23		1.63
Leeds 2023			0.00			1.50	1.50
Migration to Microsoft Cloud					0.85	(0.06)	0.79
Housing Benefit Overpayment income				0.40			0.40
West Yorkshire Regional Adoption		0.35					0.35
Managed Approach				0.21			0.21
Hostile Vehicle Mitigation Scheme			0.15				0.15
Other Pressures	0.10	0.43	0.17	0.49	0.64	0.17	2.00
Debt - external interest / Minimum Revenue Provision				0.30		1.90	2.20
New Homes Bonus						1.38	1.38
Public Health grants	1.20						1.20
Homelessness Grant					0.66		0.66
Improved Better Care Fund	(10.10)						(10.10)
ASC Spring Budget - Year 3	4.70						4.70
ASC Support Grant - one off in 2018/19	2.10						2.10
Autumn Budget 2018 Winter Monies	(3.30)						(3.30)
Autumn Budget 2018 est. additional funding		(5.60)					(5.60)
School Improvement Monitoring and Brokerage Grant		0.40					0.40
DfE funding SEN		0.50					0.50
DfE Innovations Grant		3.05					3.05
S31 Business Rate grants						(1.01)	(1.01)
Housing Benefits/ Local Council Tax Support Grants				0.33			0.33
Childrens Funeral Fund				(0.24)			(0.24)
Contribution to / (from ) General Reserve						(4.01)	(4.01)
Contributions to/ (from) Earmarked Reserves		(1.00)		0.35		(2.75)	(3.40)
<b>Total - cost and funding changes</b>	<b>10.64</b>	<b>3.75</b>	<b>3.62</b>	<b>5.50</b>	<b>8.41</b>	<b>(1.55)</b>	<b>30.36</b>
Budget savings proposals							
As per Appendix 2	(11.69)	(1.80)	(2.06)	(2.28)	(5.04)	(1.50)	(24.36)
<b>Total - Budget savings proposals</b>	<b>(11.69)</b>	<b>(1.80)</b>	<b>(2.06)</b>	<b>(2.28)</b>	<b>(5.04)</b>	<b>(1.50)</b>	<b>(24.36)</b>
<b>2019/20 Submission</b>	<b>206.74</b>	<b>123.97</b>	<b>32.07</b>	<b>78.55</b>	<b>81.60</b>	<b>(6.04)</b>	<b>516.88</b>
<b>Increase/(decrease) from 2018/19 £m</b>	<b>(1.04)</b>	<b>1.95</b>	<b>1.56</b>	<b>3.23</b>	<b>3.37</b>	<b>(3.05)</b>	<b>5.99</b>
<b>Increase/(decrease) from 2018/19 %</b>	<b>(0.50%)</b>	<b>1.60%</b>	<b>5.11%</b>	<b>4.29%</b>	<b>4.31%</b>	<b>102.24%</b>	<b>1.17%</b>

TOTAL FUNDING AVAILABLE (Forecast Net Revenue Charge)

516.88

GAP

(0.00)

This page is intentionally left blank

## 2019/20 Changes to Funding

	2018/19 £m
Settlement Funding Assesment	15.3
Changes in Local Funding	(21.3)
Other Funding Changes	(13.3)
<b>Decrease / (Increase) in Funding</b>	<b>(19.3)</b>

This page is intentionally left blank



Savings Proposal	Comments	2019/20	2020/21 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>A) Efficiencies</b>				
Invest to Save fallout	Spring Budget fall out: cessation of time limited expenditure	(4.70)	0.00	N
Saving re. ASC Support Grant 18/19	Adults Social Care grant fall out: cessation of time limited expenditure	(2.10)	0.00	N
Transformation & Innovation	Targeted staffing savings	(0.03)	0.00	N
Resources & Strategy	Targeted staffing savings and review of supplies/services budgets	(0.12)	0.00	N
Public Health	Turnover staffing savings, contract and recommissioning savings, manage demand budgets, use of grant carried forward and reserves	(1.06)	0.00	N
Health Partnerships	Targeted staffing savings	(0.01)	0.00	N
Commissioning	Contract savings	(0.20)	0.00	N
Access & Care Delivery	Targeted staffing savings, review of high cost packages, trend on demand budgets, remove Prudential Borrowing provision for Recovery Hubs	(2.20)	0.00	N
<b>Sub-Total Efficiencies</b>		<b>(10.43)</b>	<b>0.00</b>	

Savings Proposal	Comments	2019/20	2020/21	Is this relevant
		£m	fye £m	to Equality & Diversity?

**B) Changes to Service**

<b>Sub-Total Service Changes</b>		<b>0.00</b>	<b>0.00</b>	
----------------------------------	--	-------------	-------------	--

**C) Additional Income - Fees and Charges**

Resources & Strategy	Targeted additional income	(0.90)	0.00	N
----------------------	----------------------------	--------	------	---

<b>Sub-Total Additional Income (Fees &amp; Charges)</b>		<b>(0.90)</b>	<b>0.00</b>	
---	--	---------------	-------------	--

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

Transformation & Innovation	Targeted external income from partners	(0.02)	0.00	N
Resources & Strategy	Targeted external income from partners	(0.10)	0.00	N
Health Partnerships	Cost recovery for support of team from partners	(0.02)	0.00	N
Access & Care Delivery	Cost recovery of support to partners; review of costs attributable to partners	(0.22)	0.00	N

<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(0.36)</b>	<b>0.00</b>	
--	--	---------------	-------------	--

<b>Total Savings Options - Adults &amp; Health</b>		<b>(11.68)</b>	<b>0.00</b>	
--	--	----------------	-------------	--

## City Development - Savings options 2019/20

Savings Proposal	Comments	2019/20	2020/21 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>A) Efficiencies</b>				
Efficiencies	Operating costs reductions	(0.15)	0.00	N
Asset rationalisation	Freeing up existing building capacity, reducing void management costs and exercising options to buy	(0.25)	(0.20)	N
LED street lighting conversion	LED street lighting conversion	(0.70)	(0.43)	N
<b>Sub-Total Efficiencies</b>		<b>(1.10)</b>	<b>(0.63)</b>	
<b>B) Changes to Service</b>				
Apprentice Levy	Net income after salary costs for new team to establish LCC as a registered training provider to maximise Apprentice Levy income.	(0.05)	(0.17)	N
<b>Sub-Total Service Changes</b>		<b>(0.05)</b>	<b>(0.17)</b>	

## City Development - Savings options 2019/20

Savings Proposal	Comments	2019/20	2020/21 fye	Is this relevant to Equality & Diversity?
		£m	£m	
<b>C) Additional Income - Fees and Charges</b>				
Commercial Property Fees	Additional fee income - commercial property	(0.06)	0.00	N
Development	Fee increases and premium services	(0.08)	0.00	N
Sport & Active Lifestyles	Increase income	(0.22)	0.00	N
<b>Sub-Total Additional Income (Fees &amp; Charges)</b>		<b>(0.36)</b>	<b>0.00</b>	
<b>D) Additional Income - Traded Services, Partner and Other Income</b>				
Arena Income	Recognise profit share element of Arena Income	(0.15)	0.00	N
<b>Sub-Total Additional Income (Traded Services, Partner and Other Income)</b>		<b>(0.15)</b>	<b>0.00</b>	
<b>E) Other Income Changes</b>				
Additional Capitalisation	Increased recharges to Capital	(0.40)	0.00	N
<b>Sub-Total Other Income Changes</b>		<b>(0.40)</b>	<b>0.00</b>	
<b>Total Savings Options - City Development</b>		<b>(2.06)</b>	<b>(0.80)</b>	

## Equality, Diversity, Cohesion and Integration Screening

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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

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

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

### 1. Title: Initial Budget Proposals 2019/20

Is this a:

**Strategy / Policy**

**Service / Function**

**Other**

**If other, please specify**

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

The council is required to publish its initial budget proposals two months prior to approval of the budget by full council in February 2019. The initial budget proposals report for 2019/20 sets out the Executive's plans to deliver a balanced budget within the overall funding envelope. It should be noted that the budget represents a financial plan for the forthcoming year and individual decisions to implement these plans will be subject to equality impact assessments where appropriate.

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

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

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

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

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

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

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

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

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

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

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

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

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

The initial budget proposals identify a savings requirement of £24.4m due to a reduction in Government funding and unavoidable pressures such as inflation and demand/demography. Savings proposals to bridge this gap will affect all citizens of Leeds to some extent. The council has consulted on its priorities in recent years and has sought to protect the most vulnerable groups. However, the cumulative effect of successive annual government funding reductions, means that protecting vulnerable groups is becoming increasingly difficult. Further consultation regarding the specific proposals contained in this report will be carried out before the final budget for 2019/20 is agreed.

**• Key findings**

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

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

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

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

**• Actions**

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

A strategic equality impact assessment of the budget will be undertaken prior to its approval in February 2019.

There will also be further equality impact assessments on all key decisions as they go through the decision making process in 2019/20.

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

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

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

<b>6. Governance, ownership and approval</b>		
Please state here who has approved the actions and outcomes of the screening		
<b>Name</b>	<b>Job title</b>	<b>Date</b>
Doug Meeson	Chief Officer Financial Services	4 <sup>th</sup> December 2018
<b>Date screening completed</b>		4 <sup>th</sup> December 2018

<b>7. Publishing</b>	
<p>Though <b>all</b> key decisions are required to give due regard to equality the council <b>only</b> publishes those related to <b>Executive Board, Full Council, Key Delegated Decisions</b> or a <b>Significant Operational Decision</b>.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> <li>• Governance Services will publish those relating to Executive Board and Full Council.</li> <li>• The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.</li> <li>• A copy of all other equality screenings that are not to be published should be sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a> for record.</li> </ul> <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent: 10 <sup>th</sup> December 2018
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent:



# **EXECUTIVE BOARD – 19<sup>TH</sup> DECEMBER 2018**

## **ADDENDUM TO AGENDA ITEM 18 – INITIAL BUDGET PROPOSALS FOR 2019/2020 report**

Since the publication of the Initial Budget Proposals for 2019/20 report the Government announced the provisional Local Government Financial Settlement for 2019/20 on 13<sup>th</sup> December. The key features of this settlement as they effect the initial budget proposals for 2019/20 are outlined below along with the implications for Leeds City Council.

### **1. 75% Business Rates Retention**

a) The Secretary of State announced that Leeds City Council's application to pilot 75% business rates retention as an expanded North & West Yorkshire business rates pool in 2019/20 has been successful, alongside 14 other pilots across England. This means that Leeds City Council will go from retaining 100% retention of business rates growth in 2018/19 to 75% retention in 2019/20.

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

### **2. Settlement Funding Settlement (SFA) 2019/20**

a) There will be a reduction in SFA between 2018/19 and 2019/20 of £15.23m which is £0.11m less than the reduction anticipated in the Council initial budget proposals.

### **3. Winter Pressures and Social Care Grant**

a) The provisional Local Government Financial settlement confirmed Leeds's allocation of the £240m and £410m that the Chancellor had announced in his autumn budget statement in October 2018. The £240m is to be spent on winter pressures in Adult Social Care and is primarily aimed at reducing 'bed-blocking' in the NHS whilst the £410m supports both Adult's and Children's Social Care.

### **4. Council Tax increases**

a) For 2019/20 the Government has announced that core Council Tax, excluding the Adult Social Care (ASC) Precept, can increase by up to 3% without the need for a referendum. This is the same limit as 2018/19 and in line with assumptions in the Council's initial budget proposals.

b)The Adult Social Care precept levied on the Council Tax, which can only be used to fund adult social care, gave single tier authorities like Leeds the ability to increase Council Tax by up to 6% in total between 2017/18 and 2019/20. The Government confirmed that this flexibility would remain for 2019/20. To date Leeds has used 5% of the 6% ASC Precept

flexibility and the initial budget proposals assumes the remaining 1% will be utilised in 2019/20.

**Recommendation:**

1. That Executive Board note the implications of the provisional Local Government Financial settlement upon the 2019/20 initial budget proposals.



Report author: Mark Phillott  
Tel: (0113) 37 83923

**Report of the Director of Adults and Health**

**Report to Scrutiny Board Adults, Health & Active Lifestyles**

**Date: 15 January 2019**

**Subject: Care Quality Commission (CQC) – Adult Social Care Providers Inspection Outcomes August 2018 to October 2018**

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: 10.4(3) Appendix number: 2	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

**1 Purpose of this report**

1.1 The purpose of this report is to provide members of the Scrutiny Board with details of recently reported Care Quality Commission inspection outcomes for social care providers across Leeds and to provide general information on the CQC ratings for providers in the city.

**2 Background**

2.1 Established in 2009, the Care Quality Commission (CQC) regulates all health and social care services in England and ensures the quality and safety of care in hospitals, dentists, ambulances, and care homes, and the care given in people’s own homes. The CQC routinely inspects health and social care service providers: publishing its inspection reports, findings and judgments.

2.2 To help ensure the Scrutiny Board maintains a focus on the quality of social care services across the City, the purpose of this report is provide an overview of recently reported CQC inspection outcomes for social care providers across Leeds.

2.3 A system of routinely presenting and reporting CQC inspection outcomes to the Scrutiny Board has now been established. The processes involved continues to be developed and refined in order to help the Scrutiny Board maintain an overview of quality across local social care service providers.

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

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

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

#### CQC Inspection reports

3.1 Appendix 1 provides a summary of the inspection outcomes for adult care services across Leeds published between August 2018 and October 2018.

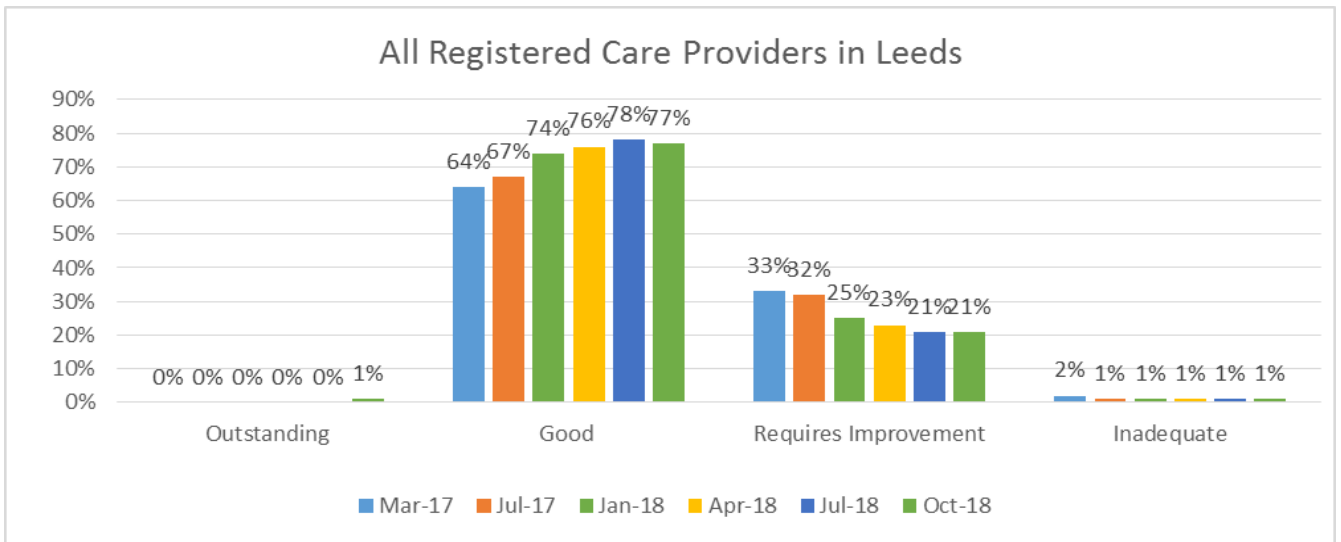
3.2 It should be noted that the purpose of this report is only to provide a summary of inspection outcomes across health and social care providers in Leeds. As such, full inspection reports are not routinely provided as part of this report. However, these are available from the CQC website. Links to individual inspection reports are highlighted in Appendix 1.

3.3 During the period covered by this report CQC published 39 inspections. Of these services:

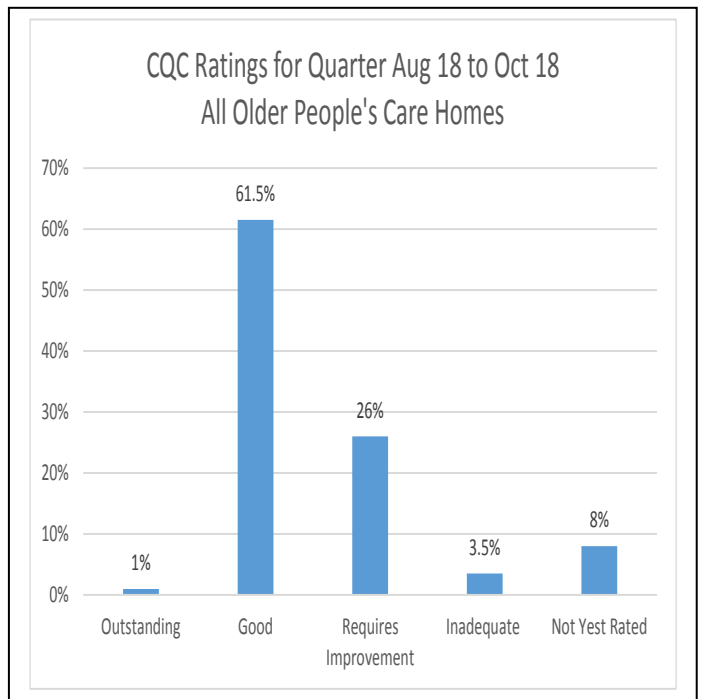
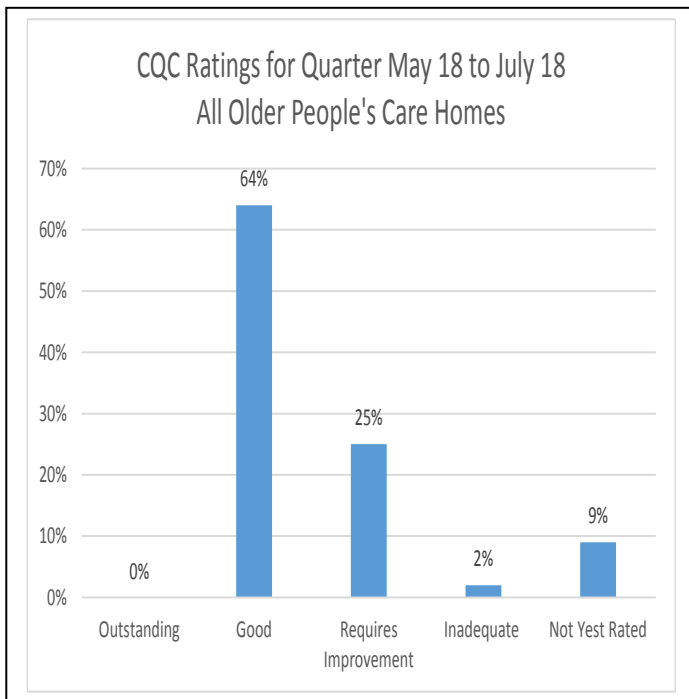
- 2 are rated Outstanding.
- 25 are rated Good.
- 10 are rated as Requires Improvement.
- 2 are rated Inadequate.
- 9 organisations have improved their rating since their last inspection, with 6 moving from Requires Improvement to Good and 1 from Inadequate to Good and 2 from Good to Outstanding.
- 18 organisations have remained at the same rating since their last inspection with 14 receiving a Good rating and 4 receiving Requires Improvement.
- 4 organisations have received a poorer rating with 3 moving from Good to Requires Improvement and 1 from Requires Improvement to Inadequate.
- For 8 organisations it is their first inspection.

3.4 Leeds now has its first two registered services who have been rated as Outstanding. These services are Pennington Court Nursing Home which is operated by Westward Care Ltd and is a 62 bed nursing home for older people located in Beeston and Dolphin Lane Care Home which is operated by J C Care Ltd, part of the Priory Group, and is a 15 bed residential care home for adults under 65 with learning disabilities located in Thorpe near Wakefield.

3.5 The following chart shows the ratings for all adult social care registered services in the city who have been inspected, which includes all care homes and home care organisations, as stated by CQC in their local area profile. The chart shows that there has only been a slight change in one area during this quarter with a slight drop in the homes rated Good, as well as the first two care homes that are rated as Outstanding overall.



3.6 The following two Charts show a comparison of ratings from the previous quarter for all older people’s care homes:



3.7 The following figures show the ratings for older people’s care homes in the independent sector in the city as at the 31<sup>st</sup> October 2018:

#### All Older People’s Care Homes

- 88 independent sector care homes in total
- 1 rated Outstanding – 1%
- 54 rated Good – 61.5%
- 23 rated Requires Improvement – 26%
- 3 rated Inadequate – 3.5%
- 7 not yet rated – 8%

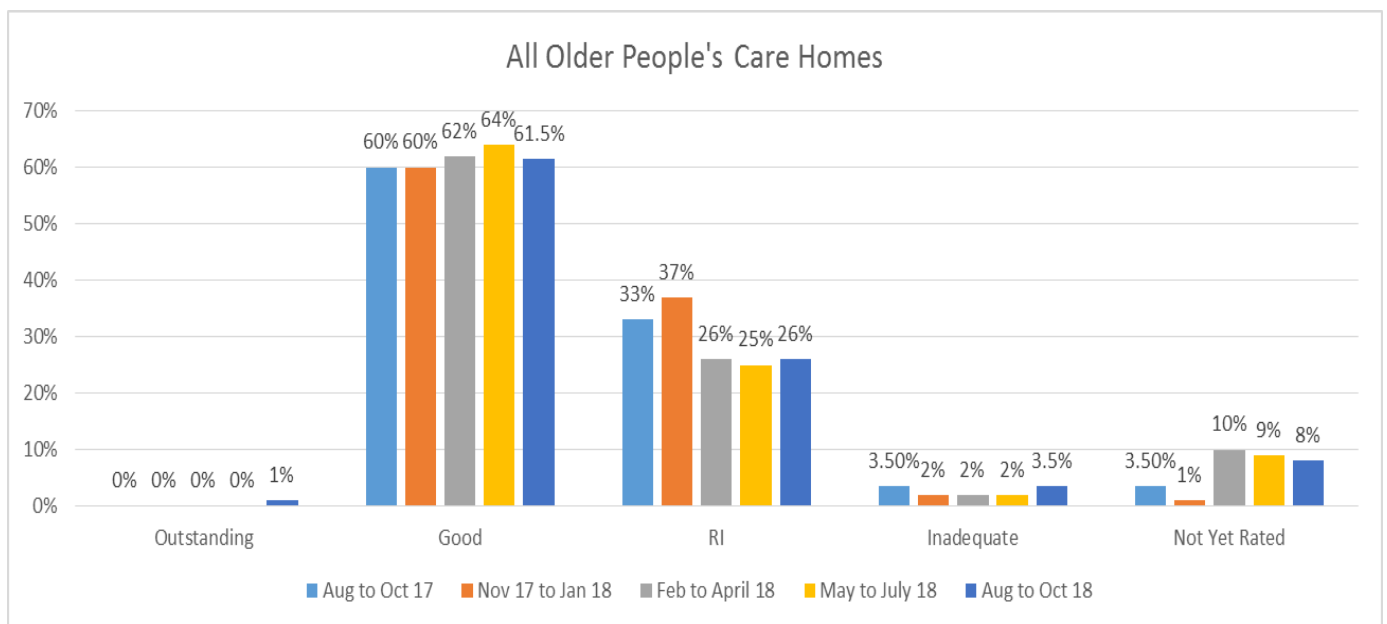
## Residential Homes

- 50 independent sector care homes in total
- 34 rated Good – 68%
- 8 rated Requires Improvement – 16%
- 2 rated Inadequate – 4%
- 6 not yet rated – 12%

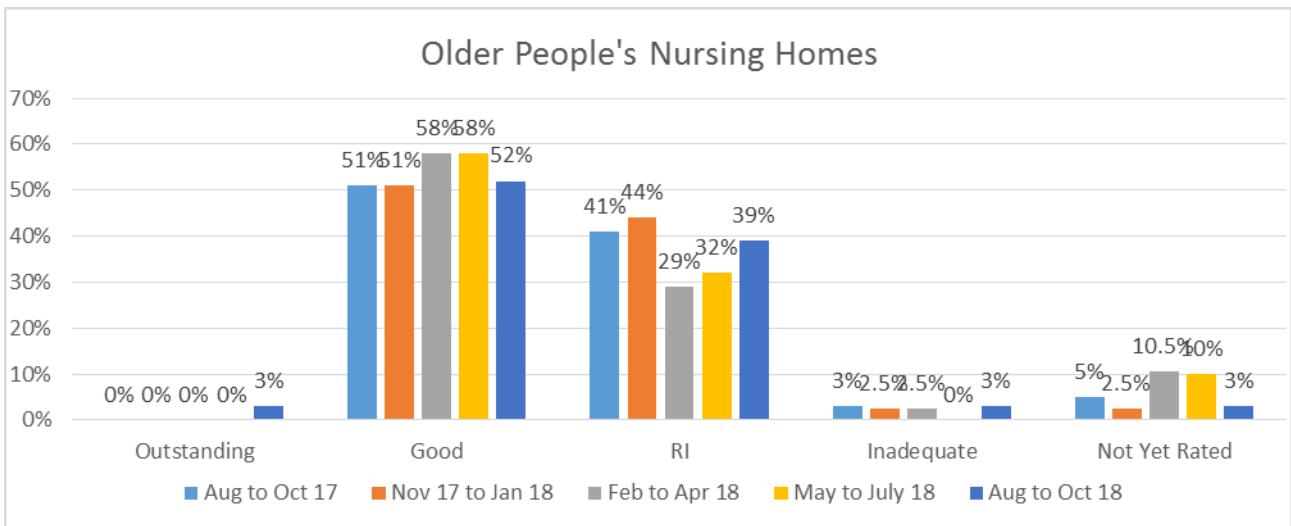
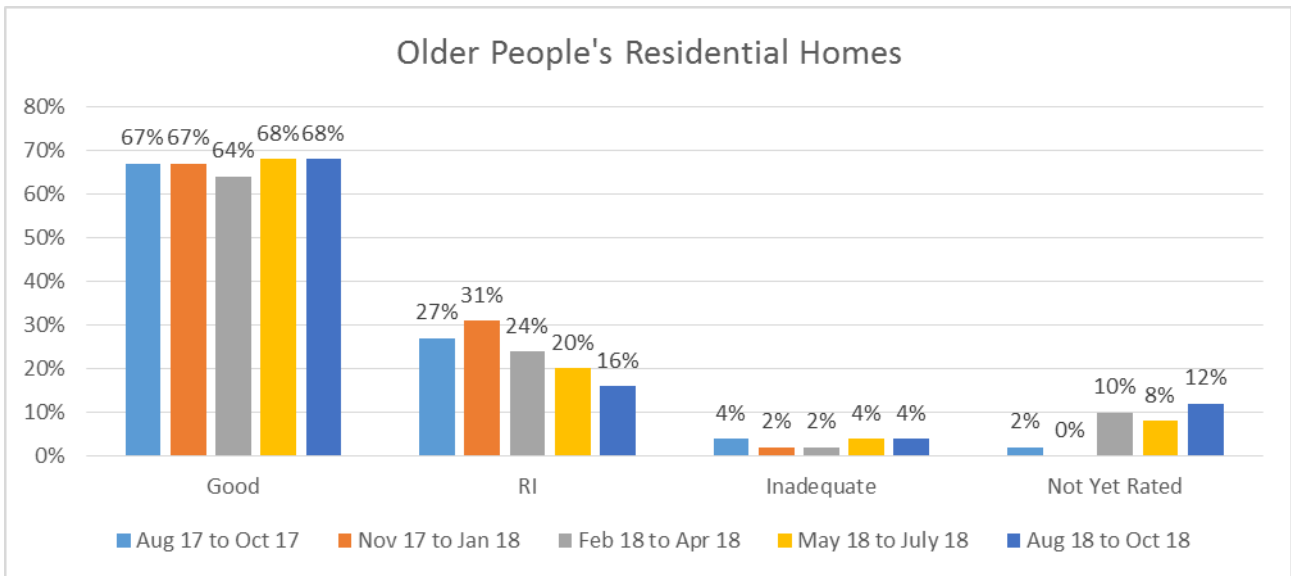
## Nursing Homes

- 38 independent sector care homes in total
- 1 rated Outstanding – 3%
- 20 rated Good – 52%
- 15 rated Requires Improvement – 39%
- 1 rated as Inadequate – 3%
- 1 not yet rated – 3%

3.8 The following 3 graphs show ratings for all independent sector care homes since the last report and over the course of the last financial year.

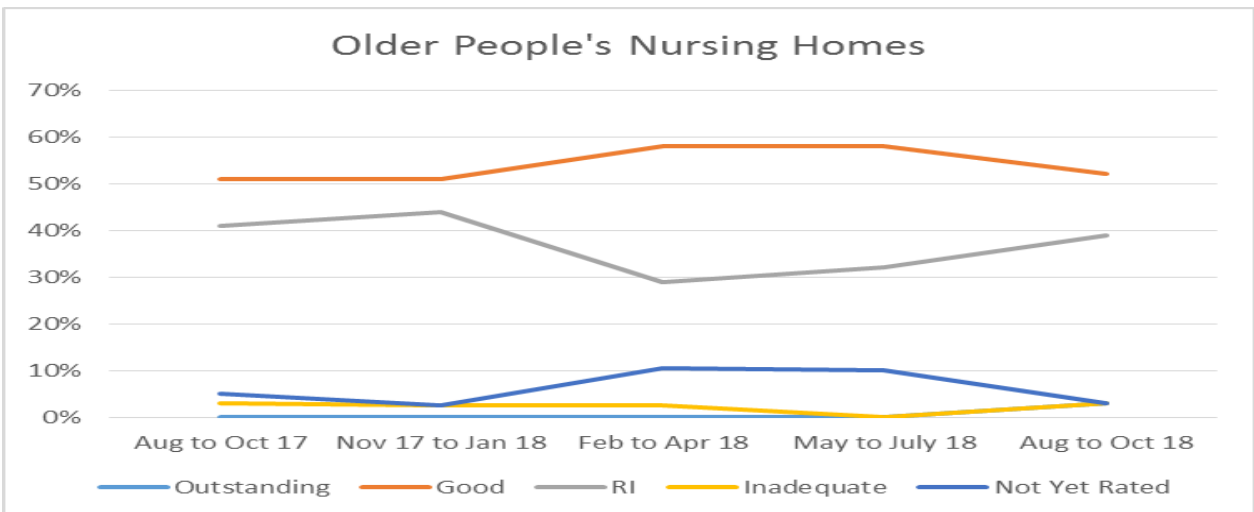
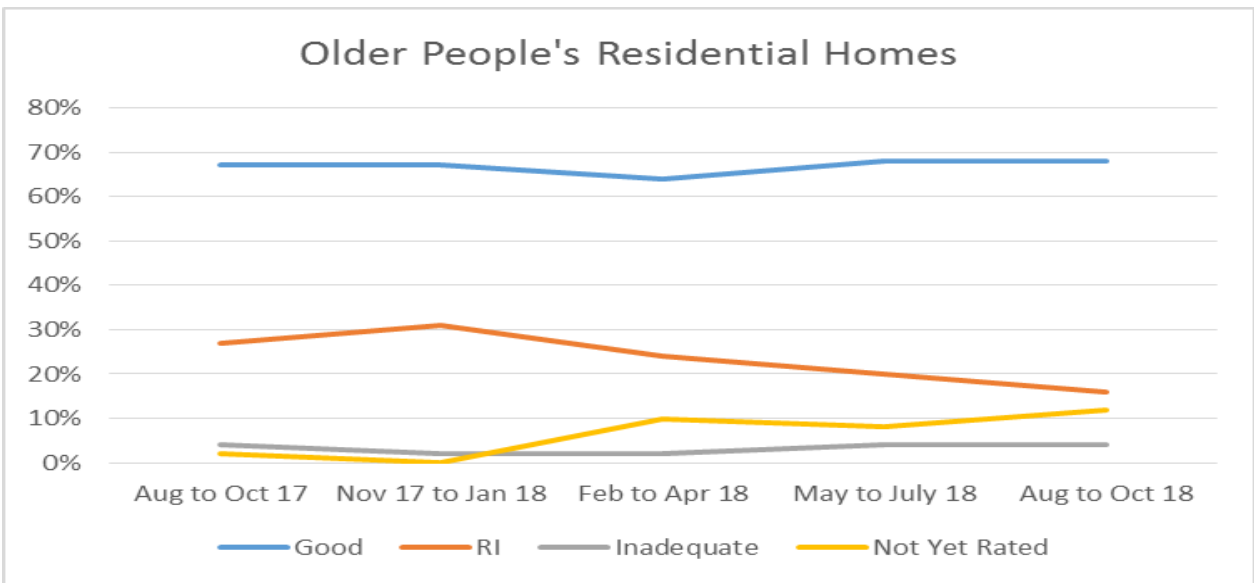
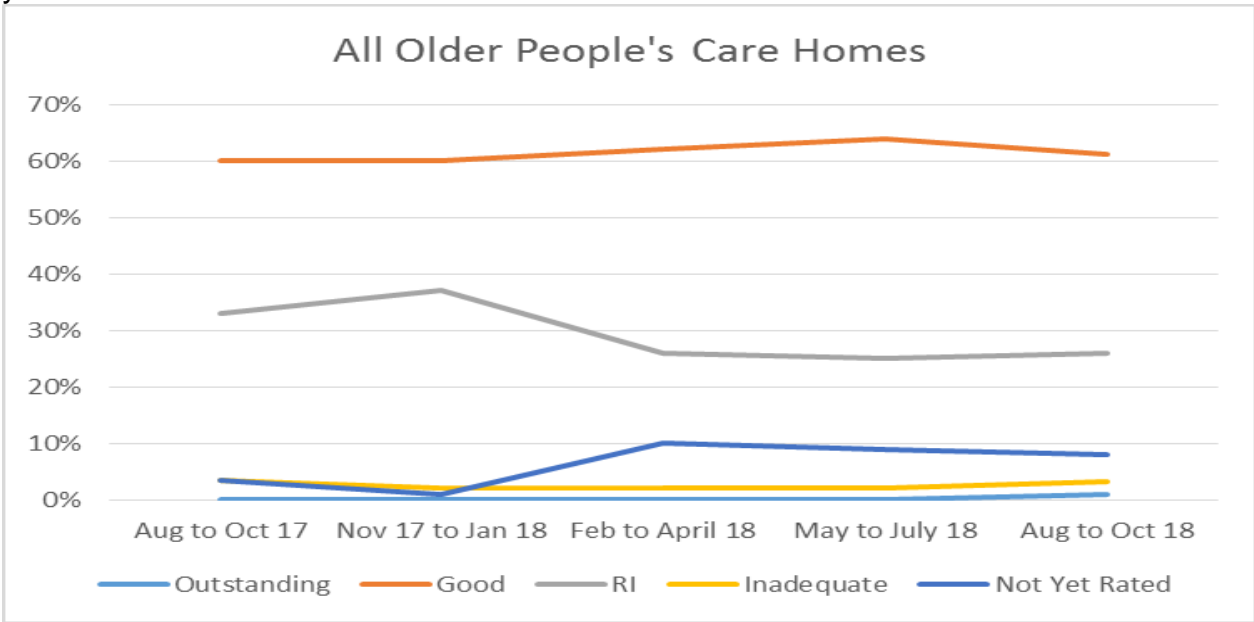


During the reporting period (August 18 to October 18), there have been no changes to the overall number of older people's care homes in the city. The percentage of good rated care homes has decreased slightly this quarter as there has been one care home which has moved from Good to Outstanding and 3 previously Good rated care homes (2 residential and 1 nursing) who have now become Not Yet Rated where there has been a change of provider.



\*the slight drop in nursing homes rate Good is due to the fact that one previously Good rated care home is now Outstanding and one has now become not yet rated due to a change of provider.

3.9 The following three charts show the trend data for care home ratings over the last year:





- 3.10 Since the last report, Adults and Health have lifted a suspension on one home however, a further two homes have had a suspension imposed due to inadequate CQC ratings. At the end of October 2018, Adults and Health have contracts with two care homes suspended due to the quality of care being provided at those establishments. This means the homes are not able to take any new local authority funded residents whilst the suspension is in place. Details of these homes can be found in the Confidential Appendix 2.
- 3.11 During the last quarter, both the Council and the CCG have been working closely with residents of Radcliffe Gardens Nursing Home in Pudsey to ensure that care for the residents is maintained despite actions of the care company who operate this home. Further details of this home and actions taken can be found in Appendix 2.
- 3.12 As part of the One City Care Home project, a number of workstreams have within the Quality Action Plan are now being commenced/implemented in the city:
- Trusted assessor model – The Trusted Assessor scheme has been agreed by the system (Adults and Health, CCGs, LTHT, LYPFT and care Providers) and is being introduced in partnership with the Leeds Care Association (LCA). The model will operate through two dedicated workers employed through LCA who will be able to undertake assessments on patients in hospital to facilitate early discharge of those patients directly to a care home placement. This will avoid delays being caused through the requirement for care home managers to physically attend the hospital to carry out an assessment prior to a person moving in to their care home.
  - React To Red Campaign – This is a national campaign to prevent avoidable pressure ulcers in the community is one of the biggest challenges that care organisations face and estimated to cost the NHS and care organisations approximately £6.5 billion per year. React to Red Skin is an education campaign across health and social care and is a train the trainer approach to champion carers to recognise risk and prevent pressure ulcers developing. The CCG, supported by Adults and Health have held a number of workshops for care home providers in the city to introduce the programme and ongoing evaluation will take place to assess its success.
  - Care Quality Team – The Care Quality Team has now been established and has been fully recruited to. The team are now working with a number of care homes to assist with their improvement plans. The team currently has a dedicated member of staff to assist homes with improving dementia care and the introduction of dementia mapping which is a technique to put the right interventions in place for a person with dementia through observing personal detracting and personally enhancing behaviours which may be exhibited in the care home environment.
  - Support for care home staff in relation to mental health of residents – The Enhanced Care Homes Team run through LYPFT is now fully operational and is providing support for care homes for people with dementia who have been discharged from a hospital bed to ensure a smooth transition for the resident in to the care home and an ability to ensure the placement can be maintained.

3.13 Adults and Health continue to work closely with the Leeds CCG Quality Team to monitor and assess the quality of care homes in the city and continue to develop our systems through the recently established Integrated Care Homes Quality Development Board to oversee the quality of services being provided in older people's care homes. Much greater emphasis is placed on ensuring that issues in relation to the sector are considered on a system wide basis including full involvement of the independent sector care home providers.

#### **4. Recommendations**

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

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

None.

---

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

**Scrutiny Board (Adults & Health)**  
**Care Quality Commission (CQC) - Inspection Outcomes**  
**August 2018 – October 2018**

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

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel
Ravensdale	Ravensdale Health Care Limited	Working Age Adult Mental Health	Nursing home	LS14 2DA	02/08/2018	<a href="http://www.cqc.org.uk/location/1-144243799">http://www.cqc.org.uk/location/1-144243799</a>	G	G	G	G	G	G	24/02/2016	G →
Caring Heart and Hands LTD	Caring Heart and Hands Ltd	Not contracted	Homecare Agency	LS19 7AS	02/08/2018	<a href="http://www.cqc.org.uk/location/1-3233484020">http://www.cqc.org.uk/location/1-3233484020</a>	G	G	G	G	G	G	N/A	N/A N/A
Willowbank Nursing Home	Maria Mallaband Limited	Framework provider	Nursing home	LS15 8SE	10/08/2018	<a href="http://www.cqc.org.uk/location/1-124000097">http://www.cqc.org.uk/location/1-124000097</a>	G	G	G	G	RI	G	11/01/2016	G →
Caring Partnership Ltd	Caring Partnership Ltd	Not contracted	Homecare Agency	LS12 6AJ	15/08/2018	<a href="http://www.cqc.org.uk/location/1-4015901540">http://www.cqc.org.uk/location/1-4015901540</a>	G	G	G	G	G	RI	N/A	N/A N/A
Step Ahead Home Care Services	Step Ahead Care Homes	Not contracted	Homecare Agency	LS7 2BB	16/08/2018	<a href="http://www.cqc.org.uk/location/1-1763145602">http://www.cqc.org.uk/location/1-1763145602</a>	RI	RI	G	G	RI	RI	30/06/2017	RI →
Human Support Group Limited - West Leeds	The Human Support Group Limited	Homecare (Primary)	Homecare Agency	LS28 5LY	16/08/2018	<a href="http://www.cqc.org.uk/location/1-2650077026">http://www.cqc.org.uk/location/1-2650077026</a>	RI	RI	G	G	RI	RI	01/08/2017	RI →

Appendix 1

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel	
Real Life Options - Yorkshire	Real Life Options	Working Age Adults	Homecare agencies, Supported living	LS11 7HL	16/08/2018	<a href="http://www.cqc.org.uk/location/1-3937456023">http://www.cqc.org.uk/location/1-3937456023</a>	G	G	G	G	G	G	N/A	N/A	N/A
Beech Hall	Anchor Carehomes Limited	Framework provider	Residential Home	LS12 3UE	17/08/2018	<a href="http://www.cqc.org.uk/location/1-3802070859">http://www.cqc.org.uk/location/1-3802070859</a>	G	G	G	G	G	G	19/01/2018	RI	↑
Embracing Independent Lifestyles - Burley House Nursing Home	Longley Hall Limited	Working Age Adult Mental Health	Care Home	LS4 2LA	23/08/2018	<a href="http://www.cqc.org.uk/location/1-3541224528">http://www.cqc.org.uk/location/1-3541224528</a>	RI	G	RI	G	G	RI	4/09/2015	G	↓
Kirkside Lodge	Caireach Limited	Working Age Adult Learning disability	Care Home	LS5 3EJ	24/08/2018	<a href="http://www.cqc.org.uk/location/1-1749227848">http://www.cqc.org.uk/location/1-1749227848</a>	G	G	G	G	G	G	25/07/2017	RI	↑
Goshen Social Care Ltd	Goshen Social Care Ltd	Not contracted	Homecare Agency	LS8 3LG	30/08/2018	<a href="http://www.cqc.org.uk/location/1-1778609107">http://www.cqc.org.uk/location/1-1778609107</a>	RI	RI	RI	G	RI	RI	N/A	N/A	N/A
Colton Lodges Care Home	HC-One Oval Limited	Framework provider	Nursing home	LS15 9HH	31/08/2018	<a href="http://www.cqc.org.uk/location/1-3120120400">http://www.cqc.org.uk/location/1-3120120400</a>	RI	RI	G	G	G	RI	N/A	N/A	N/A
Radcliffe Gardens Nursing Home	The Alder Health Care Group Limited	Not contracted	Nursing home	LS28 8BG	31/08/2018	<a href="http://www.cqc.org.uk/location/1-4757678675">http://www.cqc.org.uk/location/1-4757678675</a>	I	I	RI	RI	RI	I	21/02/2017	RI	↓
Augustus Court	Meridian Healthcare Limited	Framework provider	Residential Home	LS25 1HG	06/09/2018	<a href="http://www.cqc.org.uk/location/1-2410439237">http://www.cqc.org.uk/location/1-2410439237</a>	G	G	G	G	G	RI	13/01/2018	I	↑

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel
Osman House	Brain Injury Rehabilitation Trust	Not contracted	Rehabilitation (illness/injury), Residential homes	LS15 4BT	08/09/2018	<a href="http://www.cqc.org.uk/location/1-471078901">http://www.cqc.org.uk/location/1-471078901</a>	G	G	G	G	G	G	29/01/2016	G →
EcoClean Community Care	EcoClean Community Care Limited	Not contracted	Home care Agency	LS16 6DJ	11/09/2018	<a href="http://www.cqc.org.uk/location/1-2687580158">http://www.cqc.org.uk/location/1-2687580158</a>	RI	RI	RI	RI	RI	RI	22/08/2017	G ↓
Knowle Manor	Leeds City Council	LCC Internal	Care Home	LS27 8QB	12/09/2018	<a href="http://www.cqc.org.uk/location/1-136455555">http://www.cqc.org.uk/location/1-136455555</a>	G	RI	G	G	G	G	09/02/2016	G →
Halcyon Court Care Home	Anchor Trust	Framework provider	Residential Home	LS6 2EZ	15/09/2018	<a href="http://www.cqc.org.uk/location/1-126240575">http://www.cqc.org.uk/location/1-126240575</a>	G	G	G	G	G	G	12/02/2016	G →
Yorkshire and Humber healthcare Alliance	Yorkshire and Humber healthcare alliance LLP	Not contracted	Home Care Agency	LS7 3HZ	15/09/2018	<a href="http://www.cqc.org.uk/location/1-3811194365">http://www.cqc.org.uk/location/1-3811194365</a>	G	G	G	G	G	RI	N/A	N/A N/A
House of Light	Catholic Care (Diocese of Leeds)	Working Age Adult Learning disability	Care Home	LS7 4ND	19/09/2018	<a href="http://www.cqc.org.uk/location/1-110212919">http://www.cqc.org.uk/location/1-110212919</a>	G	G	G	G	O	G	11/01/2016	G →
Lofthouse Grange and Lodge	Indigo Care Services (2) Limited	Framework provider	Residential Home	WF3 3QQ	19/09/2018	<a href="http://www.cqc.org.uk/location/1-4280860430">http://www.cqc.org.uk/location/1-4280860430</a>	I	I	RI	RI	RI	I	N/A	N/A N/A
Creative Support - Leeds Service (Brandling Court)	Creative Support Limited	Working Age Adult Learning disability	Home Care Agency	LS10 3TQ	19/09/2018	<a href="http://www.cqc.org.uk/location/1-897700083">http://www.cqc.org.uk/location/1-897700083</a>	G	G	G	G	G	G	19/02/2016	G →

Appendix 1

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel
Leeds Jewish Welfare Board - 248 Lidgett Lane	Leeds Jewish Welfare Board	Working Age Adult Learning disability	Care Home	LS17 6QH	22/09/2018	<a href="http://www.cqc.org.uk/location/1-115929010">http://www.cqc.org.uk/location/1-115929010</a>	G	G	G	G	G	G	28/07/2017	RI ↑
Connections Care Ltd	Connections Care Limited	Working Age Adult	Home Care Agency	LS10 4HY	26/09/2018	<a href="http://www.cqc.org.uk/location/1-2210765181">http://www.cqc.org.uk/location/1-2210765181</a>	G	G	G	G	G	G	26/02/2016	G →
Copper Hill Care Home	HC-One Oval Limited	Framework provider	Nursing Home	LS10 2AY	26/09/2018	<a href="http://www.cqc.org.uk/location/1-3140036475">http://www.cqc.org.uk/location/1-3140036475</a>	RI	RI	RI	G	G	RI	N/A	N/A N/A
Kingston Nursing Home	B & C Holt Ltd	Framework provider	Nursing Home	LS8 1DH	04/10/2018	<a href="http://www.cqc.org.uk/location/1-113497035">http://www.cqc.org.uk/location/1-113497035</a>	G	G	G	G	G	G	19/03/2016	G →
Moorcare	Leeds Jewish Welfare Board	Spot Provider	Home Care Agency	LS17 6AZ	05/10/2018	<a href="http://www.cqc.org.uk/location/1-2757053616">http://www.cqc.org.uk/location/1-2757053616</a>	G	G	G	G	G	RI	24/08/2017	RI ↑
Cranmer Scheme	Leeds Jewish Welfare Board	Working Age Adult Learning disability	Care Home	LS17 5PX	06/10/2018	<a href="http://www.cqc.org.uk/location/1-115928995">http://www.cqc.org.uk/location/1-115928995</a>	G	G	G	G	G	G	12/02/2016	G →
Pennington Court Nursing Home	Westward Care Limited	Framework provider	Nursing Home	LS11 6TT	10/10/2018	<a href="http://www.cqc.org.uk/location/1-119664834">http://www.cqc.org.uk/location/1-119664834</a>	O	G	G	G	O	O	10/02/2016	G ↑
Lee Beck Mount	Advitam Limited	Working Age Adult Learning disability	Residential home	WF3 3LP	11/10/2018	<a href="http://www.cqc.org.uk/location/1-123610238">http://www.cqc.org.uk/location/1-123610238</a>	RI	RI	RI	G	RI	RI	4/11/2016	RI →
ILS24Health Care Limited	ILS24Health Care Limited	Not contracted	Homecare Agency	LS9 7DR	11/10/2018	<a href="http://www.cqc.org.uk/location/1-2670870304">http://www.cqc.org.uk/location/1-2670870304</a>	G	G	G	G	G	G	23/08/2017	RI ↑

Appendix 1

Organisation	Provider Name	LCC Contract Provider	Type of Service	Post Code	Inspection Published	Full CQC Report Link	Overall Finding	Safe	Effective	Caring	Responsive	Well-Led	Previous Inspection Published	Previous Inspection Outcome / Direction of Travel
Homelife (Leeds) Limited	Homelife (Leeds) Limited	Working Age Adult	Home Care Agency, Supported living	LS11 8ND	12/10/2018	<a href="http://www.cqc.org.uk/location/1-143428278">http://www.cqc.org.uk/location/1-143428278</a>	RI	RI	RI	G	G	RI	14/01/2016	G ↓
Donisthorpe Hall	Donisthorpe Hall	Framework provider	Nursing Home	LS17 6AW	19/10/2018	<a href="http://www.cqc.org.uk/location/1-114958058">http://www.cqc.org.uk/location/1-114958058</a>	RI	G	RI	G	RI	RI	16/03/2018	RI →
Dolphin Lane	J C Care Limited	Working Age Adult Learning disability	Care Home	WF3 3DN	23/10/2018	<a href="http://www.cqc.org.uk/location/1-130890642">http://www.cqc.org.uk/location/1-130890642</a>	O	G	G	G	O	O	16/02/2016	G ↑
Roche Caring Solutions	Roche Healthcare Limited	Not Contracted	Home Care Agency	LS11 8LQ	25/10/2018	<a href="http://www.cqc.org.uk/location/1-119643355">http://www.cqc.org.uk/location/1-119643355</a>	G	G	G	G	G	G	18/01/2018	RI ↑
Prestige Nursing - Leeds	Prestige Nursing Limited	Not Contracted	Home Care Agency	LS8 3LG	26/10/2018	<a href="http://www.cqc.org.uk/location/1-412249391">http://www.cqc.org.uk/location/1-412249391</a>	G	G	G	G	G	G	24/03/2016	G →
St Anne's Community Services - Cardigan Road	St Anne's Community Services	Working Age Adult Learning disability	Care home	LS6 3BJ	27/10/2018	<a href="http://www.cqc.org.uk/location/1-121773324">http://www.cqc.org.uk/location/1-121773324</a>	G	G	G	G	G	G	03/03/2016	G →
Dolphin Manor	Leeds City Council	LCC Internal	Care Home	LS26 0UD	27/10/2018	<a href="http://www.cqc.org.uk/location/1-136455969">http://www.cqc.org.uk/location/1-136455969</a>	G	RI	G	G	G	G	09/02/2016	G →
Cranmer Court	Horizon Healthcare Homes Limited	Working Age Adult Learning disability	Care Home learning disabilities	LS17 5LD	30/10/2018	<a href="http://www.cqc.org.uk/location/1-2055723863">http://www.cqc.org.uk/location/1-2055723863</a>	G	G	G	G	G	G	13/03/2016	G →

This page is intentionally left blank



**Report of the Director of Adults and Health**

**Report to Scrutiny Board (Adults, Health and Active Lifesyles)**

**Date: 15 January 2019**

**Subject: Compliments and Complaints Annual Report 2017-18**

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

**Summary of main issues**

1. The report provides information about compliments and complaints received during the twelve months between 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018; the work of the Complaints Team within Adults and Health and about the extent to which services are meeting customers' expectations. The report also describes the actions being taken to improve the quality of health and social care services in response to customer feedback.
  
2. The report also talks about updates and priorities for 2018-19. It provides an update on national developments relating to Health and Social Care Complaints Procedures such as key messages from the Local Government and Social Care Ombudsman Annual Review of Adult Social Care complaints. The Ombudsman has highlighted its plans to move away from a simplistic focus on complaint volumes and instead turn their focus onto lessons that can be learned and the wider improvements that can be achieved from an individual complaint to improving care services for the many.
  
3. As reported in previous years, it has reiterated that it will hold commissioners to account for their commissioned service providers' failings. It encourages all councils and care providers to have systems in place to ensure learning from complaints is shared locally. In view of this, Leeds City Council, Adults and Health Directorate has implemented an information sharing protocol with commissioned service providers. This provides clear arrangements for providers to share compliments and complaints about Leeds commissioned services with the Adults and Health Complaints Team.

**Recommendations**

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

## **1 Purpose of this report**

- 1.1 The purpose of the annual report is to provide information about compliments and complaints received during the twelve months between 1 April 2017 and 31 March 2018 and actions being taken to improve the quality of social care services, as required under the health and adult social care complaints regulations.

## **2 Background information**

- 2.1 Local authorities and the National Health Service are required to establish complaints procedures to deal with complaints about their health and social care functions. The Local Authority Social Services and National Health Service Complaints (England) Regulations applies to Adult Social Care. Similarly, the NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012 applies to Public Health functions.
- 2.2 It is a statutory requirement to produce an Annual Report which provides information on the quantity of the complaints received, lessons learned in response to customer feedback and the adequacy of the complaints procedure.

## **3 Main issues**

- 3.1 The year under review has been a busy, challenging and successful one for the Complaints Team. In a year of on-going change with increasing demand on budgets, the focus for the Complaints Team has been to maintain or to raise the standard of complaints handling by focussing on strategies that will improve the customer experience when things go wrong. The Complaints Team has been involved in a number of initiatives.
- 3.2 Providing complaints training to the voluntary sector organisations so that they understand the health and social care statutory complaints procedure to enable them to effectively support people who may wish to access the complaints process.
- 3.3 Continuing to provide Complaints Training to commissioned provider staff. The aim is to build capability and capacity in complaints handling within commissioned provider organisations. This is important because the Local Government and Social Care Ombudsman has made it very clear that they will hold commissioners accountable for the commissioned service provider's failings in relation to commissioned services. The training also ensures that commissioned service providers understand the health and social care complaints process and how this dovetails to their systems. The training is also provided to internal front line support and professional staff. In total including staff of commissioned providers, complaints training was provided to 300 staff.
- 3.4 Continuing to share key messages with operational teams by attending their management team meetings.
- 3.5 The Complaints Team have also been working closely with the Working Age Adults Contracts Team, Homecare Contracts Team, the Residential and Nursing Older People Contracts Team and the Quality Team to support commissioned providers to attain good Care Quality Commission ratings.

- 3.6 Continuing to strengthen links with our NHS partners and the voluntary sector. The complaints teams across Leeds meet on a quarterly basis. The members of the group are LCC Adults and Health, Leeds Clinical Commissioning Group, Leeds and York Partnership Foundation Trust, Leeds Teaching Hospital NHS Trust, Leeds Community Healthcare, Advonet and Leeds Healthwatch. The aim of the group is to share best practice across the different organisations and to improve customer and patient experience when things go wrong.
- 3.7 The work of the group is underpinned by an agreed Work Programme. So far the group have all signed up to providing a 'no wrong door' and a shared approach to consent that removes the need for customers/patients to sign multiple consent forms when they complain about mixed sector complaints within Leeds.
- 3.8 The group has also developed some information for Members of Parliament (MPs) providing them with brief information about the Health and Social Care Complaints procedure, advocacy information and also provided named contacts for each organisation. The aim is to ensure that MPs have easy access to complaints teams and, therefore, make it easier for them to sign post their constituents who may wish to provide feedback about their health and social care service within Leeds. A booklet will also be developed for Leeds City Council Elected Members during the 2018/19 reporting year.
- 3.9 During the year under review, 899 compliments were recorded. Analysis of compliments evidence how the Adults and Health Directorate are meeting the key qualities service users and their representatives expect from health and social care i.e. being offered choice, treated with dignity, respect and being heard. Public Health compliments included positive feedback about the work done for Mental Health Awareness week and the work done being an example of how the Council had been enriched by Public Health joining the Council. The Public Health compliments also included how valuable the Public Health Resource Centre is, the range of resources it provides and its strong social media presence, citing Twitter as an example of a real asset to the health and wellbeing community of Leeds.
- 3.10 495 complaints were recorded compared to 542 in the previous year, representing a decrease of 9%. There are often a range of forces at work when it comes to understanding trends in complaints. The fall could be the impact of effective local resolution. In these instances, it is important for service teams, contract and commissioning officers to ensure that this information is shared with the complaints team. In addition to ensuring that the information is included in any reporting, complaints are a valuable source of intelligence to help inform commissioning activities and service improvements.
- 3.11 22 enquiries were made to the Local Government and Social Care Ombudsman compared to 25 the previous year. A breakdown of the 22 enquiries is detailed in Appendix 5 of the main Report.
- 3.12 The statutory timescale for acknowledging complaints is 3 working days. In 2017/18 performance against this timescale was 98.1%. Good performance in acknowledging complaints within timescale has been maintained.
- 3.13 Whilst the statutory timescale for fully resolving a complaint is now up to six months based on level of risk and complexity, the service aims to provide an initial response to complaints risk assessed as low within 20 working days. This year

performance against this timescale reduced slightly to 95.3% compared to 98% the previous year.

- 3.14 The Complaints Service sends a satisfaction questionnaire to all complainants after they have received a response to their complaint. The purpose of the questionnaire is to seek complainants' views on how easy they found it to complain and how satisfied they are with key aspects of the process and outcome. The return rate in this reporting period was less than 3%. Efforts will be made to understand the reasons for the low return rate and report on this in the next reporting period.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The Compliments and Complaints Annual Report details standards of consultation and engagement with all key stakeholders and the extent to which services are meeting customers' expectations.
- 4.1.2 Analysis of the compliments received and meetings with complainants, service users and/or their carers to discuss and try and resolve their complaints evidence extensive consultation between staff and the relevant service user and/or their representative.

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

- 4.2.1 This report is being presented for information about compliments and complaints received during the twelve months between 1 April 2017 and 31 March 2018. It is, therefore, not relevant to undertake an equality impact assessment.
- 4.2.2 However, all complaints are subject to equality monitoring which now includes all the equality characteristics protected through legislation (age, disability, gender, race, religion or belief and sexual orientation). Information is most frequently provided on ethnicity, gender and disability. No information has been provided about other characteristics. 71% of all complaints have ethnicity recorded, reflecting a decrease on 73% the previous year. 99.4% have gender recorded and 69% of complaints state whether the person was disabled or not. A breakdown of the equality related information provided by complainants is detailed in Appendix 6 of the main report.
- 4.2.3 The focus is to continue monitoring the nature of any complaint which may cause the service user an inequality.

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

- 4.3.1 The number of compliments and complaints received involving service users and carers of Adults and Health, commissioned providers and health partners have provided opportunities to promote partnership working with all key stakeholders. The compliments received also demonstrate how the Adults and Health Directorate is meeting the city priorities.

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

- 4.4.1 Under Section 92 of the Local Government Act 2000, Local Authorities are empowered to remedy any injustice arising from a complaint. It is now practice to consider small ex gratia payments by way of recompense for costs incurred or compensation for a distress caused as a result of a matter complained about. In some cases it may be appropriate to waive care fees. The Local Government and Social Care Ombudsman also has powers to direct the authority to pay

compensation and to recommend the amount. As noted under paragraph 13 of the main report, £5187.85, was paid as a result of Ombudsman investigations. Payments were also offered as a result of internal complaints investigations as described below.

- 4.4.2 A service user with an Asperger's diagnosis had built up arrears through not paying his assessed contribution to his Direct Payment account and mispending some of his funds. It was accepted that he could not cope and that a Direct Payment was not the best option for him. The arrears totalling £10,074.84 were waived.
- 4.4.3 In addition to the above, other compensation payments totalling £6,841.92 were made as a result of internal complaints investigations. These are detailed under point 15 of the main report.
- 4.4.4 Therefore, including payments made as a result of Ombudsman investigations, a total of £22,104.61 was offered to complainants in this period, compared to £37,066.39 in the previous year.

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

- 4.5.1 The Local Authority Social Services and National Health Service Complaints (England) Regulations (2009) and the NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012 which established Public Health functions place a duty on Councils and the NHS to establish and implement a procedure for dealing with complaints and representations. The complaints procedure is a two-stage process, the first stage being consideration by the Council and the second being investigation by the Health or Local Government and Social Care Ombudsman.
- 4.5.2 A person is eligible to make a complaint under the statutory complaints procedure where the Local Authority and the Health Service have a power or duty to provide or secure a service.
- 4.5.3 The Courts would normally expect a complainant to have exhausted the statutory complaints process before initiating legal proceedings. Where there are serious operational failures and a public report and apologies are offered, it is possible that a complainant would take that as an admission of liability and as grounds to make a legal claim. Should any complainant choose to make a legal claim the legal claim would be passed to the Council Insurance Services or to Legal Services for their attention.
- 4.5.4 This report is a significant operational decision and is therefore not subject to call in.

#### **4.6 Risk Management**

- 4.6.1 It is a statutory requirement to produce and publicise a Complaints Annual Report which provides information on the quantity of the complaints received and the adequacy of the Complaints Procedure. Failure to produce and publicise the Annual Report would be in breach of the statutory requirement.
- 4.6.2 The timescales for acknowledging and responding to complaints are a statutory requirement; failure to respond within agreed timescales would breach the Complaints Procedure regulations.

- 4.6.3 Complaints to the Local Government and Social Care Ombudsman can result in a public report being issued by the Ombudsman. No complaints to the Ombudsman in this reporting year were the subject of a public report.

## **5 Conclusions**

- 5.1 Complaints continue to be a complex and difficult service area with both legal and insurance implications. The Complaints Team will continue to work with staff at all levels to ensure that the complaints procedure is accessible, open, transparent and trusted by both staff and service users or their representatives.
- 5.2 As in previous years, it is important that the Council takes even greater measures to evidence that lessons learned from complaints are used to improve and maintain the quality of the social care service it provides and commissions.
- 5.3 The Complaints Team looks forward to a period of productive change with on-going collaboration with both internal and external partners to improve social care service delivery to the citizens of Leeds.

## **6 Recommendations**

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

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

- 7.1 None

---

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



# **Complaints and Compliments** **Annual Report**

1 April 2017 – 31 March 2018



**Adult Social Care Customer Services**

## Contents

### Executive Summary

1. Purpose of Report
2. Background
3. What is a complaint
4. Who can make a complaint?
5. The Complaints Procedure
6. Review of Compliments Received 2017/18
7. Review of Complaints Received 2017/18
8. Nature of Complaints
9. Outcomes
10. Formal Investigation
11. Mixed Sector Complaints
12. The Local Government Ombudsman
13. Local Settlements and Public Reports
14. Timescale Performance
15. Compensation Payments
16. Methods of notifying complaints
17. Equality Monitoring
18. Lessons Learned
19. Customer Satisfaction Surveys
20. Developments / Update – 2017/18
21. Training
22. Review of information literature for service users
23. Complaints Handling – national developments
24. Other priorities to be taken into account during 2018/19
25. Conclusion

Appendix 1	Compliments received by client group Compliments received by service area
Appendix 2	Complaints by service area
Appendix 3	Complaints – how received Complaints – received from
Appendix 4	Timescale Performance
Appendix 5	Breakdown of Ombudsman complaints
Appendix 6	Equality Monitoring
Appendix 7	Lessons Learnt



## Executive Summary

The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 combined the statutory complaints procedures for the NHS and Social Care under a single set of rules. Similarly the NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012 which established Public Health functions has similar complaints requirements as the 2009 Adult Social Care regulations and requires Local Authority Social Services and the National Health Service to establish complaints procedures to deal with complaints about their health and social care functions and to produce and publish a Complaints Annual Report. This report, therefore, includes customer feedback in relation to Adult Social Care and Public Health.

Leeds City Council Adults & Health Directorate provides a range of services. Some services are provided by commissioned independent providers in residential care, supported living and commissioned home and day care. This annual reporting, therefore, includes services provided by commissioned independent providers.

This report provides information about compliments and complaints received during the twelve months between 1 April 2017 and 31 March 2018.

In the reporting year 10,938 people received a service from Leeds City Council Adults & Health Directorate. When looking at a total number of complaints 495, therefore, 4.5% of customers or someone acting on their behalf raised a complaint about a service that they received and 899, 8.2% of customers or their representative raised a compliment about the service that they received.

The focus for Leeds City Council Adult Social Care has been to empower people to feedback about their social care service and to use the feedback to improve the quality of service provided. Whilst there was a 9% decrease in numbers of complaints received in this reporting period, the fall could be a reflection of effective local resolution. There are often a range of forces at work when it comes to understanding trends in complaints. The service does not regard high numbers of complaints negatively, but rather as a positive indicator of service users, carers and family members being able to give feedback on the quality of service provided, and to receive a response. The Complaints Team will liaise with Service Managers and Contract and Commissioning officers to ensure that locally resolved complaints are shared with the Complaints Team. As well as ensuring that this is included in the annual reporting, complaints are a valuable source of intelligence to help inform commissioning activities and service improvements.

This report highlights how various services within the Adults and Health Directorate have performed in line with key principles outlined in the complaints regulations and provides information about the nature of complaints, the compliments received and actions being taken to improve the quality of health and social care services.

The year under review has been a busy and challenging one for the Complaints Team often having to deal with very complex cases which cuts across a number of organisations. The aim for the Complaints Team has been to maintain and/or raise the standard of complaints handling by focussing on improving the customer experience when things go wrong. The Complaints Team have been involved in a number of initiatives, including:-

- Providing training to voluntary sector organisations so that they understand the health and social care statutory complaints procedure to enable them to effectively support people who may wish to access the complaints process.
- Continuing to provide complaints training to commissioned service provider staff. The aim is to build capability and capacity in complaints handling within our commissioned service provider organisations. This is important because the Local Government and Social Care Ombudsman has made it very clear that it will hold commissioners accountable for commissioned service providers' failings in relation to commissioned services. The training also ensures that commissioned service providers understand the statutory health and social care complaints procedure and how this dovetails to their systems.
- Continuing to provide complaints training to front line support and professional staff. In total including staff of commissioned providers, complaints training was provided to 300 staff.
- The Complaints Team have also been working closely with the Working Age Adults Contracts Team, Homecare Contracts Team, the Residential and Nursing Older People Contracts Team and the Quality Team to support commissioned providers to attain good Care Quality Commission ratings.
- Continuing to share key messages with operational teams by attending their management team meetings.
- The complaints teams across Leeds City Council Adults and Health Directorate and NHS organisations within Leeds meet on a quarterly basis to share learning from complaints as well as to share best practice across the different organisations. The aim of the group is to improve customer and patient experience when things go wrong.

The work of the group is underpinned by an agreed Work Programme. So far the group have all signed up to providing a 'no wrong door' and a shared approach to consent that removes the need for customers/patients to sign multiple consent forms when they complain about mixed sector complaints within Leeds.

The group has also developed some information for Members of Parliament (MPs) providing them with brief information about the Health and Social Care Complaints procedure, advocacy information and also provided named contacts for each organisation. The aim is to ensure that MPs have easy access to complaints teams and, therefore, make it easier for them to sign post their constituents who may wish to provide feedback about their health and social care service within Leeds. A booklet will also be developed for Leeds City Council Elected Members during the 2018/19 reporting year.

- 899 compliments were recorded. Analysis of compliments evidence how the Adults and Health Directorate are meeting the key qualities service users and their representatives expect from health and social care i.e. being offered choice, treated with dignity, respect and being heard. Public Health compliments included positive feedback about the work done for Mental Health Awareness week and the work done being an example of how the Council had been enriched by Public Health joining the Council. The Public Health compliments also included how valuable the Public Health Resource Centre is, the range of resources it provides and its strong social media presence, citing Twitter as an example of a real asset to the health and wellbeing community of Leeds.

- 495 complaints were recorded compared to 542 in the previous year, representing a decrease of 9%. There are often a range of forces at work when it comes to understanding trends in complaints. The fall could be the impact of effective local resolution. In these instances, it is important for service teams, contract and commissioning officers to ensure that this information is shared with the complaints team. In addition to ensuring that the information is included in any reporting, complaints are a valuable source of intelligence to help inform commissioning activities and service improvements.
- 22 enquiries were made to the Local Government and Social Care Ombudsman compared to 25 the previous year. A breakdown of the 22 enquiries is detailed in Appendix 5 of the Report.
- Monitoring of our compliments and complaints procedure has again led to a number of actions and areas for development as set out in the report.

**Judith Kasolo**  
**Head of Complaints**  
**Adult Social Care**

## **1. Purpose of Report**

The purpose of the annual report is to review the operation of the complaints procedure over a twelve month period and to provide information about complaints themes, the compliments received and actions being taken to improve the quality of social care services.

This report provides information about compliments and complaints received during the twelve months between 1 April 2017 and 31 March 2018.

## **2. Background**

- 2.1 Local authorities and the National Health Service are legally required to establish complaints procedures to deal with complaints about their health and social care functions.

The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 applies to Adult Social Care. Similarly the NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012 applies to Public Health functions.

## **3. What is a complaint?**

The Department of Health defines a complaint as:

‘An expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of a local authority’s Adults Social Services and the National Health Service provision which requires a response’. The Adults and Health Directorate uses this definition.

In addition, it is important to note that service users or their representatives generally view complaints in its every day sense i.e. to mean any statement about a service or member of staff that has not met the standard that they can reasonably expect.

If it is possible to resolve the matter immediately, there is no need to engage the complaints procedure.

## **4. Who can make a complaint?**

Anyone coming into contact with Leeds City Council can make a complaint. The Corporate Complaints Procedure provides a process for all customers to use. If the complaint is about Adult Social Care or Public Health functions, the statutory complaints procedure for Health and Social Care services must be used.

A person is eligible to make a complaint under the statutory complaints procedure where the Local Authority and the Health Service have a power or duty to provide or secure a service. This includes a service provided by an external provider acting on behalf of the Local Authority. In such a case service users or their representatives can either complain directly to the provider or to Leeds City Council, as commissioner of the service.

Commissioned providers are encouraged to attempt to resolve complaints at the first point of contact in line with good practice highlighted by the Local Government and Social Care Ombudsman, but are equally advised to direct service users or their representatives to commissioners of the service, where local resolution is not possible or appropriate, or where the complainant remains dissatisfied.

A complaint can be made by the representative of a service user who has been professionally defined (under the Mental Capacity Act 2005) as having no capacity to make decisions, as long as the representative is seen to be acting in the best interests of that service user.

Anyone can complain who is affected (or likely to be affected) by the actions, decisions or omissions of the service that is subject to a complaint.

## **5. The complaints procedure**

The complaints procedure is a two-stage complaints system, focusing on local resolution and, if unresolved, an investigation by the Ombudsman.

The aim of the Local Authority Social Services and the National Health Service complaints regulations is to make the whole experience of making a complaint simpler, more user-friendly and more responsive to people's needs. The emphasis is to offer a more personal and flexible approach, which is effective and robust. Complaints are risk assessed. The investigation needed is informed by the level of risk and complexity and the wishes of the complainant.

Complaints Officers contact the complainant to agree the complaint and sought outcome. They then determine the level of risk and complexity. Options include mediation, resolution by the Service Manager or an independent investigation.

Each complaint is treated according to its individual nature and the wishes of the complainant.

In the reporting year 10,938 people received a service from Adult Social Care.

When looking at the total number of complaints of 495 therefore, 4.5% of customers or someone acting on their behalf raised a complaint about a service that they received and 899 (8.2%) of customers or their representative were happy with the service that they had received from adult social care or public health.

## 6. Review of compliments received

**Table 1 – Compliments Received by Service Area**

Service area	2017/18	%	2016/17	%
Skills/Reablement	235	26.1%	310	45%
Blue Badge	234	26.0%	-	-
Area Social Work	95	10.6%	118	17.1 %
In-house Older People Residential and Day Services	78	8.9%	27	3.9%
In-house Mental Health Residential and Day Services	71	7.9%	4	0.5%
Equipment and Adaptations	58	6.5%	46	6.7%
Learning Disability Housing and Day Services	39	4.3%	77	11.2%
Resources and Strategy	32	3.6%	29	4.2%
Learning Disability Social Work	17	1.9%	22	3.2%
Hospital Social Work	9	1%	6	0.9%
Mental Health Social Work	8	0.9%	14	2.0%
Strategic Commissioning	7	0.8%	12	1.8%
Physical Disability Residential & Day Services	6	0.7%	-	-
Independent Sector Home Care	4	0.4%	3	0.4%
Independent Sector Care Homes	3	0.3%	1	0.1
Public Health Healthy Living & Health Improvement	1	0.1%	-	-
Public Health Resource Centre	1	0.1%	-	-
Transformation and Innovation	1	0.1%	-	-
Leeds Shared Lives	-	-	20	2.9%
<b>Total</b>	<b>899</b>	<b>100%</b>	<b>689</b>	<b>100%</b>

- 6.1 899 compliments have been received this year, compared to 689 in 2016/17. Compliments evidence how the Adults and Health Directorate are meeting the key qualities people expect from health and social care services i.e. provided with information about lifestyle services such as public mental health services, being treated with dignity, respect, staff being caring, responsive to people's needs, being effective and well-led.
- 6.2 The increase in compliments is in response to the Adults and Health Complaints team and frontline staff efforts to try and increase the number of people talking to us and providing us with feedback either good or bad. The complaints leaflets which are provided to customers at assessment or at review encourage customers or their representatives to tell us what they think of the service. Customers are informed that learning is taken from compliments in the same way as complaints and are recorded and used to influence and promote best practice.
- 6.3 Compliments are, however, largely made directly to frontline staff either verbally or by personal letter. In view of this, as part of the complaints training, Adults and Health staff and managers and staff of commissioned service providers are

encouraged to pass on compliments to the Complaints team to ensure these are recorded across the directorate. This practice has led to the increase in the number of compliments recorded.

- 6.4 The largest number of compliments was received by the in house Reablement Service, which received 235. Although this appears to be a reduction on last year's figure of 310 it should be noted that the Long Term Community Support Service which has now closed down and compliments for both services were always counted together under the heading "In-house Community Support". Service users and family members expressed particular appreciation for how they had been helped to regain their independence after periods of illness or decline. The kindness and caring nature of workers was also appreciated.
- 6.5 The Blue Badge service received 234 compliments this year. The compliments referred to a wide range of positive experiences such as the efficiency with which assessments were carried out and badges issued; the kindness and pleasant attitudes of all workers be the assessors, reception staff or administrators and the new premises which were described as easy to find, accessible, comfortable and clean and tidy.
- 6.6 95 compliments were received about Area Social Work teams. Compliments were often received from relatives who wanted to thank social workers for their input at a time of crisis, and to let workers know that relatives were doing well now they were receiving appropriate care and support. Worker's personal conduct was described in various ways, such as being professional, competent and kind.
- 6.7 In-house residential care homes and day services for older people received 78 compliments. The nature of the compliments varied depending on the setting. For example the South Leeds Independence Centre received compliments from service users and their family members for assisting in their recovery. Care homes received compliments from relatives which referred to how they had been happy to entrust their loved-ones to our care. Carers often referred to the support provided by day centres. A service user gave thanks for a respite stay at Richmond House because it had enabled a family carer to go on a much needed holiday. A great number of complaints referred to the kindness and compassion of staff, particularly the welcome received when they first arrived, enabling them to settle and their family members to feel reassured that they would be well cared for. Some compliments also referred to how clean and well-equipped the establishments were.
- 6.8 Compliments for Aspire (the Learning Disability Housing and Day care service) often came from other agencies which the service had mad networks with in order to promote service user's involvement in the wider community. For example HSBC bank thanked the service for inviting it to the Service User Council and said how it wanted to expand its involvement with the service in the future; a school commented on how a visit had inspired its pupils; and the Leeds Rhinos thanks the staff involved in setting up a pilot project at the rugby league club. Compliments were also received from family members especially where the service had gone the extra mile, for example by sending workers to enable holidays away from home and by visiting a service user who had been hospitalised.
- 6.9 Compliments about Equipment and Adaptation services increased to 59 compared with 46 last year. Service users praised the efficiency of the Equipment Service,

and also the range of equipment that was available to help maintain their independence at home. Compliments for Occupational Therapists were often received after equipment or adaptations had been provided and would refer to how transformative this had been. People would also refer to how pleasant Occupational Therapists had been while they carried out their assessments.

- 6.10 The Complaints Service received 28 compliments this year, compared to 21 the year before. These mostly referred to the support the service had provided in resolving people's complaints, including the patience, sympathy and understanding shown to customers when they met with or spoke to members of the team. Compliments were also received from professionals who had attended the service's complaints training course.
- 6.11 The Adults and Health Finance Service received 4 compliments this year. One compliment was about the comprehensive information booklets the service has recently introduced about financial assessments. The other compliments were about the attitude and helpfulness of workers.
- 6.12 Compliments for mental health accommodation and day care services came from a wide variety of stakeholders, including professionals, relatives and service users themselves. Professionals and relatives often commented on how the expertise and professionalism of the service had achieved significant breakthroughs for services users. For example, one professional felt that the intervention of the service had prevented a hospital admission. Another professional commented on how a rough sleeper had been settled in accommodation at Cottingley Court and had therefore broken a cycle of exploitation. Service users at Spen Lane commented on how supportive and kind workers were, and how they felt they were treated with respect and dignity, and how they then enjoyed their respite. The Impact team received compliments about how it had helped service users with challenging practical tasks, such as PIP claims and tenancy problems. Lovell Park Hub received compliments about how it had enabled users to access community amenities and therefore alleviate their isolation.
- 6.13 Learning Disability Social Work received 17 compliments this year. Many of these referred to the support provided in resolving specific problems, such as transport and finance. Many of the compliments referred to the commitment and dedication of workers.
- 6.14 Although only a small number of compliments were received for independent sector home care providers they referred to the very significant impact services had on people's lives. One compliment was about how home care workers had reacted quickly when a service user fell, which had prevented a hospital admission. Another was about a worker who had gone above and beyond in her free time by helping a service user to decorate their home. Another service user said their unplanned hospital admissions had reduced to zero since a provider had been commissioned to provide their care. The parents of a working age adult felt a provider had enabled their daughter to regain her former independence.
- 6.15 Mental Health social work received 8 compliments this year. Family members and professionals praised social worker's conduct, usually at times of crisis.



6.15 Commissioning Services received 7 compliments this year. The compliments were made by colleagues from the independent sector who appreciated the support and advice provided by commissioners and the Chief Officer. One compliment was for a Commissioning Officer who had carried out a thorough investigation into a family member's complaint about a service provider.

## 7. Review of complaints received

**Table 2 – Complaints received by service area**

Service area	2017/18		2016/17	
	Number of complaints	% of total complaints	Number of complaints	% of total complaints
Total	<b>495</b>	100.0%	<b>542</b>	100.0%
Area Social Work	<b>118</b>	23.9%	<b>102</b>	18.9%
Independent Sector Home Care	<b>102</b>	20.6%	<b>167</b>	30.8%
Equipment and Adaptations	<b>34</b>	6.8%	<b>39</b>	7.2%
Skills / Reablement	<b>30</b>	6.0%	<b>4</b>	0.7%
Learning Disability Social Work	<b>27</b>	5.4%	<b>27</b>	5.0%
Support services	<b>26</b>	5.2%	<b>65</b>	12%
Blue Badge Applications	<b>23</b>	4.7%	<b>34</b>	6.3%
Learning Disability Commissioned Services	<b>22</b>	4.5%	<b>14</b>	2.6%
Aspire	<b>18</b>	3.7%	<b>18</b>	3.3%
Older People Direct Provision Residential Care	<b>16</b>	3.3%	<b>7</b>	1.3%
Independent Sector Other	<b>14</b>	2.8%	<b>10</b>	1.8%
Hospital Social Work	<b>13</b>	2.6%	<b>4</b>	0.7%
Mental Health Accommodation and Day Services	<b>11</b>	2.2%	<b>12</b>	2.2%
Mental Health Social Work	<b>10</b>	2%	<b>10</b>	1.8%
Independent Sector Care Homes	<b>9</b>	1.8%	<b>6</b>	1.1%
Other Council Department	<b>6</b>	1.2%	<b>6</b>	1.1%
Older People Direct Provision Day Services	<b>6</b>	1.2%	<b>4</b>	0.7%
Strategic Commissioning	<b>5</b>	1%	<b>11</b>	2.0%
Safeguarding Unit	<b>2</b>	0.4%	<b>2</b>	0.4%
Public Health Sexual Health Commissioning	<b>2</b>	0.4%	-	-
Public Health Healthy Living Service	<b>1</b>	0.2%	-	-

7.1 The Adults and Health Directorate provides a range of services in a range of settings and where the Council commissions care from the independent sector, the Ombudsman is very clear that the Council remains accountable for the actions of the commissioned service provider. It is usually best to tell the care provider and give it chance to put things right. However, if the problem cannot be sorted out

there and then and the person continues to be unhappy, they have a right to complain to the Council, as commissioner of the service. In these circumstances, customers or their representatives are advised to raise concerns with the Complaints Team. The Complaints Team recorded 495 complaints in this reporting period compared with 542 complaints the previous year.

The monitoring and oversight of complaints made directly to commissioned providers is in response to recommendations made by the Ombudsman in their 2013/14 Adult Social Care Annual Report. The Ombudsman has made it very clear that it will hold commissioners accountable for the commissioned service providers' failings and further that it is the commissioner who will be held accountable to remedy any identified failings. In view of this, Adults and Health Directorate has this year launched an Information Sharing Protocol to ensure regular communication between the Council and the commissioned service provider in relation to any complaints and compliments relating to the Council's Adults and Health commissioned services. This should provide the Council an opportunity to gain an overview of compliments and complaints of commissioned services.

## 8. Nature of Complaints

The most common category of complaints are as follows:-

- 109 complaints about Inconsistent Home Care
- 85 complaints about Staff Attitude/conduct
- 62 complaints about poor Quality of Service
- 62 complaints about Lack of social work support
- 47 complaints about Challenging assessment outcome
- 43 complaints about Safeguarding

8.1 **Inconsistent Home Care – commissioned services.** When people have care and support needs they often choose to remain in their own home and receive home care. Receiving care at home means people can retain independence and take comfort in their own home. 102 complaints were recorded about independent sector home care service providers. The majority of these complaints related to inconsistencies in the service provided:

- Care workers staff not staying long enough at care visits, i.e. leaving early, and therefore not completing care tasks or partially completing them to a poor standard. Some complainants report that care staff falsify records to show that they have stayed the full duration when they have not (e.g. at times when family members have been with their relative and no worker has been there).
- Concerns about care visits not being undertaken at consistent times, i.e. either too early or too late. Carers and service users describe a variety of adverse effects of this. For example, dementia carers express in particular concern about the adverse effects of care not being provided according to a settled routine; people who require a strict medication regime have reported problems with the intervals between doses of medication being too short or too long; people who live alone report

anxiety about not knowing if and when their care shall be provided; people whose bed time visits have been carried out earlier than scheduled bemoan the fact that they have been put to bed at a time not of their choosing.

- Concerns about the quality of documentation and record keeping, for example risk assessments, care plans, MAR charts, food and fluid charts and running records, leading to a lack of confidence in the care provided amongst family members and other professionals involved in a person's care.
- Families raising concerns about the failure to engage them in reviews so that they can contribute their views in the management of the service and what is needed to provide a good quality service.
- Concerns about receiving care from too many care workers and that often care workers had not read the care and support plan and, therefore, not clear of what care and support was needed and at times inexperienced in providing the care needed i.e. lack of training to provide the care needed. One complainant claimed that over 40 different care workers had been to his mother in the 6 months prior to making his complaint; another claimed that 13 different care workers had attended, including male workers, in the first week that his mother's care package was introduced.
- When members of the regular care team are on leave or sick there being no cover, meaning family members have to undertake care tasks.
- That only one care worker has attended where two are required to assure safe moving and handling (e.g. hoisting).
- That male staff have been sent to female services users to provide personal care, where a preference for female carers has been expressed.
- Concerns about inaccurate invoicing and record keeping including delays in being invoiced
- Poor communication between the service user and/or their families and the office staff of the service provider. One complainant gave an example of having requested an earlier call weeks in advance of a hospital appointment, but on the day this did not happen and the office claimed to know nothing about it.

The in-house Reablement service received 14 complaints about inconsistent service delivery. The most common cause of complaint was visits not taking place at the time the service user expected, and this was often because the call times had been rescheduled and the service user had not been told.

8.2 **Quality of Service.** This was the third most common cause of complaint. A summary of the most common areas of concerns follows:

**Occupational Therapy, Equipment & Adaptations:**

- Equipment delivered in poor condition.
- The wrong equipment being delivered.
- Equipment being delivered but without it being demonstrated how it should be used.

- Equipment being recommended which turned out not to meet the service user's needs.
- Delay in works commencing following a DFG application.
- Inadequate responses to telecare alerts, including being told that the service was too busy to attend to people whose fall alarms had been activated.
- Faults with telecare equipment.

**Reablement Service:**

- Workers not wearing overshoes and there leaving footprints in people's homes.
- Relatives and service user's not understanding the reasons why visits were reduced or terminated.

**Learning Disability Supported Living:**

- Lack of support with life skills such as personal hygiene, cooking and shopping.
- A lack of stimulation, i.e. service users being left in bed or watching television or on their iPads, leading to social isolation.
- Where care plans have specific requirements, e.g. in terms of physiotherapy, the use of specialist equipment etc, staff are not complying with these.
- Medication administration errors.
- Poor communication with the families and other partner organisations, e.g. accidents not being reported or recorded.
- Poor care due to staff not reading the care and support plan and, therefore, not following support plan

**Area & Hospital Social Work.** Concerns relating to Social Work service delivery highlighted:-

- Lack of communication between the family, social care and other agencies involved in delivering the care and support
- Lack of clarity and information from the outset about the charging structures that apply to residential care, respite, temporary or permanent placement
- Lack of clarity around 3<sup>rd</sup> party top-ups.
- Two complaints referred to confusion over whether Adults or Children's services would complete carer's assessments for service users who were parents of young children. These were resolved by joint assessment visits being undertaken by social workers from both services.

**In House Residential Care (Recovery Hubs & Extra Care Housing)**

- Care workers entering a bedroom without knocking.
- A service user's clothing not being changed before bed.

- A worker had been unable to fit a service user's mask resulting in her being in pain overnight.
- A resident on Respite care had wandered home without care workers being aware. As a result his next respite stay was cancelled, wrongly, and the family had to book private home care at their own expense (this was reimbursed).
- Regarding the nurse call system, and the communication between care workers about medication administration.

8.3 **Staff attitude/conduct** was the second most common cause of concern. 85 complaints, 17% of the total number received, mentioned this issue. These complaints most often related to area and specialist social work teams; disability service teams; commissioned supported living services and Finance teams. Many complaints that mention staff attitude and conduct are part of a bigger complaint that also includes dissatisfaction with decisions to do with the outcome of an assessment and decisions about charges for services. It must be borne in mind that the former may affect a person's perceptions of the latter. For example, the Finance, Disability Services and Social Work services all make decisions about people's eligibility to receive support.

However, some complaints about attitude and conduct are not related to issues of eligibility. In Social Work services and Disability Services family members, including those with Lasting Power of Attorney, complained about workers speaking directly to their relatives without consulting them.

#### **Skills / Reablement:**

- 7 complaints were received about the attitude and conduct of Reablement worker, which mostly revolved around customers or relatives feeling that workers have gone too far in encouraging service users to be independent. For example, one service user was upset that a worker had asked her to get up and fetch her dosette box so she could take her medication independently. As noted at paragraph 6 above, the Reablement service receives more compliments than any other service, and they mostly refer to the fact that the service has encouraged and supported people to regain their independence and continue living at home – an approach that a very small number of people find to be inappropriate.

#### **Disability Services:**

- A member of the public who had made a referral on behalf of a friend was frustrated that the Occupational Therapist would not disclose the outcome of the referral with them due to client confidentiality.

#### **Recovery Hub:**

- A relative was informed that prearranged respite care could not go ahead. They had already made plans and paid for a holiday. The manager did not offer any constructive suggestions as to how to resolve the situation. The relative therefore paid privately for a care agency to provide care at a cost of over £300. This complaint was upheld and these costs were reimbursed.

### **Learning Disability Social Work:**

- A provider had called a Manager to request an immediate change of placement for a service user whose needs had deteriorated and found the manager's attitude to be inappropriate. This complaint was inconclusive. The Manager accepted that the conversation had been difficult and robust because he had needed to challenge the provider in respect of it not being appropriate, reasonable or possible to find an emergency placement without any notice.

8.4 **Challenging Assessment outcome** was the fifth most common cause for complaint. A significant reduction in the numbers of complaints about this issue was registered this year, down to 42 from 67 last year.

- The most common area of complaint was Blue Badge assessments, although 12 fewer complaints were received in this reporting period. Complainants often cited that their disability had been overlooked, that on the day of the assessment they had taken strong medication which enabled them to get through the assessment. Some people were of the view that the assessment did not take into account their medical condition and that removing the blue badge would take away their independence.
- Complaints about assessments and reviews completed by Area and Hospital Social Work teams, and the Adult Reviewing Team, rose from 9 to 12 this year. Complaints referred to assessments not resulting in the level of care and support they required, such as not providing a high enough level of Direct Payment for a person to be able to find a willing provider. Family members would express frustration that social workers would allow their relatives to take decisions that appeared unwise and possibly not in their own best interests, in which cases it was explained that we are constrained by mental capacity legislation in this regard but that we would carry out a review if a person's needs changed in the future. Four complaints in this area were from persistent complainants who were seeking support for ineligible needs, such as arranging holidays; intervening in family disputes, and providing a housing support service (in these cases people were signposted or assisted to refer to more appropriate services) – the Ombudsman investigated all four complaints and found no fault.
- Complaints about Occupational Therapists assessments went down from 8 to 5 this year. The majority of complaints were not upheld, but a couple resulted in reassessments which recommended adaptations to meet a person's needs.
- 3 fewer complaints about the outcomes of financial assessments were received this year, down from 10 to 7. As in the previous year, complainants often claimed that they were not informed that they would be required to contribute to the cost of their care. Some complainants sought to have assets disregarded, for example where relatives claimed to have helped a service user buy a property, they asked for a proportionate amount of their relatives' capital to be disregarded.

8.5 **Lack of Social Work Support** was the third most common area of concern (receiving the same number of complaints as about Quality of Service). It is not surprising that lack of social work support is often a cause for concern. This has been a combination of service users or their families not being clear of what they can reasonably expect from adult social care or in cases involving a number of agencies, service users or their families being unclear of each agencies' role resulting in the social worker being the subject of a complaint on matters which are say, Health led.

- In Area Social Work some people complained that social workers had been unresponsive in times of crisis or a change in their needs. One person described how there had been confusion as to whether an area or a hospital social worker would be allocated her case. Some people complained that they were unaware that their case had become passive and their social worker's involvement with them had come to an end, in these case duty workers would respond or a new worker would be allocated if necessary. Some people would describe how they had expected to see or speak to their social worker more often.
- In Hospital Social Work, two complaints were received regarding the role of social workers in discharge planning, and a perception that a social workers had pressurised family members to accept relatives being discharged from hospital and had not listened to family member's views about their relatives' health and care needs. One complaint related to the fact that a deceased service user's family could not be found prior to his burial (this was investigated by the Ombudsman but no fault was found).
- In Learning Disability Social Work complaints would often be received at times of change. A complaint about the Transitions team came at a time when a young person required a specialist college placement yet a social worker was not allocated to support with this as soon as the family required (this complaint was upheld). A relative of a service user who had been sectioned complained that the social worker had not been involved sufficiently – it was explained that hospital workers take the lead under these circumstances and that the social worker would take the lead upon discharge of the section. Some complaints referred to the time it takes to find suitable long-term supported living or residential placements.
- In Mental Health social work relatives of dementia patients whose condition had deteriorated expressed anxiety about the support they would receive in meeting their relative's needs in the future.

8.6 **Safeguarding.** Complaints about safeguarding referred to complaints of neglect or abuse by professional care providers; family carers; and service users. Such complaints were often dealt with under the safeguarding procedures. Other complaints raised issues arising from the safeguarding process:

- Some complaints relate to the slow progress of, and failure to provide updates to family members during safeguarding investigations.
- Some complaints are from Persons Alleged to have Caused Harm who feel that the allegations against them are unjustified or that the investigations are prejudicial and that the safeguarding investigators are colluding with the alerter.

- Some complainants asked for care fees to be waived where allegations had been substantiated by a safeguarding investigation.

**8.7 Public Health.** Three complaints were received for Public Health services:

- Two complaints related to a service provider commissioned to provide sexual health advice. These complaints related to the provider’s employee code of conduct which the complainants felt allowed sexual relationships with clients. The Council worked with the provider to review and amend the code of conduct which is now clear, unambiguous, and reinforces professional boundaries making it explicit that non-professional relationships with service users who have entered into a 1-2-1 or ongoing support relationship with the worker are strictly forbidden.
- The other complaint related to the Healthy Living Service and was from someone who was unhappy that face to face provision for patients who wanted to lose weight was relocating out of their locality, meaning they would have to travel to the service.

**9 Outcome**

The table below shows the outcome of complaints following an investigation. The three main categories for classifying the outcome of a complaint are “Upheld”, “Partly Upheld” and “Not Upheld”. Also included is a proportion that were “inconclusive” and those that were “Withdrawn”. It will be noted from the table that 64% of complaints were either upheld or partially upheld.

<b>Outcome</b>	<b>2017/2018</b>	<b>%</b>
Upheld	<b>188</b>	38%
Partially upheld	<b>128</b>	25.9%
Not upheld	<b>132</b>	26.6%
Inconclusive	<b>27</b>	5.5%
Ongoing	<b>5</b>	1%
Withdrawn	<b>15</b>	3%
<b>Total</b>	<b>495</b>	<b>100%</b>

**10. Formal investigation**

This year 5 of the 495 complaints were escalated to formal investigation by Independent Investigating Officers. In addition 2 independent investigations that began in the previous year were concluded in this reporting year.

As is standard practice, complaints requiring formal investigation are investigated by Investigating Officers who are independent of Leeds City Council. Independent investigation has proved effective in resolving complex complaints.



Appendix 7 of this report contains examples of action taken in response to investigation findings to improve the quality of services.

## **11. Mixed sector complaints – joint working across health and social care in Leeds**

The Local Government and Social Care Ombudsman and Parliamentary and Health Service Ombudsman have introduced a new process for investigating complaints about both health services and social care services. These complaints are now investigated by a single team based in the Local Government Ombudsman's office, acting on behalf of both Ombudsmen.

The complaints regulations include set timescales for organisations to acknowledge and respond to complaints and also require organisations to work together in ensuring a co-ordinated investigation and response with a single organisation as the lead.

The complaints teams across health and adults social care organisations within Leeds meet on a quarterly basis to share learning from complaints as well as to share best practice across the different organisations. The group is chaired independently by Healthwatch Leeds. Members of the group are Healthwatch Leeds, Advonet, Leeds City Council Adults and Health Complaints Team, Leeds Community Health Complaints Team, Leeds and York Partnership NHS Foundation Trust Complaints Team, Leeds Teaching Hospitals NHS Trust and the Clinical Commissioning Group Complaints Team.

The work of the group is underpinned by an agreed Work Programme. The aim of the group is to work closely and improve customer and patient experience when things go wrong and to promote best practice by embedding the 5 'I' statements of what good complaints handling must look like.

So far the group have all signed up to providing a 'no wrong door' and a shared approach to consent that removes the need for customers and patients to sign multiple consent forms when they complain about a mixed sector complaint.

The group has also developed some information for Members of Parliament (MPs) providing them with brief information about the Health and Social Care Complaints procedure, advocacy information and also provided named contacts for each organisation. The aim is to ensure that MPs have easy access to complaints teams and, therefore, make it easier for them to sign post their constituents who may wish to complain about their health and social care service within Leeds. A booklet for Elected Members will be developed in the 2018/19 reporting year.

The group has developed shared standards, based on the "I statements", to ensure consistent practice in dealing with complaints across all health and social care sectors.

The numbers of "mixed sector complaints" that the Council has received have increased steadily year on year, which indicates that patients and service users are receiving a joined up response to complaints that cross organisational boundaries.

## **12. The Local Government & Social Care Ombudsman – update**

The Ombudsman also has statutory powers to carry out joint investigations with the Parliamentary and Health Service Ombudsman (PHSO). They operate a joint team

of both health and social care investigators and undertake a single investigation which as stated in the report provides a more effective way of ensuring that complaints are resolved and lessons learned.

From 2010 the Ombudsman's role in providing independent redress was extended to all adult social care providers registered with the Care Quality Commission (CQC), the regulator for health and social care. This means that the Ombudsman investigate unresolved complaints about care arranged, funded and provided without the involvement of local authorities.

## 12.1 **Summary of Ombudsman Cases**

The Council is required by Law to inform people of their right to complain to the Ombudsman if for whatever reason they are unhappy with the way the Council has dealt with their complaint. The Adults and Health Directorate complaints leaflets, therefore, provides people with the Ombudsman contact details and informs people of their right to escalate their complaint to the Ombudsman. In addition, complainants are provided with the Ombudsman contact details as part of the response letter to their complaint.

In view of the above, it is envisaged that more customers will escalate their dissatisfaction to the Ombudsman either because they would have liked something more or a different outcome from the Council in response to their complaint.

In the reporting year, 22 complaints and enquiries were made to the Local Government & Social Care Ombudsman compared to 25 the previous year.

The 22 includes enquiries from people who may not have initially contacted the council and, therefore, recorded as 'premature'. In these instances, the Ombudsman will signpost them to the Council.

10 complaints related to Community Social Work cases. In 6 cases the Ombudsman found no fault and closed her enquiry. In 3 cases the Ombudsman found fault and in 2 of these cases recommended a financial remedy. 1 case was premature and therefore referred back to the Council for investigation under the internal complaints procedure.

4 cases related to services commissioned from the independent sector. 2 of these related to one care home that was under contract suspension by the Council and the Clinical Commissioning Group, both of which were referred back to the Council as premature because they were under investigation under the safeguarding procedures. 1 complaint was about a commissioned care home which had not informed relatives of a sudden deterioration in their mother's health shortly before she died. This complaint had already been investigated under our internal complaints procedures and fault had been found. The Ombudsman endorsed the Council's findings but recommended the Council go further by paying a financial remedy in recognition of her distress. One complaint related to a mental health support provider which had changed its eligibility and gatekeeping procedures, no fault was found.

3 cases related to Finance. One of these was referred back to the Council as premature. In the 2 completed investigations fault was found. A financial remedy was provided in both cases.

2 complaints related to Occupational Therapy assessments for adaptations to service user's properties. No fault was found in either case.

1 complaint related to a parent who had been referred to our Learning Disability Social Work services by Children's Services. The parent was offended because she did not have a diagnosed learning disability. The referral was closed and this caused a delay in her being assessed by the Area Social Work team. The Ombudsman found fault and asked the Council to offer another assessment.

1 complaint related to a Hospital Social Work Team, from a relative who felt the Council had not made sufficient efforts to locate family members before arranging a service user's funeral. No fault was found.

1 complaint came from a campaign group who argued that the Council had not consulted properly before deciding to close the long term community support service. No fault was found.

A breakdown of the Ombudsman enquiries and the findings are detailed in Appendix 5 of this report.

### **13. Local Settlements and Public Reports**

Where the Ombudsman finds fault she may recommend a local settlement or issue a public report.

In this reporting period none resulted in a public report.

Four cases resulted in financial remedies. In one case a payment of £4,000 was made to a complainant and a service user in recognition of the time, trouble and distress caused by a delay in carrying out a financial assessment which resulted in large arrears being built up in care home fees. In another case fees for a person's home care service, totalling £584.85 were waived because there was no evidence on file to show that a service user and their relatives had been informed that a charge would be made prior to the service beginning. The Adults and Health Finance service has made significant improvements in procedures for financial assessment which should prevent complaints of this nature in the future. In another case the Council accepted that a Disability Related Expense had not been taken into account during a financial assessment, so a back dated payment of £103 was made to remedy this. In another case £500 was paid to the relative who had not been informed of a sudden deterioration in their mother's health shortly before she died. £500 pounds was paid by jointly by Adults and Health and Children's Services in recognition of a delay in completing a joint complaint investigation.

Therefore the total value of financial remedies provided as a result of Ombudsman investigations was £5187.85 compared to £26,142.89 the previous year.

## 14. Timescale Performance

- 14.1 The statutory timescale for acknowledging complaints is 3 working days. In 2017/18 performance against this timescale was 98.1%. Good performance in acknowledging complaints within timescale has been maintained.
- 14.2 Whilst the statutory timescale for fully resolving a complaint is now up to six months based on level of risk and complexity, the service aims to provide an initial response to complaints risk assessed as low within 20 working days. This year performance against this timescale reduced slightly to 95.

## 15. Compensation Payments

Under Section 92 of the Local Government Act 2000, Local Authorities are empowered to remedy any injustice arising from a complaint. It is now practice to consider small *ex gratia* payments by way of recompense for costs incurred or compensation for a distress caused as a result of a matter complained about. In some cases it may be appropriate to waive care fees. The Local Government Ombudsman also has powers to direct the authority to pay compensation and to recommend the amount. As noted at paragraph 13, £5187.85, was paid as a result of Ombudsman investigations. Payments were also offered as a result of internal complaints investigations as described below.

A service user with an Asperger's diagnosis had built up arrears through not paying his assessed contribution to his Direct Payment account and mispending some of his funds. It was accepted that he could not cope and that a Direct Payment was not the best option for him. The arrears totalling £10,074.84 were waived.

A service user's Direct Payment was backdated to the cost of £2613 in recognition of a delay in completing a Care Act assessment.

Arrears of £567.27 were waived because of a delay in informing a service user of an increase in his contribution to his Direct Payment account.

£220 was reimbursed to a blind service user in recognition of an eligible Disability Related Expense towards the purchase of equipment.

Care fees of £1,950 were waived due to a family not having been informed in advance of the need to make top-up payments for a relative's residential care fees.

Day Centre fees of £124.60 were waived in recognition of the failure to carry out a review of the placement.

Home care fees of £580.50 were waived in recognition of the failure to consult with a family representative in respect of a change to a service user's long term care plan.

A Direct Payment service user's arrears were reduced by £100 in recognition of a failure to carry out an audit of his payments for 3 years.

Fees for a temporary residential care placement, totalling £186.35, were waived due to a failure to inform the service user in advance that they would be liable to make a contribution to the cost of the placement.

Therefore, including payments made as a result of Ombudsman investigations, a total of £22,104.61 was offered to complainants in this period, compared to £37,066.39 in the previous year.

## **16. Methods of notifying complaints**

- 16.1 There is no requirement that a complaint must be written, although a person making a complaint is always encouraged to be as specific as possible. Consequently, complaints can be received via a number of different channels and the chosen channel of communication is recorded. Leaflets providing information on how service users can send compliments and complaints are widely available across all service areas and the leaflet contains a simple form, which people can use.
- 16.2 As in the previous year, most people (27%) chose to make their complaints to a member of staff. This is encouraging as it may indicate an open and welcoming culture in terms of seeking service user's feedback on the quality of service. E-mail (21%) has remained the next most popular method for people to make complaints, and there are a number of channels that people can use (such as a dedicated e-mail address for the complaints team, and the webform available on the Council's complaints web page). Whilst the numbers of people writing letters of complaint continues to fall (11%, compared to 15% last year), there has been another rise (for the second year running) in people returning the tear-off form provided in the complaints leaflet (up from 4% to 6%), which is encouraging because the Complaints Service has worked with NHS partners to adopt joint branding to make it easily recognisable for service users and patients. The numbers of people using the telephone to make their complaints stayed the same but because of the overall decrease in complaints the proportion of complaints received this way increased slightly (from 7.6% to 8.3%).
- 16.3 Last year saw the service users becoming the largest group of people making complaints, and despite a small reduction (down to 44% from 46%) that trend continued this year. The next largest continued to be relatives, who made 25% of complaints, followed by carers, who made (16%).

## **17. Equality Monitoring.**

- 17.1 All complaints are subject to equality monitoring, which now includes all the equality characteristics protected through legislation (age, disability, gender, race, religion or belief, sexual orientation). Information is most frequently provided on ethnicity, gender and disability. No information has been provided about other characteristics. 71% of all complaints have ethnicity recorded, reflecting a decrease on 73% last year. 99.4% have gender recorded and 69% of complaints state whether the person was disabled or not. A breakdown of the equality related information provided by complainants is detailed in Appendix 6 of this report.

## **18. Lessons Learned**

- 18.1 Where a complaint has been upheld, it is often the case that the manager undertaking the resolution of the complaint will make recommendations on how the service should be improved to avoid a similar situation arising for another service user. These actions will be brought to the attention of the complainant and there is a system in place for recording the action and the person with responsibility for implementing the action. Appendix 7 of this report contains examples of the lessons learnt during the course of the year and actions taken to improve the quality of service.

## **19. Customer Satisfaction surveys**

- 19.1 The Complaints Service sends a satisfaction questionnaire to all complainants after they have received a response to their complaint. The purpose of the questionnaire is to seek complainants' views on how easy they found it to complain and how satisfied they are with key aspects of the process and outcome. The return rate in this reporting period was less than 3%.

## **20. Developments / updates – 2017/18**

2017/18 has proved to be another busy, challenging and successful year for the Complaints Team. The team were able to work on most of the priorities set for the year. During 2017/18 the overall number of complaints decreased by 9% team. The decrease is most likely due to service areas not sharing locally resolved complaints with the Complaints Team and, therefore, not included in this reporting. The Complaints Team has experienced having to deal with more complex cases, often cutting across a number of organisations. The focus has been to maintain and/or raise the standard of complaints handling by focussing on improving customer experience when things have gone wrong.

## **21. Training**

- 21.1 Training for front line support and professional staff has continued from the previous year. The training for this reporting period was targeted at staff within Adults and Health Directorate and to the Independent Sector - commissioned services' staff. The Council continues to extend the Complaints Training to commissioned provider staff. This is important because the Local Government and Social Care Ombudsman has been very clear that where there is fault or care falls short, the Council as commissioner is accountable for the actions of the provider they have commissioned to carry out the service. The training, therefore, aims to build capability and capacity in resolution of complaints which are made directly to the providers about Leeds City Council, Adults and Health commissioned services. It is important for commissioned provider staff to understand the health and social care statutory complaints procedure and how this dovetails to their systems. In addition, the training focuses on customer service, staff behaviour and the role that workers have in resolving complaints. In the reporting period, the training was provided to a total of 300 staff.
- 21.2 The feedback from the training has always been excellent.

## **22. Review of information literature for service users and their representatives**

- 22.1 Monitoring and review of information for service users to ensure that the Complaints Procedure is accessible to all service users and carers is one of ongoing monitoring, development and review. The action to review information literature has been carried forward from the previous year. This was carried forward to allow publication of the single complaints statement by the Local Government and Social Care Ombudsman and Healthwatch England. The statement encourages adult social care providers, whether independent or council-run to adopt the new statement which sets out best practice in receiving and dealing with customer

feedback about services. We will adopt the single statements when we review the information we give to service users, their families and representatives.

- 22.2 The Complaints Team will work with a company called BTM who are developing information for Deaf people who use British Sign Language. Audio versions of the complaints leaflet will also be developed, including publicising the mobile telephone number which Deaf people using British Sign Language can use to contact the Complaints Team. The mobile telephone number is **07800005460**.
- 22.3 Information for people with a Learning Disability and the main generic complaints leaflet will be updated.

### **23. Complaints Handling – national developments**

- 23.1 **Local Government and Social Care Ombudsman (LGSCO) Review of Adult Social Care Complaints 2017-18:** The Ombudsman published its Annual Review of Adult Social Care complaints on 29 November 2018. The Ombudsman has highlighted its plans to move away from a simplistic focus on complaint volumes and instead turn their focus onto lessons that can be learned and the wider improvements that can be achieved through its recommendations from an individual complaint to improving care services for the many. The Ombudsman's aim is, therefore, not only to put things right for individuals but improving care services for the many, as evidenced in their Complaints Annual Report.

The Ombudsman's Complaints Annual Report has also highlighted that the Ombudsman works closely with partners across the social care landscape to share intelligence and experience of complaints. This includes sharing information about complaints investigations with CQC in order to inform regulatory action.

As reported in previous years, it has reiterated that it will hold commissioners to account for their commissioned service providers' failings. It encourages all councils and care providers to have systems in place to ensure learning from complaints is shared locally. In view of this, Leeds City Council, Adults and Health Directorate has implemented an information sharing protocol with commissioned service providers. This provides clear arrangements for providers to share information about Leeds commissioned services i.e. compliments and complaints with the Adults and Health Complaints Team.

It is also important to note that the Ombudsman now asks for evidence to show that their recommendations to improve services has been implemented. When the checks are carried out, it will write to the council and/or provider to inform them whether or not it is satisfied with the actions taken in response to its recommendations. From the 2018/19 reporting year, the Ombudsman has stated that it will include this data as part of its annual letter to show how well the Council has complied with its recommendations.

- 23.2 **CQC and partners launched the 'Quality Matters' commitment to improve adult social care – Complaints Toolkit launched on 11 July 2017**

'Quality Matters' sets out a determined and shared vision on how quality care and support can be achieved and person-centred care becomes the norm for all.

CQC with its partners jointly developed 'Quality Matters' to ensure that staff, providers, commissioners and funders, regulators and other national bodies all play their part in listening to and acting upon the voice of people using services, their families and carers.

Improving feedback culture and improving access to complaints processes are all part of the priorities within the Quality Matters initiative. Action in this area is coordinated by Healthwatch England and the local Government and Social Care Ombudsman.

The Complaints toolkit launched on 11 July 2017 was the first product to come out of the 'Learning from Feedback, Concerns and Complaints' workstream of 'Quality Matters', which is jointly led by Healthwatch England and the Local Government and Social Care Ombudsman.

The Complaints toolkit is intended to help councils, care staff and services to work together to improve local complaints handling such as ensuring that there a 'no wrong door' approach applied when signposting complaints, meaning htat whoever a member of the public speaks to when making a complaint, that organisations ensure it reaches the right place. The Head of Complaints for Leeds City Council, Adults and Health, Judith Kasolo, was involved in its development as co-author of the Complaints Toolkit (as acknowledged in the Complaints Toolkit acknowledgements).

- 24. Local Government and Social Care Ombudsman and Healthwatch England Single complaints statement launched on 19 July 2018:** The Ombudsman and Healthwatch England launched a Single Complaints statement to help adult social care providers set out what service users, their families and representatives can expect when making a complaint. Launched alongside the complaints statement is a document created for service users to help them better understand the complaints process. An accessible 'Easy Read' version is also available. Councils and independent providers have been encouraged to adopt the single complaints statement into their own complaints policies. Leeds City Council, Adults and Health Directorate has welcomed the single statement and will adopt the same when it reviews its complaints information for service users, their families and representatives. The single statement is also being shared with professional and support staff as part of the complaints training.
- 25. Other priorities to be taken into account during 2018/19 include:**
- Contributing to the Council achieving its vision of a more enterprising Council, working with partners and businesses who are more civic and a more engaged public.
  - Evidencing how the Adults and Health Directorate is meeting its priorities of keeping people safe from harm, people feeling safe and people living with dignity and staying independent for as long as possible because the Complaints Service is a useful tool for indicating where services may need adjusting and/or were they are working well.



- Continuing to work closely with operational and support services' teams, sharing lessons learned from customer feedback to inform commissioning activities and service improvements.
- Continuing with the Complaints training programme of staff and managers on the statutory complaints procedure, incorporating learning from customer feedback.
- Continue to provide briefings to voluntary sector organisations so that they understand the health and social care complaints procedure so that they can effectively support people who may wish to access the complaints process.
- We will continue to push forward a learning culture throughout the organisation. We will continue to do this by ensuring learning is followed up by simple actions plans with the Heads of Service at the time the complaint is closed. Learning which has a wider impact will be incorporated into the Master Action Plan which will be monitored via the relevant Deputy Directors and Chief Officer Management Teams.
- We will continue to monitor and evaluate information to ensure that the complaints procedure is accessible to all service user groups.
- Continuing to promote the complaints service across all Adults and Health operational teams by attending their management team meetings to share key messages, the national picture and the impact this will have on their practice.

## 25. Conclusion

The Council will continue to face financial challenges and enormous amount of pressure that necessitate tough decisions to deliver care services. Despite this, as highlighted in the report, the Ombudsman has made it clear that when it comes to service delivery, no concessions will be made for the said financial pressures. In addition the Council, as commissioner, will be held accountable for the commissioned service provider's failings.

As noted in the report, customer expectation of what they can reasonably expect from the Council remains very high. Indeed customers feel more empowered to hold the Council to account and to even escalate their complaints to the Ombudsman as evidenced by the number of complaints made to the Ombudsman. It is, therefore, important that customer expectations are managed and complaints resolved/responded to within agreed timescales.

The focus for the Complaints Team is to maintain and/or raise the standard of complaints handling by focussing on improving the customer experience when things go wrong.

The Complaints Team will continue to work with its partners to ensure that people who use services are encouraged to provide feedback about their experiences, so that services know what they are doing well as well as identify areas where they need to improve. This reporting year has seen, through the collective efforts of staff at all levels of the organisation and the Complaints Team significant progress in respect of the key principles of the complaints process, such as the speed of response, respecting and listening to service users and focussing on treating customer feedback including complaints as a learning opportunity to improve the quality of services for all.

As in previous years, it is important that the Council takes even greater measures to evidence that lessons learned from complaints are used to improve and maintain the quality of the services it provides and commissions. Complaints continue to be a complex and difficult service area with both legal and insurance implications.

If you would like to comment on this report, or to receive it in large print, Braille or other format, please contact:

Complaints Service, Leeds City Council, Adult Social Care, PO Box 848, Leeds LS1 9PQ

Telephone: (0113) 2224405.

Email: [Judith.kasolo@leeds.gov.uk](mailto:Judith.kasolo@leeds.gov.uk)

Complaints Team Members include:

Judith Kasolo, Head of Complaints

Dominic Wyatt, Complaints Manager

Tina Price, Complaints Officer and

Sarah Jones, Complaints Co-ordinator

## Appendix 1 - Compliments received by service area

Service area	2017/18	%	2016/17	%
Skills/Reablement	235	26.1%	310	45%
Blue Badge	234	26.0%	-	-
Community Social Work	95	10.6%	118	17.1 %
Older People Residential and Day Services	78	8.9%	27	3.9%
Mental Health Residential and Day Services	71	7.9%	4	0.5%
Equipment and Adaptations	58	6.5%	46	6.7%
Learning Disability Housing and Day Services	39	4.3%	77	11.2%
Resources and Strategy	32	3.6%	29	4.2%
Learning Disability Social Work	17	1.9%	22	3.2%
Hospital Social Work	9	1%	6	0.9%
Mental Health Social Work	8	0.9%	14	2.0%
Strategic Commissioning	7	0.8%	12	1.8%
Physical Disability Residential & Day Services	6	0.7%	-	-
Independent Sector Home Care	4	0.4%	3	0.4%
Independent Sector Care Homes	3	0.3%	1	0.1
Public Health Living & Health Improvement	1	0.1%		
Public Health Resource Centre	1	0.1%		
Transformation and Innovation	1	0.1%	-	-
Leeds Shared Lives	-	-	20	2.9%
Transport/Meals	-	-	-	-
<b>Total</b>	<b>899</b>	<b>100%</b>	<b>689</b>	<b>100%</b>

## Appendix 2 - Complaints by service area

Service area	2017/18		2016/17	
	Number of complaints	% of total complaints	Number of complaints	% of total complaints
Total	495	100.0%	542	100.0%
Community Social Work	118	24%	102	18.9%
Independent Sector Home Care	102	20.7%	167	30.8%
Equipment and Adaptations	34	6.9%	39	7.2%
Skills / Reablement	30	6.1%	4	0.7%
Learning Disability Social Work	27	5.5%	27	5.0%
Support services	26	5.3%	65	12%
Blue Badge Applications	23	4.7%	34	6.3%
Learning Disability Commissioned Services	22	4.5%	14	2.6%
Aspire	18	3.7%	18	3.3%
Older People Direct Provision Residential Care	16	3.3%	7	1.3%
Independent Sector Other	14	2.8%	10	1.8%
Hospital Social Work	13	2.6%	4	0.7%
Mental Health Accommodation and Day Services	11	2.2%	12	2.2%
Mental Health Social Work	10	2%	10	1.8%
Independent Sector Care Homes	9	1.8%	6	1.1%
Other Council Department	6	1.2%	6	1.1%
Older People Direct Provision Day Services	6	1.2%	4	0.7%
Strategic Commissioning	5	1%	11	2.0%
Safeguarding Unit	2	0.4%	2	0.4%
Home Care – Long Term Generic in-house	-	-	-	-
Care Communication	-	-	-	-

### Appendix 3 - Complaints—how received

How received	2017/18	%	2016/17	%
Via staff	136	27.5%	156	28.8%
Email	104	21.0%	109	20.1%
Corporate call centre	88	17.8%	84	15.5%
Letter	57	11.5%	83	15.3%
Telephone	41	8.3%	41	7.6%
Form	29	5.9%	20	3.7%
Via an elected member	20	4.0%	36	6.6%
Via the Ombudsman	3	0.6%	6	1.1%
In person	13	2.6%	4	0.7%
Patient Opinion	2	0.4%	-	-
Via an Advocate	1	0.2%	1	0.2%
<b>Total</b>	<b>495</b>	<b>100.0%</b>	<b>542</b>	<b>100.0%</b>

### Complaints—received from

Complainant—how involved	2017/18	2016/17
Service user	215	249
Relative	123	120
Carer	76	87
Other	39	42
Other agency	25	24
Parent	14	18
Worker	3	0
Advocate	0	2

## Appendix 4 - Timescale performance

	Acknowledged within		Responded within	
	% within 3 days	% after 3 days	% within 20 days	% after 20 days
Resources	100%	0%	92%	8%
Social Work & Social Care Provision	96.4%	3.6%	98%	2%
Strategic Commissioning	98%	2%	96%	4%
<b>Total</b>	<b>98.1%</b>	<b>1.9%</b>	<b>95.3%</b>	<b>4.7%</b>

**Appendix 5 - Breakdown of Ombudsman complaints and enquiries received between 1 April 2017 and 31 March 2018**

	Outcome			Total
	No fault found	Maladministration and Injustice	Premature	
Area Social Work	6	3	1	10
Hospital Social Work	1			1
Learning Disability Social Work		1		1
Independent Provider	1	1	2	4
Finance	1	2		3
Social Care Provision (In-house)	1			1
Disability Services	2			2
<b>Total</b>	<b>12</b>	<b>7</b>	<b>3</b>	<b>22</b>

## Appendix 6 - Complainants by ethnicity provided by complainants

Ethnicity	2017/18 Number	%	2016/17 Number	%
White British	310	62.6%	358	66%
Not known	144	29%	148	27%
Other	22	4.4%	13	0.2%
Pakistani	5	1%	7	1.3%
Black Other	5	1%	3	0.6%
Black Caribbean	4	0.8%	11	
Indian	2	0.4%	2	0.4%
Chinese	2	0.4%	-	-
Black African	1	0.2%	-	-
<b>Total</b>	<b>495</b>	<b>100.0%</b>	<b>542</b>	<b>100.0%</b>

## Complainants by gender

Gender	2017/18 Number	%	2016/17 Number	%
Female	314	63.4%	344	63.5%
Male	173	35%	175	32.3%
Joint (married / partnership)	5	1%	6	1.1%
Not known	3	0.6%	17	3.1%
<b>Total</b>	<b>495</b>	<b>100.0%</b>	<b>542</b>	<b>100.0%</b>



### Complainants by disability provided by the complaints

Disability	2017/18 Number	%	2016/17 Number	%
Not Known	173	34.9%	161	29.7%
Disabled	169	34.1%	183	33.8%
Non-disabled	153	30.9%	199	36.7%
Total	495	100.0%	542	100.0%

## Appendix 7 – Examples of action taken in response to investigation findings to improve services

Complaints Service	Lessons Learned
<p>A complainant was informed that an investigation would exceed the agreed timescale. Whilst this was good practice the complainant did not receive a full response until 3 weeks later and did not receive updates in the meantime.</p>	<p>The Complaints Service has revised its procedures for monitoring complaints that have exceeded the agreed timescale. Cases shall be closely monitored and complainants shall be sent a meaningful update every week that the response is delayed.</p>
<p>A complainant who was offered an independent investigation later said that the investigation was too formal and lengthy and that had he known this from the outset may not have chosen this method as the best way to investigate his complaint.</p>	<p>Although contemporaneous records evidenced that a Complaints Co-ordinator had described the process in detail with the complainant, and the complainant had knowingly accepted the offer at the time, as a result of this feedback the service has developed a fact sheet which is sent to complainants whose complaints are risk assessed as needing an independent investigation and are offered an independent investigation.</p>
<p>A service user who was a parent had made separate complaints to Adult Social Care and Children's services. The Ombudsman was critical of the fact that a joint investigation was not carried out under the statutory Children's complaints procedure.</p>	<p>Adults and Children's services had been unaware that a separate complaint had been made. Normally joint investigations are undertaken, with the Directorate where the majority of the complaint arises taking the lead. The Adults and Children's complaints teams now liaise when it is apparent that a family is receiving services from both Directorates.</p>
Mental Health Homeless Team	Lessons Learned
<p>A landlord complained about receiving no response to his request for support in accessing a property where a service user was living.</p>	<p>The support worker was on sick leave and there was no 'out of office' auto reply message to notify people that the member of staff was away from the office. It appeared to any person emailing the as though she was not responding. The service now ensures that during sickness absence of more than one day, an out of office message is set up to inform people that the member of staff is away from the office and provide them with alternative contact</p>

	details.
<b>Learning Disability Social Work / Independent Sector Residential Care</b>	<b>Lessons Learned</b>
A parent of a working age adult complained about the care and support provided to her son by a Residential College and she ultimately terminated the placement and brought him home. The parent also complained about and a lack of support from the LD Social Work team at the time and after he came to live back home.	<p>An independent person was commissioned to investigate this complaint, and the following recommendation were accepted by the Head of Service for LD Social Work:</p> <ul style="list-style-type: none"> <li>• to produce general guidelines for dealing with out of area placements;</li> <li>• a briefing note is developed between HoS and Legal Services clarifying the type of advocacy support required to ensure full compliance with the Mental Capacity Act;</li> <li>• the service had audited it's DoLS practice and procedures and was already in the process of implementing an action plan to mitigate the nationally recognised pressures within the system. Leeds compliance is now rated as "good" in relations to DoLS.</li> </ul> <p>The Residential College accepted a recommendation that as part of part of the pre placement planning process it should agree appropriate levels of communication with parents.</p>
<b>Learning Disability Social Work</b>	<b>Lessons Learned</b>
The sibling of an adult living in a residential out of area complained about the level of 1-2-1 care and support and the quality if the service provided that this was not in line with his assessed needs and allocated funding.	An independent person was commissioned to investigate this complaint. The Head of Service for LD Social Work informed the complainant of the following improvements that would be made as a result of the complaint:

	<ul style="list-style-type: none"> <li>• Changes to documentation as we are implementing a strength based approach, as such our support planning, assessment and review documentation has been revised and the financial elements are clearly embedded within new processes. This should very much lend itself to the checking of support plans and finances as a key part of the review process.</li> <li>• Analysis of performance date in terms of annual reviews within the Learning Disability service to ensure that people are reviewed at the right time, with a focus on people who are placed out of Leeds. The data shows that performance is improving in this regard.</li> <li>• Leeds has been giving consideration as to adopting the “Named Social Worker” model. We are in the process of considering the resourcing of this, alongside and a number of national strategies such as the Transforming Care Programme.</li> </ul>
<b>Area Social Work</b>	<b>Lessons Learned</b>
<p>The family of a service user complained because their relative fell whilst at the care home and therefore had to extend his stay; there was also a delay in him returning home whilst a home care provider could be found. This resulted in a much higher charge than advised, even though a social worker had told them some extra funding was available.</p> <p>The family also complained that a later respite stay cost more than they were led to believe.</p>	<p>The Head of Service wrote to all social workers to inform them of the requirement to draw up a written agreement between the care home, the service user or their family representatives, and the Council in advance of the placement beginning. We have also issued new policies, procedures and guidance on 3<sup>rd</sup> party top-ups which are compliant with the Care Act 2014 regulations.</p>
<p>A dementia carer said that he did not understand what to expect following an assessment of his wife’s needs.</p>	<p>The Head of Complaints wrote to all social work managers to remind them of the requirement to share all assessments and care plans with service users and carers; and to offer a carer’s assessment; and to record on the file evidence that they have done</p>

	so.
A family carer felt that he and his mother had been pressurised into signing a Reablement exit report and that when a social worker met them to discuss the report neither his mother's, nor his needs as her carer, were discussed in depth.	The social work Team Manager reiterated to social workers the need to conduct in-depth discussions of the long term ongoing needs of carers and services users when discussing the Reablement exit report, and the follow-on support required.
<b>Finance</b>	<b>Lessons Learned</b>
Service Users and their family representatives have sought to have care fees reduced or waived by stating that they have not been informed that they would be liable to contribute to the cost of their care; or that they have not been informed of the amount they would be charged.	<p>The Adult Social Care Finance team has now launched the booklet entitled: "Help to Pay your Care Home Fees – Information about how to pay your fees and applying for financial assistance". It is a comprehensive guide to the subject and is sent to all service users by the Financial Assessment Team following receipt of an application for financial assistance. It is available on the Council's website.</p> <p>The booklet on Residential care fees "Help to pay your care home fees - Information about how to pay your fees and applying for financial assistance" has also been updated and is an equally comprehensive guide.</p>
Concerns about poor communication between the social workers and Finance resulting in delays in families being billed	Mandatory training for Social Workers has been carried out throughout 2018 and feedback has been very positive, particularly in terms of the new booklets and how this enables workers to explain financial assessments and charges to service users and their representatives.
A relative was distressed to be asked to provide financial information that they had given to a finance officer two years ago.	All paper files have now been transferred to electronic records so this should not recur.

<b>Leeds Community Equipment Service - Telecare</b>	<b>Lessons learned</b>
A relative complained that a falls detector had not been adequately demonstrated upon installation.	<p>The service reminded social workers of the need to demonstrate the equipment, and arranged refresher training for social workers. A checklist is now completed, and signed by the service user or their representative, at each installation to ensure all relevant information is passed on.</p> <p>The Telecare service now sends an information leaflet to every service user.</p> <p>The suppliers of equipment have now produced written information about how the equipment works that shall be left with the service user.</p>
<b>Independent Sector – Specialist Social Work Services</b>	<b>Lessons Learned</b>
A profoundly deaf service user with an Asperger’s diagnosis had not been capable of managing his Direct Payments and had built up £10k of arrears in his DP account.	Social Workers have been advised to notify Finance on the referral if a Service User has a learning disability so they can monitor the Direct Payment arrangement more closely so that a debt does not accrue and so that a review may be arranged and extra support provided if necessary.
<b>Independent Sector Residential Care</b>	<b>Lessons Learned</b>
The family of a service user were not alerted by the care home to a sudden and severe deterioration in their mother’s condition. This limited the amount of time they could spend with their mother before she died.	<p>The Care Homes Contracts Manager conducted an investigation and recommended the following action:</p> <ul style="list-style-type: none"> <li>• Recording – comprehensive records that are more descriptive regarding appearance, condition and position where relevant.</li> <li>• Checks are undertaken at the required intervals.</li> <li>• DNAR discussions and end of life discussions recorded</li> <li>• Input and output chart is consistent with the care records.</li> <li>• When an incident such as calling the emergency services is undertaken, a detailed summary is written up on the day for the care records in case further information is required later.</li> <li>• Complaints training and safeguarding training.</li> </ul>

<b>Public Health Commissioning</b>	<b>Lessons Learned</b>
<p>A complaint from a former employee that a sexual health contractor's staff code of conduct allowed workers to enter into sexual relationships with service users.</p>	<p>The contractor produced a revised version of its Workers Conduct Policy. The new policy has been reviewed by the Council's Sexual Health Lead and safeguarding colleagues from both Adults and Children's services, who are now satisfied that the revised policy is clear, reinforces professional boundaries and is unambiguous: making it explicit that non-professional relationships with service users who have entered into a 1-2-1 or ongoing support relationship with the worker are strictly forbidden. The changes to the Workers Conduct Policy have been communicated to all staff and training has been organised. All policies will be reviewed on an annual basis by the contractor's Executive Board and by commissioners.</p>
<b>Independent Sector – Home Care</b>	<b>Lessons Learned</b>
<p>Complaint about continuity of care and missed visits; concerns about the lack of training and preparation of new workers; the quality of care provided when managers been required to step in to cover the rota; and the way a relative was spoken to by a supervisor / team leader.</p>	<p>The provider implemented the following:</p> <ul style="list-style-type: none"> <li>• A review of the service user's care needs was carried out which resulted in the care plan being updated, including ensuring the level of medication support was clearly detailed for care workers to follow, with specific instructions regarding administration of medicines.</li> <li>• The main care workers were instructed to complete the physiotherapy exercises, which has now been incorporated into the Care Plan and this is monitored to ensure it happens, through on site spot checks and audit of care records.</li> <li>• Copies of Food Hygiene training - 'Fluids and nutrition and food safety' - Standard 8 of the Care Certificate - were validated by the Council's home care contracts officer.</li> <li>• A new staff induction programme has been introduced.</li> </ul>

<p>The relative of a service user made a wide ranging complaint about medication errors; the failure to prepare meals for her father; missed visits; and failures in communication from the care provider's branch office.</p>	<p>A regular carer was allocated to this person's care team and was given personal responsibility for ensuring that he took his medication. All workers on his team were instructed to always prepare a meal even if he refuses it; that they must ensure at all calls his falls pendant was in place. At branch office the issue of poor communication has been addressed by implementing communication training and the operations team to take calls has more than doubled in size. Induction training was acknowledged as being ineffective, medication induction was in place but field base competency was not always signed off. All field competencies are now in place for all staff. Coordination of calls was also acknowledged to be ineffective. Coordinators have been recruited and now effectively follow strict procedures to co-ordinate care. Sickness was difficult to cover leading to missed calls. There are now ample staff to cover and a first response protocol is in place for unplanned absences.</p>
<p>A relative complained that calls to the branch office were not answered; that care workers did not stay for the full allotted time at care visits; and that workers had not called at scheduled times, resulting in food shopping deliveries being missed.</p>	<p>The care provider reminded all office staff that they must log out of their phones when they are away from their desks; should all of the staff be busy on other calls, the telephone calls shall divert to another branch where a message shall be taken. Care workers have been instructed to attend for the full duration of a care visit and to log their entry and exit times so that this can be monitored. Care workers have been instructed to arrive within the time period allowed in the contract with the Council.</p>
<p>A relative complained about the timing of care visits; the quality of food preparation and the lack of choice offered; and poor communication with the branch office, including complaints being ignored.</p>	<p>The Home Care Contracts team visited the provider to check that actions and recommendations had been fully implemented including:</p> <ul style="list-style-type: none"> <li>• All incoming complaints are logged and assigned to an</li> </ul>



	<p>investigating officer who will follow the Complaints Procedure.</p> <ul style="list-style-type: none"> <li>• A Senior Manager now checks all complaints are logged and responded to appropriately and complaints are analysed to look at patterns and lessons learned</li> <li>• Audit care records regularly to ensure care is being delivered as agreed in the care plan.</li> <li>• Supervision records and staff observations should clearly record any conversations;</li> <li>• Review of the Medication Policy with all care staff following a consistent method of recording;</li> <li>• Care Plans are accurate in terms of medication, including storage and frequency of application;</li> <li>• Medication Audit system to be implemented;</li> <li>• Care Providers will conduct their own full assessment of a person's needs which includes obtaining full details of medical history;</li> <li>• The provider is to ensure that staff who complete assessments and care plans are fully trained and skilled to do so, including effective collection of key information to inform risk management and care planning.</li> </ul>
<p>A relative complained that in the last 6 months over 40 care workers had attended his mother and this adversely affected the quality of care provided and caused his mother distress and anxiety.</p>	<p>The provider issued new guidance on accepting packages of care to ensure all care packages have a regular care team. Recruitment has been successful and staff shortages have been resolved. Induction training has been improved. A "First response team" has been created to cover unplanned absences. Additional Quality Assurance staff have been recruited. Care plans in place prior to care commencing and staff are briefed on care needs prior to attending.</p>

Independent Sector Supported Living	Lessons Learned
A resident complained about not being informed in advance of forthcoming medical appointments.	Workers have been instructed to inform residents as soon as mail is received and discuss the contents with them.
A relative complained that her son had not been supported with managing his finances and his medications. This had led to debts being built up and eventually she had to provide the support. She felt that workers resented her intervention and behaved negatively towards her.	<p>The LD Contracts Officer carried out a thorough investigation and recommended the following:</p> <ul style="list-style-type: none"> <li>• The provider review policy and procedure around how staff work in partnership family carers;</li> <li>• That information is shared where appropriate in relation to concerns and complaints.</li> <li>• The provider develops finance policies &amp; procedures that can be shared with family.</li> <li>• The provider ensures there are clear appointeeship arrangements in relation to finances and DWP, that this is clearly detailed in the support plan, and that the appropriate level of support is in place.</li> <li>• The provider reviews whether financial capacity assessments need to be considered for service users.</li> <li>• In line with the LCC Contract, the provider should involve social workers in significant capacity assessments.</li> <li>• All Mental Capacity Assessments to be reviewed annually.</li> <li>• Where family are appointees, the provider is to review the financial protocols with family to ensure that transactions are transparent and traceable.</li> <li>• Training to support workers and managers around building positive relationships with family; communicating with family; and supporting positive relationships between the service user and family.</li> <li>• The provider to ensure its Complaints policy is shared with family and informs them of the option to make any complaints</li> </ul>

	<p>directly to the Council.</p> <ul style="list-style-type: none"> <li>• The provider considers how it will carry out a fair and objective investigation of complaints, including reflection on practice and lessons learned.</li> <li>• The provider should ensure that support and risk management plans are completed regarding medications and intolerances. Family carers are likely to have relevant information, the provider should involve family wherever appropriate.</li> </ul>
<b>Independent Sector Mental Health Support Service</b>	<b>Lessons Learned</b>
A former employee reported that workers had accepted small gifts from service users.	The provider introduced a gift register for staff. The gifts in question were knitted by a service user and of little or no financial value.

**Complaints and Compliments  
Adults & Health Directorate  
Merrion House  
4<sup>th</sup> Floor East  
110 Merrion Centre  
Leeds City Council LS2 8BB**

**Telephone: 0113 3783080  
Mobile: 07800005460  
Textphone: 0113 222 4410**

**Email: [complaints.socs@leeds.gov.uk](mailto:complaints.socs@leeds.gov.uk)**

**Report of Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Adults, Health and Active Lifestyles)**

**Date: 15 January 2019**

**Subject: Chairs Update – January 2019**

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

**1 Purpose of this report**

1.1 The purpose of this report is to provide an opportunity to formally outline some of the areas of work and activity of the Chair since the previous Scrutiny Board meeting in November 2018.

**2 Main issues**

- 2.1 Invariably, scrutiny activity can often occur outside of the formal monthly Scrutiny Board meetings. Such activity may involve a variety of activities and can require specific actions of the Chair of the Scrutiny Board.
- 2.2 The purpose of this report is to provide an opportunity to formally update the Scrutiny Board on the Chair’s activity and actions since the previous Scrutiny Board meeting held in November 2018. It also provides an opportunity for members of the Scrutiny Board to identify and agree any further scrutiny activity that may be necessary.
- 2.3 The Chair and Principal Scrutiny Adviser will provide a verbal update at the meeting, as required.

**3. Recommendations**

2.1 The Scrutiny Board (Adults, Health and Active Lifestyles) is asked to note the content of this report and the verbal update provided at the meeting; and identify any specific matters that may require further scrutiny input/ activity.

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

4.1 None used

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

This page is intentionally left blank

**Report of Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Adults, Health and Active Lifestyles)**

**Date: 15 January 2019**

**Subject: Work Schedule (January 2019)**

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

**1 Purpose of this report**

1.1 The purpose of this report is to consider the on-going development of the Scrutiny Board's work schedule for the current 2018/19 municipal year.

**2 Background**

2.1 During discussions meeting in June 2018, the Scrutiny Board discussed a wide range of matters for possible inclusion within the overall work schedule for 2018/19.

2.2 In considering the wide range of matters identified, the Board acknowledged that, due to the level of resource directly available to support the Board's work, there would be limitations on the work schedule; and that the Scrutiny Board would need to prioritise its main areas of focus for 2018/19.

2.3 Reflecting the areas identified by Board members, an outline work schedule was produced and presented to the Board for agreement. The work schedule has been refined during the course of the year, and presented to the Board for consideration and agreement at each of its formal meetings.

**3 Main Issues**

Developing the work schedule

3.1 The work schedule should not be considered as a fixed and rigid schedule but be recognised as something that can be adapted to respond to any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

- 3.2 However, when considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
  - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
  - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
  - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
  - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 3.3 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where deemed appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

#### Current work schedule

- 3.4 The latest iteration of the work schedule is attached as Appendix 1 for consideration by the Scrutiny Board. The work schedule also identifies the priority areas identified by the by the Scrutiny Board for specific focus and more detailed consideration.
- 3.5 Members of the Scrutiny Board are invited to consider and comment on the details outlined in this report and presented in the attached work schedule, identifying any suggested amendments, as appropriate. In this regard, the following matters are also highlighted for specific consideration by the Scrutiny Board.

#### *Dementia*

- 3.6 Identified as a specific area of focus at the start of the new municipal year; progress on putting relevant arrangements in place to consider the identified matters have been delayed.
- 3.7 In order to deliver some conclusions by the end of the current municipal year, it is proposed to re-focus efforts in this area; to allow members of the Scrutiny Board to consider relevant matters through appropriate working group arrangements.
- 3.8 Members of the Scrutiny Board are invited to confirm this as a priority area and consider the proposal to increase efforts to conclude this area of work during the current municipal year.

#### *Health Service Developments*

- 3.9 Members of the Scrutiny Board have previously been made aware of the work being undertaken by NHS Leeds Clinical Commissioning Group (CCG) associated with the proposed development of Urgent Treatment Centres across the City.
- 3.10 In later December 2018, the Chair of the Scrutiny Board shared a letter from the CCG advising that, following its pre-engagement exercise, the CCG is now in a position to commence to a 12 week formal engagement exercise regarding the



proposals. The engagement is proposed to begin on Monday 21 January 2019 and run until Monday 15 April 2019.

- 3.11 During this period of public engagement, the Scrutiny Board will have the opportunity to provide a formal response on the proposals.

#### *Chairs update*

- 3.12 The matters raised in this report and appendix should also be considered in the context of any additional issues / work areas identified through the Chairs Update – which is presented elsewhere on the agenda.

#### *Unscheduled matters*

- 3.13 It should be noted that the work schedule also identifies a number of matters that are currently 'unscheduled'. These are matters highlighted during the Board's previous discussions on the work schedule and includes:

- Provision of Homecare Services in Leeds
- Congenital Heart Disease Services – Implementation of National Review/Update
- Yorkshire Ambulance Service NHS Trust – transformation programme
- Local System Review – outcome and associated improvement plan
- Stroke care services – operational plan and implications for Leeds

- 3.14 Given the number of formal meetings currently scheduled for the remainder of the municipal year, members of the Scrutiny Board are invited to consider these matters and how they may be considered prior to the end on the current municipal year; or carried forward for the successor Scrutiny Board to consider.

#### Minutes of meetings

- 3.15 The following minutes, which may be pertinent to the work of the Board, are also appended to this report for information and consideration, as appropriate:

- Minutes of the Executive Board meeting held 21 November 2018 (Appendix 2);
- Draft minutes of the Executive Board meeting held 19 December 2018 (Appendix 3); and,
- Draft minutes of the West Yorkshire Joint Health Overview and Scrutiny Committee held 5 December 2018 (Appendix 4).
- Draft minutes of the Health and Wellbeing Board meeting held on 12 December 2018.

- 3.16 Members of the Scrutiny Board are invited to comment on any matters highlighted in the attached minutes that specifically fall within the Board's remit.

## **4 Recommendations**

- 4.1 Members of the Scrutiny Board are asked to:

4.1.1 Consider the details presented in this report and the associated appendices and

4.1.2 Consider the matters currently identified as 'unscheduled' and agree how they may be considered prior to the end on the current municipal year; or carried forward for the successor Scrutiny Board to consider.

4.1.3 Agree the latest work schedule (incorporating any agreed amendments) for the remainder of 2018/19, based on the details presented at Appendix 1.

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

5.1 None used

## **6 Appendices**

Appendix 1 – Outline Work Schedule 2018/19

Appendix 2 – Minutes of the Executive Board meeting held 21 November 2018

Appendix 3 – Draft minutes of the Executive Board meeting held 19 December 2018

Appendix 4 – Draft minutes of the West Yorkshire Joint Health Overview and Scrutiny Committee held 8 October 2018

Appendix 5 – Draft minutes of the Health and Wellbeing Board meeting held on 12 December 2018

---

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



## SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

### Outline Work Schedule for 2018/19 Municipal Year (January 2019 update)

26 June 2018	17 July 2018	August 2018
<b>Meeting Agenda for 26/06/18 at 1.30 pm.</b>	<b>Meeting Agenda for 17/07/18 at 1.30 pm.</b>	<b>No Scrutiny Board meeting scheduled</b>
Appointment of Co-opted members (DB) Scrutiny Board Terms of Reference (DB) Sources of Work (DB) Performance Report (Adults, Health & Active Lifestyles) (DB/PM) CQC Inspection Outcomes – Adult Social Care (PM)	NHS Integrated Performance Report (PM) West Yorkshire & Harrogate Health & Care Partnership – Specialist Stroke Services (DB) Improving Access to Psychological Therapies (IAPT)(DB) HealthWatch Leeds Annual Report and Future Work Programme (DB)	
<b>Working Group Meetings</b>		
	9 July 2018 – Board Development Session: Leeds NHS Landscape	15 August 2018 – Health Service Developments Working Group. Issues to consider include: <ul style="list-style-type: none"> <li>• IAPT</li> <li>• Urgent care centres</li> </ul>
<b>Site Visits / Other</b>		
11 June 2018 – Introductory Meeting 20 June 2018 – Introductory Meeting (Repeat)	30 July 2018 – West Yorkshire JHOSC	

#### Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



## SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

### Outline Work Schedule for 2018/19 Municipal Year (January 2019 update)

18 September 2018	October 2018	6 November 2018
<b>Meeting Agenda for 18/09/18 2018 at 1.30 pm.</b>	<b>No Scrutiny Board meeting scheduled</b>	<b>Meeting Agenda for 6/11/18 at 1.30 pm.</b>
Enabling Active Lifestyles – Update / Response to Scrutiny Board Statement (RT) CQC Inspection Outcomes (May 2018 – July 2018) – Adult Social Care (PM) Quality of Homecare Services in Leeds (PM) Leeds Health and Care Plan Update (PM) West Yorkshire and Harrogate Health and Care Partnership – A Memorandum of Understanding (DB)		Outcome of Newton Europe system review (PM) Leeds mental health Framework – progress / performance review (PSR) Redesign of Community Mental Health Services for adults in Leeds (PSR) Leeds Health and Wellbeing Strategy – An Age Friendly City (Priority 2) (PSR)
<b>Working Group Meetings</b>		
		Health Service Developments Working Group (date TBC)
<b>Site Visits / Other</b>		
	8 October 2018 – West Yorkshire JHOSC	

#### Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



## SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

### Outline Work Schedule for 2018/19 Municipal Year (January 2019 update)

December 2018	15 January 2019	February 2019
No Scrutiny Board meeting scheduled	Meeting Agenda for 15/01/19 at 1.30 pm.	No Scrutiny Board meeting scheduled
	Adults Health & Active Lifestyles Financial Health Monitoring (PM) Performance Report (Adults, Health & Active Lifestyles) (PM) 2019/20 Initial Budget Proposals (PDS) Best Council Plan Refresh (PDS) Adult Social Care Annual Complements and Complaints Report (2017/18) (PM) CQC Inspection Outcomes (August 2018 – December 2018) – Adult Social Care (PM)	
<b>Working Group Meetings</b>		
	Health Service Developments Working Group (date TBC)	Dementia Inquiry (PSR) (Sessions 1 & 2) – dates TBC Health Service Developments Working Group (date TBC)
<b>Site Visits / Other</b>		
5 December 2018 – West Yorkshire JHOSC		11 February 2019 – West Yorkshire JHOSC

#### Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



## SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

### Outline Work Schedule for 2018/19 Municipal Year (January 2019 update)

19 March 2019	April 2019	May 2019	Unscheduled
<b>Meeting Agenda for 19/03/19 at 1.30 pm.</b>	<b>No Scrutiny Board meeting scheduled</b>	<b>No Scrutiny Board meeting scheduled</b>	<b>Meeting arrangements to be confirmed</b>
<p>Leeds Safeguarding Adults Board Annual Report and Strategic Plan – mid-year review (PSR)</p> <p>Leeds Health and Care Plan Update – developing Local Care Partnerships (PM)</p> <p>CQC Inspection Outcomes – Adult Social Care (PM)</p>			<p>Congenital Heart Disease Services – Implementation of National Review/Update (RT/ PM)</p> <p>Prisoner Health Inquiry – Formal Response to Recommendation (RT)</p> <p>Yorkshire Ambulance Service NHS Trust – transformation programme (PSR)</p> <p>Local System Review – outcome and associated improvement plan (PM)</p> <p>Stroke care services – operational plan and implications for Leeds (PSR)</p> <p>Provision of Homecare Services in Leeds – further consideration of identified issues (PSR)</p>
<b>Working Group Meetings</b>			
CAMHS (PSR) – date TBC Health Service Developments Working Group (date TBC)		Quality Accounts – TBC	Men’s Suicide – the impact of problem gambling – date TBC
<b>Site Visits / Other</b>			
	8 April 2019 – West Yorkshire JHOSC		

#### Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



## **SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)**

### **Proposed Policy or Service Review Areas (2018/19) (November 2018 update)**

#### **Leeds Health and Care Plan – developing Local Care Partnerships**

To consider and make any recommendations for improvement in relation to the:

- Proposed geography of the developing Local Care Partnerships (LCPs) across the City.
- Proposed scope and range of services to form the basis of the developing LCPs across the City
- Ongoing development of Primary Care and access to Primary Care Services across the City.
- Balance between ensuring consistency across the developing LCPs, with the need to reflect local needs and demands.
- Membership and associated roles within the developing LCPs – with a particular focus on the role of elected members.
- Associated infrastructure necessary to support the consistent development of LCPs across the City.

#### **Dementia**

To consider and make any recommendations for improvement in relation to the:

- Progress against the Leeds Dementia Strategy (2013-16) and any other relevant strategy or action plan.
- Provision of dementia care in Care Homes across Leeds, including:
  - The current and predicted prevalence of dementia across Leeds.
  - The current number of dementia care and/or specialist dementia care beds.
  - The impact of dementia care provision on hospital discharges.
  - The future strategy for delivering the appropriate level of specialist dementia care.
  - Any workforce development and/or training implications.
- Impact of complex dementia on the local health and care system, including delayed discharges and A&E waiting times.
- Views and experience of carers as part of Leeds' ambition to be a Dementia Friendly City.
- Impact / implications for the developing Local Care Partnerships on the provision of dementia care across the City.

#### **Men's Suicide – the impact of problem gambling**

To consider and make any recommendations for improvement in relation to the:

- Prevalence of problem gambling in Leeds and the impact on the level of male suicide in Leeds.
- Public health implications of problem gambling, by examining the work being undertaken across the Communities and Adults and Health portfolios.
- Resources available to support public health and/or wider activity relating to problem gambling in Leeds.
- The impact / implications for the developing Local Care Partnerships on the level of male suicide, particularly those attributed to problem gambling.



## **SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)**

### **Proposed Policy or Service Review Areas (2018/19) (November 2018 update)**

#### **Child and Adolescent Mental Health Services (post December 2018)**

To consider and make any recommendations for improvement in relation to the:

- Report of the Healthcare Safety Investigation Branch<sup>1</sup> relating to the transition from child and adolescent mental health services (CAMHS) and adult mental health services (AMHS).
- Relevant agency responses to the Healthcare Safety Investigation Branch report, findings and recommendations.
- Any implications for the Mental Health Framework and/or service delivery in Leeds, arising from the Healthcare Safety Investigation Branch report, findings and recommendations; alongside the various agency responses.
- Impact / implications for the developing Local Care Partnerships on the provision of CAMHS and AMHS across the City.

#### **Other aspects of the Scrutiny Boards work**

- Quality of Care – a continued focus on care quality in residential care homes (nursing and non-nursing) and within homecare service providers. This will include the input from the Care Quality Commission.
- Active Lifestyles – response to the Scrutiny Board statement (March 2018) and any subsequent actions/ progress.
- Leeds Safeguarding Adults Board Annual Report (2017/18)
- Adult Social Care Complaint and Compliments Annual Report (2017/18)
- Yorkshire Ambulance Service NHS Trust – transformation programme / service changes
- Stroke care services

#### **Health Service Developments Working Group**

The Scrutiny Board has re-established the working group to consider proposed NHS service developments / changes identified during the year. This may include areas where the Scrutiny Board is subsequently invited to formally contribute to the consultation on any substantial proposals. This is likely to include progress against the following areas initially identified during the previous municipal year:

- Community dentistry (from 2017/18)
- Child Development Centre (from 2017/18)
- Maternity Services provision (from 2017/18)
- Adult Community Mental Health Services

Other service development areas identified include:

- Development of urgent treatment centres
- Improving Access to Psychological Therapies (IAPT) services in Leeds

---

<sup>1</sup> Details of the report are available at: <https://www.hsib.org.uk/investigations-cases/transition-from-child-and-adolescent-mental-health-services-to-adult-mental-health-services/final-report/>



## EXECUTIVE BOARD

WEDNESDAY, 21ST NOVEMBER, 2018

**PRESENT:** Councillor J Blake in the Chair

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

**93 Exempt Information - Possible Exclusion of the Press and Public**  
**RESOLVED** – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) That Appendix 1 to the report entitled, ‘Design and Cost Report for Temple Works, Holbeck, South Bank’, referred to in Minute No. 100 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within that appendix relates to the financial or business affairs of any particular person (including the authority holding that information). As such, it is considered that the public interest in maintaining the content of the appendix as exempt from publication outweighs the public interest in disclosing the information;
- (b) That Appendix 1 to the report entitled, ‘Otley Civic Centre, Cross Green, Otley, LS21 1HD’, referred to in Minute No. 101 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained in Appendix 1 relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information is subject to one to one discussions and further negotiation, it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would, or would be likely to prejudice the Council’s commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land

Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time;

- (c) That Appendix 1 to the report entitled, 'Provision of Specialist Accommodation for Working Age Adults on Land at Queensway, Yeadon, Leeds, LS19 7RD', referred to in Minute No. 102 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained in the Appendix details how related powers and conditions have been considered in relation to the offers received and how such consideration has impacted upon the recommendation to accept the offer of the named purchaser. That information consequently relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through inviting of best and final offers for the property/land then it is not in the public interest to disclose this information at this point in time as this could lead to random competing bids which would undermine this method of inviting bids and affect the integrity of disposing of property/land by this process. Also it is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of offers which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time;
- (d) That Appendices 1 and 2 to the report entitled, 'Channel 4 and TV and Film Sector Growth in Leeds and Leeds City Region', referred to in Minute No. 109 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained in appendices 1 and 2 contain information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of the appendices as exempt from publication outweighs the public interest in disclosing the information, as doing so would prejudice the Council's commercial position and that of third parties should they be disclosed at this stage;
- (e) That Appendix 1 to the report entitled, 'Rugby League World Cup 2021', referred to in Minute No. 110 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information

contained in the Appendix relates to the financial or business affairs of RLWC2021 Ltd. and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information is subject to one to one discussions and further assessment, it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would, or would be likely to prejudice the Council's bid to RLWC2021 Ltd. given that there is an ongoing bid assessment process within a competitive bidding exercise. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from RLWC2021Ltd. and / or the Council after the outcome of the bid process is known and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

**94 Late Items**

No formal late items of business were added to the agenda, however, prior to the meeting, Board Members were in receipt of supplementary information relating to agenda item 24 (Improving Air Quality within the City) in the form of a revised paragraph 6 within Annex 4 to Appendix A, which replaced the paragraph that had been originally circulated as part of the agenda. (Minute No. 115 refers).

**95 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however, as part of the item entitled, 'Otley Civic Centre, Cross Green, Otley' Councillor Blake drew the Board's attention to the fact that she was a former Member of Otley Town Council (Minute No. 101 refers).

**96 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 17<sup>th</sup> October 2018 be approved as a correct record.

**CHILDREN AND FAMILIES**

**97 Support for Care Leavers**

The Director of Children and Families submitted a report which provided an update on the local and national ambitions to improve the lives of Care Leavers. The report also sought support for the ongoing work which was being undertaken with the aim of improving support for Leeds' Care Leavers.

Members welcomed the submitted report, with reference being made to the support being provided to Care Leavers in response to the roll out of Universal Credit, the partnership approach which was needed to maximise the effectiveness of the support package and the ambition in Leeds to not only meet but exceed the new statutory requirements for Care Leavers.

## **RESOLVED –**

- (a) That the strong track record of Leeds' support within our offer to care leavers, be noted, and that the direction and intentions to engage wider partners, services and stake holders in enhancing these services, including a whole Council commitment to improving outcomes for Care Leavers, be supported;
- (b) That the Board's supports for the Council's ambition to not only deliver the new national standards, but to go further to support Leeds' Care Leavers as long as they need that support, be confirmed;
- (c) That a 'Whole Council' commitment for Care Leavers, with a clear and specific commitment from each directorate setting out how they will work to promote better outcomes for care leavers and support the shared principle of collective responsibility when answering 'would this be good enough for my child', be supported;
- (d) That the Care Leavers Offer, as detailed within the submitted report, be approved;
- (e) That it be noted that the Head of Service for Children Looked After is responsible for the implementation of such matters.

## **98 Thriving: A Child Poverty Strategy**

The Director of Children and Families submitted a report which proposed a new, innovative way of working, incorporating research based intelligence with policies and projects to assess the most effective low cost, high impact solutions to improve the lives of children and young people in poverty.

Responding to a Member's comments, the Board received assurances that there was an urgency in the approach being taken to address the issue of child poverty in Leeds, with Members being provided with details of the actions currently being taken and those which were planned for the future.

Further details were also provided on how the impact of the actions would be monitored and measured, with it being noted that in line with this, a 'plan on a page' document for the strategy was intended to be submitted to a future meeting of the Board for Members' consideration.

With regard to the role of academic research, it was highlighted that such research was informing the actions being taken to ensure that the effectiveness of any interventions was maximised, with it also being noted that the findings of such research would help to continue to build a base of data around the extent and impact of child poverty nationally, and specifically in Leeds.

Specifically regarding the issue of period poverty, it was noted that a dedicated report on this matter was scheduled to be submitted to the Board in December 2018.

**RESOLVED –**

- (a) That the approach towards developing ‘Thriving: A Child Poverty Strategy for Leeds’, be approved;
- (b) That having reflected upon the barriers faced by children who live in poverty, the approach towards the development of the child poverty work across Leeds, including the work being undertaken with children, young people, families and communities in order to eradicate these barriers, be endorsed;
- (c) That it be noted that the Director of Children and Families is responsible for the implementation of such matters.

**LEARNING, SKILLS AND EMPLOYMENT**

**99 The Great Jobs Agenda**

The Director of City Development and the Director of Resources and Housing submitted a joint report assessing how the current and planned work of the Council supported and complimented that of the ‘Great Jobs Agenda’ and which recommended that the Board endorsed the campaign and continued to align activity where appropriate.

A Member raised comments regarding the rates of pay for those undertaking services commissioned by the Council and in respect of the pay rates of those companies using Council owned premises. In response, it was highlighted that although the Council was not a regulatory body for pay levels, it was undertaking a range of actions to lead by example, such as the Council’s payment of the Living Wage Foundation’s minimum pay rate, the work being undertaken by the Council as part of its role in the Local Economic Partnership and Business Improvement District, together with engagement being undertaken with trade unions.

**RESOLVED –**

- (a) That the aims of the ‘Great Jobs Agenda’ be endorsed, together with endorsement being given to continue to seek to meet the related standards, as detailed within the submitted report, in order to provide better jobs that offer a living wage and good working conditions;
- (b) That the aligned strategies and place based programmes currently being progressed under the Leeds Inclusive Growth Strategy, be noted, together with the Leeds Talent and Skills Plan, with the aim of engaging with a wider range of employers to provide great jobs;
- (c) That it be noted that the officer responsible for all employment issues within the Council, including engagement with the trade unions is the Chief Officer Human Resources; and that the officers responsible for the aligned intervention to support wide employer engagement on the those issues detailed within the submitted report are the Chief Officer Economic Development and the Chief Officer Employment and Skills.

## **REGENERATION, TRANSPORT AND PLANNING**

### **100 Design and Cost report for Temple Works, Holbeck, South Bank**

The Director of City Development submitted a report which sought approval to the principles and a package of support by which the Council can work with Commercial Estates Group to support restoration proposals to bring the Grade I listed Temple Works in Holbeck, South Bank back into use. The report also sought approval of a related injection into the capital programme together with 'authority to spend' in order to facilitate urgent interim weather proofing to protect the building from ongoing water ingress before the onset of winter.

Following the consideration of Appendix 1 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

#### **RESOLVED –**

- (a) That approval be given for the Council to work with CEG to agree proposals for the longer term restoration of Temple Works;
- (b) That approval be given to the policy principles, as set out at section 5 of the submitted report, as a basis by which the Council will support a restoration of Temple Works, including if necessary the principle of acquiring adjoining land by way of a Compulsory Purchase Order (CPO) (subject to an indemnity agreement being entered into);
- (c) That approval be given to the injection of £100,000 into the Capital Programme 33020 for the provision of grant support for urgent weather proofing works at Temple Works, and that the necessary authority to spend these sums be delegated to the Director of City Development, in consultation with the Executive Member for Regeneration, Transport and Planning;
- (d) That approval be given for the Director of City Development, in accordance with the terms as set out in exempt appendix 1 to the submitted report, to produce and negotiate:-
  - (i) legal agreements with CEG for the disposal of Council assets at Bath Road, Sweet Street and Leodis Court and where necessary, develops a vacant possession strategy for these assets;
  - (ii) a grant agreement with CEG setting out the terms by which the Council will provide a restoration grant to help to restore Temple Works;
  - (iii) a contribution of up to £560,000 from existing S106 contributions for public realm enhancements to Marshall Street which could include new public open space at the front of Temple Works;
  - (iv) a CPO indemnity agreement with CEG.

- (e) That the Director of City Development be requested to submit a further report to Executive Board, providing an update on progress and seeking approval to:-
  - (i) enter into legal agreements once negotiated and finalised;
  - (ii) make a Compulsory Purchase Order if necessary to facilitate the land assembly required to deliver CEG's scheme on the basis that any land proposed for a CPO would link to a restoration of Temple Works.
  
- (f) That the intention that CEG will be able to apply for a further grant contribution of up to £650k to fund stabilisation works at Temple Works, be noted, and that such an application would be funded by future land receipts and be subject to Council approval and further due diligence;
  
- (g) That approval be given for the Council's land at Bath Road, Leodis Court and Sweet Street to be appropriated for the purposes of the Town and Country Planning Act 1990, so as to facilitate CEG's proposals and the proper planning of the area.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

**101 Otley Civic Centre, Cross Green, Otley, LS21 1HD - Future ownership**

The Director of City Development submitted a report which presented the options available to the Council regarding the future of Otley Civic Centre, the public consultation relating to its future, and the Council's possible involvement in the expansion of Otley Courthouse, which could provide more performance and community space in Otley.

A Member raised concerns regarding the proposals and as such made a request that the matter be referred to the next available meeting of the relevant Scrutiny Board to enable further detailed consideration to be undertaken on issues including: the views of local Ward Councillors and local residents, and also the extensive work which has been undertaken by the Council on such matters over a significant period of time.

Members made reference to correspondence on this issue which had been received from a local resident. In addition, it was noted that correspondence had also been received from a local Ward Councillor regarding North Parade, in that the local Councillor had requested that the full plan of North Parade be agreed before reserving land for Otley Court House and its use for affordable housing.

Following the consideration of Appendix 1 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

**RESOLVED –**

- (a) That the proposals detailed within the submitted report be referred to the next available meeting of the relevant Scrutiny Board for consideration;
- (b) That should the Scrutiny Board be supportive of the proposals detailed within the submitted report, then the following be agreed:-
  - (i) That the interest in Otley Civic Centre and the options available to the Council relating to the future of the property, be noted;
  - (ii) That the disposal of Otley Civic Centre on the terms as recommended in exempt appendix 1 to the submitted report, be approved; and that the approval of any variation to the final terms be delegated to the Director of City Development in consultation with the Executive Members for Regeneration, Transport and Planning;
  - (iii) That the Otley Courthouse emerging expansion proposals be noted; that agreement be given for part of the Council's North Parade Depot to be reserved for the expansion of the Courthouse; and that the necessary authority be delegated to the Director of City Development, to enable the Director to enter into negotiations with the Courthouse in order to agree appropriate terms, which will include public access; OR
- (c) That should the Scrutiny Board not be supportive of the proposals detailed within the submitted report, then the matter be re-submitted to Executive Board together with the Scrutiny Board's observations, as part of an updated report for Member's consideration.

(During the consideration of this item, Councillor Blake drew the Board's attention to the fact that she was a former member Otley Town Council)

**102 Provision of Specialist Accommodation for Working Age Adults on land at Queensway, Yeadon, Leeds, LS19 7RD**

The Director of City Development and the Director of Adults and Health submitted a joint report on a proposal to sell surplus Council owned land to enable the building of specialist residential accommodation for working age adults with learning and physical disabilities in support of the 'Ordinary Lives' project, as established by the Adults and Health directorate.

Following the consideration of Appendix 1 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

**RESOLVED –**

- (a) That the sale of the subject land to the recommended purchaser as identified within exempt appendix 1 to the submitted report, at a less than best purchase price, in order to build specialist residential accommodation for working age adults with learning and physical disabilities, be approved;



- (b) That approval be given for the Director of City Development, in consultation with the Executive Member for Regeneration, Transport and Planning, to progress with the disposal of the subject land;
- (c) That approval be given for the necessary authority to be delegated to the Director of City Development in order to enable the Director to approve any subsequent amendments to the terms of the disposal under the scheme of officer delegation, in consultation with the Executive Member for Regeneration, Transport and Planning.

**103 Outer Ring Road Cycle Superhighway Design and Cost Report**

Further to Minute No. 150, 8<sup>th</sup> February 2017, the Director of City Development submitted a report which sought approval for proposals regarding the Outer Ring Road Cycle Superhighway and which requested authority to progress delivery of the Phase 1 scheme at a total estimated cost of £3,200 000 to be funded entirely through the Department for Transport's (DfT) National Productivity Investment Fund grant.

Responding to an enquiry, the Board was advised that the Council would be liable to cover any scheme overspend, however, Members were also provided with further information on the actions which were being taken to mitigate any risks.

Also in response to a Member's enquiry, the Board was provided with further information on the current provision of cycling facilities and cycle networks in south Leeds, together with the plans in place to develop further cycle schemes in the south of the city.

**RESOLVED –**

- (a) That the design and cost to implement the cycle superhighway along the Outer Ring Road between the new ELOR junction at Red Hall and King Lane (as set out in Section 3 of the submitted report and as shown on the drawing number 2018CAP01/LCC/WHT/XX/DR/CH/MI\_01 in Appendix 1) be approved; and that authority to incur expenditure of £3,200,000, to be wholly funded from the DfT National Productivity Investment Fund grant, as Phase 1 of the Outer Ring Road cycle superhighway, also be approved;
- (b) That approval be granted for the invitation of tenders for works, as set out in paragraph 6.11 of the submitted report, and subject to the tender sums being within the tendered budget, approval and authorisation be given for the award of the Contract to undertake the construction of the scheme;
- (c) That with reference to the powers contained in Section 66(4) of the Highways Act 1980, approval be given for the relevant lengths of footway shown on the drawing 2018CAP01/LCC/WHT/XX/DR/CH/MI\_01 as proposed cycle tracks

(detailed within Appendix 1 to the submitted report), to be removed, and that following the removal of the footways, cycle tracks be constructed under the powers contained under the provisions of section 65(1) of the Highways Act 1980 for shared joint use by pedal cyclists and pedestrians;

- (d) That approval be given to delegate the necessary authority to promote cycle track orders, should they be required, with delegated authority being provided to the Director of City Development who would receive reports for progressing any specific cycle track orders from the Chief Officer (Highways and Transportation), with such orders being progressed under the relevant powers in sections 115E, 115F and 115K of the Highways Act 1980 and other related legislation as appropriate;
- (e) That the necessary authority be provided to the Chief Officer (Highways and Transportation) to enable the Chief Officer to receive reports concerning all Traffic Regulation Orders as required, necessary for, and related to the purposes of the scheme, and to also ensure the scheme's progression.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions referred to within this minute)

#### **104 Leeds City Region Connectivity Strategy and Connecting Leeds Update**

The Director of City Development submitted a report providing a summary of the update presented to the West Yorkshire Combined Authority (WYCA) at November's Transport Committee on the Leeds City Region Connectivity Strategy. The report focused upon the implications of this piece of work for the city, outlining the work undertaken to date, and the forthcoming engagement on the strategy.

Members welcomed the approach being taken in respect of the strategy.

Responding to a Member's comment regarding the extent of the vision detailed within the submitted report and the need for that to include communities to the north, north east and north west of the city, the Board was provided with further information on the future proposals for those areas and how such proposals would look to complement and strengthen existing infrastructure. Members also received further information on the continued engagement with relevant authorities on the development of such proposals.

Also, the Board noted a request that as part of the development of the HS2 line into the city, consideration be given to those communities affected by such a significant construction, to ensure that any impact on those communities was minimised wherever possible.

**RESOLVED –**

- (a) That the update on the work undertaken to date by the West Yorkshire Combined Authority to progress the Leeds City Region Connectivity Strategy, as reported to the Combined Authority Transport Committee, be noted;
- (b) That officers be requested to continue to work in partnership with the West Yorkshire Combined Authority to drive forward the Leeds City Region Connectivity Strategy in order to deliver appropriate solutions for the city;
- (c) That endorsement be given to the establishment of a Member working group to oversee the connectivity and mass transit strategy;
- (d) That the commencement of a conversation with the public and stakeholders around the role of mass transit, as a part of the solution to the economic and transport challenges facing West Yorkshire, be endorsed;
- (e) That agreement be given the Chief Officer for Highways and Transportation to update the Connecting Leeds Transport Strategy and submit it for consideration to Executive Board in summer 2019.

**105 Affordable Housing Commuted Sums - The Delivery of Mixed Communities**

Further to Minute No. 70, 21<sup>st</sup> September 2016, the Director of City Development submitted a report providing an overview of affordable housing commuted sums available to the Council and which sought approval for the investment of this funding into a range of new supply affordable housing schemes, primarily focussing upon the city centre and its fringe areas in order to support the provision of mixed communities.

Regarding the proposed development at Meynell Approach, Members noted that it was being used as a pilot for Modern Methods of Construction. As such, responding to a Member's enquiry, officers undertook to monitor the progress of this development and would take into consideration any potential benefits that this alternative method of construction may be able to provide for future developments. In response, the Member in question requested that he be kept updated on the performance of this alternative construction method.

**RESOLVED –**

- (a) That the Council's intention to submit a Housing Infrastructure Fund bid which will support and unlock the development of new homes in the city centre, as set out at paras 3.1 – 3.6 of the submitted report, be noted and supported;
- (b) That the proposed approach towards the deployment of commuted sums, as set out at paragraphs 3.10 – 3.20 of the submitted report be agreed, and should any revisions be required, the necessary authority be delegated to the Director of City Development to enable the Director

to determine these, in consultation with the Executive Member for Regeneration, Transport and Planning;

- (c) That it be noted that further work is underway with developers to establish opportunities for the delivery of additional affordable housing on sites across the city centre using funding available to the Council;
- (d) That the intention that the Council enters into a Collaboration Agreement with the owner of the former Hobby Horse Public House at Lovell Park Hill, as a means of securing delivery of affordable homes and the regeneration of a derelict site, as set out in paragraph 3.14 of the submitted report, be noted;
- (e) That the injection of £3.402m Affordable Housing Commuted Sums, be approved and that 'authority to spend' of £4.86m, be granted, which will be funded by the £3.402m Affordable Housing Commuted Sums and £1.458m from the Right to Buy Replacement Programme, towards the Council New Build scheme at Meynell Approach.

## **COMMUNITIES**

### **106 Council Housing Growth Programme - Delivery of New Build Social Housing**

The Director of Resources and Housing and the Director of City Development submitted a joint report providing an update on the Council Housing New Build Programme, and which set out proposals for the delivery of further new Council housing across the city.

In discussing the role of Housing Companies, it was noted that the Council would consider the establishment of Housing Companies, or other delivery vehicles in the future, if it was felt that they were an appropriate method of delivering Council housing provision at that time.

Responding to an enquiry, Members were advised that should the full allocation of the Homes England Grant not to be received, then further Right to Buy receipts could be utilised, and with this in mind, Members' attention was drawn to the fact that the report sought the Board's approval to delegate the decision regarding the final funding mix for each scheme to the Director of Resources and Housing in order to provide a degree of flexibility.

A Member commented upon the sole use of Council owned land for the proposed developments within the report and highlighted the need to ensure the delivery of mixed communities across the city in the future. In response, it was noted that Council owned sites had been identified in this instance in order to swiftly evidence the deliverability of the proposals, given that this was in response to a time limited bid framework from Government. However, it was noted that following the abolition of the HRA borrowing cap, in future a city wide search for appropriate sites would be undertaken, within the parameters of appropriate land values which were in line with social and affordable rents.

**RESOLVED –**

- (a) That the scope of the Council's new housing scheme proposals be approved, and that the use of the sites included in Table 1 of the submitted report for the delivery of new general needs Council housing for social rent, also be approved; and that any decisions on disposal of Council land / acquisition of private land to facilitate these schemes be delegated to the Director of City Development;
- (b) That the proposed investment in delivery of new social housing as part of the Council Housing Growth Programme, be approved, with support being provided for any bids for funding which are required;
- (c) That the decision regarding the final funding mix for each housing scheme taken forward be delegated to the Director of Resources and Housing;
- (d) That the necessary authority to procure and award contract for each housing scheme be delegated to the Director of Resources and Housing;
- (e) That the position in relation to capital receipts arising from the inclusion of the identified sites in the programme, be noted;
- (f) That a further report regarding progress being made with the delivery of the programme be submitted to Executive Board in 2019.

**107 Community Asset Transfer of Yeadon Town Hall to Yeadon Town Hall Community Interest Company**

The Director of City Development and the Director of Communities and Environment submitted a joint report which sought approval for the community asset transfer of Yeadon Town Hall to Yeadon Town Hall Community Interest Company (CIC) by way of a 50 year lease at nil consideration and peppercorn rental.

Responding to a Member's request, assurance was provided that Guiseley and Rawdon Ward Councillors would continue to be briefed as appropriate on the proposals, with specific reference to the war memorial and related memorial plaques which affected that Ward.

Also responding to a Member's enquiry, assurance was provided that when Community Asset Transfers were being considered, a consistent approach was taken by the Council with the aim of ensuring that the most beneficial outcome for the local community was secured.

**RESOLVED –**

- (a) That a 50 year full repairing and insuring lease for Yeadon Town Hall to Yeadon Town Hall Community Interest Company for nil premium and a peppercorn rental, be approved;

- (b) That it be noted that the Director of City Development is responsible for negotiating and agreeing final terms and granting the lease, subject to dealing with any issues relating to the trust that may arise;
- (c) That it be noted that the lease is conditional on the Yeadon Town Hall CIC changing its status to become a CIC limited by guarantee; with the Council having representation on the CIC's board, and with the board representation being agreed in accordance with the Council's Appointments to Outside Bodies Procedure Rules.

## **ENVIRONMENT AND ACTIVE LIFESTYLES**

### **108 Design and Cost Report for the Development and Enhancement of Green Space at Royal Park Road**

Further to Minute No. 31, 13<sup>th</sup> July 2013, the Director of Communities and Environment submitted a report providing an update on plans to develop a new greenspace on the site of the former Royal Park School which aimed to both integrate with the adjoining pre-existing green space and also provide an enhanced holistic area for community use.

Members welcomed the proposals detailed within the submitted report.

#### **RESOLVED -**

- (a) That the principle of developing the site detailed within the submitted report as a community green space which is to be integrated and developed into the existing parkland, be supported;
- (b) That the design principle and features, as set out in the submitted report, as the foundation for developing the site and planning determination, be endorsed;
- (c) That the injection of £516.6k from S106 into capital scheme 33028/000/000 which would be towards the development of the former Royal Park school site as a community park and the creation of an integrated, holistic community green space, be authorised; with it being noted that the allocation of S106 in line with available funds within relevant schemes is already delegated to the Chief Officer Parks and Countryside;
- (d) That authority to spend £516.6k from capital scheme 33028/000/000 to implement elements which are included in the masterplan, be approved, subject to the outcome of the planning submission for the scheme;
- (e) That the principle of developing the site in a phased approach, based on the masterplan design proposal outlined in the submitted report, be supported; and that proposals to pursue funding applications to add value to the capital investment, as set out in the submitted report, be endorsed;

- (f) That subject to ongoing consultation with the Executive Member for Environment and Active Lifestyles and the Deputy Executive Member, responsibility for implementing the scheme be deferred and delegated to the Chief Officer Parks and Countryside, in line with the project's programme, as set out at paragraph 3.14 of the submitted report.

## **ECONOMY AND CULTURE**

### **109 Channel 4 and TV and Film Sector Growth in Leeds and Leeds City Region**

The Director of City Development submitted a report presenting the steps which were proposed to support the growth of the film and TV sector in the city. Whilst on the back of Channel 4's recent decision to locate a new National Headquarters in Leeds, the report also presented proposals which sought to realise the potential of the sector in the city.

The Board welcomed the submitted report, highlighted the phenomenal response to Channel 4's decision which continued to be received and emphasised the significant opportunities which were arising for the city, the city region and the north of England as a result of the successful bid.

In considering the report, the Chair, on behalf of the Board, paid tribute and extended her thanks to the significant efforts of all who had contributed towards the successful bid, with the Chair highlighting the leading role played by the Chief Executive throughout this process.

Emphasis was placed upon the strength of the collaborative partnership approach which had been taken throughout the process, how it could be used as a catalyst for the further growth of the creative sectors in the area, and how the positivity and momentum from this achievement could be utilised to contribute towards a range of projects, such as 'Leeds 2023'.

Following the consideration of Appendices 1 and 2 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

#### **RESOLVED –**

- (a) That the decision of Channel 4 to locate its National Headquarters in Leeds be welcomed, and that the economic benefits which this will bring to the city and city region, be noted;
- (b) That the Board's formal agreement be given to the Council, along with West Yorkshire Combined Authority, entering into arrangements with Channel 4, as per the proposals set out in exempt appendix 1 to the submitted report;
- (c) That city wide engagement be undertaken with partners in the TV and Film sector in order to shape proposals that facilitate the growth of the sector and existing businesses in the city;

- (d) That agreement be given for the Council to take steps to facilitate the expansion of the TV, Film and production capacity in the city, as per the proposals contained within exempt appendix 2 of the submitted report;
- (e) That agreement be given for the Chief Executive to chair a partnership board with Channel 4, West Yorkshire Combined Authority and other partners in order to oversee the initiatives and proposals, as set out in exempt appendix 1 to the submitted report;
- (f) That the Director of City Development be requested to prepare a more detailed report for consideration at a future Executive Board meeting which includes updates on the matters contained within the submitted report.

#### **110 Rugby League World Cup 2021**

The Director of City Development submitted a report which provided an outline of the benefits of Leeds hosting games, teams and training camps for the Rugby League World Cup 2021. Also, the report looked to confirm the basis of the Leeds bid and sought approval for the Council to enter into a host city agreement on behalf of the city and its partners.

Following the consideration of Appendix 1 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

#### **RESOLVED –**

- (a) That the original bid made to RLWC2021 on the 31st July 2018, be noted;
- (b) That the work of the Council and its partners at the Candidate stage of the process, be noted;
- (c) That the value of the ‘in kind’ support offered by stakeholders and the Council, be noted;
- (d) That the contents of exempt Appendix 1 to the submitted report, be noted;
- (e) That agreement be given to the City Council entering into a hosting agreement with RLWC2021 Ltd.;
- (f) That agreement be given to the Council providing revenue support of a maximum of £150,000 towards the hosting fee;
- (g) That agreement be given for the Chief Officer Culture and Sport to enter into the hosting agreement, by using delegated powers;



- (h) That it be agreed that the Chief Officer Culture and Sport is responsible for the implementation of such matters.

## **RESOURCES AND SUSTAINABILITY**

### **111 Changing the Workplace - Completion of Phase 1**

Further to Minute No. 173, 20<sup>th</sup> April 2016, the Director of Resources and Housing and the Director of City Development submitted a joint report on the completion of Phase 1 of the 'Changing the Workplace' programme. Also, the report provided an updated savings estimate from Phase 1.

Members welcomed the achievements of the initiative to date and the proposal to continue the project in order to realise further asset efficiencies, where appropriate.

#### **RESOLVED –**

- (a) That the successful delivery of Phase 1 of the 'Changing the Workplace' programme, be noted;
- (b) That it be noted that Phase 1 of the 'Changing the Workplace' programme is now complete and that the 2016 refresh of the 2012 Phase 1 business case now indicates total Net Present Value savings of £27m;
- (c) That a further Capital Programme saving of £9m, be noted;
- (d) That the continued transition of staff onto 'Changing the Workplace' principles be supported, with the scoping of a further phase of the programme to realise further asset efficiencies also being supported.

### **112 Financial Health Monitoring 2018/19 - Month 6**

The Chief Officer, Financial Services submitted a report providing an update on the Council's projected financial health position for 2018/19, as at month 6 of the financial year.

Responding to a Member's enquiry regarding the budgetary pressure within the Children and Families directorate regarding the Council's increased contribution towards the One Adoption West Yorkshire Partnership, it was noted that this was a consequence of a national in-year increase in inter-agency placement fees. Further to this, officers undertook to provide the Member in question with a further briefing on such matters.

Also in response to a Member's enquiry regarding the budgetary pressure within the Communities and Environment directorate and the ongoing review of route efficiencies within the refuse service, officers undertook to provide the Member in question with a further briefing on such matters.

#### **RESOLVED –**

- (a) That the projected financial position of the Authority as at month 6 of the financial year, be noted;

- (b) That Directors be requested to identify and implement appropriate measures so that a balanced budget position can be delivered.

**113 Treasury Management Strategy Update 2018/19**

The Chief Officer (Financial Services) submitted a report providing an update on the Council's current position of the 2018/19 Treasury Management strategy.

Responding to a Member's enquiry, the Board received further information on the Council's current borrowing strategy, and the recent approach which had been taken towards longer term borrowing.

**RESOLVED** – That the update on the Treasury Management borrowing and investment strategy for 2018/19, as detailed within the submitted report, be noted.

**114 Capital Programme Quarter 2 Update: 2018 - 2022**

The Chief Officer (Financial Services) submitted a report providing an update on the current position of the Council's Capital Programme as at Quarter 2 of 2018/19. The report sought some specific approvals in relation to funding injections together with a related 'authority to spend'.

**RESOLVED -**

- (a) That the latest position, as at quarter 2 on the General Fund and HRA Capital programmes, be noted;
- (b) That the net increase in the General Fund and HRA Capital Programme 2018-2022 of £109.3m since the Capital Programme update in February 2018, be noted; with it also being noted that these injections and movements are listed in Appendix D to the submitted report, and that £13.574m of schemes require injection approval, as part of the submitted report;
- (c) That it be noted that the borrowing required to fund the Capital Programme in 2018-19 has reduced by £13.8m since the Capital Programme setting in February 2018; with it also being noted that the Capital Programme remains affordable within the approved debt budget for 2018-19, and that further work is underway through regular Capital Programme reviews to ensure that future debt costs are maintained within the overall Medium Term Financial Strategy;
- (d) That the following £13.574m worth of injections into the Capital Programme, as detailed below and as set out in Appendix D of the submitted report, be approved:-
- £3.402m affordable Housing commuted sums;
  - £2.550m Killingbeck Meadows flood alleviation grant;
  - £2.000m Section 278 housing developments;
  - £0.753m SEND special provision grant;
  - £0.735m A65 Leeds Bradford airport link route grant;

- £0.669m adaptations to private sector additional 18/19 grant;
  - £0.516m Royal Park Greenspace Enhancements Section 106;
  - £0.500m of additional loan funding towards the new supply of affordable housing on the 24 unit scheme being developed at Headley Chase;
  - £0.490m Kirkgate Market short stay car park;
  - £0.300m fuel poverty fund;
  - £0.300m Silk Mill Drive demolition Insurance receipt;
  - £0.284m capital receipts incentive scheme (CRIS), as detailed at Appendix E to the submitted report;
  - £1.075m remaining 8 smaller schemes, as listed in Appendix D to the submitted report.
- (e) That it be noted that the decision to inject funding, as detailed at resolution (d) (above) will be implemented by the Chief Officer - Financial Services;
- (f) That the expenditure of £0.500m towards new supply affordable housing on the 24 unit scheme being developed at Headley Chase, be authorised.

#### **115 Improving Air Quality within the City**

Further to Minute No. 77, 17<sup>th</sup> October 2018, the Director of Resources and Housing and the Director of City Development submitted a joint report providing details of the proposed Leeds Clean Air Zone Charging Order, with the recommendation that the Board formally make the 'Order'. In addition, the report provided detail of the proposed road signage which was to be erected within Leeds for the Clean Air Zone and also provided an update on the progress made with the camera procurement.

Prior to the meeting, Board Members were in receipt of a revised paragraph 6 within Annex 4 of Appendix A to the submitted report, which Members considered at the meeting as a replacement to the version originally submitted.

Members received an update on the funding proposals for the overall programme, with it being noted that correspondence had recently been received from Government indicating that further evidence may be required in respect of the potential sums sought for Leeds' Clean Air Fund.

The Board noted that the Leader had responded to Government on such matters, and given the unprecedented nature of the initiative, Members were advised that Government would be approached with the aim of agreeing a level of flexibility and contingency in the funding arrangements, with it also being noted that officers were scheduled to meet with Civil Servants next week.

Councillor A Carter highlighted that although he would continue to provide his support when the Council was approaching Government on such matters, he was abstaining from voting on the decisions being taken at today's meeting,

due to concerns he had, with specific reference being made to the viability of retro fitting vehicles. In response to this concern, it was noted that representations would continue to be made to Government on the actions that needed to be taken nationally to ensure the delivery of a practical retro fit offer.

**RESOLVED –**

- (a) That approval be given to make the Leeds Clean Air Zone Charging Order, under the provisions of the Transport Act 2000, as detailed at Appendix A to the submitted report, including the revised paragraph 6 within Annex 4 to the Order document (Appendix A) as circulated, to take effect on 6th January 2020;
- (b) That approval be given to submit the Charging Order to the Secretary of State for comment alongside the Full Business Case;
- (c) That it be noted that the Director of Resources and Housing and the Director of City Development will be responsible for the implementation of the Leeds Clean Air Zone Charging Order, subject to the Secretary of State's formal approval of the Full Business Case and their comment upon the Charging Order;
- (d) That it be noted that the Director of City Development will be permitted to make any non-material amendments to the Leeds Clean Air Charging Zone prior to the implementation date of January 2020, in accordance with the existing delegation relating to Highways and Transportation.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute, however, he did clarify that he would continue to provide his support when the Council was approaching Government on related matters)

**DATE OF PUBLICATION:** FRIDAY, 23<sup>RD</sup> NOVEMBER 2018

**LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:** 5.00 PM, FRIDAY, 30<sup>TH</sup> NOVEMBER 2018

## EXECUTIVE BOARD

WEDNESDAY, 19TH DECEMBER, 2018

**PRESENT:** Councillor J Blake in the Chair

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

**SUBSTITUTE MEMBER:** Councillor B Anderson

**APOLOGIES:** Councillor A Carter

**116 Substitute Member**

Under the provisions of Executive and Decision Making Procedure Rule 3.1.6, Councillor B Anderson was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

**117 Exempt Information - Possible Exclusion of the Press and Public**

**RESOLVED** – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) That Appendix 1 to the report entitled, 'Temple Green Park and Ride: Land Purchase to Support Expansion', referred to in Minute No. 122 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within that appendix relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that owners of other similar properties would have access to information about the nature and level of consideration which the Council is prepared to pay to acquire land. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and

Draft minutes to be approved at the meeting  
to be held on Wednesday, 13th February, 2019

consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time;

- (b) That Appendix B to the report entitled, 'Design and Cost Report and Tender Acceptance Report for the Learning Places Expansion of Allerton Church of England Primary School', referred to in Minute No. 123 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within that appendix relates to the financial or business affairs of any particular person or organisation (including the authority holding that information) which, if disclosed to the public, would, or would be likely to prejudice the commercial interests of that person, organisation or of the Council. It is therefore deemed not to be in the public interest to disclose this information at this time;
- (c) That Appendix 1 to the report entitled, 'Lineham Farm: Assignment of Lease and Financial Implications', referred to in Minute No. 138 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within that appendix relates to the financial or business affairs of third parties and of the Council, and the release of such information would be likely to prejudice the interests of all parties concerned, and potentially the transfer of the leases to the new Charitable Incorporated Organisation (CIO). Whilst there may be a public interest in disclosure, in all the circumstances of the matter, maintaining the exemption is considered to outweigh the public interest in disclosing this information at this time.

## **118 Late Items**

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Update on Leeds City Council's response to the UK's decision to leave the European Union'. The report could not have been included within the agenda as originally published on 11<sup>th</sup> December, given the uncertain and fast-developing nature of this issue at a national level, which impacts upon the preparations being made locally. This is in addition to the fact that prior to being postponed, the parliamentary vote on the Withdrawal Deal was scheduled for 11<sup>th</sup> December. Also, it was felt that given the UK's exit date from the EU is 29<sup>th</sup> March 2019, and given how quickly the situation was developing, it was felt that this report could not be delayed until the next scheduled meeting of the Board. (Minute No. 133 refers).

Also with the agreement of the Chair, a further late item of business was admitted to the agenda entitled, 'Ofsted Inspection Report'. The report could not have been included within the agenda as originally published on 11<sup>th</sup> December, given that the report had been embargoed until 18<sup>th</sup> December 2018. In addition, it was felt that due to the importance of the findings, and the implications arising from the report to the Council, its priorities and its

partners, the matter could not be delayed until the next scheduled meeting of the Board. (Minute No. 121 refers).

Although not a formal late item of business, the Chair also agreed to accept an addendum to the report entitled, 'Initial Budget Proposals for 2019/20' which provided an update on the key features of the provisional Local Government Financial Settlement for 2019/20 as had recently been announced and which highlighted the implications for the Council. (Minute No. 135 refers).

**119 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting.

**120 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 21<sup>st</sup> November 2018 be approved as a correct record.

**CHILDREN AND FAMILIES**

**121 Ofsted Inspection Report**

The Director of Children and Families submitted a report which presented the findings of the recent OfSTED inspection of Children's Services in Leeds.

With the agreement of the Chair, the submitted report had been circulated to Board Members as a late item of business prior to the meeting for the reasons as set out within Minute No. 118.

The Board welcomed the outcomes of the Ofsted Inspection, which had rated the overall effectiveness of the service as being 'Outstanding', and thanked Members for their continued cross-party support in this area and for their role as corporate parents. Also, the Board paid tribute to officers, partners and all other parties for their dedication and contribution towards this significant achievement.

As part of the discussion, Members highlighted the commitment in Leeds which aimed to ensure that the needs of children, young people and families were at the heart of the actions it took, emphasised the importance of early support with a view to preventing the need for more intensive interventions, and reiterated how the ambitious approach towards improvement in this area would continue.

**RESOLVED –**

- (a) That, in noting the contents of the submitted report, the Board's appreciation and thanks be formally placed on record for the following:-
- (i) Front line staff and managers whose often challenging day to day work has made such a difference to the lives of children and families in Leeds;
  - (ii) Elected Members across all parties and senior officers of the Council who have prioritised children and led the change;

- (iii) The support of individuals, third sector partners, businesses and communities across the city who have supported this work through the Child Friendly Leeds initiative.
- (b) That Ofsted's recognition that decisions made to invest in early help, prevention and workforce development have significantly contributed to this judgement, be noted;
- (c) That the Board's continuing support for the ongoing improvement of Children's Services in the city be confirmed, as the Council seeks to ensure that Leeds is the best city for children to grow up in.

## **REGENERATION, TRANSPORT AND PLANNING**

### **122 Temple Green Park and Ride: Land Purchase to Support Expansion**

Further to Minute No. 18, 15<sup>th</sup> July 2015, the Director of City Development submitted a report which provided an update regarding the success of the Park & Ride facilities in Leeds and which provided details of the opportunity for the Temple Green facility to be extended.

Responding to a Member's enquiry, it was noted that the current Park and Ride schemes in Leeds were operating on a 'profit share' basis between the Council and the bus operator, with the Director of City Development undertaking to provide the Member in question with further detail on the performance of the 'profit share' model with regard to the Temple Green site.

The Executive Member responded to a Member's comments regarding the need to strike the correct balance between the expansion of the bus lane network and also ensuring sufficient capacity for other traffic, and the considerations which would be given to ensuring that any current or future Park and Ride sites could adapt and fit with the evolving public transport network in Leeds.

Following the consideration of Appendix 1 to the submitted report designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

#### **RESOLVED –**

- (a) That the successes of the Temple Green Park and Ride facility, be noted;
- (b) That the terms set out in exempt Appendix 1 to the submitted report for the acquisition of land upon which the Temple Green Park and Ride can be extended, be approved;
- (c) That it be noted that the acquisition will be funded from the Leeds Public Transport Investment Programme (LPTIP);



- (d) That the necessary authority be delegated to the Director City Development in order to enable the Director to approve any subsequent changes to the terms for the acquisition and which also authorises the Director to complete the acquisition;
- (e) That the necessary authority be delegated to the Director of City Development in order to enable the Director to approve at the appropriate time the authority to spend the capital necessary to complete the land acquisition.

**123 Design and Cost Report and Tender Acceptance Report for the Learning Places Expansion of Allerton Church of England Primary School**

Further to Minute No. 161, 21<sup>st</sup> March 2018, the Director of City Development and the Director of Children and Families submitted a joint report detailing proposals to expand Allerton Church of England Primary School and which sought the necessary approvals to progress this proposal.

Responding to a Member's enquiry, the Board received further information on the timing of the report submission to Executive Board, with it being noted that the proposed timeframe for the expansion was for it to be operational from September 2019.

Following the consideration of Appendix B to the submitted report designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

**RESOLVED –**

- (a) That the expenditure of £4,696,805.64 from capital scheme number 32655/ACE/000 for the construction work and associated fees for the expansion of Allerton Church of England Primary School, necessary for occupation from September 2019, be approved;
- (b) That the acceptance of the tender submitted via the Leeds Local Education Partnership in the sum of £3,846,842.89 inclusive of all professional design fees, development costs and surveys incurred by the contractor, be authorised, with it also being noted that although this figure includes the previously approved sum of £492,929.56 for the completion of the necessary 'Early Works' packages, the release of funding for the construction costs will be subject to valuations completed and validated by NPS Ltd. (Leeds);
- (c) That the requirement to enter into a contractual agreement with Leeds D&B One Co. to deliver the development at Allerton Church of England Primary School, be authorised, which will take the form of a JCT 2016 head contract between the authority and Leeds D&B One Ltd. for the sum of £3,846,842.89;

- (d) That approval be given for the resolutions, as minuted, from this report to be exempted from the 'Call-In' process, on the grounds of urgency, as detailed within section 4.5 of the submitted report;
- (e) That the estimated scheme cost of £4,696,805.64 be noted, with it also being noted that this includes: £3,846,842.89 for construction works (this is the contract / tender submission value inclusive of £492,929.56 of previously approved 'Early Works' costs); professional fees and survey costs of £391,571; £30,000 for loose furniture & equipment; £43,707 for supporting costs and a client held contingency commensurate to the scale and complexity of the project;
- (f) That it be noted that the officer(s) responsible for the implementation of such matters are: the Head of Service Learning Systems and the Head of Projects and Programmes, Asset Management & Regeneration, with approval being given to provide them with the necessary authority to enter into all other agreements required to deliver this project.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (d) above, and for the reasons as detailed within section 4.5 of the submitted report)

**124 Design and Cost Report and Tender Acceptance Report for the Renovation of the Highwood Public House as a Children's Centre and Community Centre**

Further to Minute No. 67, 19<sup>th</sup> September 2018, the Director of City Development submitted a report which detailed proposals regarding the renovation of the Highwood Public House in order to enable it to be utilised as a Community Hub. The report also sought the necessary approvals to progress this proposal.

Responding to a Member's enquiry, the Board noted the actions which would be taken with the aim of ensuring that the project remained within budget. Members also received further information on the considerations which had been taken to put forward this proposal of renovating the public house as the most appropriate way forward.

**RESOLVED –**

- (a) That the expenditure of £800,000 from capital scheme number 32737/MAL/CHI & 32737/MAL/COM for the construction work and associated fees for the renovation of the Highwood Public House for use as a combined Community Centre and Children's Centre, necessary to facilitate the forthcoming expansion of Moor Allerton Hall Primary School, be approved;
- (b) That the acceptance of the tender submitted via the Leeds Local Education Partnership in the sum of £590,938.70, inclusive of all

design fees, development costs and surveys, be authorised, with the release of funding for the construction costs being subject to valuations completed and validated by NPS Ltd. (Leeds);

- (c) That the requirement to enter into a contractual agreement with D&B One Co. to deliver the development at the Highwood Public House, be authorised, which will take the form of a JCT 2016 head contract between the authority and Leeds D&B One Ltd. for the sum of £590,938.70, with it being noted that there will be a pass-down contract between Leeds D&B One Ltd. and Walter West Builders Limited;
- (d) That approval in principle be given to the granting of a lease to the Brackenwood Community Association at less than best consideration of the new premises at the renovated Highwood site, and that the necessary authority be delegated to the Director of City Development in order to enable the Director to agree detailed terms (including at a less than best consideration) of the lease and for the surrender of current occupation at the school;
- (e) That it be noted that the officer(s) responsible for the implementation of such matters are the Head of Service Projects & Programmes, Asset Management and Regeneration and the Head of Learning Systems, Childrens and Families.

## **125 Local Flood Risk Management Strategy**

The Director of City Development submitted a report presenting the review of the Local Flood Risk Management Strategy (LFRMS), which formed part of the Council's Budget and Policy Framework. The report recommended the release of the updated LFRMS for the purposes of consultation.

Members welcomed the submission of the comprehensive report.

### **RESOLVED –**

- (a) That the progress which has been made regarding the implementation of the 2012 LFRMS, be noted;
- (b) That agreement be given to releasing the updated LFRMS (2018) for the purposes of consultation, including Scrutiny Board consideration;
- (c) That agreement be given to the Board reviewing the updated LFRMS (2018) following the consultation process, with a view to it being implemented following proposed adoption by the Full Council in March 2019;
- (d) That it be noted that the responsible officer for the implementation of such matters is the Director of City Development.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making

Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

#### **126 Wyke Beck Valley Project**

Further to Minute No. 74, 21<sup>st</sup> September 2016, the Director of City Development submitted a report providing an update on the progress made by the Council on the strategic approach being taken towards flood risk management within the Wyke Beck, with the report also highlighting the emergence of a catchment wide approach. Also, the report sought related approvals regarding investment into the project.

Responding to a Member's enquiry, the Board received further information regarding the £1.6m allocation from the Capital Programme towards the delivery of this scheme which had been previously authorised by the Board.

Also, with regard to the East Leeds Orbital Road (ELOR) development, the Board was advised that it was felt that the ELOR development would not impact upon this project.

Finally, Members welcomed the co-ordinated approach which was being taken between the Council and partners in the development of this project.

#### **RESOLVED –**

- (a) That an injection of £0.45m into the Capital Programme, be approved;
- (b) That authority to spend £3.15m on the Wyke Beck Valley project be approved, with it being noted that Executive Board has previously provided authority to spend of £1.6m;
- (c) That authority to enter in to a funding agreement with the West Yorkshire Combined Authority, be granted;
- (d) That authority to spend S106 greenspace and drainage contributions on the project, as set out in the submitted Design and Cost Report, be approved;
- (e) That it be noted that the project has already started and that it will be completed by March 2021, with it also being noted that the Council's Flood Risk Manager and Natural Environment Manager are responsible for the implementation and management of such matters.

#### **HEALTH, WELLBEING AND ADULTS**

#### **127 Community Based Respite Service**

Further to Minute No. 20, 27<sup>th</sup> June 2018, the Director of Adults and Health submitted a report presenting the outcomes from the further consultation which had been undertaken on the community based respite service, and in light of such consultation sought approval for a series of proposed revisions to the service.

Responding to a Member's enquiry, the Board was advised that the £40,000 non-recurrent investment to the 'Carers Leeds' organisation, as referenced within the submitted report, was to be made available next year also. In addition, Members also received further information on the nature and benefit of the one-off payments to carers of up to £200 as a contribution towards the increased costs of caring over the winter months.

Also, Members received further information on the actions which would be taken to provide help and guidance to those who under the proposals would be charged an amount which they were assessed as being able to afford, or to those who did not want to pay a charge at all.

Finally, the Board paid tribute to the vital role which was played by carers throughout the city.

**RESOLVED –**

- (a) That the outcome of the associated consultation undertaken be noted, with the potential impact on current customers of the community based respite services arising from the proposed changes being implemented also being noted;
- (b) That the following be approved from commencement in April 2019:
  - (i) Access to the commissioned community based short break service will be via a needs assessment or carers' assessment as laid out in the Care and Support (Assessment) Regulations 2014, and will be prioritised for people who meet the eligibility criteria for care and support as laid out in Care and Support (Eligibility Criteria) Regulations 2014;
  - (ii) The person with care needs will be charged the amount they are assessed as being able to afford as laid out in the Care and Support (Charging and Assessment of Resources) Regulations 2014;
  - (iii) People who are deemed not to have eligible needs will be supported to find other ways to have a break;
  - (iv) That the name of the service be changed to the 'Community Based Short Break Service';
- (c) That approval be given to the following:
  - (i) That an investment of a further £170k per annum be added to the contract value of the community-based respite service thereby providing an additional 11,296 hours of support per year/ 217 hours per week;
  - (ii) That a further investment of £30K be made for Tier 2 Targeted Short Break services.
- (d) That the following be noted:
  - (i) That an investment of £40k on a non-recurrent basis will be made to Carers Leeds to provide: (a) £8845 for additional carer support worker capacity at Leeds Teaching Hospital Trust over the winter

period; and (b) £31,155 to provide a one-off payment to carers of up to £200 as a contribution to increased costs of caring over the winter months;

- (ii) That the Director of Adults and Health is responsible for the implementation of such matters.

## **128 Leeds Recovery Service**

The Director of Adults and Health submitted a report which provided an update on each element of the Leeds Recovery Service; described how they worked together to provide a co-ordinated offer to people who need a short term intervention to support their recovery after a health issue or a significant change in their social circumstances, and which outlined plans for the continued development of the Recovery Service and its links with partners.

Members welcomed the submitted report and paid tribute to the collaborative approach that was being taken to deliver the service and the vital role it was playing in realising the ambition of enabling people to remain in their own home and reducing the need for ongoing long term care. The Board highlighted how this service was a further example of the 'invest to save' approach, and how it looked to put the needs of the individual at the heart of the service.

Responding to a Member's enquiry, the Board received further information on the average length of stay for users of the service, with examples also being provided of how the investment which was being made into the service was delivering value for money.

In conclusion, the Chair, on behalf of the Board extended her thanks to the staff who were delivering the Leeds Recovery Service.

### **RESOLVED –**

- (a) That the strategic significance of the Recovery Service to the Leeds system, be noted;
- (b) That the progress made within the Leeds Recovery Service be noted, together with the positive outcomes for customers and family carers that have been achieved through the service changes which have been made;
- (c) That it be noted that the Director of Adults and Health is responsible for the implementation of the services outlined within the submitted report.

## **LEARNING, SKILLS AND EMPLOYMENT**

### **129 Tackling Period Poverty in Leeds**

The Director of Children and Families submitted a report which provided an overview of the partnership approach that Leeds was developing in order to tackle both the stigma around periods and also to provide free sanitary products for those who have difficulty accessing them.

Responding to a Member's comments regarding the need for the proposed scheme to be developed further, the Board received detailed information on the actions which were being taken, including the ongoing engagement and consultation with children and young people and partners, to ensure that the scheme was appropriate and that it effectively met the needs of all those affected across the city.

In conclusion, it was noted that further detail would be submitted to the Board, as the scheme developed.

#### **RESOLVED –**

- (a) That the proposed approach towards tackling period poverty in Leeds, together with the comments made by Members during the discussion, be noted;
- (b) That the approach proposed in the submitted report to working with partners to address period poverty in the city, be endorsed;
- (c) That the intention to lobby the Government to remove VAT on sanitary products, be supported;
- (d) That it be noted that the responsible officer for the implementation of such matters is the Chief Officer Partnerships and Health.

#### **COMMUNITIES**

##### **130 Tackling Poverty and Inequality**

The Director of Communities and Environment submitted a report providing an update on the Council's strategic approach towards tackling poverty in Leeds. The report also considered the role of Executive Board, Health and Wellbeing Board and the proposed Inclusive Growth Delivery Partnership in helping to achieve the aims in this area, and which proposed a range of further work to be undertaken and submitted to the Board over the next 12 months.

As part of the introduction to the report, the Executive Member for 'Communities' highlighted that the second recommendation in the submitted report, when making reference to the suggested areas of further work for the initiative, should read 3.4.10, and not 3.4.9, as detailed.

Responding to a Member's enquiry, the Board was provided with further information on how future work in this area was intended to be reported back to the Board, and it was undertaken that when future reports were submitted, detail would be provided which was quantifiable and which allowed Members to review the progress being made.

Also in response to a Member's comments, it was reiterated to the Board that the aim of the initiative was to both reduce the number of people living in poverty and also to mitigate the negative impacts that living in poverty was having on people's lives.

In addition, Members also received further information on the areas which were proposed to be the focus over the next 12 months and how progress in those areas would be aligned to the work and/or the priorities of the Best Council Plan, the Child Poverty Impact Board and the Inclusive Growth Strategy.

**RESOLVED –**

- (a) That the strategic framework in place to tackle poverty and inequality across the city, together with the work being undertaken by the Council and its partners in the key areas of activity, be noted;
- (b) That in noting the minor correction to the submitted report as outlined above, the suggested areas for further work, as referenced in sections 3.4.10 of the submitted report, be agreed, and that the relevant Director be requested to bring forward reports to Executive Board as appropriate in the next twelve months.

**131 Council House Growth Programme - Delivery of Extra Care Housing**

Further to Minute No. 46, 17<sup>th</sup> July 2017, the Director of Resources and Housing, the Director of Adults and Health and the Director of City Development submitted a joint report providing an update on the progress made regarding the delivery of the extra care housing programme for older people across the city as part of the Council House Growth Programme and in support of the Better Lives Programme. In addition, the report presented recommendations to enable the delivery of the programme to progress at pace.

The mixed tenure approach which was being taken in respect of extra care housing provision was welcomed.

Responding to a Member's comments regarding the role that extra care housing would play in the future provision of accommodation for older people, it was highlighted that the aim was to modernise the offer being provided and that this was being realised through the establishment of extra care housing provision where residents could remain independent but also access support when required. It was also noted that this offer would work alongside complementary services, such as the Leeds Recovery Service, as discussed earlier in the meeting.

In addition, it was emphasised as part of the discussion that there were currently no plans to change the Council's residential care offer.

Finally, the Board received clarification that with regard to the housing delivered via Package 1 of the scheme there was a contractual requirement to ensure that a minimum of 35% of each new scheme would be for affordable homes for rent.



**RESOLVED –**

- (a) That the progress made regarding the delivery of the extra care housing programme, be noted;
- (b) That approval be given for the north of Cartmell Drive South to be dedicated to the delivery of extra care housing;
- (c) That approval be given for part of the Throstle Recreation Ground site to be dedicated to the delivery of extra care housing;
- (d) That the Adult Social Care system cost savings which are estimated to be generated from Package 1, as detailed within the submitted report, be noted;
- (e) That the likely position in relation to capital receipts arising from the programme be noted, with it also being noted that the Director of City Development will negotiate the detailed terms including the financial consideration for the disposal of each site in Package 1, and that the Director will seek the approval of Executive Board to the final terms of each disposal.

**ENVIRONMENT AND ACTIVE LIFESTYLES**

**132 Bids to Heritage Lottery Fund**

Further to Minute No. 143, 7<sup>th</sup> February 2018, the Director of Communities and Environment submitted a report which provided details of an opportunity to prepare funding applications to the Heritage Lottery Fund (HLF) under the Future Parks Accelerator initiative and Resilient Heritage grant fund respectively.

In response to an enquiry regarding the potential levels of match funding which could be utilised, it was highlighted that the detailed work with regard to match funding would be undertaken over the coming weeks prior to the bid being finalised.

Members discussed the role of the Parks and Greenspace Forum and the significant level of voluntary hours that the organisation provided throughout the city.

**RESOLVED –**

- (a) That approval be given to submit a bid to the Future Parks Accelerator initiative of up to £1m to help develop a parks and green space strategy to 2030 based upon exemplar case studies delivered as part of the submission;
- (b) That approval be given to submit a bid to the Resilient Heritage Fund of up to £250k to build capacity to develop a significant grant bid to restore heritage features at Temple Newsam Estate;

- (c) That it be noted that the Chief Officer Parks and Countryside is responsible for the submission of the bids in line with required timescales in mid-January 2019.

## **ECONOMY AND CULTURE**

### **133 Update on Leeds City Council's Response to the UK's Decision to Leave the European Union**

Further to Minute No. 41, 27<sup>th</sup> July 2016, the Chief Executive submitted a report providing an update on the steps that the Council, working closely with partners and other agencies, had taken since the EU Referendum in June 2016, and details the ongoing preparations being made to examine both the opportunities and the risks to the Council as a result of Brexit.

With the agreement of the Chair, the submitted report had been circulated to Board Members as a late item of business prior to the meeting for the reasons as set out in section 4.5 of the submitted report, and as detailed in Minute No. 118.

By way of introduction to the report, the Leader and the Chief Executive highlighted the wide range of actions that were being taken as part of the preparations, which included:

- The work of the cross-party working group which had held a number of meetings focussed on specific sectors, with the aim of ensuring that the city was in the best place to face any challenges arising from Brexit and also to be well positioned to pursue any appropriate opportunities;
- The ongoing work undertaken with the Local Government Association with the aim of safeguarding any current grants and funding received from the EU, so that they continued to be directed to those communities for which it was meant;
- The ongoing work relating to the promotion of community cohesion and the reassurance in this area which was being provided to the people of Leeds;
- The Council's offer of assistance to Council employees from the EU, in respect of EU Settlement Scheme applications - a gesture which it was noted, had been welcomed;
- The promotion of Local Government's key role in circumstances such as this, as a conduit between different sectors and agencies across the city to help address the needs of the city's population;
- The multi-agency approach being taken to prepare for potential scenarios, such as a 'no deal' exit from the EU and/or any potential economic downturn.

Members briefly discussed the current uncertainty regarding the preparations being made within the EU regarding any EU settlement scheme for UK citizens.

**RESOLVED –**

- (a) That the ongoing work being undertaken to prepare the Council and the city for the UK's exit from the European Union on 29 March 2019, be noted;
- (b) That the outline of medium term activity aimed at mitigating risks and maximising opportunities in the period immediately following the UK's exit from the EU, be noted.

(Councillor Mulherin left the meeting at the conclusion of this item)

**134 Leeds Inclusive Growth Strategy - Delivery**

Further to Minute No. 37, 17<sup>th</sup> July 2017, the Director of City Development submitted a report setting out the proposed framework and underpinning partnership arrangements for the delivery of the Inclusive Growth Strategy and which sought support for the proposed approach.

Members welcomed the 'Measuring Success' aspect of the submitted report, the Outcome Based Accountability model and the annual review of progress which was proposed. The Board also considered the role of the 'Ambassadors', with a Member emphasising the need to maximise the positive impact that the Ambassadors' creativity and expertise would bring to the process.

**RESOLVED –**

- (a) That the delivery approach for the Inclusive Growth Strategy, be approved;
- (b) That the proposals detailed within the submitted report for an Inclusive Growth Delivery Partnership to drive forward the delivery of inclusive growth in Leeds, be approved;
- (c) That the creation of the Inclusive Growth Delivery Partnership be delegated to the Director of City Development;
- (d) That the proposed approach for the appointment of 'Ambassadors', as detailed within the submitted report, be approved.

**135 Initial Budget Proposals for 2019/20**

The Chief Officer Financial Services submitted a report presenting the initial budget proposals for 2019/20, and which sought agreement for them to be submitted to Scrutiny for consideration, and also used as a basis for wider consultation with stakeholders.

It was noted that prior to the meeting, an addendum to the report had been submitted to Board Members for consideration, which provided an update on the key features of the provisional Local Government Financial Settlement for 2019/20 as had been recently announced by Government, and which highlighted the implications for the Council. It was noted that this had included confirmation that the Council's application to pilot 75% business rates

retention as an expanded North and West Yorkshire business rates pool in 2019/20 had been successful.

**RESOLVED –**

- (a) That the initial budget proposals be agreed and that agreement also be given for them to be submitted to Scrutiny for consideration, and also be used as a basis for wider consultation with stakeholders;
- (b) That the assumptions contained within the proposals, as detailed within the submitted report, together with the updated information as contained within the addendum to the report (which had been circulated to Board Members following the announcement of the provisional Local Government Financial Settlement for 2019/20), which included confirmation of: the Council's Settlement Funding Assessment for 2019/20; Leeds' allocation of Winter Pressure and Social Care Grant; the parameters by which the Authority could raise Council Tax without the need for a referendum and the Authority's successful application to pilot 75% Business Rate Retention, be noted;
- (c) That given that the bid to pilot 75% Business Rate Retention had been successful, then agreement be given that Leeds becomes a member of the new North and West Yorkshire Business Rates Pool and acts as lead authority for it. With it being noted that notwithstanding this resolution, the establishment of this new Pool will be dependent upon none of the other member authorities choosing to withdraw within the statutory period after designation;
- (d) That approval be given for the Authority to implement the new business rates reliefs, as announced at the Autumn Budget, with it also being noted that Leeds will be compensated in full by Government for any resultant loss of income.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute.

Also, it was noted that whilst Councillor B Anderson was attending the Board meeting in a non-voting capacity, were he able to, he would have abstained from voting on the decisions referred to within this minute)

(The resolutions referred to within Minute No. 135 (a) and (b), given that these were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions made in accordance with the Budget and Policy Framework Procedure Rules.

However, the resolutions referred to in Minute No. 135 (c) and (d) were eligible for Call In, given that these were decisions not being taken as part of the Budget and Policy Framework Procedure Rules)

## **RESOURCES AND SUSTAINABILITY**

### **136 Best Council Plan Refresh 2019/20 - 2020/21**

Further to Minute No. 147, 7<sup>th</sup> February 2018, the Director of Resources and Housing submitted a report presenting proposals to refresh the Best Council Plan for the period 2019/20 – 2020/21, and which sought approval to undertake engagement with Scrutiny Boards on the emerging Best Council Plan in accordance with the Budget & Policy Framework Procedure Rules.

#### **RESOLVED –**

- (a) That engagement with Scrutiny Boards on the emerging Best Council Plan, in accordance with the Budget & Policy Framework Procedure Rules, be approved;
- (b) That the approach to refresh the Best Council Plan for 2019/20 – 2020/21, as set out in the submitted report, be approved;
- (c) That it be noted and approved that the Director of Resources and Housing will be responsible for developing the Best Council Plan for its consideration by this Board and Full Council in February 2019 alongside the supporting 2019/20 Budget.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

### **137 Financial Health Monitoring 2018/19 - Month 7**

The Chief Officer Financial Services submitted a report which presented the Council's projected financial health position for 2018/19, as at Month 7 of the financial year.

Responding to a Member's enquiry, the Board received further information on the budgetary pressures within the Children and Families directorate with regard to non-demand led services.

#### **RESOLVED –**

- (a) That the projected financial position of the authority as at Month 7 of the financial year, be noted;
- (b) That Directors be requested to identify and implement appropriate measures so that a balanced budget position can be delivered.

### **138 Lineham Farm - Assignment of Lease and Financial Implications**

The Chief Officer Financial Services and the Director of City Development submitted a joint report which sought approval to: assign the leases for the Lineham Farm Centre to the newly established charitable incorporated organisation (CIO) 'Leeds Children's Charity at Lineham Farm'; to include a

number of revisions to the leases, as detailed within the report, and which also sought agreement to writing off the going concern funding made available by the City Council to the current 'Lineham Farm Children's Centre' charity, upon that charity's impending dissolution.

Responding to a Member's enquiry, the Board noted the intention for the new CIO was for it to continue to provide services for schools, a matter which Members were advised featured within the objects of the new charity.

With regard to the Council's involvement in the Board of the new CIO, Members noted that by law, trustees of a CIO were required to act in the best interests of the charity and as such, the current course of action being progressed was for the trustees to be drawn from the 2 original charities and not from officers or Members of the Council.

Following the consideration of Appendix 1 to the submitted report designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

**RESOLVED –**

- (a) That the Board's consent be provided to the assignment of leases in respect to the Lineham Farm centre to the Leeds Children's Charity at Lineham Farm, with approval also being given to the proposed variations to the leases, as referenced within the submitted report;
- (b) That agreement be given for the financial assistance made available to the 'Lineham Farm Children's Centre' charity over the last few years to be written off upon the charity's dissolution, in order to maintain the centre as a going concern.

**139 New Procurement Strategy**

The Director of Resources and Housing submitted a report detailing proposals to review the Council's Procurement Strategy with a view to it being further aligned to the Council's aims. The report also included a review of the use of Council waivers of the Contract Procedure Rules (CPRs), and the actions being taken to minimise the inappropriate use of such waivers.

Responding to a Member's enquiries, the Board noted the discussions which had been previously held by the Board regarding the Council's role as a landlord for businesses located in the city. Also, the Executive Member, reiterated some of the key actions being taken by the Council to progress the delivery of social value as an employer and through procurement.

**RESOLVED –**

- (a) That the proposed key areas which will form the New Procurement Strategy, as detailed within the submitted report, be supported;

- (b) That the intention to consult further regarding the New Procurement Strategy before returning to Executive Board with a final strategy in April 2019, be noted;
- (c) That the progress made to date in respect of social value aspects of procurement, together with the proposals detailed within the submitted report to further strengthen this work, be noted;
- (d) That the work which has been undertaken to date in respect of minimising the inappropriate use of waivers of CPRs, be noted;
- (e) That the proposals, as detailed within the submitted report, regarding changes to processes to ensure greater control over waivers of CPRs, be supported.

**DATE OF PUBLICATION:** FRIDAY, 21<sup>ST</sup> DECEMBER 2018

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00 PM, MONDAY 7<sup>TH</sup> JANUARY 2019

This page is intentionally left blank



**WEST YORKSHIRE JOINT HEALTH OVERVIEW AND SCRUTINY  
COMMITTEE**

**WEDNESDAY, 5TH DECEMBER, 2018**

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

Councillors S Baines, Y Crewe, B Flynn,  
V Greenwood, C Hutchinson, B Rhodes,  
N Riaz and L Smaje

**CO-OPTED MEMBERS** Councillors J Clark and A Solloway

**26 Welcome and Introductions**

The Chair welcomed all present to the meeting and brief introductions were made. The Chair also thanked representatives of Bradford Metropolitan District Council for hosting this meeting in Bradford City Hall.

**27 Appeals Against Refusal of Inspection of Documents**

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

**28 Exempt Information - Possible Exclusion of the Press and Public**

The agenda contained no exempt information.

**29 Late Items**

There were no late items of business, however the Committee was in receipt of a supplementary pack containing the work programme (Minute 36 refers) and a copy of the "A Healthy Place to Live, A Great Place to Work" document was tabled at the meeting in support of discussions on the West Yorkshire and Harrogate Health and Care Partnership: Workforce Strategy (Minute No. 35 refers).

**30 Declaration of Disclosable Pecuniary Interests**

No declarations of disclosable pecuniary interests were made, however Councillor Baines MBE wished it to be recorded that he had a non-pecuniary interest in Agenda Item 8 'West Yorkshire and Harrogate Health and Care Partnership: Acute Care Collaboration and the West Yorkshire Association of Acute Trusts' as a member of the Board, Calderdale & Huddersfield NHS Trust. (minute 34 refers)

**31 Apologies for Absence and Notification of Substitutes**

No apologies for absence were received.

**32 Public Statements**

No public statements were made at the meeting.

**33 Minutes of the previous meeting**

In respect of minute 22, an amendment was requested to include the request that Kirklees Health and Adult Social Care Scrutiny Panel receive an update on patient flows.

Draft minutes to be approved at the meeting  
to be held on 11<sup>th</sup> February 2019

**RESOLVED** – That, subject to the amendment outlined above, the minutes of the previous meeting held 8<sup>th</sup> October 2018 be agreed as a correct record.

**34 West Yorkshire and Harrogate Health and Care Partnership: Acute Care Collaboration and the West Yorkshire Association of Acute Trusts**

The Joint Committee received a report of Leeds City Council's Head of Governance and Scrutiny Support introducing an update report from West Yorkshire and Harrogate Health and Care Partnership on acute care collaboration and the West Yorkshire Association of Acute Trusts (WYAAT). The report detailed the WYAAT collaborative forum and a summary of each of the 12 current programme areas that contribute to the acute care collaboration priority.

The following were in attendance:

Matt Graham, WYAAT Programme Director

Ian Holmes - Director, West Yorkshire & Harrogate Health & Care Partnership.

Matt Graham, WYAAT Programme Director, presented the report and highlighted the following:

- The focus of WYATT was collaboration and standardisation of provision to improve and sustain care services throughout the 6 member Trusts.
- WYAAT provided a forum for partners to discuss the 12 programmes of work which were fully aligned with West Yorkshire Health and Care Partnership.
- Decisions on service provision remain vested with the partner Trusts.

Joint Committee discussions focussed on the following:

- How the WYATT programme outcomes were monitored, measured and reported. Members emphasised the importance of public accountability. Using pharmacy as an example, the response was noted that each programme had a clear set of metrics to evaluate benefits – such as financial benefits, stock control and freeing-up pharmacist's time to conduct clinical work. Additionally, WYAAT was developing a website where programmes and outcomes would be available in 2019.
- Whilst acknowledging the assurance that WYAAT itself was not a decision making body – all decisions remain with the partner Trust's Boards and clinicians, Members also noted the influence that discussions at WYAAT level could have on future service provision and the decisions that were made when considering a business plan for each programme of work.
- Noting that the detail of the 12 programmes was not yet available; it was agreed that the current position in terms of progress against anticipated outcomes for each of the programmes would be provided directly to Members of the Joint Committee.
- The need to identify a timeframe for the delivery of each of the 12 programmes.

- The need to provide the Joint Committee with case studies of how WYAAT's work benefits both patients and the NHS and to inform the Joint Committee when a programme delivery aim had been achieved.
- The links between WYAAT partners and primary care providers.

Specific matters were identified for further consideration –

- Clarity on the aim of “optimising estates” within the Elective Surgery work stream was requested.
- How the Workforce transformation has been consulted on and is being implemented and managed.
- How risks are identified and managed, particularly in respect of the Procurement programme; and WYAATs role/influence should the expected benefits of any programme area not be fully achieved.
- The role of mutual accountability between the representatives of the 6 Trusts.
- The costs associated with the establishment of WYAAT and any financial benefits brought through closer collaboration.
- Service provision within the more rural areas covered by the Partnership and how this was reflected within the work of WYAAT.

In conclusion, the Chair acknowledged the reassurance provided that the work of WYAAT linked through to the West Yorkshire and Harrogate Health and Care Partnership (the Partnership) and primary care providers. The Chair reiterated the importance of the role of the Joint Committee in monitoring the success of that partnership – and therefore the work of WYAAT. The Chair also reiterated the need for app partners within the Partnership to have regard to patient flow through health and care services and the needs of patients to access the right services across the individual Trusts and the wider Partnership areas.

On behalf of the Joint Committee the Chair thanked representatives for their attendance, presentation and contribution to the discussion.

#### **RESOLVED -**

- a) To note the West Yorkshire Association of Acute Trusts' aims and principles of collaboration;
- b) To note the West Yorkshire Association of Acute Trusts' role within the West Yorkshire and Harrogate Health and Care Partnership; and,
- c) To note the 12 programmes within the identified acute care collaboration priority (Hospitals Working Together portfolio).
- d) To note the contents of the discussions which identified any specific scrutiny actions and/or future activity associated with the details presented.
- e) To note the intention for the relevant officer to provide the current position in terms of progress against anticipated outcomes for each of the 12 WYAAT programme areas to Members of the Joint Committee.

### **35 West Yorkshire and Harrogate Health and Care Partnership: Workforce Priority**

The Joint Committee received a report of Leeds City Council's Head of Governance and Scrutiny Support presenting a report on workforce challenges from the West Yorkshire and Harrogate Health and Care Partnership Local Workforce Action Board (LWAB). The report provided a description of the LWAB and the plans in place to mitigate workforce challenges and risk.

A copy of the document "A Healthy Place to Live, a Great Place to Work" was tabled at the meeting.

The following were in attendance and contributed to the discussion:

- Chris Mannion, Associate Director - Workforce Transformation, West Yorkshire & Harrogate Local Workforce Action Board.
- Kate Holliday, Workforce Transformation Lead, Health Education England.
- Ian Holmes - Director, West Yorkshire & Harrogate Health & Care Partnership

A number of points were highlighted by way of introducing the item, including:

- The team worked closely with the Clinical Priority Programme and the 6 areas within the West Yorkshire and Harrogate Health and Care Partnership to identify workforce challenges.
- LWAB received £500k funding from Health Education England annually and Appendix 2 of the submitted report presented a breakdown of how that funding was spent along with examples of the work streams.
- The need to ensure the right staff with the right training were available at the right place and time was a key objective. To achieve this, LWAB had established several training packages to support staff through change and individual work streams such as the creation of the post of Operating Support Officer to provide support to patients through recovery and beyond.
- The importance of unpaid and/or working carers was recognised – a 'working carer's passport' had been developed, to encourage working carers to identify themselves and advise their managers of the challenges they face outside of the workplace. It was noted that 11% of NHS staff were recorded as being working carers

The Joint Committee discussed a range of workforce challenges, including the following areas:

Mental Health service areas where it was reported that 2000 staff had left the field. The Joint Committee noted the response that Health Directors had been asked to assess and report any service gaps in the system to LWAB. LWAB had developed better progression and clear pathways throughout mental health services to encourage staff retention.

Clinical Care settings where there were different staff requirements between teaching and non-teaching Trusts. It was reported that a 'Streamlining Programme' offering mandatory and statutory training packages on subjects and issues experienced at every hospital had been established so staff can

develop transferrable skills and work within both teaching and non-teaching Trust settings, thus removing some of the barriers to work progression. Employers did acknowledge the value of staff investment and progression which brought benefits to the service provided and continuity of care. It was also reported that work was being undertaken with Universities and social care providers to encourage and support nursing staff with a programme of training and work placements.

Social Care and Home Care Services; although the direction of travel was for people to take responsibility for their own health at home, there was a shortage of home support for people with complex medical needs in the form of District Nurses and Health Visitors and a comment was noted that the presented work streams did not address this.

Discussion on the new technology available to support home care provision identified that some patients did not have internet access or reliable Wi-Fi connection and could not make use of the offer.

Additionally, events had been devised to promote careers in the health and care sector. For GP recruitment; a programme of repatriation had been developed as many more GPs were registered than practiced. It was noted that a "Return to Practice" booklet had been produced and would be provided to Members of the Joint Committee.

The Joint Committee identified the following matters for further discussion:

- The ambitious nature of the work streams.
- The NHS Ten Year Plan and the likely impact/implications for the workforce
- The impact of Brexit on the number of EU nationals working within the health and care sector, and the analysis undertaken by Health Education England.
- The impact of the lack of staff on service provision including the reported numbers of staff absent through sickness.
- Measures used to discourage the use of agency staff.

On behalf the Joint Committee, the Chair thanked representatives for their attendance, presentation and contribution to the discussion.

#### **RESOLVED –**

- a) To note the contents of the submitted report and appendices.
- b) To note the discussions on the details presented in the report
- c) To progress the matters for further discussion identified at the meeting.

### **36 Work Programme**

The Joint Committee received a report from Leeds City Council's Head of Governance and Scrutiny Support on the continuing development of the Joint Committee's future work programme.

The Principal Scrutiny Adviser highlighted proposals to adopt a consistent approach for future reports submitted for consideration by the Joint Committee; that being to reference the role of enablers and collaborative forums and consider the Partnership aims and criteria in each matter presented.

The Joint Committee considered the proposed future work programme and discussed the following matters:

- The volume of work within the Partnership's 9 programme areas and the capacity of the Joint Committee to address each area.
- Workforce issues and whether consideration of the detail of this issue would be best placed within a working group of the Joint Committee.
- The need for presenting officers to provide Members with feedback on the queries/concerns raised but unanswered at meetings.

**RESOLVED –**

- a) That the proposed work programme and comments made at the meeting be noted.
- b) That the proposals for a consistent approach to reporting, as detailed in paragraphs 3:6 to 3:9 of the submitted report, be agreed.
- c) That officers continue to develop the Joint Committee's work programme, based on comments made at the meeting.
- d) That a revised work programme be presented for discussion and agreement at a future meeting of the Joint Committee.

**37 Date, Time and Venue of Future Meetings**

**RESOLVED** - To note the following arrangements:

Monday 11<sup>th</sup> February 10.30 am until 12.30 pm - Halifax

Monday 8<sup>th</sup> April 2019 10.30 am until 12.30 pm – Wakefield

*(Both with a pre-meeting for Committee Members at 10.00 am)*



This page is intentionally left blank



## **HEALTH AND WELLBEING BOARD**

**WEDNESDAY, 12TH DECEMBER, 2018**

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

Councillors C Anderson, S Golton, L Mulherin and E Taylor

### **Representatives of Clinical Commissioning Group**

Dr Gordon Sinclair – Chair of NHS Leeds Clinical Commissioning Group  
Dr Alistair Walling – Chief Clinical Information Officer, Leeds City and Leeds CCG

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

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

### **Third Sector Representative**

Heather Nelson – Forum Central  
Karen Pearce – Director, Forum Central

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

Dr John Beal – Chair, Healthwatch Leeds  
Hannah Davies – Chief Executive, Healthwatch Leeds

### **Representatives of NHS providers**

Dr Sara Munro - Leeds and York Partnership NHS Foundation Trust  
Dr Phil Wood - Leeds Teaching Hospitals NHS Trust  
Thea Stein - Leeds Community Healthcare NHS Trust

### **Representative of Leeds GP Confederation**

Jim Barwick – Chief Executive of Leeds GP Confederation

## **36 Welcome and introductions**

The Chair welcomed all present and brief introductions were made.

The Chair took the opportunity to thank the third sector representative, Heather Nelson, for her contribution to the work of the Board during her time as a Board Member. The new appointment would be confirmed at a future meeting. Heather Nelson reflected on her time as a Board member, and provided Members with an update on her recent role at the joint HWB and Kings Fund event on Managing Digital Change in Health and Care (22<sup>nd</sup> November 2018).

The Chair also informed the Board that Superintendent Sam Millar would no longer be acting as the Safer Leeds representative on the Board, and that the new appointment would be confirmed at a future meeting.

The Chair also noted the success of the Big Leeds Chat, which took place on 11<sup>th</sup> October 2018, and provided an update on the preparations and preventative work that have taken place for system resilience over the winter period.

**37 Appeals against refusal of inspection of documents**

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

**38 Exempt Information - Possible Exclusion of the Press and Public**

There were no exempt items.

**39 Late Items**

There were no late items.

**40 Declarations of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

**41 Apologies for Absence**

Apologies for absence were received from Phil Corrigan, Steve Walker, Julian Hartley, and Councillor Pat Latty. The Chair welcomed substitutes Sue Rumbold, Phil Wood and Councillor Caroline Anderson to the meeting.

**42 Open Forum**

No matters were raised under the Open Forum.

**43 Minutes**

**RESOLVED** – That the minutes of the previous meeting held 5<sup>th</sup> September 2018 were agreed as a correct record.

**44 Joint Strategic Assessment Update**

The Chief Officer, Health Partnerships, and the Head of Intelligence and Policy, Leeds City Council, submitted a report that provided an update on the development of the draft Joint Strategic Assessment (JSA) and emerging headlines around health inequalities.

The following information was appended to the report:

- The Draft JSA Executive Summary

Draft minutes to be approved at the meeting  
to be held on Thursday, 28th February, 2019

The following were in attendance:

- Tony Cooke, Chief Officer for Health Partnerships
- Simon Foy, Head of Intelligence and Policy, Leeds City Council

The Head of Intelligence and Policy introduced the report and highlighted some of the key messages, which included:

- Links to the Inclusive Growth Strategy and the Health and Wellbeing Strategy;
- The development of the Leeds Observatory to become a more user-friendly system;
- The significant growth of the younger population in Leeds, particularly in the more deprived areas, and consequently the ongoing challenge of child poverty;
- The growth of the private housing sector in deprived areas, with poor quality housing, in comparison to other Core Cities;
- The high employment rate in Leeds, however some concern for the number and quality of intermediate and semi-skilled jobs, and the low productivity of the city compared to other Core Cities.

During discussions, the Board considered the following:

- Councillor Mulherin provided some context to the growing population of young people in Leeds and the impact on school places of growth in deprived areas. The Board also heard that the Child Poverty Impact Board (CPIB) had been introduced to focus on six specific work streams, to mitigate the impact of child poverty.
- Members were asked to consider the impact of different working arrangements within their organisations as major employers in the city, and despite the benefits, how part-time/flexible working may contribute to in-work poverty and potentially discourage employment.
- Concern around the smoking prevalence in deprived areas, and the association with cultural and social norms. Members provided update on new projects in Leeds, and examples from other local authorities, to reduce smoking in public areas.
- The potential for Local Care Partnerships (LCPs) to reduce 'postcode lotteries' and enable an individualised approach to different areas, particularly deprived areas.

**RESOLVED –**

- a) To note the initial findings and structure of the draft report, including linkages to the wider Observatory and existing/planned Health Needs Assessments.
- b) To note the Board's comments and suggestions in relation to the Draft JNA.

*Councillor Golton left the meeting at 1:30pm during discussion of this item.*

## 45 Priority 8 - A Stronger Focus on Prevention

The Director of Public Health submitted a report that presented an overview of the range of preventative work occurring in Leeds to achieve our ambition, vision and explore how they are working together to address the emerging headlines from the Joint Strategic Assessment.

The following were in attendance:

- Deb Lowe, Advanced Health Improvement Specialist, Leeds City Council
- Anna Frearson, Chief Officer / Consultant in Public Health, Leeds City Council
- Gill Keddie, Active Leeds Development Manager, Leeds City Council
- Victoria Eaton, Chief Officer / Consultant in Public Health, Leeds City Council
- Catherine Ward, Health Improvement Principal, Leeds City Council

The above attendees introduced the report and highlighted key messages from the three sections of the report, which included:

- *Local Government Healthy Weight Declaration.* The Board were provided with an overview of the framework of the declaration, along with the 14 commitments and 6 local priorities. Members heard that LCC was one of sixteen organisations who had adopted the Healthy Weight Declaration, and it was now the intention to encourage other organisations to sign up and expand the partnership.
- *Physical Activity Approach.* The Board heard that consultation had begun to inform a new strategy, which has led to the development of 'physical activity conversations' to take place in the community and a social movement campaign.
- *Mental Health Protection Concordat.* Members were informed that the work has been informed by a national framework agreed in 2017, and provides an opportunity to challenge and analyse current systems.

During discussions, the Board considered the following:

- The interrelation between issues, and support for engaging organisations across the city to provide direction. There was also a suggestion that all three projects be integrated to form a package that organisations can sign up to.
- The importance of preventive measures for children and young people. A request for a child-friendly version of the wheel of health benefits of physical activity, to provide more relatable examples of ill-health.
- Better articulating the substantial long term saving for the 'Leeds Pound' associated with improving mental health, particularly in relation to numbers of children looked after and the impact of parents with mental health problems. Children and Families representatives offered to contribute further evidence around this.

- The stigma and discrimination associated with mental health services, and thus the benefits of programmes that positively impact mental health without being named as ‘mental health programmes’ – such as healthy eating and exercise programmes.
- Members emphasised the importance of a whole family approach and were asked to provide feedback on the consultation of the new draft Leeds Young Carers Strategy by 09 January 2019.
- The Board heard that a key message from the Big Leeds Chat was people’s desire and need to take responsibility for their own health, but the challenge in doing so due to the variety of other responsibilities e.g. work, childcare etc.
- Engaging children and young people at an early age to embed the importance of being physically active and mentally healthy through schools and earlier.
- Recognising the importance of support networks and how children and young people who have faced challenges growing up can continue to access support into adulthood.
- Recognising the role of Community Safety to promote physical activity (e.g. ensuring that people have access to green spaces where they feel safe).

**RESOLVED** – To note the Board’s feedback and comments regarding the Healthy Weight Declaration, Physical Activity conversations and evolving Social Movement, and the Mental Health Prevention Concordat.

*Thea Stein left the meeting at 2:50pm, and Councillor Taylor at 3pm, during discussion of this item.*

#### **46 Leeds Health Protection Board - Annual Report**

The Director of Public Health submitted a report that presented an overview of the Leeds Health Protection Board’s Annual Report and proposed priorities for 2018-19.

The following information was appended to the report:

- Headline Health Protection Indicators Annual Report (November 2018)

The following were in attendance:

- Dawn Bailey, Head of Public Health (Health Protection), Leeds City Council
- Helen McAuslane, Public Health England

The above attendees introduced the report and highlighted the key messages from the report, which included:

- The development of the Leeds Outbreak Plan, which includes an agreed detailed list of roles and responsibilities for organisations. The

plan was tested during the recent outbreak of measles, and reported to be largely successful with a few lessons learned.

- A 'one city' approach through coordination of various projects in partnership with schools and universities focused on reducing antibiotic resistance.

During discussions, the Board considered the following:

- Some concerns around groups of 'anti-science' parents who choose not to vaccinate their children, however Members were assured that this was a very small group in Leeds. Members heard that the largest population of people who have not been vaccinated live in the most deprived areas of the city, and are often new to the city.
- Strengthening links between the vaccination project in schools and the 'Best Start' strand of the CPIB and Child Poverty Strategy
- Strengthening links with the Leeds City Council's Priority Neighbourhoods.
- Members recognised the important role of the third sector for vaccination projects, and were informed that, along with other organisations, Leeds GATE (Gypsy and Traveller Exchange) were engaged in current projects as a group who have a typically low rate of childhood vaccinations.
- Some of the health challenges with the migrant population in Leeds, which will be included as part of a future update on the Migrant Health Board.

**RESOLVED** – To note the Board's comments and suggestions in relation to the new priorities identified by the Health Protection Board for 2018/20.

**47 For information: Annual refresh of the Future in Mind - Leeds Local Transformation Plan**

The Board received, for information, the joint report of the Director of Operational Delivery, NHS Leeds CCG, and the Director of Children and Families, Leeds City Council, introducing the Future in Mind - Leeds Local Transformation Plan annual refresh, which was previously submitted nationally following circulation to members for comments.

**RESOLVED** – To note the contents of the report.

**48 For information: BCF Quarter 2 2018/19 Return Performance Monitoring**

The Board received, for information, a copy of the joint report from the Chief Officer Resources & Strategy, LCC Adults & Health and the Deputy Director of Commissioning, NHS Leeds CCG, detailing the BCF Performance Monitoring return for 2018/19 Quarter 2, which were previously submitted nationally following circulation to members for comment.

**RESOLVED** – To note the contents of the report.

**49 For information: Leeds Health and Care Quarterly Financial Reporting**

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

**RESOLVED** – To note the contents of the report.

**50 For information - Connecting the work of the Leeds Health and Care Partnership**

The Board received, for information, the report of the Chief Officer, Health Partnerships, presenting overview of the work from the Health and Wellbeing Board workshop on communities (10th October 2018) and Health and Wellbeing Board to Board (22nd November 2018).

**RESOLVED** - To note the contents of the report.

**51 Any Other Business**

No matters were raised on this occasion.

**52 Date and Time of Next Meeting**

**RESOLVED** – To note the date and time of the next meeting as Thursday 28th February 2019 at 10am (with a pre-meeting for Board members at 9:30am)

This page is intentionally left blank